



# UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY

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**2014 Comprehensive Annual Report  
on Public Diplomacy  
and International Broadcasting**

**Focus on FY13 Budget Data**



United States Department of State





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## 2014 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on FY13 Budget Data

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*The views represented herein are those of the Advisory Commission for Public Diplomacy and do not necessarily reflect the views of the Department of State.*



United States Department of State

# TRANSMITTAL LETTER

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December 11, 2014

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 Comprehensive Annual Report on U.S. government public diplomacy programs and international broadcasting.

ACPD is a bipartisan panel created by Congress in 1948 to formulate and recommend policies and programs to carry out the public diplomacy functions vested in U.S. government entities and to appraise the effectiveness of those activities. It was reauthorized in January 2013 to complete the Comprehensive Annual Report on public diplomacy and international broadcasting activities, and to produce other reports that support effective public diplomacy.

This report itemizes major public diplomacy and international broadcasting activities conducted by the State Department and the Broadcasting Board of Governors (BBG). The report is based on data collected from every office at the State Department in the public diplomacy cone, the six regional bureaus in the State Department, and the Public Affairs Sections (PAS) of all U.S. embassies worldwide. It was compiled by ACPD staff with the close help and coordination of public diplomacy and BBG officials. The information focuses mainly on FY13 actual funds spent, as it provided the most complete accounting of public diplomacy and broadcasting activity at the time this was compiled. Wherever possible, the report also looks at FY14 actual and planned spending, in addition to FY15 budget requests, strategy, and activities.

As the first iteration of this Comprehensive Annual Report and due to the ACPD's very limited staffing and resources, this report is mainly a compilation and consolidation of program description and budget data to provide a benchmark for future reports. Wherever possible, we added analysis and recommendations. Moving forward, the 2015 Comprehensive Annual Report will be delivered closer to the end of the FY15 fiscal year and will provide a deeper treatment of worldwide activities. We are open to feedback and suggestions on how to improve future iterations.

We greatly admire the tenacity and the talent of our public diplomats and international broadcasters and are encouraged by their reform-minded leaders at both agencies.

Respectfully Submitted,



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Penne Korth Peacock (Texas)



Sim Farar, Vice Chair (California)



Anne Wedner (Illinois)



Lyndon L. Olson, Vice Chair (Texas)



Lezlee J. Westine (Virginia)

# ACKNOWLEDGMENTS

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The ACPD is very grateful to State Department and Broadcasting Board of Governors leadership who helped us with the collection of this data to complete the first-ever annual report on this scale. We are thankful for the help from Policy Planning and Resources Office leadership who helped us access vital information: Marianne Scott, Bruce Armstrong, Susan Stevenson, Roxanne Cabral, John McIntyre, Mary Jeffers and Lea Perez. Many thanks also to Educational and Cultural Affairs Bureau leadership: Evan Ryan, Kelly Keiderling, Rick Ruth and the rest of the team. The International Information Programs Bureau gave much support in guiding the process. Thank you to Macon Phillips and Jean Manes, in addition to Kim Feinstein for fielding us timely information. We thank Doug Franz, Valerie Fowler, Anne Casper and the rest of the Public Affairs Bureau team. We're also grateful to Loretta Milburn and Rodney Reynolds for providing disaggregated budget information. Much thanks to Alberto Fernandez and Carolyn Glassman in the Center for Strategic Counterterrorism Communications. We also appreciate the help from the many Deputy Assistant Secretaries and Directors of Public Diplomacy in the six regional bureaus at the State Department who reviewed foreign policy and public diplomacy strategies with us while also checking the reports' data. This includes, but is not limited to: Susan Stevenson, Judy Moon, Jake Jacanin, Robin Diallo, Mark Toner, Adele Ruppe, Larry Schwartz, Robert Hilton, Eileen O'Connor, Kathryn Schalow, Jefferson Brown, Liza Davis, David Gilmour and Todd Haskell.

At the Broadcasting Board of Governors, we give thanks to Lynne Weil, Bruce Sherman, Rob Bole and Suzie Carroll Kate Neeper, Theresa Betty and Karen Larsen. At Radio Free Asia, thank you to Libby Liu and her team. And at Radio Free Europe/Radio Liberty, thank you to Martins Zvaners. Jodi Reed also helped us through the summer with the compilation of BBG data of each of the 74 services in five news agencies.

Our summer analysts, John Pope and Kayli Westling, made invaluable contributions in compiling and sorting the country by country data for public diplomacy and international broadcasting, for which we are ever grateful. They made this project less daunting with each day of their short time with us. Amy Dahm also helped us with the Europe section of the report over the summer. And we always give thanks to ACPD's Program Support Assistant, Michelle Bowen, who helps to keep our office running smoothly.

ACPD visited seven countries to collect information for this report and see public diplomacy programs up close. Thank you very much to Alex Titolo, Anna Dupont, and Michael Turner at the U.S. Mission in Vietnam; Mary Ellen Countryman, Joy Sakurai and John Choi at the U.S. Mission in Indonesia; Thomas Miller, Fiona Evans, Peter Claussen, and Timothy Standaert at the U.S. Mission in Germany; Robert Zimmerman at the U.S. Embassy in the Czech Republic; Conrad Turner and James Hallock at the U.S. Mission in Ukraine; Bradley Hurst at the U.S. Mission in Estonia; and Stephanie Syptak-Ramnath and Michelle Lee and the entire team at the U.S. Mission in Mexico. ACPD realizes the significant time and energy that goes into these official visits and we're grateful for your support in helping us understand how Washington-directed foreign policy translates on the ground.



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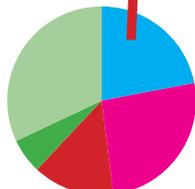
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# HOW TO READ THIS REPORT

**SPENDING BY THEME**

**COUNTRY NAME**

**SPENDING BY ACTIVITY (WITH KEY)**

Guinea-Bissau										Population: 1,693,398 FY13 PD Actuals: \$62,400 FY14 PD Base: \$55,101		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US	
60%	55.30%	68.90%	42.10%	\$1,200	214	Not Free	86	3.10%	No Data	No Data	No Data	
 <p>Support for Mission Initiatives: \$5,904 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$13,870 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$2,952 Educational Initiatives (Excluding English Lang.): \$14,250</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$83 Speaker Programs (Post Generated): \$0 American Centers: \$5,904 American Spaces (Not Centers): \$11,661 Support for Information Resource Centers: \$2,952 Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$1,807 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$3,016</p>												

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

This first-ever exercise of putting this Comprehensive Annual Report together meant that a great deal of time was invested in the process of identifying, requesting, pulling, sorting and organizing data. It is mostly backward-looking into FY13, since it relies heavily on actual budget data. Wherever possible, we provide FY14 planned and FY15 requested budget data as well, yet it is not consistent. Given the scope and size of it, in addition to the ACPD’s staff and resource constraints, analysis is light. This allows the reader to use this as a reference guide and a point of inquiry for questions on public diplomacy and international broadcasting priorities.

Yet, when reviewing the data, it’s essential to not read it in a vacuum. Context varies by program and by country. The ranking of cost per mission must consider the cost of operating in the country and not just how much money is distributed to programs. The country by country data (see above) is also self-reported from worldwide Public

Affairs Sections via a Mission Activity Tracker tool that is currently undergoing much-needed reforms. The cost per student and cost per visitor information in the Educational and Cultural Affairs Bureau may or may not include travel or tuition, and travel costs can vary depending on the country one is traveling to and from. At the BBG, for instance, reporting and delivery costs can be very high due to nonpermissive environments they are reporting from.

The bulk of the analysis can be found in the report’s opening section. In the Field-Directed Activities section, some analysis is given on the foreign policy challenges and public diplomacy objectives for the six geographical regions: Africa, Europe, East Asia Pacific, Near East Asia, South Central Asia and the Western Hemisphere. We also provided deeper treatments to seven of the eight countries we visited in-person in 2014: Czech Republic, Germany, Indonesia, Mexico, Vietnam and Ukraine.

## METHODOLOGY

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This report was compiled with the support of State Department Public Diplomacy and Broadcasting Board of Governors leaders who opened their databases for ACPD to compile and sort through copious amounts of budget data and program descriptions from Washington and the field. At the State Department, interviews were conducted with each public diplomacy bureau and the public diplomacy officers in the State Department's regional bureaus to understand the purpose and value of their respective offices.

The Office of Policy Planning and Resources helped to describe current and past office dynamics and budget information, and gave ACPD access to the PD-RAM database, which allows for the country by country break down of cost, program themes and program activities. The PD leadership at the regional bureaus also gave ACPD access to bureau regional foreign policy and public diplomacy plans from FY13 and, when available, FY14. As much as we could with the tools that exist, we attempted to analyze how resources did or did not match strategy.

For the Educational and Cultural Affairs Bureau, the information was taken from open source program descriptions, interviews, and ECE budget information that could be itemized by cost by program and, wherever possible, cost by participant. At the International Information Programs Bureau, open source information was also used, in addition to interviews, cables and budget

data as it pertained to FY13 and FY14 programs, in addition to the FY15 re-organization of the bureau. For the Public Affairs Bureau, ACPD focused on activities that directly or indirectly engage with foreign audiences; the PA leadership provided their budget information and interviews were conducted to understand the division of labor in the bureau. For CSCC, unclassified material on programs and budget information was provided, and we also conducted interviews.

At the BBG, interviews were conducted with the various services and IBB leadership gave ACPD access to program and budget information available through their database.

ACPD traveled to Czech Republic, Estonia, Germany, Indonesia, Mexico, Ukraine, and Vietnam to conduct interviews with embassy officials and public diplomacy beneficiaries. These countries were selected because of the strategic influence each has in their respective regions, and the high amount of public diplomacy resources given to Germany, Indonesia and Mexico, especially. The Czech Republic was chosen because Radio Free Europe/Radio Liberty is also based in Prague. Estonia and Ukraine were selected due to the increase in Russian propaganda targeting the region. In 2015, ACPD will travel to countries in the Africa, Near East Asia and South and Central Asian regions to spotlight public diplomacy activities and their respective challenges there.

## LOOKING AHEAD—2015 REPORT

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This is the first iteration of this report since ACPD received its new congressional mandate in 2013. We are open to suggestions on how this data can be more user friendly and where increased context and analysis should be given for a more thorough understanding of the worldwide reach of U.S. public diplomacy and international broadcasting activities.

Next year, ACPD aims to make several improvements now that a data collection system is in place. First, the report will be delivered closer to the end of the fiscal year, in September 2015. It will focus on FY14 actual budget data and, wherever possible, mention FY15 planned and FY16 requested budget information and strategic priorities. Second, the report will give deeper treatment to regions ACPD could not travel to in 2014:

Africa, Near East Asia and South and Central Asia. Third, it will provide more data visualization that will make it more amenable to analysis. Fourth, it will include select requests from White House, State Department and Congressional leaders.

With each year, we will work to examine more U.S. agencies and actors in foreign public engagement, beyond the State Department and BBG. According to the Interagency Working Group on U.S.-Sponsored International Exchanges and Training, 63 different agencies conduct analogous education, training, exchange and cultural foreign programs. While in country, the activities of the various agencies are coordinated by the Chief of Mission, in Washington there is little to no coordination among agencies. The ACPD believes that there are potential duplications of efforts between

agencies but we have not been able to document this as the scope is so much greater than the ACPD budget will allow. Ideally, however, these duplications should be mapped and discussed; there may be good reasons for similar efforts in various countries, but it may also be the result of careless uncoordinated bureaucratic expansion. The ACPD relishes the opportunity to dig deeper and continue to evaluate the totality of U.S. Government foreign public engagement efforts and hopes to make progress toward this goal as resources allow.

We're happy to have established the benchmarks for future reports so we can better gauge the state and progress of U.S. public diplomacy and international broadcasting activities moving forward. We look forward to your feedback to improve on this document annually.

## INTRODUCTION

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Public diplomacy is a vital dimension of American diplomacy. Given the rapid proliferation of non-state actors who are shaping the international system this century and the increasing flow of information across borders, effective public diplomacy has never been more pertinent to our national security strategy. Yet public diplomacy, like traditional diplomacy, is a long game. It requires commitment and patience, and the strategic investment of limited resources to inform, engage and influence critical foreign audiences over the very long term.

This report looks at the main activities and budget for the Public Diplomacy and Public Affairs Bureaus at the U.S. Department of State as well as the activities and budget for the Broadcasting Board of Governors. The PD family of bureaus at the State Department was created in 1999 after the merger between the U.S. Information Agency and the State Department. Its mission is to “support the achievement of U.S. foreign policy goals and objectives, advance national interests, and enhance national security by informing and influencing foreign publics and by expanding and strengthening the relationship between the people and Government of the United States and

citizens of the rest of the world.” The mission of the BBG is distinct from the State Department’s public diplomacy activities. The BBG’s primary objective is not to persuade attitudes regarding the United States or its policies, but to “inform, engage and connect people around the world in support of freedom and democracy.” It is, however, strategically aligned with broader U.S. foreign policy goals.

The last ACPD annual report, issued in 2005, provided 10 meta-level recommendations for public diplomacy and international broadcasting activities to “connect, modernize, focus, innovate, partner, train, engage, adapt, invent and measure.” Some of the specific recommendations were to incorporate public diplomacy expertise into policy planning, reform the Smith Mundt Act, work with the private sector, increase media training for PD officers, measure the impact of public diplomacy’s effects on attitudes and behavior, and create a comprehensive annual report to map activities.

In the last decade, the State Department and the BBG have worked toward the majority of these goals, modernizing public diplomacy tools and ensuring that strategy

advances overarching foreign policy goals. Most notably, the Smith Mundt Act was amended in 2013 and Deputy Assistant Secretary for Public Diplomacy positions were created in the State Department's six regional bureaus to help ensure public diplomacy had a role in policy decision-making.

This 2014 report is more excavative. It is the result of the ACPD's congressional reauthorization in 2013, which called for a "comprehensive report on public diplomacy and international broadcasting activities to Congress, the President, and the Secretary of State" that includes "a detailed list of all public diplomacy activities funded by the United States Government; a description of—the purpose, means, and geographic scope of each activity; when each activity was started; the amount of Federal funding expended on each activity; any significant outside sources of funding; and the Federal department or agency to which the activity belongs; the international broadcasting activities under the direction of the Broadcasting Board of Governors." This report provides the requested information for Washington and field-directed State Department public diplomacy activities, itemizing the various exchange and cultural programs in the Educational and Cultural Exchange (ECE) budget, in addition to a break down of spending per country for roughly 180 U.S. missions worldwide. It also explains the purpose and cost of all of the Broadcasting Board of Governors news media services.

The reauthorization language also asked for an "assessment of potentially duplicative public diplomacy and international broadcasting activities; and for any activities determined to be ineffective or results not demonstrated under subparagraph (B), recommendations on existing effective or moderately effective public diplomacy activities that could be augmented to carry out the objectives of the ineffective activities." Where possible, this report identifies program cost efficiency at the Washington-directed program level. The question of effectiveness and impact, however, is an issue that the ACPD, with its two-person full time staff and \$135,000 operations budget, could not independently answer in an thorough audit-like format.

To address this issue however, ACPD released the report, "Data-Driven Public Diplomacy: Progress Toward Measuring the Impact of Public Diplomacy and International Broadcasting Activities" in September 2014. The report made nine recommendations for the structural and organizational change needed at the State Department and the BBG to systematically measure the outcomes of various activities, and not just outputs. ACPD will continue to work with both agencies to implement these recommendations so that a more clear assessment of program efficiency and impact can regularly be produced so that such data can be made more systematically available for Congress.

## **MODERN U.S. PUBLIC DIPLOMACY GOALS & TACTICS**

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Rooted in understanding of the primacy of relationship building with the modern embrace of ever faster and more intimate technology and media, current public diplomacy (PD) practice holds promise and potential for U.S. statecraft. Guidance and strategic goals for American PD come from the White House, the Under Secretary for Public Diplomacy and Public Affairs, Congress, and the Chiefs of Mission and Public Affairs Officers at more than 180 Embassies. It is the goal of this report to begin to build toward greater synchronicity of purpose, strategy and tactics through the close examination of programs and objectives and to establish

benchmarks for future studies. We start by examining the varied objectives and funding of public diplomacy and international broadcasting worldwide over the last two years.

The recurring themes for modern public diplomacy from Washington are to promote education; empower entrepreneurs; counter violent extremism; support democracy, human rights and civil society; advance environmental protection; target youth, but diversify audiences to include women, minorities, and the non-elite; do it via digital tools and do it fast; measure

activities' success; and save money. The public diplomacy officers in the field have to find ways to meet these varied expectations and goals within their unique contexts, promoting these at-large objectives with the specific ones for their country teams.

**All of this work is done on an impressively compact budget. In FY13 public diplomacy spending at the State Department in both the Diplomatic and Consular Programs (D&CP) budget and the Educational and Cultural Exchange (ECE) budget combined amounted to \$602.369 million, which was 1.7 percent of the total \$54.844 billion International Affairs (IA) Budget. In FY14, that percentage rose to 1.8 percent with \$562.649 million of the total \$52.080 IA budget—\$40 million less, but a minimally higher amount percentage wise. The Broadcasting Board of Governors spent \$713.3 million in FY13 and \$733.5 million in FY14.**

When one compares these spending levels to the corporate world where Coke is spending more than \$1 billion, 2.3 percent of their 2013 operating budget, on its flagship brand alone and where Microsoft is now at the \$1 billion mark as well, the idea that the Department of State is executing a worldwide program promoting several themes via a myriad of activities for about \$603 million, the Department's activities appear even more efficient or insufficient. This is especially pertinent since public diplomacy spending often has to compete in the larger marketplace. When one compares the BBG budget of \$773.5 million for five services with the almost \$1 billion Russia is spending for one network, Russia Today, the challenge is starkly outlined.

More money should come only with close scrutiny. The first iteration of this report aims to begin to identify activities that are ineffective. Yet the most cost effective and impactful programs could use more resources to ensure that the U.S. is engaging with the right audiences and with a voice that can adequately compete.

The primary challenge is understanding the impact of this work and creating data to inform and drive strategies. Currently, there is less than one percent of public diplomacy and broadcasting budgets allocated do so, in addition to a deficit of research experts and methodologists on staff. ACPD has made it a priority to help advance the measurement and evaluation capacity at the State Department and the BBG so that understanding outcomes of their work can become more systematic, and we can support Congress in understanding what is working and what is not. Some of the recommendations outlined in ACPD's September 2014 report, "Data-Driven Public Diplomacy" are repeated in this one.

While technology poses an allure, its value is as a supplement to on-the-ground, in-person relationship-building work that has always been the foundation of effective public diplomacy. The oldest and most iconic PD tools—Fulbright Program, International Visitor Leadership Program, and American spaces—are cost-effective and essential to creating enduring and personal networks.

Last, modern public diplomacy strategies and tools should consistently be implemented with larger U.S. foreign policy goals in mind. Within the State Department, there has been an increasing effort to tie the use public diplomacy to advancing long-term and short-term national security objectives in all PD bureaus. The current leadership at the State Department is reform-minded and tries to balance long-term investments and programs with the crises of the day which currently include countering Russian propaganda and the influence of violent extremists. At the Broadcasting Board of Governors, innovative leaders are also working to make sure that the BBG is aligned with broader U.S. foreign policy efforts to support freedom, transparency and democracy. The key findings and recommendations are meant to support such reforms and iteratively strengthen and modernize public diplomacy and broadcasting strategy and tactics.



**SUMMARY**  
**OF KEY**  
**FINDINGS &**  
**RECOMMENDATIONS**

## OVERALL KEY FINDINGS

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Below are the overall, topline findings from the Comprehensive Annual Report, followed by recommendations for the State Department public diplomacy offices, overseas missions ACPD visited, and the Broadcasting Board of Governors.

**Research and Evaluation is greatly underfunded at the BBG and the State Department.** As public diplomacy scholar Nicholas Cull once wrote, evaluating progress on long-term public diplomacy goals “can seem like a forester running out every morning to see how far his trees have grown overnight.” It takes time. Yet at the State Department, databases and tools are not setup for users to connect their resources with public diplomacy strategy and systems are not in place to mark long-term progress, making studies for Congress on the efficiency and impact of public diplomacy difficult to produce in timely manners. Reforms are underway to remedy this at the State Department and IIP has been a leader in creating front-end research for program and campaign evaluation. At the Broadcasting Board of Governors, strong teams are in place for this work, but they could use more funding.

The **cost for practicing public diplomacy varies country by country** and the **numbers should not be seen in a vacuum**. Priority countries Afghanistan, Pakistan and Iraq have especially high amounts because public diplomacy activities are supported by Economic Support Funds to help with democratic transitions. Other countries have higher cost of operations given the markets they work within or because they serve as vital partners for the U.S. on third-country crises.

Washington-directed activities need to **remain responsive to needs in the field** and take into consideration the goals in the Integrated Country Strategy and Public Diplomacy Implementation Plans in addition to the already heavy administrative burden placed on Public Affairs Sections to execute a wide variety of tasks.

The Educational and Cultural Affairs (ECA) Bureau’s **Fulbright Student Program, International Visitor Leadership Program, EducationUSA, and English-lan-**

**guage instruction, in addition to the International Information Program’s (IIP) American Spaces are foundational to long-term relationship-building**, widely in-demand by U.S. embassies, and relatively cost-efficient.

The move to **digital-first public diplomacy** is reflected in new initiatives in IIP, PA, ECA and CSCC. For example, Massive Online Open Courses (MOOCS), ShareAmerica, Live@State, and efforts to combat violent extremism online all contribute to educating and informing foreign publics. It is important that these tools and platforms consistently adapt and measure their performances so that they augment in-person relationship-building.

The Center for Strategic Counterterrorism Communications (CSCC) has taken on new challenges in countering violent extremism (CVE), especially with the new threat from the Islamic State of Iraq and the Levant (ISIL). It’s imperative that they **increase their metrics expertise and capability** to learn and adapt to this fast-moving issue.

With the exception of the U.S.-Timor-Leste Scholarship Program (\$145,000 per participant for four years), the U.S.-South Pacific Scholarship Program (\$108,750 per participant for four years), and the Mike Mansfield Fellowship Program (\$151,800), all of which were authorized by Congress, the majority of ECA programs cost well below \$67,000 per participant. **Programs that target youth cost below \$25,000 per participant. (See page 24.)**

In the last 10 years, nine programs have been created under the Fulbright brand (i.e. Fulbright mtvU Fellowship, Fulbright-National Geographic Digital Storytelling Fellowship). The programs have small cohorts of participants, yet we are concerned about **the possible dilution of the Fulbright brand**.

The International Information Program Bureau is on a **very promising course correction** after the 2013 Inspector General report. The FY15 re-organization, described in this report, creates an iterative digital-first

approach that focuses on consistent improvements to its programs, products and platforms.

Communication between the Public Affairs Bureau and International Information Programs Bureau have greatly improved in the last year. Concerns remain that given the transnational media landscape, there is **overlap in its digital activity** as foreign audiences do not distinguish between where media messages from the United States originate. ACPD will look into this in 2015.

**American spaces are being increasingly isolated and fortified** due to the effects of the New Embassy Security Act of 1998. We're encouraged that IIP has reached out to the Overseas Building Office and Diplomatic Security to push to maintain open access principles

to ensure that these spaces, even when relocated to New Embassy Compounds (NECs), are open to the members of the public without appointments, allow for unescorted access within the space, a separate security screening from the main embassy, can maintain use of their electronic devices, and use wireless Internet within the space.

**BBG has announced its intent to hire a Chief Executive Officer.** This should bring more organizational efficiency and data-driven programming to the Agency. Should BBG reform legislation pass in Congress in 2015, ACPD will closely monitor changes while recognizing that there will be a new opportunity to rethink operations, including measurement and evaluation capacity at both institutions.

## STATE DEPARTMENT OVERALL RECOMMENDATIONS

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### **Continue to connect Public Diplomacy with Policy Decision-Making at Washington and Field Levels:**

There has been significant movement the last decade to connect public diplomacy with foreign policy decision-making. With the State Department, public diplomacy is seen as having a more pervasive role in diplomacy and it is imperative that public diplomacy strategies and tactics continue to be aligned with greater foreign policy and mission-specific goals. The new Public Diplomacy Implementation Plan (PDIP) should help to do so, but PAOs should also be a substantive part of the country team meetings to ensure that public diplomacy considerations are a daily, systematic part of the mission at a local level. The use of a concept paper to tie public diplomacy tactics into the mission objective in the Integrated Country Strategy at the U.S. Embassy in Mexico City is a best practice. At the Washington level, the integration of PD officers in the regional bureaus has been encouraging, and we support further integration into policy development and implementation discussions.

**Tolerate Mistakes, Embrace Risk:** As is the case with almost all bureaucracies, suggestions of limited or nega-

tive outcomes may inhibit future funding and administrative support. This creates a climate that inhibits risk-taking and realistic evaluations, in addition to evaluations in general. State Department and BBG leadership should encourage the admission of setbacks for stronger programming and reward and encourage honest and balanced appraisals.

**Public Diplomacy Training Reform:** There is great opportunity to rethink how PD officers—and other officers within State—are trained to engage effectively with foreign publics at post and not just learn the many administrative tasks they are required to do. This training should also require courses on how to read and interpret research; officers should also be encouraged to seek out previous or complementary research and use actionable information to change programs. New courses at Foreign Service Institute (FSI) on how to identify and integrate basic research and evaluation into A-100 classes for new foreign services officers, not just public diplomacy officers, would help significantly. ACPD will be looking deeper into this issue in 2015.

## STATE DEPARTMENT RECOMMENDATIONS BY BUREAU/OFFICE

### OFFICE OF POLICY, PLANNING AND RESOURCES

**Continue Course on Strategic Planning:** Moving into its second decade, R/PPR has a great opportunity to become more of a support hub for public diplomacy offices in Washington and the field. ACPD looks forward to seeing how the new Public Diplomacy Implementation Plan (PDIP) can support more strategic public diplomacy, including by better connecting Mission Activity Tracker (MAT) data to local and regional priorities. We are also supportive of a redesign of MAT that is underway, but would encourage R/PPR to further integrate its tools such as PDIP, the PD Resource Plan (PDRP), and MAT. By further integrating systems, officers may have less of a data entry burden and may be able to quantify more of their impact. The same design firm reforming MAT is currently working with ECA to streamline its various databases and alumni information to ensure consistency and compatibility with the tools mentioned earlier. For example, by linking alumni databases to MAT, data could show how individuals interact with PD programs over time. Also, linking PDIP and MAT may also forward integrate program development into the MAT process making it a first thought as opposed to an afterthought.

**Eliminate APDI Report, Add Director of Research Position:** We recommend that the third iteration of the Advancing Public Diplomacy Impact (APDI) report be its final and resources be reallocated for other research. A new Director of Research and Evaluation Position within R/PPR would provide more strategic leadership throughout the R cone for audience research and understanding program impact. This position should regularly design and advise on standardized research questions, methodologies, and procedures that directly link practice to strategy and foreign policy objectives. This office would give more organizational legitimacy and authority to research, advocate for researchers' needs, and prioritize research activities in ways that reflect strategic short-, middle-, and long-term objectives.

**Indonesia: Maintain Funding to @america:** In spring 2014, the Under Secretary for Public Diplomacy and Public Affairs cut direct funding for @america by 30 percent to \$2 million per year, which reduced program-

ming to only five days per week, meaning that the center is open two days without programs. Despite the reduced hours of operation @america remains one of the busiest American Spaces in the world. While the cut in financial support from the Under Secretary is understandable, especially given the need to support other critical American spaces worldwide, increased cuts to @america would reduce operations significantly and could force the center to close down altogether. Since programming and operations at @america also affect the 11 American corners throughout the country, it is in U.S. interests to maintain the space.

### EDUCATIONAL AND CULTURAL AFFAIRS BUREAU:

**Maintain, if not Increase, Fulbright Funding Levels:** The State Department's Fulbright Budget request was \$25 million less in FY15 than years prior to meet NSC budget guidelines for shorter programs that respond to pressing foreign policy priorities. The Fulbright brand is one of the United States' most valuable and respected institutions. Cutting the Fulbright budget sent a negative message to global publics about the seriousness of U.S. public diplomacy programs, even though the money was largely re-allocated to short-term exchanges. ACPD is skeptical that the short-term exchanges have the same effect as longer ones; the longer programs allow students, scholars and professionals to develop personal connections and networks within their designated countries. Given that foreign governments' contributions cover 40 percent of the cost, Fulbright students cost the U.S. roughly \$23,000 a person. This is roughly on par with the \$24,500 a person cost of Young African Leaders Initiative (YALI) Washington Mandela Fellows in FY14 for their six week to two month stay in the U.S. ACPD will further review the question of short-term versus long-term exchange effects in 2015.

**Focus on U.S. Mission Needs:** U.S. embassies ask for more funding for English teaching and teacher training, youth exchanges, alumni engagement, culture and sports while keeping core programs such as Fulbright and the International Visitor Leadership Program strong. ACPD recommends that ECA continue to serve posts' various needs depending on their local environments. This includes more undergraduate and masters programs and fewer Ph.D. and post-doctorate programs as posts

requested in a recent survey. It is also important that Washington-directed ECA activities remain responsive to the field and take into consideration the goals in the U.S. embassy's Integrated Country Strategy, Public Diplomacy Implementation Plans, as well as the already heavy administrative burden placed on Public Affairs Sections to execute a wide variety of tasks.

**Germany - Restore Funding for Congress-Bundestag Exchange Program in FY16:** Given the negative political signal that cutting U.S. funding for the Congress-Bundestag exchange sends, we strongly recommend that funding be restored in the FY16 budget. It would also be ideal if a U.S. Legislator would adopt and promote the program so that the Germans coming to the U.S. would experience an equivalent level of engagement as the Americans traveling to Germany encounter.

**Vietnam - Continue Investment in the Fulbright program and Fulbright University:** Fulbright Vietnam is highly prestigious, has built an impressive alumni network, and has been a critical currency for the U.S. in the country. The U.S. spending for Fulbright exchange programs, Fulbright Economic Teachers Program, and Fulbright University Vietnam are reasonable, empower Vietnam's next generation of leaders, and produce significant goodwill. ACPD recommends continued investment in both the fellowship and the university.

**Link Alumni Affairs Closely to Program Evaluation:** We support the 119 percent increase in funding for the Alumni Affairs Division in FY15 given that it is linked and reinforces the work of the Evaluation Unit and maintains an alumni network that is used to measure and augment the long-term effects of exchange programs.

**Increase ECA Evaluation Budget & Add Specialists:** The industry standard for research and evaluation in philanthropies and foundations is 5 percent of the budget; in FY13-15 it has been less than one quarter of one percent. The under-resourcing of constraint limits the amount of short and long-term evaluations undertaken and the depth and quality of these reports.

Increased funding for expanded field research, including cases studies, would provide valuable data on the impact of public diplomacy programming over the long term. Comparative studies also would enhance understanding of the impact of context on public diplomacy outcomes. Incorporating such methodologies in ECA measurement activities would help to develop a narrative showing how opinion has changed toward the U.S. and toward U.S. foreign policy over time among key publics.

## **INTERNATIONAL INFORMATION PROGRAMS BUREAU**

**Raise Congressional Cap for an IIP Assistant Secretary:** Due to the congressional cap on the number of assistant secretaries, a coordinator leads IIP. The lack of an assistant secretary rank in IIP limits the coordinator's effectiveness and the State Department's perceptions and inclusion of the bureau, which is especially inopportune given that the State Department as a whole is increasingly focusing on digital strategies to reach foreign publics and counter violent extremism. The ACPD agrees with multiple Office of Inspector General reports and strongly supports raising the legislative cap to allow for an Assistant Secretary for International Information Programs. We encourage the Under Secretary for Management, the Bureau of Legislative Affairs, and the Under Secretary for Public Diplomacy and Public Affairs, to actively push for raising the cap in the 114th session.

**Increase Capacity for Analytics Office:** IIP's Analytics Office focuses its evaluations of digital activities mainly on campaigns and explores how content disperses among social media networks. The past emphasis of these evaluations was on analyzing the diffusion of messages, and less so on how social media content contributes to foreign policy strategy. Its team size fluctuates between three-five people. Moving into FY15 and FY16, ACPD encourages movement toward analytics staffers helping to inform program and product design and set the appropriate metrics for success at the front end. We also support an increase in staff support and funding to expand the amount of analytics that can realistically be done.

**[For Diplomatic Security] Implement Open Access Principles at American Centers moving to New Embassy Compounds:** ACPD is concerned about the

increasing effects of the New Embassy Security Act of 1998 on the accessibility of American Centers. We're encouraged that IIP works with the Overseas Building Office and Diplomatic Security to maintain open access principles to ensure that these spaces, even when relocated to New Embassy Compounds (NEC), are open to the members of the public without appointments and that visitors have unescorted access within the space, a separate security screening from the main embassy, can maintain use of their electronic devices, and use wireless Internet within the space. U.S. government officials must also have work spaces within the Centers. ACPD's August 2014 visit to the Benjamin Franklin Library in Mexico City, which plans to relocate to a NEC in 2020, underscored this importance for us.

**[For Overseas Building Office] Create Permanent Budget Line in OBO for American Centers Construction and Rehabilitation:** ACPD is concerned about the lack of a permanent line in the Overseas Building Office's budget for American Centers' construction and rehabilitation. In FY15 and FY16, OBO's budget should include a line specifying funds that will support our American spaces' maintenance since .7 funds can no longer be transferred to support them and the Under Secretary for Public Diplomacy and Public Affairs cannot transfer money for that purpose.

**Where American Centers are Being Relocated into Embassies, Consider Conversion of Facilities to BNC Model:** Binational Centers (BNCs) are a successful and cost-effective implementation of the American spaces at-large initiative. On ACPD's travel to Monterrey, Mexico, we visited a BNC that was well-run with a robust array of English-language programming to meet different needs, an inviting facility, in addition to a space for education advising to recruit students to U.S. universities. Because it was not an official American Center, it was not subject to tight security restrictions and is open and accessible to the Mexican public. Given the different security protocols, IIP may consider conversion of American Centers into BNCs where the environment permits.

## **CENTER FOR STRATEGIC COUNTERTERRORISM COMMUNICATIONS**

**Embrace New Technologies & Mobile Platforms:** As digital environments and mobile platforms proliferate, ACPD encourages CSCC in its efforts to establish a presence on mobile-based interactive environments and to distribute audio files over mobile devices to reach less literate audiences.

**Expand Research & Analytics Operations to Understand Impact:** CSCC requires more funding and specialists for research and evaluation to fully measure the impact of CSCC videos and digital outreach beyond just outputs and numbers. The Center currently has only one person focused on program evaluation; more evaluation specialists and data scientists would help to more systematically and rigorously measure the outcomes of its work. Disrupting the extremist space and eliciting angry responses from leaders in the digital realm is not the best measure of activities' impact. Based on ACPD's other appraisals of public diplomacy audience research and program evaluation, we recommend that research and analysis inform every digital outreach engagement and program from the outset; provide proper context; set meaningful benchmarks, i.e. by comparing CSCC activities to those of adversarial actors; and acknowledge limitations whenever possible. In CSCC's own appraisal reviewed for this report, CSCC has been honest about its setbacks, something we encourage. We also support the Integrated Analysis team working with other digital public diplomacy research units in the International Information Programs (IIP) and the Public Affairs (PA) Bureaus, in addition to the interagency, to track the propagation of extremist messages and to course-correct and fine tune counter narratives in digital engagement.

**Work with Posts to Understand Local Audiences and Priorities:** ACPD is encouraged by the role that CSCC plays within the U.S. government interagency to work transparently to counter violent extremism in concert with the intelligence community. We encourage CSCC to continue to develop programming that resonates with local audiences by working with the Public Affairs Officers and their local staff working in target regions in Near East Asia, South Central Asia and Africa.

## **PUBLIC AFFAIRS BUREAU**

**Develop Metrics Capacity:** Presently, the PA Bureau does not systematically collect metrics on its programs. We recommend that the Bureau, with support from R, develop its own capacity to begin to collect data on the reach of and reaction to PA messaging activities.

**Condense Media Monitoring Activities:** PA's RRU produces very quick turnaround reports with narratives that enable officials to confirm and enhance their effectiveness in responding to foreign audiences. IIP and Open Source Center (OSC) both produce longer-term, but deeper, analytic documents, often on similar topics. The Department needs to better coordinate media monitoring and analysis across-bureaus and between Washington and the field. This includes coordination with IIP in the area of social media and strengthening its relations with OSC to look for ways to increase capacity for media analysis, make more efficient use of resources, and avoid duplication of effort.

## **AFRICA BUREAU-SPECIFIC**

**[With DGHR] Review Appropriate Staffing for PAO Positions in Africa Bureau:** Public Affairs Sections in Africa are notoriously understaffed and Public Affairs Officer positions are normally given to entry-level officers. As long as this remains necessary due to human resource constraints, we recommend that these officers receive extended training before starting their assignments to prepare them not just for the administrative burdens of managing a budget and a staff of Locally Employed Staff, but also be prepared to do the network-building and engagement work necessary for public diplomacy in the region and have time to identify young leaders who are becoming increasingly important to the White House through the Young African Leaders Initiative (YALI).

## **CZECH REPUBLIC-SPECIFIC**

**Continue Use of the American Center:** ACPD encourages the American Center to continue to be used for strategic purposes to advance U.S. foreign policy goals in the region and to highlight Czech-American shared values.

**Increase Attention to Social Media:** ACPD recommends that the Public Affairs Section right size the importance of social media to view it as another vehicle for the dissemination of American ideals and for the development of support for U.S. foreign policy support rather than as an end in itself. Reorientation that social media usage is in support of the larger U.S. mission in the country.

## **GERMANY-SPECIFIC**

**Investment in German Relations Still Necessary:** ACPD understands that FY15 will see budget cuts in U.S. public diplomacy funding in Germany. We believe that it is against our interest to invest less in our relations with the German public at a critical time when facing dual threats from Russia and countering violent extremism in Europe, while also trying to secure the Transatlantic Trade and Investment Partnership (TTIP) agreement with the EU. As seen already, the FY15 stated cutbacks to Fulbright and the cutback of U.S. investment in the Congress-Bundestag exchange also sends a strong message to the German public and government that the U.S. does not value the relationship with a critical ally whose public is increasingly skeptical of the United States.

**Maintain Programs to Connect with German Youth:** Germany's youth has no memory of U.S. contributions towards Germany's democratic and economic advancement in the 20th century and has cultivated negative impressions of the U.S. due to the Iraq War, continued drone strikes, and the most recent spying scandals. Developing and sustaining relationships with German youth is critical, as the mission has realized. We encourage full commitment to the exchange programs which are supported 2-1 with German dollars.

**Continue Work to Counter Russian Propaganda:** ACPD recommends the mission continue to work to develop a coordinated counter-response to Russia's efforts in the region, incorporating the expertise of US Consulate Leipzig in eastern Germany. This includes pushing back against Russian propaganda efforts, which is prevalent in Germany, particularly with the launch of the German language version of Russia Today website and YouTube channel in November 2014.

## MEXICO-SPECIFIC

**Continue to Develop Youth Councils and Jóvenes en Acción as a Model for Youth Engagement:** The Youth Council and Jóvenes en Acción programs are innovative ways to empower Mexican youth and get them involved early in their communities and governments so they can work toward their country's prosperity and stability, both of which are in U.S. interests. ACPD recommends the further development of these programs and that they be a model for other youth programs worldwide.

## UKRAINE-SPECIFIC

**Continue to Resource Embassy Kyiv to Meet the Crisis:** ACPD supports the increases in funding to Kyiv, especially as it supports the Ukrainian Government's communications capacity development through the

Ukraine Crisis Media Center. We also believe that the U.S. Embassy Public Affairs Section needs additional personnel, with the appropriate experience and training, to focus on social media outreach and capacity development for government communicators and journalists.

## VIETNAM-SPECIFIC

**Supplement Funding for 20th Anniversary of Normalized Relations:** 20 years of normalized relations between the U.S. and Vietnam is a remarkable moment and we encourage additional financial support to recognize the people to people ties that are advancing U.S.–Vietnam relations. The Government of Vietnam is already planning celebrations in the summer of 2015, and the U.S. government's contribution will require supplemental public diplomacy spending.

# BROADCASTING BOARD OF GOVERNORS OVERALL RECOMMENDATIONS

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**Continue to Expand Evaluation to Measure Impact, Not Just Reach:** While reach—the number of people who accessed BBG content in the past week—is the first thing that outside observers ask about and is a helpful starting point for analyzing the potential significance of BBG programming, it is insufficient for measuring “impact.” Illustrating impact would include how much programming people actually consume, what they remember, what they think about the programs they watched, or how what they consume, remember, or think influences attitudes toward freedom of expression or democracy. The BBG's new Impact Framework includes other indices and factors.

**Maintain OCB Funding at Requested Amount:** In FY13, the OMB request for the Office of Cuba Broadcasting (OCB) was \$23.594 million, but Congress allocated \$26.881 million for it. In FY14, OCB's funding increased to \$27.043 million, which was also above the request. Simultaneously, the research and evaluation budget for IBB consistently falls below one percent of the total BBG budget when the industry standard for

research and evaluation at foundations is 5 percent of the total budget. ACPD recommends that FY16 and future budgets fund OCB, at the requested levels. Should Congress want to appropriate an additional millions to broadcasting, we recommend it be directed to the Office of Research and Assessment in the IBB budget so that the BBG can more systematically measure the impact of its various services, including OCB.

**Continue to Expand RFE/RL and VOA Coverage in Response to the Crisis in Ukraine:** ACPD understands that the RFE/RL staff in the region face numerous constraints to produce daily content. Despite this, there have been rapid expansions to RFE/RL coverage in response to the crisis. The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America for expanded programming. To maximize the impact of their work, we strongly recommend that RFE/RL and VOA continue to work to increase their reach to Ukrainian audiences and to ensure that their content is shown in other

European markets, especially the Russian periphery. In particular, RFE/RL should also research the best practices on how to get their content to the impacted zones. We are encouraged by RFE/RL's discussions with local television and radio stations to distribute their content. We recommend that both agencies continue to increase viewership of their content by looking for new platforms and channels to distribute their material.

**Expand Digital Media Content in Vietnam:** Radio Free Asia and VOA should continue to grow their in-country digital content projects that highlight original video and social media outreach. Social media is becoming increasingly pervasive in Vietnam, and it is slowly creating the conditions for increased freedom of speech. Some Vietnamese journalists feel as if they can engage their audiences more freely on social media than they can via traditional means.

## PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING SPENDING WORLDWIDE

### ACTUAL FY13 EXPENDITURES

#### TOP 100 COUNTRIES\*

\* This is based on the allocation of “.7,” or public diplomacy funds in the Diplomatic and Consular Affairs (D&CP) budget. While it does not include money from the Educational and Cultural Exchange (ECE) Budget, .7 funds can also be spent on implementing ECA programs.

1. Afghanistan .....	\$65.13 million**
2. Pakistan .....	\$49.23 million**
3. Iraq .....	\$10.71 million**
4. Japan .....	\$8.47 million
5. Brazil .....	\$7.66 million
6. India .....	\$6.55 million
7. Germany .....	\$6.55 million
8. China .....	\$6.38 million
9. Mexico .....	\$4.91 million
10. Russia .....	\$4.86 million
11. Indonesia .....	\$4.33 million
12. Israel .....	\$4.16 million
13. South Korea .....	\$3.75 million
14. France .....	\$3.70 million
15. Turkey .....	\$3.53 million
16. Nigeria .....	\$3.50 million
17. Palestinian Territories .....	\$3.45 million
18. South Africa .....	\$3.21 million
19. Spain .....	\$2.82 million

20. Colombia .....	\$2.81 million
21. Argentina .....	\$2.58 million
22. Canada .....	\$2.58 million
23. Egypt .....	\$2.57 million
24. Australia .....	\$2.52 million
25. Venezuela .....	\$2.51 million
26. United Kingdom .....	\$2.27 million
27. Chile .....	\$2.24 million
28. Peru .....	\$2.20 million
29. Poland .....	\$2.09 million
30. Morocco .....	\$1.995 million
31. Saudi Arabia .....	\$1.993 million
32. Ukraine .....	\$1.92 million
33. Greece .....	\$1.88 million
34. Kenya .....	\$1.82 million
35. Belgium .....	\$1.78 million
36. Kazakhstan .....	\$1.73 million
37. Austria .....	\$1.71 million
38. Thailand .....	\$1.69 million
39. Bolivia .....	\$1.66 million
40. United Arab Emirates.....	\$1.63 million
41. Ecuador .....	\$1.60 million
42. Czech Republic .....	\$1.57 million
43. Philippines .....	\$1.54 million
44. Vietnam .....	\$1.53 million
45. Malaysia .....	\$1.48 million
46. Austria .....	\$1.44 million
47. Zimbabwe .....	\$1.44 million

48. Romania .....	\$1.42 million	75. Ethiopia .....	\$926,938
49. Yemen .....	\$1.39 million	76. Mozambique .....	\$920,946
50. Jordan .....	\$1.34 million	77. Azerbaijan .....	\$918,499
51. Lebanon .....	\$1.34 million	78. Sri Lanka (and Maldives) .....	\$906,556
52. Kyrgyzstan .....	\$1.34 million	79. Georgia .....	\$898,468
53. Nepal (and Bhutan) .....	\$1.34 million	80. Uganda .....	\$877,124
54. Serbia .....	\$ 1.31 million	81. Bulgaria .....	\$875,043
55. Bangladesh .....	\$1.30 million	82. Qatar .....	\$855,095
56. Slovakia .....	\$1.26 million	83. Denmark .....	\$850,355
57. Netherlands .....	\$1.26 million	84. Cameroon .....	\$833,807
58. Norway .....	\$1.26 million	85. Tanzania .....	\$812,275
59. Haiti .....	\$1.21 million	86. Singapore .....	\$781,508
60. Croatia .....	\$1.18 million	87. Burkino Faso .....	\$777,039
61. Uruguay .....	\$1.18 million	88. Honduras .....	\$771,258
62. Hungary .....	\$1.16 million	89. Turkmenistan .....	\$764,074
63. Dominican Republic .....	\$1.1 million	90. Ghana .....	\$736,701
64. Sweden .....	\$1.09 million	91. Niger .....	\$717,253
65. Tajikistan .....	\$1.05 million	92. Estonia .....	\$716,846
66. New Zealand .....	\$1.05 million	93. Nicaragua .....	\$715,438
67. Panama .....	\$1.05 million	94. Paraguay .....	\$702,834
68. Cote d'Ivoire .....	\$1.03 million	95. Macedonia .....	\$ 698,994
69. Democratic Republic of Congo .....	\$1.01 million	96. Cyprus .....	\$698,863
70. Costa Rica .....	\$948,500	97. Slovenia .....	\$698,609
71. Finland .....	\$946,753	98. Uzbekistan .....	\$659,339
72. Burma .....	\$939,910	99. Kuwait .....	\$655,090
73. Portugal .....	\$939,382	100. Bahrain .....	\$654,170
74. Tunisia .....	\$930,808		

**\*\* Includes Economic Support Funds, which are programs that aid U.S. countries in transition by developing and strengthening institutions necessary for sustainable democracy.**

## EDUCATIONAL & CULTURAL EXCHANGE BUDGET—AVERAGE FY13 U.S. COST PER PARTICIPANT\*

\*All costs are approximate

\*\*U.S. financial contributions were phased out in FY13 or FY14

### ACADEMIC PROGRAMS

1. U.S.-Timor-Leste Scholarship Program - \$145,000 (for four years)
2. U.S.-South Pacific Scholarship Program - \$108,750 (for four years)
3. Cyprus-America Scholarship Program (CASP) - \$91,666\*\*
4. Hubert H. Humphrey Fellowship Program - \$67,543
5. Teachers of Critical Languages Program - \$62,494
6. Fulbright Classroom Teacher Exchange Program - \$59,375
7. Fulbright Distinguished Awards in Teaching Program - \$53,773
8. Fulbright Regional Network for Applied Research (NEXUS) Program - \$50,000
9. English Language Fellows and Specialists - \$45,555
10. J. William Fulbright-Hillary Rodham Clinton Fellowship - \$45,000
11. Tunisia Community College Scholarship Program - \$43,224
12. Community College Initiative Program - \$40,710
13. Fulbright U.S. Scholar Program - \$40,000 (FY14)
14. George Mitchell Scholarship Program - \$36,250\*\*
15. Tibetan Scholarship Program - \$35,875
16. International Leaders in Education Program (ILEP) - \$33,162
17. Fulbright-National Geographic Digital Storytelling Fellowship - \$30,000 (FY14)
18. Global Undergraduate Exchange Program (UGRAD) - \$31,923
19. Fulbright Visiting Scholar Program - \$29,000
20. Fulbright Short-Term Visiting Scholar Program for Iraq - \$28,571
21. Fulbright Short-Term Visiting Scholar Program for Libya - \$27,128
22. Community College Administrator Program - \$25,000
23. Afghanistan Junior Faculty Development Program (AJFDP) - \$25,000
24. Mandela Washington Fellowship for Young African Leaders (YALI) - \$24,740 (FY14)
25. Youth South-East Asian Leaders Initiative (YSEALI) - \$24,740
26. Fulbright U.S. Student Program - \$23,000
27. Fulbright Foreign Student Program - \$23,000
28. Fulbright-Fogarty Fellowships in Public Health - \$23,000
29. Fulbright mtvU Fellowship - \$23,000
30. Teachers for Global Classrooms Program - \$22,099
31. Teaching Excellence and Achievement Program (TEA) - \$21,960
32. Fulbright English Teaching Assistant Program (ETA) - \$21,000
33. Fulbright Foreign Language Teaching Assistant (FLTA) Program - \$20,000
34. Vietnam Economics Teaching Program - \$19,000
35. American Overseas Research Centers (ORCs) - \$17,241

36. Critical Language Scholarship (CLS) Program - \$15,912
37. Summer Institutes for European Student Leaders - \$12,500
38. Study of the U.S. Institutes for Student Leaders and Scholars - \$12,285
39. Fulbright Specialists Program - \$7,371
40. Center for Cultural & Technical Interchange (East-West Center) - \$4,909
41. Benjamin A. Gilman International Scholarship Program - \$4,481
42. English Access Microscholarship Program - \$1,488
43. E-Teacher Scholarship Program - \$1,333

### YOUTH EXCHANGES

1. Kennedy-Lugar Youth Exchange & Study (YES)—Foreign Students ..... \$26,702
1. Future Leaders Exchange (FLEX) ..... \$23,000
1. American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE)..... \$17,700
2. National Security Language Initiative for Youth (NSLI-Y)..... \$14,331
3. Kennedy-Lugar Youth Exchange & Study (YES) Abroad—American Students..... \$14,073
4. TechGirls..... \$12,200
5. Youth Leadership Programs (YLP) ..... \$10,000
6. American Youth Leadership Program..... \$8,620
7. Youth Leadership On Demand..... \$8,028
8. Youth Ambassadors ..... \$7,097
9. Congress-Bundestag Youth Exchange (CBYX)—Germany ..... \$5,633 (U.S.)
10. Benjamin Franklin Summer Institutes..... \$4,825
11. Global Connections & Exchange Program (GCE)..... \$2,788
12. German-American Partnership Program (GAPP)—Germany . \$58

### PROFESSIONAL EXCHANGES

1. Mike Mansfield Fellowship Program ..... \$151,800
2. TechWomen ..... \$31,000
3. Community Solutions ..... \$25,000
4. U.S. Congress-Korea National Assembly Youth Exchange..... \$15,500
5. Professional Fellows “On Demand” Program ..... \$15,000
6. Institute for Representative Government ..... \$14,188
7. Professional Fellows Program..... \$13,000
8. Ngwang Choephel Fellows Program..... \$12,325
9. American Center for International Labor Solidarity ..... \$10,929
10. Fortune/U.S. State Department Global Women’s Mentoring Partnership ..... \$7,000-\$10,000
11. National Youth Science Foundation/ National Youth Science Camp ..... \$8,125
12. Partners of the Americas ..... \$6,118
13. American Council of Young Political Leaders (ACYPL) ... \$5,915

## CULTURAL PROGRAMS

1. Arts in Collaboration: Next Level.....	\$36,923
2. Center Stage.....	\$32,051
3. American Music Abroad (AMA).....	\$30,000
4. DanceMotion USA.....	\$29,000
5. American Arts Incubator.....	\$29,700
6. Museums Connect.....	\$21,000
7. OneBeat.....	\$21,000
8. American Film Showcase (AFS).....	~\$18,000
9. Community Engagement Through Mural Arts.....	\$17,200
10. Cultural Visitors.....	\$12,916
11. Arts Envoy Program.....	\$7,000
12. IWP Between The Lines.....	\$6,327
13. International Writing Program (IWP).....	\$4,448

## SPORTS

1. Sports Envoy Program.....	\$21,305
2. Sports Visitor Program.....	\$10,695
3. International Sports Programming Initiative.....	\$7,340
4. Empowering Women and Girls through Sports Initiative.....	\$7,119

## IVLP

1. IVLP Gold Star Projects -	\$22,500
2. IVLP -	\$21,500
3. IVLP On Demand (formerly the Voluntary Visitors Division) -	\$8,000
4. Congress-Bundestag Staff Exchange—Germany -	\$8,000

## INTERNATIONAL BROADCASTING SPENDING WORLDWIDE - 74 SERVICES (61 LANGUAGES)\*

**\*Total Cost in FY13, including program delivery. Program delivery costs include: direct transmission via satellite; shortwave, medium wave, or FM radio; and lease payments to affiliate stations. These are attributed to the appropriate language service to the extent possible, though streams shared by multiple BBG services and/or networks mean that some costs cannot be attributed to a particular language service.**

**^ VOA Greek programming was terminated in 2014.**

1. MBN's Alhurra TV.....	\$47.745 million
2. VOA's Persian Service.....	\$21.459 million
3. MBN's Radio Sawa (Arabic).....	\$19.309 million
4. Office of Cuba Broadcasting's Radio/Television Marti. \$15.957 million (\$26.881 million for all of OCB)	
5. VOA's Mandarin Service.....	\$13.060 million
6. VOA's Global English Service.....	\$12.955 million
7. RFE/RL's Radio Farda (Persian).....	\$11.242 million
8. RFE/RL's Radio Svoboda (Russian).....	\$8.529 million
9. VOA's Urdu Service.....	\$8.001 million
10. VOA's Radio and TV Ashna (Dari and Pashto to Afghanistan).....	\$7.398 million
11. RFE/RL's Radio Azadi (Dari and Pashto to Afghanistan).....	\$6.272 million
12. RFA's Mandarin Service.....	\$6.241 million
13. MBN's Alhurra Iraq (Arabic).....	\$6.054 million
14. RFA's Tibetan Service.....	\$5.518 million
15. VOA's Indonesian Service.....	\$5.486 million
16. VOA's English to Africa Service.....	\$5.136 million
17. RFE/RL Balkans (Albanian, Bosnian, Croatian, Macedonian, Montenegrin, Serbian).....	\$4.616 million+
18. RFA's Korean Service.....	\$4.044 million

19. VOA's Korean Service.....	\$3.956 million
20. RFE/RL's Radio Mashaal (Pashto to FATA).....	\$3.672 million
21. VOA's Radio Deewa (Pashto to FATA).....	\$3.641 million
22. VOA's Tibetan Service.....	\$3.507 million
23. VOA's French to Africa (French, Songhai).....	\$3.096 million
24. VOA's Russian Service.....	\$3.040 million
25. VOA's Spanish Service.....	\$2.757 million
26. RFE/RL's Radio Svoboda (Belarusian).....	\$2.724 million
27. RFE/RL's Radio Svoboda (Ukrainian).....	\$2.663 million
28. RFE/RL's Radio Tavisupleba (Georgian).....	\$2.537 million*
29. VOA's Burmese Service.....	\$2.501 million
30. VOA's Horn of Africa Service (Amharic, Afraan Oromo, Tigrigna).....	\$2.388 million
31. RFA's Burmese Service.....	\$2.318 million
32. RFE/RL's Radio Free Iraq (Arabic).....	\$2.225 million
33. RFA's Vietnamese Service.....	\$2.033 million
34. RFE/RL's Radio Azattyk (Kyrgyz).....	\$2.020 million
35. VOA's Khmer Service.....	\$2.006 million
36. RFE/RL's Radio Azatutyun (Armenian).....	\$1.926 million
37. RFE/RL's Radio Azadliq (Azerbaijani).....	\$1.886 million*
38. VOA's Albanian Service.....	\$1.799 million
39. VOA's Hausa Service.....	\$1.752 million
40. VOA's Ukrainian Service.....	\$1.709 million
41. RFA's Uyghur Service.....	\$1.706 million
42. VOA's Kurdish Service.....	\$1.635 million
43. VOA's Vietnamese Service.....	\$1.612 million
44. RFE/RL's Radio Azattyq (Kazakh).....	\$1.602 million

45. RFE/RL's Radio Ozodi (Tajik) .....	\$1.599 million	59. VOA's Cantonese Service .....	\$1.053 million
46. VOA's Somali Service .....	\$1.560 million	60. VOA's Turkish Service .....	\$1.024 million
47. VOA's Serbian Service .....	\$1.537 million	61. VOA's Zimbabwe Service/Studio7 (Shona, Ndebele, English) .....	\$873,000
48. RFE/RL's Radio Ozodlik (Uzbek) .....	\$1.516 million	62. RFE/RL's Tatar Bashkir Service .....	\$885,000
49. RFA's Lao Service .....	\$1.508 million	63. RFE/RL's Radio Azatlyk (Turkmen) .....	\$836,000
50. RFE/RL's North Caucasus Service (Avar, Chechen, Circassian) .....	\$1.342 million	64. VOA's Bosnian Service .....	\$810,000
51. VOA's Creole Service .....	\$1.204 million	65. VOA's Georgian Service .....	\$722,000*
52. RFA's Khmer Service .....	\$1.202 million	66. VOA's Lao Service .....	\$707,000
53. VOA's Portuguese to Africa Service .....	\$1.196 million	67. VOA's Uzbek Service .....	\$700,000*
54. VOA's Swahili Service .....	\$1.193 million	68. VOA's Thai Service .....	\$639,000
55. RFE/RL's Radio Europa Libera (Romanian to Moldova) .....	\$1.172 million	69. VOA's Azerbaijani Service .....	\$569,000*
56. VOA's Bangla Service .....	\$1.104 million	70. MBN's Afia Darfur .....	\$495,000
57. VOA's Central Africa Service (Kinyarwanda, Kirundi) .....	\$1.104 million	71. VOA's Macedonian Service .....	\$480,000
58. RFA's Cantonese Service .....	\$1.063 million	72. VOA's Greek Service .....	\$458,000 ^
		73. VOA's Armenian Service .....	\$400,000
		74. VOA's Bambara Service .....	\$198,000

**+ RFE/RL's programming to the Balkans is budgeted as a single service, while VOA's is budgeted and organized as multiple services. The total figure for VOA's Albanian, Bosnian, Macedonian, and Serbian services combined would be \$4.626 million.**

**WASHINGTON-**  
**DIRECTED**  
**ACTIVITIES**

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

# R/PPR OVERVIEW: BUDGET & ACTIVITIES

FY13—\$1 MILLION; FY14—\$6.72 MILLION; FY15 REQUESTED—\$6.70 MILLION

## R/PPR OFFICE OVERVIEW

The Office of Policy, Planning and Resources (R/PPR) was established on September 23, 2004, to “provide long-term strategic planning and performance measurement capability for public diplomacy and public affairs programs ... [and] enable the Under Secretary [for Public Diplomacy and Public Affairs] to better advise on the allocation of public diplomacy and public affairs resources, to focus those resources on the most urgent national security objectives, and to provide realistic measurement of public diplomacy and public affairs effectiveness.” The office was also set-up to coordinate public diplomacy strategy and tactics with the inter-agency community. It is mainly used for strategic planning and budget decisions to support core foreign policy goals and to communicate those goals with leaders, bureaus, posts, the interagency community, and external stakeholders. This office also develops performance evaluation capacities that can be applied to all PD cone bureaus and supports coordination between the Bureaus of Educational and Cultural Affairs (ECA), International Information Programs (IIP), and Public Affairs (PA), in addition to the Center for Strategic Counterterrorism Communications (CSCC).

## FY14 BUDGET

In FY14, the R/PPR budget was \$6.72 million, a \$5.72 million increase (+85 percent) over FY13. That year, the evaluation unit was returned from IIP to R/PPR and the office assumed responsibility for the Mission Activity Tracker (MAT). The additional \$5.72 million covers the contractual costs associated with evaluation unit’s work and all those associated with the daily operation of the Mission Activity Tracker (MAT). The break down was as follows:

Travel & Transportation.....	\$80,000
Rents, Utilities & Communications.....	\$100,000
Supplies & Materials.....	\$25,000
Personnel-Related Expenses.....	\$95,000
Other Services.....	\$6.34 million

Mission Activity Tracker Redesign.....	\$3.2 million
Contracts Database Maintenance.....	\$930,976
Evaluation (Advancing Public Diplomacy Impact Report).....	\$1.925 million
Support for Bureau/Embassy Initiatives.....	\$300,000
Digital Outreach.....	\$14,000

## FUND FOR INNOVATION IN PUBLIC DIPLOMACY

FY14—\$1.2 MILLION\*

\*Funds do not come from the above budget but are held by Budget & Planning and distributed by Budget & Planning at the discretion and direction of the Under Secretary for Public Diplomacy and Public Affairs.

Launched in 2010, the Innovation Fund has allocated more than \$10 million to U.S. missions abroad to support roughly 300 pilot projects that seek to advance U.S. strategic priorities. In FY14, \$1.2 million was transferred to posts to cover approved Innovation Fund proposals that capitalized on various targets of opportunity. Although administered through R/PPR, the funds come from the Under Secretary’s budget. Funding decisions are made on a rolling basis by a small panel of representatives from R/PPR, ECA, IIP and PA. Consideration is given to proposals ranging from of \$5,000 to \$150,000, or in exceptional cases, exceeding \$150,000. The five priority areas are educational diplomacy, entrepreneurship, countering violent extremism, environmental diplomacy, and digital outreach, and in each of the five areas preference is given to proposals emphasizing youth engagement.

## OFFICE OF GLOBAL YOUTH ISSUES

FY14 - \$0

Youth engagement is a core public diplomacy (PD) priority. The Office of Global Youth Issues was transferred from the Under Secretary for Civilian Security, Democracy and Human Rights to the Under Secretary for Public Diplomacy and Public Affairs cone in 2014 to advocate inclusion of a youth focus in foreign policy

goals, with a particular focus on public diplomacy. The office also identifies youth-focused opportunities to advance U.S. foreign policy through the interagency process. The office's responsibility is mainly to convene and not program. The Special Advisor for Global Youth Issues, who reports to the R/PPR Director, is charged with coordinating regional and functional bureau programs with the field to engage with young people around the world.

## **STRATEGY & MEASUREMENT TOOLS**

The PD Strategic Planning Cycle is a suite of tools to link the work of Embassy Public Affairs sections to foreign policy objectives. The tools are designed to promote planning, implementation, and accounting on an annual cycle. Together, the tools compile data about the public diplomacy operating environment and the primary State Department objectives and themes being addressed. They give Public Affairs officers an overview of the dollar resources, staff resources, engagement platforms, and management tools at his or her disposal. The tools include the Mission Activity Tracker (MAT), the Public Diplomacy Implementation Plan (PDIP), an annual plan of PD activities based on an embassy's Integrated Country Strategy (ICS); the PD Resource Profile (PDRP), a comprehensive overview of spending and activities; and lastly, the PD Country Context (PDCC), a snapshot of the local cultural, political and economic environment. The strength of these tools is to provide a consistent and logical progression from annual planning to activity tracking.

### **PUBLIC DIPLOMACY IMPLEMENTATION PLAN AND PUBLIC DIPLOMACY COUNTRY CONTEXT**

The Public Diplomacy Implementation Plan (PDIP) is an annual strategic planning tool for posts to link public diplomacy audiences, programs, and activities with ICS goals and objectives at every post. It is meant to help Public Affairs sections plan and track their educational, cultural, public, and media engagement programs and activities to advance foreign policy goals. It also helps each mission integrate into the State Department's multi-year planning processes. After a pilot phase, PDIP rolled out to all missions via a cloud-

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

### **MISSION ACTIVITY TRACKER**

Launched on October 1, 2007, after increased pressure to show the results of public diplomacy spending, the Mission Activity Tracker (MAT) is a performance management tool designed to track and measure Public Diplomacy activities in the field. MAT is the platform for Embassy Public Affairs sections to gather data, measure performance, and illustrate the diversity of public diplomacy activities worldwide. It also serves as a source of data for Department managers (OIG, regional PD Desk Officers and others). In the previous version of MAT, officers were asked to enter PD activities and link them to select themes, or framework pillars, that were consistent with the 2010 State Department's Strategic Goals. In October 2014, these 2010-2014 Department goals were eliminated from the MAT. The new MAT will link activities to mission goals as presented in their Public Diplomacy Implementation Plans.

MAT was designed with the purpose of tracking data, and also demonstrating to senior officials, Congress, OMB, and GAO how public diplomacy activities engage people around the world to help achieve the Department's strategic goals, address foreign policy priorities, and advance U.S. national interests. After reviewing MAT data for the purpose of this report, it is difficult to show how this data connects with larger foreign policy strategic objectives and local mission goals. In addition, public diplomacy officers frequently lament that MAT gives them little or no insights into how to better operate in the field. This also adds to data quality issues as officers either do not understand how to properly input data into the system or do not provide adequate attention to the quality of the data.

At the request of Under Secretary Sonenshine to improve the quality of MAT data, a thorough review of the tool was conducted, and outdated themes and data requests were removed. By the end of 2013, it was decided that to improve the user experience and to capture better

data, MAT would need a complete redesign. R/PPR established a contract with a “human-centric” design firm to link MAT initiatives and activities to Mission goals as established in the PDIP.

**RECOMMENDATION:** ACPD looks forward to seeing how the new PDIP process can support more strategic public diplomacy, including by better connecting MAT data to local and regional priorities. We are also supportive of a redesign of MAT that is underway, but would encourage R/PPR to further integrate its tools such as PDIP, the PD Resource Plan (PDRP), and MAT. By further integrating systems, officers may have less of a data entry burden and may be able to quantify more of their impact. The same design firm reforming MAT is currently also working with ECA to streamline its various databases and alumni information to ensure consistency and compatibility with the tools mentioned earlier. For example, by linking alumni databases to MAT, data could show how individuals interact with PD programs over time. Also, linking PDIP and MAT may also forward integrate program development into the MAT process making it a first thought as opposed to an afterthought.

## EVALUATION UNIT

The Evaluation Unit within the Policy, Planning and Resources Office (R/PPR) works to assess the impact of U.S. public diplomacy and to evaluate select programs. In addition to the Advancing Public Diplomacy’s Impact (APDI) report, the team conducts evaluations that gauge the long-term impact of certain programs that inform, engage and influence foreign citizens. This includes the recent Evaluation of American Centers, which was designed specifically to review the performance of these U.S. government platforms overseas. Since, the study has provided valuable insights for future planning as the Department of State places increasing emphasis on American Centers and their role in achieving public diplomacy objectives. While the report primarily measures output and processes rather than outcomes and impact, as per its instructions, it is exemplary in establishing a feedback loop for public diplomacy strategy.

The Advancing Public Diplomacy’s Impact (APDI) report was first published in 2009 and is the largest evaluation document that the U.S. Department of State produces. It was originally designed in 2007 to be a “comprehensive performance assessment of U.S. Department of State global public diplomacy (PD) efforts” and provide a global yardstick for U.S. performance on engaging foreign publics. The study employs a

quasi-experimental design of focus groups and surveys to attempt to compare responses from participants and alumni of U.S. public diplomacy programs—and/or people on the Public Affairs Section’s contact list—to the responses of those who have no contact with the local U.S. Embassy in seven countries. It is intended to be a benchmarking study to assess if public diplomacy activities, writ large, impact target audiences.

In response to the Office of Management and Budget’s (OMB) government-wide push in 2006 to assess and improve program performance through research and evaluations, and its concerns about public diplomacy performance, APDI was originally created to collect benchmarking data in aggregated form. Its findings have since been used to respond to data requests from the OMB, in addition to the Government Accountability Office (GAO), the State Department’s Budget and Planning Office, the Congressional Budget Justification for public diplomacy funding, and other oversight agencies. In 2011, the report included 2,800 participants in seven countries and cost \$3 million. (The 2013 report has reportedly included 1,800 interviews in six countries and cost \$1.2 million.)

Such a large-scale study could provide rich insight for policy makers. However, its current design to present aggregated data and its overwhelmingly positive findings

do not illuminate how public diplomacy programs are, or are not, impactful over time. There are some questions about whether this type of assessment provides the most valuable data for strategic planning, program development, and foreign policy advancement. After reviewing the 2009 and 2011 reports in-depth and speaking with the Evaluation Unit team in R/PPR, we recommend that public diplomacy leadership establish a new research design that moves away from collecting primarily aggregated data; increases sub-level analysis

for richer insight; connects the research design to U.S. foreign policy goals; focuses on countries and participants critical to U.S. foreign policy goals; supplies greater context of country, regional and global trends; lessens its reliance on self-reported data; and provides constructive criticism. Completing a report that provides actionable data for government officials and Congress will also require fundamental structural and organizational change, which we address more in the opening of this report.

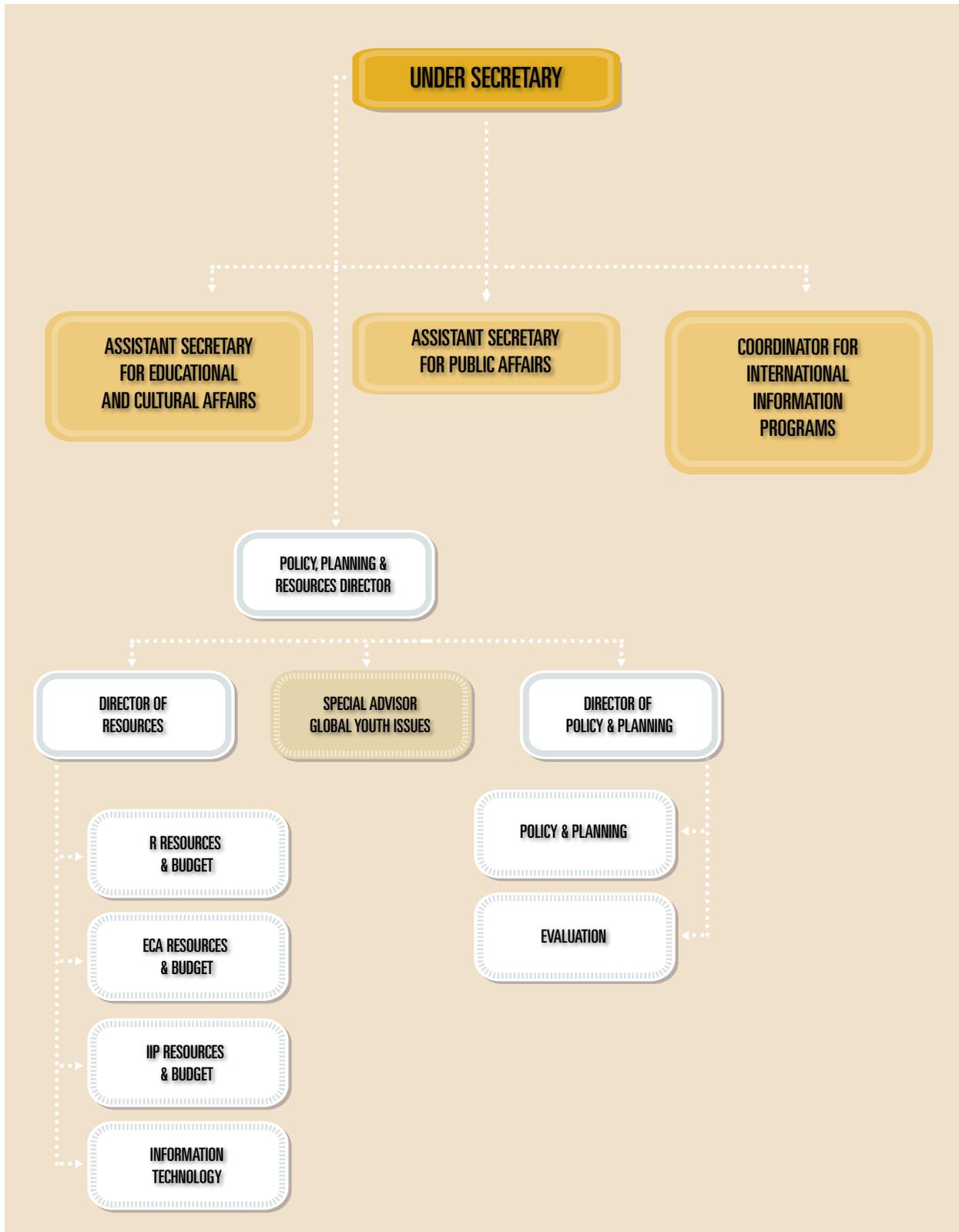
**RECOMMENDATION:** We recommend that the third iteration of the APDI report be its final. A new Director of Research and Evaluation Position within R/PPR would provide more strategic leadership throughout the R cone for audience research and understanding program impact. This position should regularly design and advise on standardized research questions, methodologies, and procedures that directly link practice to strategy and foreign policy objectives. This office would give more organizational legitimacy and authority to research, advocate for researchers' needs, and prioritize research activities in ways that reflect strategic short-, middle-, and long-term objectives. We recommend that the Director report directly to the Under Secretary and be able to inform s/he, and other State Department leadership, of knowledge in a tangible and interpretable form. The Director of Research would also support research coordination and consistency within the "R" bureau [IIP, ECA, PA and the Center for Strategic Counterterrorism Communications (CSCC)] in developing systematic and longitudinal methods. S/he would also be able to conceptualize the questions based on the needs of leadership, match the right mix of methodology to the program, determine the level intra- (e.g., Intelligence and Research Bureau (INR); Democracy, Human Rights and Labor Bureau (DRL)) and inter-agency (e.g., BBG, Department of Defense) research coordination, and determine when the work should be outsourced or completed in-house.

## **SOCIAL MEDIA TRACKING**

The Department of State manages approximately 1,000 social media accounts connected to diplomats representing ambassadors, embassies, consulates, bureaus, offices, and programs around the world. Through these properties, it engages audiences in order to shape conversations on subjects pertinent to U.S. foreign policy objectives, and more broadly, to sustain relationships with foreign publics that build long-term trust and U.S. credibility. The Office of Digital Engagement (ODE) in Public Affairs creates, manages and amplifies content for the State Department's flagship social

media accounts, such as Twitter's @JohnKerry for the Secretary of State and @StateDept for the agency; the department's YouTube channel; its Facebook page; and its Flickr page. Yet the majority of State Department social media accounts are maintained administered at posts and tracked by social media coordinators within various regional and functional bureaus, in addition to embassies. At present, an enterprise-grade software system is being tested to manage the State Department's total entire social media presence and collect and track measure social media output at-large. This initiative is being implemented as a joint project between R/PPR and IIP.

# R/PPR ORGANIZATION CHART



**BUREAU OF**  
**EDUCATIONAL**  
**& CULTURAL**  
**AFFAIRS**  
**(ECA)**

# ECA OVERVIEW: BUDGET & ACTIVITIES

FY 2013 ACTUAL—\$568.5 MILLION; FY 2014 ACTUAL—\$568.6 MILLION;  
FY 2015 REQUEST \$577.9 MILLION

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

Its programs are guided by a Bureau Strategic Plan that is based on global engagement directives from the President and the National Security Council; the Department of State Quadrennial Diplomacy and Development Review (QDDR); and the Strategic Plan of the Undersecretary of State for Public Diplomacy. In FY 2013, ECA programs aimed to focus on:

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

More than 50,000 people take part in ECA-funded exchange programs every year; including opportunities for 15,000 Americans to travel abroad. Roughly 300,000 visitors come to the U.S. on privately-funded J-1 visa programs that ECA oversees. ECA supports a network of 400 EducationUSA advising centers worldwide to provide accurate, comprehensive, and current informa-

tion about how to apply to U.S. colleges and universities to foreign students who are interested in studying in the United States. More than 840,000 international students come to study at U.S. higher education institutions each year on all types of visas. The Department of Commerce estimates that international students in the United States contributed \$27 billion in 2013 to the U.S. economy, mainly from foreign students’ personal and family sources. Further, the IVLP program injects over \$60 million annually into the U.S. hospitality and airline industries through International Visitors taking part in exchanges with the citizen diplomat network.

**BUDGET CHANGES FY15:** In FY 2015, the State Department requested \$577.9 million which included funding for the International Visitor Leadership Program (IVLP), and citizen exchanges (professional, youth, and cultural) and a decrease in the Fulbright Program. In its budget guidance for FY15 the White House stated that ECA should have more flexible tools to be rapidly deployed to respond to significant events and urgent foreign policy issues. The budget changes directly respond to Administration priorities, launched an Exchanges Rapid Response (ERR) unit to draw on ECA’s entire array of program models to carry out short-term, critical-need exchanges, increase funding for the Young African Leaders Initiative (YALI), Young Southeast Asian Leaders Initiative (YSEALI), educational advising (EducationUSA), and alumni networks. The FY 2015 request represents an increase of \$17.9 million or three percent above the FY 2014 enduring estimate of \$560 million.

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

## OFFICE OF POLICY AND EVALUATION

The ECA Policy Unit works to ensure that ECA programs are aligned with the State Department’s policy priorities. It aims to maintain communication between ECA and the rest of the State Department and liaison with

**RECOMMENDATION:** ACPD recommends that ECA continue to serve posts' various needs depending on their local environments. As reflected in a recent survey, U.S. embassies have asked for more funding for English teaching and teacher training, youth exchanges, alumni engagement, and culture and sports programs while keeping core programs such as Fulbright and IVLP strong. For academic exchanges, this includes more undergraduate and masters programs and fewer Ph.D. and post-doctorate programs. It is also important that Washington-directed ECA activities remain responsive to the field and take into consideration the goals in U.S. embassies' Integrated Country Strategies and Public Diplomacy Implementation Plans, as well as the already heavy administrative burden placed on Public Affairs Sections to execute a wide variety of tasks.

#### **ALUMNI AFFAIRS DIVISION**

**FY13—\$2.48 MILLION; FY14—\$2.28 MILLION;  
FY15 \$5 MILLION**

The Alumni Affairs Division, established in 2004, seeks to maximize ECA's investment in people-to-people contact by turning individual exchanges into enduring relationships. There are more than one million ECA program alumni worldwide: 45 are current members of the U.S. Congress and more than 385 are current and former heads of state and government. They include U.S. Senator Mitch McConnell (ACYPL, 1979); Former U.S. Representative Gabriel Giffords (Fulbright 1993); President Kim Dae-jung (IVLP, 1965); and Muhammad Yunus (Fulbright 1965). The Division supports alumni outreach by regional bureaus and U.S. embassies through project funding, regional workshops, and knowledge management; it engages directly with alumni to facilitate networking and projects that build on the experience gained during the exchange. Over the past decade, it has supported more than 1,000 projects involving over 420,000 international exchange alumni, such as alumni-led girls education trainings, conflict resolution workshops, outreach to underserved communities, or other activities that promote shared values with the U.S. Moving forward, the office will aim for more systematic outreach of U.S. alumni, public-private partnerships that

leverage private resources, and more virtual programs that extend the exchange experience.

**RECOMMENDATION:** ACPD supports the 119 percent increase in funding for the Alumni Affairs Division in FY15 given that it is linked and reinforces the work of the Evaluation Unit and maintains an alumni network that is used to measure and augment the long-term effects of exchange programs.

#### **POLICY UNIT**

**FY14 BUDGET - \$0; FY15 BUDGET—\$0**

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

#### **EVALUATION UNIT**

**FY13—\$1.32 MILLION; FY14—\$1.22 MILLION;  
FY15—\$1.25 MILLION**

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

Measurement Initiative, which has included, over the last 15 years, 60,000 to 70,000 respondents who were surveyed before and after their U.S.-sponsored programs. The ECA evaluation unit also commissions roughly three long-term evaluations per year on select programs, which the ECA leadership requests. These evaluations look at programs that are relatively new, those that relate to foreign policy, and those that are priorities for the Under Secretary. The evaluations rely on surveys, interviews, focus groups, and document analysis. The ECA's Evaluation Unit's \$1.3 million expenditures in fiscal year 2013 made up less than .25 percent of the bureau's programs budget. It will have even less funds in FY15.

**RECOMMENDATION:** ACPD recommends that the Evaluation Unit's budget be increased and more specialists be added to its office. The industry standard for research and evaluation in philanthropies and foundations is 5 percent of the budget; from FY13-15 ECA's evaluation unit budget has made up less than one quarter of one percent of ECE's total budget. This under-resourcing limits the amount of short and long-term evaluations undertaken and the depth and quality of these reports. Increased funding for expanded field research, case studies and comparative studies, would provide valuable data on the impact of public diplomacy programming over the long term.

## **ECA COLLABORATORY**

**FY14 BUDGET—\$0; FY15 BUDGET—\$0**

The Collaboratory designs new ways for furthering educational and cultural diplomacy at zero program cost. It has worked to add virtual components to existing ECA programs to extend the connections made before, during, and after traditional exchange programs; encourage project collaboration among exchange participants; and engage new communities in the United States and around the world.

**MOOC Camps:** MOOC Camps are facilitated discussions around massive open online courses (MOOCs), Open Courseware, and other free online courses. They are hosted at U.S. Embassies, Consulates, American Spaces, and other public spaces around the world.

Facilitated discussions are led by alumni who have participated in U.S. government exchange programs, such as the Fulbright program, and U.S. Embassy staff, who are familiar with the course materials and volunteer their time. Subjects range from entrepreneurship and college writing to science and technology, depending on priorities identified by posts. ECA works with Coursera, edX, and other course providers to ensure the program's on-going success.

**Origin:** 2013

**FY13 Participants:** 4,000

**FY13 Cost:** \$0 (FY14 – \$0; FY15 – \$0)

**FY13 Cost per participant:** N/A

**Virtual Exchange Pilots:** A small number of virtual exchange pilot programs aim to demonstrate models for reaching new audiences and extending U.S. engagement with predominantly young, non-elite audiences around the globe. Past programs include “Mission Mars: Virtual Field Trip” with NASA and the American Film Showcase (AFS) Cloud Filmmaking Exchange, which was shared with students in Cairo. Looking ahead, ECA would like to consolidate this pilot process by creating a small Virtual Exchange Innovation Fund, which would fund embassy-driven virtual exchanges that address foreign policy priorities, including entrepreneurship, civil society and democratic values, and environmental security.

**Origin:** 2013

**FY13 Participants:** Approximately 21,800

**FY13 Cost:** \$0 (FY14 Planned – \$0; FY15 Requested – \$0)

**FY13 Cost per participant:** N/A

## **CULTURAL HERITAGE CENTER**

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

1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property as enabled by U.S. domestic law. Through this process, the U.S. may enter into agreements with other countries to impose U.S. import restrictions on archaeological or ethnological material when pillage of such materials places a nation's cultural heritage in jeopardy. These agreements also promote long term safeguards for protecting cultural heritage, in addition to promoting international access to cultural property for educational, scientific, and cultural purposes.

**Origin:** 1983

**Participants:** 15 countries (cultural property agreements), with special legislation for Iraq

**Projects:** 10 per year on average

**FY14 Planned:** \$90, 127.57/Cultural Property Advisory Committee expenses

**FY15 Expected:** \$ 90, 127.57/Cultural Property Advisory Committee expenses

**U.S. Ambassadors Fund for Cultural Preservation (AFCP):** Awards grants through U.S. embassies for the preservation of cultural heritage of developing countries.

**Origin:** 2001

**Participants:** 123 U.S. embassies are eligible

**Projects:** 62 per year on average; 869 since 2001

**FY13 Cost per Project:** \$62,700 per project on average

**FY14 Planned:** \$5.75 million

**FY15 Expected:** \$5.75 million

**Cultural Antiquities Task Force (CATF):** Addresses the worldwide problem of damage to and looting of cultural heritage sites through projects that bolster law enforcement efforts to combat illicit trafficking. It was created by P.L. 108-199.

**Origin:** 2004

**Participants:** varies (10-30 per workshop)

**Projects:** 10 per year on average

**Cost per Project:** \$55,000-75,000 on average

**FY14 Planned:** \$1 million

**FY15 Requested:** \$1 million

**Iraqi Institute for the Conservation of Antiquities and Heritage:** Provides Iraqi heritage practitioners with modern education in the preservation of museum collections, historic architecture, and archaeological sites. Since 2009, nearly 200 practitioners from Iraq

have attended the U.S.-sponsored programs. It is funded by the Department of State and private donors, and is implemented by a consortium of leading US preservation institutions.

**Origin:** 2009

**Participants:** average 40 Iraqi participants annually

**FY14 Cost:** \$700,000 (from NEA), \$174,000 (from ECA's Cultural Antiquities Task Force)

**USG FUNDING ENDED IN FY14 - Future of Babylon**

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

**Origin:** 2009

**Participants:** average 10 Iraqi participants annually

**Total DOS funding since 2009 – \$3,667,000 (no new funding in FY14)**

**Heritage at Risk:** Sees through the ECA's mandated responsibilities to coordinate the assessment, protection, and preservation of cultural heritage, including museums, archives, and archaeological resources in situations of natural or manmade disasters. It coordinates the Department's response among the relevant Department posts, geographic and functional bureaus, and related agencies to mitigate risk and damage to irreplaceable cultural heritage.

**Origin:** 2013

**FY13 Participants:** 11

**FY13 Cost:** \$ 147,000

**Planning for Safeguarding Heritage Sites in Syria and Iraq:**

Develops comprehensive documentation of the current condition and future preservation needs of cultural heritage sites in Syria and Iraq, and develops plans to make recommendations for short- and long-term preservation efforts, which could be undertaken as separate projects when conditions and funding permit. It is funded by the Bureau of Near Eastern Affairs.

**Origin:** 2014

**Participants:** 12 paid, 8 volunteers, and 3 cost-sharing/volunteer combo positions.

**FY14 Cost:** \$756,000 (From Near East Asia Bureau)

# ACADEMIC PROGRAMS DIRECTORATE

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

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

## FULBRIGHT PROGRAM

**Origin:** 1946

**Participants:** 8,000

**U.S. FY13 Cost:** \$185.3 million (FY14 – \$185.1 million; FY15 Request– \$160.1 million)

**U.S. FY13 Cost per participant:** \$23,168

Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The Program and its components provide opportunities for Americans and citizens of more than 155 countries, who are chosen for their academic achievement and leadership potential, to study, teach

or conduct research abroad and develop ties that build mutual understanding. The program does not exist in countries where the U.S. does not have diplomatic representation (i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Bhutan, Somalia).

**RECOMMENDATION:** ACPD recommends that Fulbright funding levels be maintained, if not increased. The State Department's Fulbright budget request for FY15 was \$25 million less than in years prior to meet NSC budget guidelines for shorter programs that respond to pressing foreign policy priorities. The Fulbright brand is one of the United States' most valuable and respected institutions. Cutting the Fulbright budget sent a negative message to global publics about the seriousness of U.S. public diplomacy programs, even though the money was largely re-allocated to short-term exchanges. ACPD is skeptical that the short-term exchanges have the same effect as longer ones; the longer programs allow students, scholars and professionals to develop personal connections and networks within their designated countries. Given that foreign governments' contributions cover 40 percent of the cost, Fulbright students cost the U.S. roughly \$23,000 a person. This is roughly on par with the \$24,500 a person cost of Young African Leaders Initiative (YALI) Washington Mandela Fellows in FY14 for their six-week to two-month stay in the U.S. ACPD will further review the question of short-term versus long-term exchange effects in 2015.

## FULBRIGHT STUDENTS & SCHOLARS COMBINED—DATA BY REGION



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

In FY13, there were more than 8,000 participants divided into four primary Fulbright Program components:

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

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

### U.S. PARTICIPANTS

**1. Fulbright U.S. Student Program, created in 1946,** provides fellowships to U.S. graduating college seniors, graduate students, artists, and early career professionals selected through open, merit-based competition for study and research abroad for one academic year. The average cost per student for Fulbright U.S. Student programs in FY13 was approximately **\$23,000 for nearly 2,000 participants**. In FY13, 871 of them were college seniors or graduate students. Listed below are several special Fulbright U.S. Student program components. They are listed in chronological order, depending on

when they were established. Four of the programs were established between 2007 and 2014.

**Fulbright English Teaching Assistant Program (ETA):** 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.

**Origin:** 1949

**FY13 Participants:** 1,035

**FY13 Cost per participant:** \$21,000

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

**Origin:** 2007

**FY13 Participants:** 5

**FY13 Cost per participant:** \$23,000

**Fulbright-Fogarty Fellowships in Public Health:** Provide fellowships to American students and scholars for research at National Institutes of Health affiliated centers. Targeted at Sub-Saharan Africa, Asia, or Southern Cone Latin America.

**Origin:** 2011 for students, 2013 for scholars

**FY13 Participants:** 3

**FY13 Cost per participant:** \$23,000

**J. William Fulbright-Hillary Rodham Clinton Fellowship:** Sends American early-career professionals and doctoral students to developing countries for ten months to serve as special assistants to leaders in public policy fields in host government ministries and institutions.

**Origin:** 2012

**FY13 Participants:** 24

**FY13 Cost per participant:** \$45,000

**Fulbright-National Geographic Digital Storytelling Fellowship:** Provides opportunities for U.S. citizens to participate in nine months of overseas travel and digital storytelling in up to three countries on a globally significant social or environmental topic. Using a variety of digital storytelling tools, Fellows publish their work on a National Geographic blog, with the support of National Geographic's editorial team.

**Origin:** 2014

**FY14 Participants:** 5

**FY14 Cost per participant:** \$30,000

**2. The Fulbright U.S. Scholar Program, created in 1946,** awards scholarships to U.S. scholars at the faculty and senior researcher level, and professionals, to lecture and conduct research at institutions throughout the world in a wide variety of academic disciplines for one semester or academic year. In FY13, it supported 900 scholars and professionals at roughly \$40,000 a person.

The Specialists Program, created in 2001, is listed on the same budget line.

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

**Origin:** 2001

**FY13 Participants:** 374

**FY13 Cost per participant:** \$7,371

**Fulbright Regional Network for Applied Research (NEXUS) Program:**\* Provides an innovative platform for early and mid-career scholars and applied researchers from the United States and other **Western Hemisphere countries** to engage in collaborative thinking, analysis, problem-solving, and multi-disciplinary research.

**Origin:** 2011

**FY13 Participants:** 20

**FY13 U.S. Cost:** \$550,000 (cost-shared with the Government of Brazil)

**FY13 U.S. Cost per participant:** \$50,000

*\*This is also for foreign scholars.*

## FOREIGN PARTICIPANTS

**3. The Fulbright Foreign Student Program, created in 1946,** provides scholarships to foreign graduate students, young professionals and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process. In FY13, there were 1,936 new grants; 1,993 renewals at the cost of roughly \$23,000 a participant.

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

**Origin:** 1969

**FY13 Participants:** 391

**FY13 Cost per participant:** \$20,000

**4. 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. In FY13, it had 930 participants and cost roughly \$29,000 per scholar. There are multiple program components on the same budget line:

**Fulbright Short-Term Visiting Scholar Program for Iraq and Libya:** Brings Iraqi and Libyan scholars in selected fields to U.S. institutions for approximately three months of faculty development, research, and other guided study activities designed to support them in building the capacity of universities in Iraq and Libya, and to advance the education of Iraqis and Libyans. The program for Iraq is funded from post resources through a grant to the Council for International Exchange of Scholars (CIES) to administer the program for up to 35 scholars each year; the program for Libya has been funded from the ECA budget. To date, the program has sponsored 168 Iraqi scholars and 44 Libyan scholars.

**Origin:** 2010 (Iraq), 2013 (Libya)

**FY13 Participants:** 35 Iraq; 44 Libya

**FY13 Cost:** \$1.0 million Iraq; \$1.2 million Libya

**FY13 Cost per participant:** Iraq \$28,571; Libya \$27,128

## **OTHER PROGRAMS UNDER THE FULBRIGHT BUDGET**

### **HUBERT H. HUMPHREY FELLOWSHIP PROGRAM**

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

**Origin:** 1978

**FY13 Participants:** 171

**Countries:** 98 Developing or Transitional Countries

**FY13 Cost:** \$11.55 million (FY14 – \$11 million; FY15 – \$9.35 million)

**FY13 Cost per participant:** \$67,543

## STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS & SCHOLARS

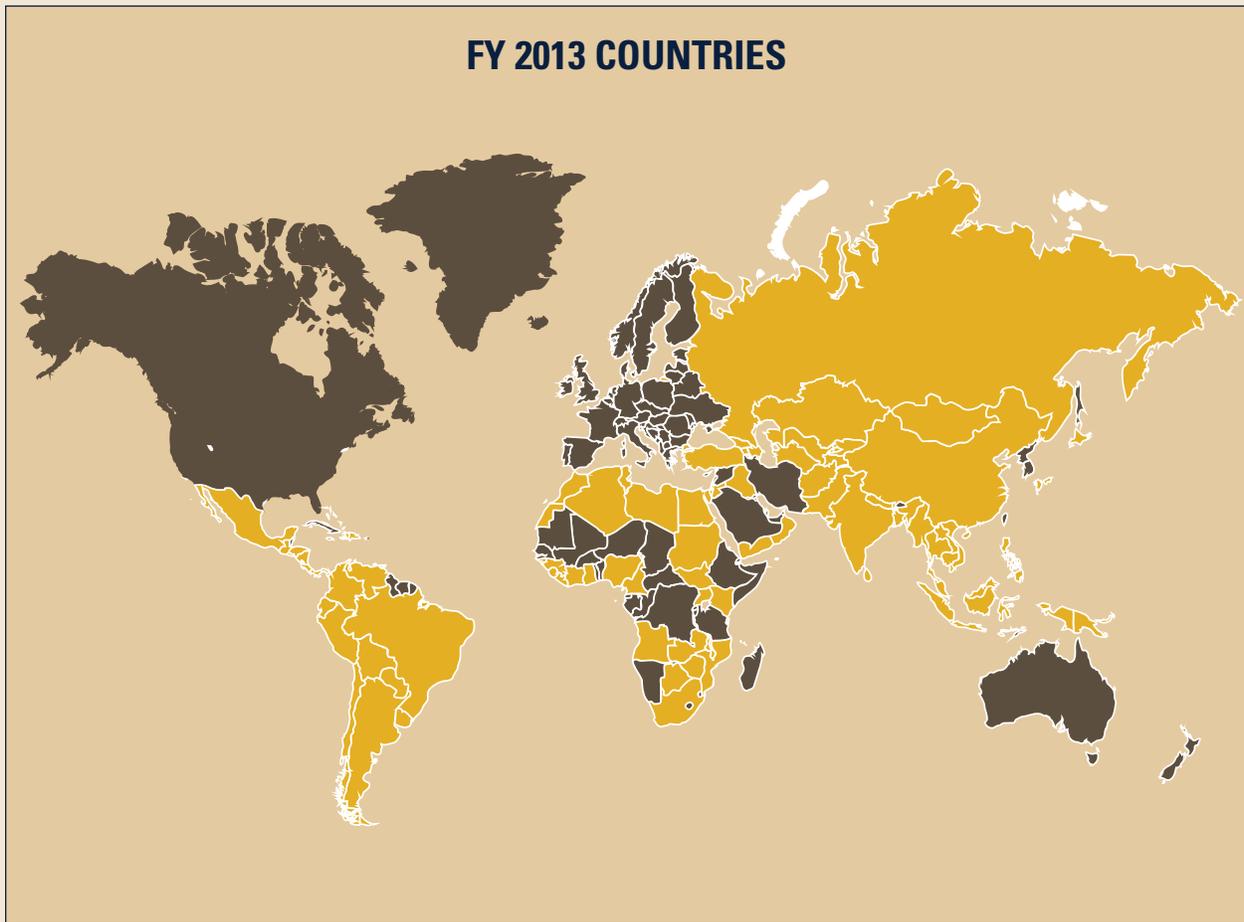
Study of the U.S. Institutes for Student Leaders & Scholars allows undergraduate students, foreign university faculty and educators from multiple world regions to participate in five- to six-week academic seminars at U.S. universities focusing on topics in U.S. Studies. The program includes community service and leadership development and aims to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas.

**Origin:** 1985 (Scholar); 2003 (Student)

**FY13 Participants:** 650

**FY13 Cost:** \$8.6 million (FY14 – \$8.6 million; FY15 – \$7.3 million)

**FY13 Cost per participant:** \$12,285



# HOST INSTITUTIONS FOR THE U.S. INSTITUTES FOR SCHOLARS PROGRAMS

## U.S. HOST INSTITUTIONS ARE SELECTED THROUGH AN OPEN COMPETITIVE PROCESS



### In FY2013, the following institutions hosted Study of the U.S. Institutes for Scholars:

- Ball State University
- East-West Center
- George Mason University
- Green River Community College
- Institute for Training and Development
- Meridian International
- Miami University
- University of Massachusetts
- Saint Mary's College
- Simmons College
- Southern Illinois University
- St. Bonaventure
- Temple University
- University of Arizona
- University of Connecticut
- University of Kansas
- University of Montana
- University of Nebraska
- University of Oklahoma
- Virginia Commonwealth University
- Washington State University

### Study of the U.S. Institutes for Student Leaders were hosted at:

- Bard College
- California State University, Chico
- Institute for Training and Development
- Ohio University
- New York University
- University of Illinois, Carbondale
- University of Louisville
- University of Massachusetts, Amherst
- University of California, Santa Barbara

## GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (UGRAD)

Offers scholarships for a semester or a full academic year of non-degree study in the United States to undergraduate emerging student leaders from underrepresented sectors of selected countries in different world regions. The program also includes community service and professional development activities.

**Origin:** 2002 (Began in Eurasia)

**FY13 Participants:** 350

**FY13 Cost:** \$8.3 million (FY14 – \$6.8 million; FY15– \$5.78 million)

**FY13 Cost per participant:** \$31,923



### TEACHER EXCHANGE PROGRAMS: U.S. AND FOREIGN PARTICIPANTS

Teacher Exchange programs range from six-week to one academic year exchanges and are focused on professional development and internationalizing the field of teaching. Teachers augment their teaching and leadership skills and develop action plans to implement what they have learned on the exchange in their home schools and communities. There is an online network for returned alumni. The first program began in 1996; five of the programs started between 2005 and 2006. In FY13, there were 407 total participants, which cost \$12.1 million. The budget was reduced from \$10.6 million in FY14 to a \$9 million request for FY15. The average cost per

participant in FY13 was \$29,729 with a range in cost from \$21,960 to \$62,494.

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

**Origin:** 1996

**FY13 Participants:** 146

**FY13 Cost per participant:** \$21,960

**Fulbright Distinguished Awards in Teaching Program:** Brings international teachers to the United States and

sends U.S. teachers abroad for a semester. Based at university-level schools of education in the host country, participants complete individual projects, take courses for professional development, and lead master classes and seminars for teachers and students at the host university and/or local schools.

**Origin:** 2005

**FY13 Participants:** 32

**FY13 Cost per participant:** \$53,773

**USG FUNDING ENDING IN FY14 - Fulbright Classroom Teacher Exchange Program:** Supports direct classroom exchanges of teachers from participating countries for a semester or an academic year. This program was phased out in FY14.

**Origin:** 2005

**FY13 Participants:** 32

**FY13 Cost per participant:** \$59,375

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

**Origin:** 2006

**FY13 Participants:** 64

**FY13 Cost per participant:** \$33,162

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

**Origin:** 2006

**FY13 Participants:** 17

**FY13 Cost per participant:** \$62,494

**Teachers for Global Classrooms Program:** Provides a professional development opportunity for U.S. secondary teachers who aim to globalize teaching and learning in their U.S. classrooms and schools. Selected teachers complete an online course and workshop prior to their departure, spend two to three weeks in groups in a host country, and participate in a final symposium to help them synthesize their experiences and develop

implementation plans for their home schools and communities.

**Origin:** 2010

**FY13 Participants:** 72

**FY13 Cost per participant:** \$22,099

## **CRITICAL LANGUAGE SCHOLARSHIP (CLS) PROGRAM**

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

**Origin:** 2006

**FY13 Participants:** 597

**FY13 Cost:** \$9.5 million (FY14 – \$9 million; FY15 Request - \$7.65 million)

**FY13 Cost per participant:** \$15,912

## **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.

**Origin:** 2007

**FY13 Participants:** 183

**Countries:** Global

**FY13 Cost:** \$7.45 million (FY14 \$5.9 million + \$4 million ESF; FY15 Request \$5 million)

**FY13 Cost per participant:** \$40,710

## **COMMUNITY COLLEGE ADMINISTRATOR PROGRAM**

Provides professional development opportunities to foreign administrators from technical, vocational, or

community colleges and Ministry officials through a short-term exchange program to the United States. Began as a pilot initiative for Indonesian officials, teachers and administrators so they could develop a similar system of community colleges in Indonesia. In FY14, it will include participants from select countries from around the world.

**Origin:** 2013

**FY13 Participants:** 20

**FY13 Cost:** \$500,000 (FY14 - \$1.5 million; FY15 - \$0)

**FY13 Cost per participant:** \$25,000

## GLOBAL AND SPECIAL ACADEMIC EXCHANGES

**Center for Cultural & Technical Interchange (East-West Center):** The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 to strengthen understanding and relations between the United States and the countries of the Asia Pacific region. Located in Honolulu, Hawaii, the Center carries out its mission through programs of cooperative study, training and research. It receives an annual appropriation from the U.S. Congress through ECA.

**Origin:** 1960

**Participants:** 3,239

**FY13 Cost:** \$15.9 million (FY14 \$16.7 million; FY15 Request - \$10.8 million)

**FY13 Cost per participant:** \$4,909

**USG FUNDING ENDING IN FY14 — The Cyprus-America Scholarship Program (CASP):** Originally supported by Economic Support Funds (ESF) transferred to the Cyprus Fulbright Commission, the program promoted the economic and social development of Cyprus by supporting higher education, short-term technical training, bi-communal workshops, in addition to academic scholarships to Greek-Cypriot and Turkish-Cypriot students to the United States to study for both bachelor's and master's degrees at American universities.

**Origin:** 1981

**FY13 Participants:** 6

**FY13 Cost:** \$550,000

**FY13 Cost per participant:** \$91,666

**American Overseas Research Centers (ORCs):** Through the Council of American Overseas Research Centers (CAORC), ECA provides funding for 20 of the Overseas Research Centers (ORCs), located in Afghanistan, Bangladesh, Cambodia, Cyprus, Egypt, India, Indonesia, Iranian Studies (located in the United States), Iraq (currently based in Amman, Jordan), Israel, Jordan, Mexico, Maghreb Countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Turkey, and Yemen. The Program allows U.S. scholars to gain experience and expertise in the study and cultures of countries where the ORCs are located.

**Origin:** 1981

**FY13 Participants:** 232

**FY13 Cost:** \$4 million (FY14 \$4 million; FY15 Request - \$4 million)

**FY13 Cost per participant:** \$17,241

**Tibetan Scholarship Program:** Students from the Tibetan refugee communities of India and Nepal receive funding to pursue graduate degrees at U.S. institutions, primarily in fields that will contribute to more effective administrative governance of communities. Funded at \$750,000 for many years, it began to decrease in FY11 to \$735,000, then to \$710,000 in FY12, and to \$601,000 in FY13.

**Origin:** 1988

**Participants:** 16

**FY13 Cost:** \$601,000 (FY14 - \$710,000; FY15 Request - \$500,000)

**FY13 Cost per participant:** \$35,875

**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.

**Origin:** 1994

**FY13 Participants:** 4

**FY13 Cost:** \$435,000 (FY14 \$435,000; FY15 Request - \$350,000)

**FY13 Cost per participant:** \$27,187.50 per year for four years = \$108,750

**Vietnam Economics Teaching Program (also known as Fulbright Economics Teaching Program):** Allows Vietnamese professionals from the government and private sectors to enroll in two years of study at the Fulbright

School in Vietnam and receive a master of arts degree in public policy or participate in a one-year program in applied economics. It was created one year before normalized relations between the U.S. and Vietnam.

**Origin:** 1994

**FY13 Participants:** 100

**FY13 Cost:** \$1.9 million (FY14 – \$1.9 million; FY15 - \$1.9 million)

**FY13 Cost per participant:** \$19,000

**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.

**Origin:** 1995

**FY13 Cost:** \$450,000 (FY14 \$450,000; FY15 \$450,000)

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

**Origin:** 1999

**FY13 Participants:** 3

**FY13 Cost:** \$435,000 (FY14 \$435,000; FY15 Request - \$350,000)

**FY13 Cost per participant:** \$36,250 per year for four years = \$145,000

**Benjamin A. Gilman International Scholarship Program:**

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

**Origin:** 2001

**FY13 Participants:** Approx. 2,700

**FY13 Cost:** \$12.1 million (FY14 - \$12.1 million; \$12.1 million)

**FY13 Cost per participant:** \$4,481

**USG FUNDING ENDED IN FY13 - The George Mitchell Scholarship Program:**

Established in 2000 by the U.S.-Ireland Alliance, Congress began appropriating funds for it in FY03 and stopped in FY13. The U.S.-Ireland Alliance will continue the program with alternate funding. The program provides scholarships to U.S. citizens between the ages of 18 and 30 who have demonstrated achievement in academia, leadership, and community service to pursue one year of postgraduate study in any discipline offered at institutions of higher education in the Republic of Ireland and Northern Ireland.

**Duration:** 2003-2013

**Participants:** 12

**FY13 Cost:** \$435,000

**FY13 Cost per participant:** \$36,250

**International Center for Middle Eastern-Western Dialogue (Hollings Center):**

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

**Origin:** 2005

**Participants:** N/A

**FY13 Cost:** \$729,000 (the interest and earnings as well as a percentage of the principal from the Trust are allocated each year for the operations of the Center)

**FY13 Cost per participant:** N/A

**Summer Institutes for European Student Leaders:**

European undergraduate students from underserved sectors and a range of ethnic, religious and socio-economic backgrounds have the opportunity to learn about the United States and strengthen their leadership skills during a five-week program on a U.S. university campus.

**Origin:** 2006  
**FY13 Participants:** 40  
**FY13 Cost:** \$500,000  
**FY13 Cost per participant:** \$12,500

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

**Origin:** 2008  
**FY13 Participants:** 0  
**FY13 Cost:** \$0 (FY14 - \$1.390 million)

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

**Origin:** 2010  
**FY13 Participants:** 20  
**FY13 Cost:** \$500,000 \*Via ESF Afghan Funds  
**FY13 Cost per participant:** \$25,000

**Tunisia Community College Scholarship Program:** Offers one-year scholarships for technical school students from Tunisia. It is part of the Department of State’s Thomas Jefferson Scholarships. Program participants pursue non-degree study at U.S. community colleges in fields directly related to future growth sectors of Tunisia’s economy: applied engineering, business management and administration, information technology, and tourism and hospitality. The award will fund more than 107 participants over three academic years and is supported via a Economic Support Funds (ESF) transfer.

**Origin:** 2013  
**Participants:** 107 (over 3 years)  
**FY13 Cost:** \$4.625 million \*Via ESF Transfer  
**FY13 Cost per participant:** \$43,224

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

**Origin:** 2014  
**FY14 Participants:** 500  
**FY14 Cost:** \$12.37 million (\$1 million ECE + ESF and D&CP) - (FY15 Request - \$20 million for 1,000 participants in summer 2016; FY16 Request - \$20 million)  
**FY14 Cost per participant:** \$24,740

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

**Origin:** 2014  
**FY14 Participants:** 160  
**FY14 Cost:** \$12.37 million (\$1 million ECE + ESF and D&CP) - (FY15 Request \$10 million for 250 participants)  
**FY14 Cost per participant:** \$24,740  
**English Language Programming**

## ENGLISH-LANGUAGE PROGRAMS

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

**Origin:** 1962  
**FY13 Cost:** \$770,000 (FY14 \$776,000; FY15 Request - \$785,000)

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

**Origin:** English Language Fellows est. 1980; English Language Fellows est. 1990  
**FY13 Participants:** 180  
**FY13 Cost:** \$8.2 million (FY14 \$10 million; FY15 Request - \$9.5 million)  
**FY13 Cost per participant:** \$45,555

**E-Teacher Scholarship Program:** Provides graduate-level distance education courses conducted by a U.S. university grantee (currently the University of Oregon) for foreign English language teachers nominated by U.S. embassies. The program is designed to improve the

quality of overseas English language teaching through the use of innovative distance learning technology. In the last 10 years, there have been participants from 125 countries.

**Origin:** 2004  
**FY13 Participants:** 1,200  
**FY13 Cost:** \$1.6 million (FY14 \$1.8 million; FY15 Request - \$3 million)  
**FY13 Cost per participant:** \$1,333

**English Access Microscholarship Program:** Exists in 85 countries to build English language skills for students age 13-20 from disadvantaged sectors of society through after-school classes and intensive summer learning activities. The program began in Morocco in 2004; country participation is determined each year by the Office of English Language Programs in coordination with the regional bureaus, Posts and in consultation with the Regional English Language Officers (RELOs) to address strategic priorities.

**Origin:** 2004 (Morocco)  
**FY13 Participants:** 18,000  
**FY13 Cost:** \$26.8 million (FY14 \$24.7 million; FY15 Request - \$23 million)  
**FY13 Cost per participant:** \$1,488

## EDUCATIONUSA

A global network of advising centers that operate within a wide variety of host institutions abroad including U.S. embassies and consulates; Fulbright commissions; American Spaces including binational centers; U.S. non-profit organizations; and local institutions such as universities, libraries and non-profit organizations. EducationUSA advisers are trained with support from ECA and Regional Educational Advising Coordinators (REACs). They promote U.S. higher education and provide international students and scholars with accurate, comprehensive, and current information about academic study in the United States, application procedures, testing requirements, student visas, financial aid, and the full range of accredited U.S. higher education institutions. EducationUSA staff work with U.S. higher education professionals to promote international student recruitment and study abroad. EducationUSA also administers the grant for Open Doors, an annual census of international students and scholars in the

United States and of U.S. students studying abroad. In selected developing or transitional countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to U.S. colleges and universities. In FY2013, EducationUSA advised roughly 3.5 million youth in-person.

**Origin:** The EducationUSA brand started in 1998; education advising has taken place for more than 50 years.

**Centers:** More than 400 centers

**FY13 Countries:** 170

**FY13 Cost:** \$12.2 million (FY14 \$12.24 million; FY15 \$17.2 million)

EducationUSA's Center Reporting System tracks the advising network's monthly reports that include outreach, office, and virtual statistics. Large media events are not included in the specific regional statistics. FY13 contact numbers were:

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

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

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

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

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

**EducationUSA WHA - 1.16 million and 1.37 million virtual contacts**

## PROFESSIONAL AND CULTURAL EXCHANGES DIRECTORATE

The Professional and Cultural Exchanges directorate aims to build exchange networks of creative, active, accomplished youth and professionals who share ideas for progress, generate innovation and entrepreneurship, and fuel economic prosperity. It spent \$193.958 million in FY13 divided among four areas: Youth; Professional; Culture; and Sports. Of that \$193.958 million, the International Visitor Leadership Program cost \$89.647 million. Cultural and Sports programs are targeted toward disadvantaged youth and the underrepresented who rarely speak English and would otherwise have no first-hand experience with American ideas, culture or people and are unlikely to engage in U.S. academic programs. The objective is to connect with them in non-threatening, non-political ways that resonate with them, such as through sports and the arts.

### YOUTH PROGRAMS DIVISION

**FY13 – \$67 MILLION | PARTICIPANTS – 3,000 INBOUND; 1,000 OUTBOUND | COST PER PARTICIPANT – \$16,753 (FY14 PLANNED**

**– \$67.3 MILLION; FY15 REQUEST – \$55.85 MILLION)**

### ECA YOUTH PROGRAMS BY REGION

ECA PROGRAM	NEA	SCA	AF	WHA	EUR	EAP
A-SMYLE					X	
BEN FRANKLIN					X	
CBYX					X	
FLEX		X			X	
GAPP					X	
NSLI-Y	X	X	X		X	X
YES	X	X	X	X	X	X
YES ABROAD	X	X	X		X	X
TECH GIRLS	X					
YLP/AYLP	X		X	X	X	X
YOUTH AMBASSADORS PROGRAM				X		

The Youth Programs Division focuses almost exclusively on high-school youth aged 15-18 years old, with the exception of a two-way exchange of Young Professionals

and a one-way exchange of Vocational School Graduates (aged 18-24) under the Congress-Bundestag Youth Exchange Program in Germany. Since they mostly focus on high school youth, they include both academic year exchanges and short-term 3-4 week exchanges for American and foreign youth. The academic year programs cover 54 countries; where there are no youth academic year programs, like in Latin America, short-term programs are more common. There are 14 Youth programs, which range from \$23,000 to \$58 per participant. Virtual programming under the Global Connections and Exchange umbrella comes at less of a cost.

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

## **U.S. PARTICIPANTS**

**National Security Language Initiative for Youth (NSLI-Y):** Awards full, merit-based scholarships to American high school students to study strategically important languages—Arabic, Chinese (Mandarin), Hindi, 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. It is part of the larger interagency National Security Language Initiative.

**Origin:** 2006

**FY13 Participants:** 628

**FY13 Cost:** \$9 million

**FY13 Cost per participant:** \$14,331

**Kennedy-Lugar Youth Exchange & Study (YES) Abroad—U.S. Student:** Awards 65 full, merit-based scholarships to American high school students to study in approximately twelve countries that participate in the traditional YES program, which targets countries with significant Muslim populations.

**Origin:** 2009

**Participants:** 65

**FY13 Cost:** \$914,745

**FY13 Cost per participant:** \$14,073

**American Youth Leadership Program:** Provides three-to-four week exchanges for groups of U.S. high school students and educators abroad. FY14 projects were with Cyprus, China/Hong Kong, Ecuador, El Salvador, Ghana, and Thailand.

**Origin:** 2011

**FY13 Participants:** 174

**FY13 Cost:** \$1.5 million

**FY13 Cost per participant:** \$8,620

## **FOREIGN PARTICIPANTS**

**Future Leaders Exchange (FLEX):** Sponsors competitively awarded scholarships for high school students from Eurasia to spend an academic year in the United States. Students live with host families, attend school, and engage in activities to learn about U.S. society and acquire leadership skills. FY 2013 FLEX countries were: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan and Ukraine; Belarus and Uzbekistan no longer participate. In FY14, Russia withdrew from participation. The FLEX program includes an integrated component for students with disabilities as well as opportunities for competitive selection to attend workshops focused on civic education, social media activism, and English pedagogy. The program also supports an alumni network, which includes 23,000 people. Roughly half of the per participant costs for the FLEX participants pays for recruitment and transportation of students, while the other half is used for placement and monitoring costs while the students are in the United States.

**Origin:** 1993

**FY13 Participants:** 802

**FY13 Cost:** \$18.47 million

**FY13 Cost per participant:** \$23,000

**Kennedy-Lugar Youth Exchange & Study (YES)—Foreign Participants:** Awards full, merit-based scholarships for secondary school students from countries with significant Muslim populations to spend an academic year in the United States. Students live with host families, attend school, and engage in community service and activities to learn about U.S. society and acquire leadership skills. The program also includes an integrated component for students with disabilities and opportunities for competitive selection to attend workshops

focused on civic education, social media activism, and English pedagogy. Funding also supports the alumni network. (Note: Recruitment of YES students tends to be more costly than recruitment of FLEX, A-SMYLE or CBYX students because ECA must work with a variety of recruiting organizations as no one award recipient has a presence in each YES country.)

**Origin:** 2002

**Participants:** 902

**FY13 Cost:** \$24.1 million

**FY13 Cost per participant:** \$26,702

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

**Origin:** 2005

**FY13 Participants:** 65

**FY13 Cost:** \$1.15 million

**FY13 Cost per participant:** \$17,700

**Benjamin Franklin Summer Institutes:** Based on campuses in 44 countries, these institutions serve youth from Europe and the United States.

**Origin:** 2006

**FY13 Participants:** 90 (70 from Europe, 20 from the United States)

**FY13 ECA Cost:** \$434,270 (does not include recruiting and airfare expenses, which are paid by posts)

**FY13 Cost per participant:** \$4,825

**Youth Leadership On Demand:** Provides high school students and adult educators from countries identified as Department priorities the opportunity to explore civic education, youth leadership development, and community service in the United States. Countries change by areas deemed to be the most urgent, critical national security interests. In FY13, five programs were implemented by two grantees.

**Origin:** 2011

**FY13 Participants:** 104

**FY13 Cost:** \$835,000

**FY13 Cost per participant:** \$8,028

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

**Origin:** 2012

**FY13 Participants:** 27

**FY13 Cost:** \$330,000

**FY13 Cost per participant:** \$12,200

## U.S. & FOREIGN PARTICIPANTS

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

**Origin:** 1972; U.S. funding support began in 1982

**FY13 Participants:** 3,513 U.S. (270 groups); 5,437 German (310 groups)

**FY13 Cost:** U.S. \$100,000; German \$830,000

**FY13 Cost per participant:** U.S. \$58

**Congress-Bundestag Youth Exchange (CBYX) - Germany:** Jointly funded by the U.S. Congress and the German Bundestag, and administered by the State Department since 1983, the program focuses on German-American common values of democracy and seeks to convey lasting personal and institutional relationships through an academic year school and home-stay experience. German and American secondary school students live with host families, attend school, and participate in community life. Two other components are dedicated to young (undergraduate) professionals and vocational school graduates to study and receive practical training.

**Origin:** 1983

**FY13 Participants:** 350 U.S./360 German

**FY13 Cost:** \$9.55 million (U.S. \$4 million / Germany \$5.55 million)

**Cost per participant:** \$13,447 (U.S. \$5,633 / Germany \$7,814)

**Global Connections & Exchange Program (GCE):**

A virtual exchange program that complements ECA's face-to-face exchanges by expanding their reach to areas where citizens may have little exposure to other countries and/or little opportunity to travel overseas. GCE programming is linked to the Department's virtual exchange initiative and aims to empower U.S. and non-U.S. youth and educators to use available technology to address social issues within their home communities, promote community engagement, and engage in inter-active dialogue with international peers on global issues. The FY13 Global Connections and Exchange Program included the Youth TechCamp blended exchanges, which provided nearly 40 American secondary school students the opportunity to travel overseas for a week-long technology camp, followed by virtual exchange activities with host country peers.

**Origin:** 1998

**FY13 Participants:** 38 American; 118 foreign

**FY13 Cost:** \$434,954

**FY13 Cost per participant:** \$2,788

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

**Origin:** 1999

**FY13 Participants:** 570 (498 foreign; 72 American)

**FY13 Cost:** \$5.7 million

**FY13 Cost per participant:** \$10,000

**Youth Ambassadors:** Brings together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. The program focuses on civic education, community service, and youth leadership development, along with sub-themes such as entrepreneurship and environmental protection.

The three-week exchanges include workshops, home-stays and cultural activities. Students return to their home communities and engage in community service projects.

**Origin:** 2002 (Brazil only, Embassy-funded); 2009 (ECA-funded)

**FY13 Participants:** 391 (321 foreign; 70 US)

**FY13 Cost:** \$2.78 million

**FY13 Cost per participant:** \$7,097

**PROFESSIONAL FELLOWS DIVISION**

FY13 – \$17.9 MILLION (FY14 PLANNED – \$18.05 MILLION; FY15 REQUESTED – \$14.5 MILLION)

The Professional Fellows Division supports the professional development and capacity building of more than 1,000 emerging young leaders working to foster good governance practices and stronger civil society institutions, empower women and minority communities, and increase economic opportunities. Professional Fellows Programs are implemented worldwide, with some specific programs for the East Asian Pacific region (i.e. Ngwang Choephel Fellows Program, Mike Mansfield Fellowship Program, and the U.S. Congress-Korea National Assembly Youth Exchange). There are currently six programs under the Professional Fellows Program budget line; the Ngwang Choephel Fellows Program has its own budget line. The average cost share for Professional Fellows cooperative agreements is \$90,000, or 15 percent of ECA funding. Private sector mentors and mentoring companies cover participants' international airfare and lodging and per diem during the two-week internship, which costs approximately \$10,000 per participant.

**Japan-U.S. Friendship (CULCON):** ECA makes an annual transfer of funds to the Japan-U.S. Friendship Commission to continue as the Secretariat for the U.S.-Japan Conference of Cultural and Educational Interchange (CULCON), a bi-national advisory panel to both governments that serves to focus official and public attention in both the United States and Japan on the cultural and educational underpinnings of the bi-national relationship. The Japan-U.S. Friendship Commission (JUSFC) is an independent Federal agency dedicated to promoting mutual understanding and

cooperation between the United States and Japan. CULCON originated in a series of discussions between President Kennedy and Prime Minister Ikeda in 1962 as a high-level, informal advisory committee. The informal arrangement was formalized by an exchange of memoranda between the two governments in 1968. In March 1991, the U.S. and Japanese CULCON panels met in Tokyo and agreed upon specific steps toward restructuring CULCON, including the establishment of permanent U.S. and Japanese CULCON secretariats.

**Origin:** 1968

**FY13 Participants:** N/A

**FY13 Cost:** \$278,220

**FY13 Cost per participant:** N/A

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

**Origin:** 1981

**FY13 Participants:** 10 Americans; 10 Koreans

**FY13 Cost:** \$156,000

**FY13 Cost per participant:** \$15,500

**Mike Mansfield Fellowship Program:** Established by Congress in 1994 (22 U.S.C. Chapter 70, section 6101) and offers an opportunity for U.S. federal government employees to gain substantial personal knowledge about the Government of Japan by working alongside their counterparts in Japanese agencies. Congress mandated that the Maureen and Mike Mansfield Foundation administer the program and earmarks funding for the Mansfield Fellowship Program in the ECA annual appropriation.

**Origin:** 1994

**FY13 Participants:** 10 U.S. federal government employees per year

**FY13 Cost:** \$1.52 million

**FY13 Cost per participant:** \$151,800

**National Youth Science Foundation/ National Youth Science Camp:** An annual science camp for Amer-

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

**Origin:** 1999

**FY13 Participants:** 16

**FY13 Cost:** \$130,000

**FY13 Cost per participant:** \$8,125

**The Ngwang Choephel Fellows Program:** A congressional earmark, this 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 for annual competitions are developed in cooperation with the Office of the Special Coordinator for Tibetan Issues, the U.S. Embassy in Beijing, and the U.S. Consulate General in Chengdu.

**Origin:** 2003

**FY13 Participants:** 27 Tibetan; 16 Americans

**FY13 Cost:** \$530,000 (FY14 - \$575,000; FY15 - \$558,000)

**FY13 Cost per participant:** \$12,325

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

**Origin:** 2006

**FY13 Participants:** 35

**FY13 Cost:** \$250,000

**FY13 Cost per participant:** \$7,000-\$10,000

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

**Origin:** 2009 (Adapted from previous, separate programs)

**FY13 Participants:** 400-450 foreign; 130-150 American

**FY13 Cost:** \$7.398 million

**FY13 Cost per participant:** \$13,000

**Community Solutions:** This global exchange program—a longer, four-month version of the Professional Fellows Program—brings community leaders from around the world to the United States for four-month fellowships with public and private sector organizations to enhance their professional and personal abilities to address issues of concern in their home communities. In 2014, Community Solutions fellows came from 35 countries and all geographic regions. Current program themes include Accountability and Transparency, Tolerance and Conflict Resolution, Environmental Issues, and Women’s Issues.

**Origin:** 2010

**FY13 Participants:** 60-65

**FY13 Cost:** \$1.500 million

**FY13 Cost per participant:** \$25,000

**TechWomen:** Selects participants from target countries across Africa and the Middle East to take part in a peer mentoring experience with American women at leading

technology and innovation companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the field of technology, increase the trade capacity of the participating countries and promote economic advancement, and enable women to reach their full potential in the tech industry. U.S.-based programming takes place in the fall; in the following spring, a delegation of American mentors travel to Africa and the Middle East to join TechWomen alumnae in conducting outreach programming focused on specific technology issues and tech careers for young women and girls. In FY13, The 78 participants come from: Cameroon, Kenya, Nigeria, Rwanda, Sierra Leone, South Africa, Zimbabwe, Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestinian Territories, Tunisia and Yemen.

**Origin:** 2011

**FY13 Participants:** 78-42 Middle East and North Africa; 36 from Sub-Saharan Africa

**FY13 Cost:** \$2.45 million

**FY13 Cost per participant:** \$31,000

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

**Origin:** 2012

**Participants:** 25-35 American and foreign

**FY 2012 Cost:** \$1.5 million (multi-year award for programming through early 2015)

**FY 2012 Cost per participant:** \$15,000

#### **TRADITIONAL PUBLIC-PRIVATE PARTNERSHIP PROGRAM (TPPP)**

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

**Sister Cities International:** This grant provides administrative support to Sister Cities International (SCI),

which promotes closer connections between citizens of the U.S. 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.

**Origin:** Late 1950s

**Participants:** N/A

**FY13 Cost:** \$400,285

**FY13 Cost per participant:** N/A

**American Center for International Labor Solidarity:**

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

**Origin:** Late 1950s

**FY13 Participants:** 28

**FY13 Cost:** \$306,000

**FY13 Cost per participant:** \$10,929

**American Council of Young Political Leaders**

(ACYPL): The grant sponsors approximately 25 reciprocal study tours of two weeks' duration for delegations of seven to 12 American and foreign young political leaders to learn about each other's political systems and institutions.

**Origin:** 1971

**FY13 Participants:** 151

**FY13 Cost:** \$893,133

**FY13 Cost per participant:** \$5,915

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

**Origin:** 1988

**FY13 Participants:** 24

**FY13 Cost:** \$340,511

**FY13 Cost per participant:** \$14,188

**Partners of the Americas:** Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of key volunteer specialists in fields such as citizen participation, judicial reform, public administration, promotion of minority and indigenous rights, journalism, environmental and

historic conservation, education, economic development and trade, and visual and performing arts.

**Origin:** 1962

**FY13 Participants:** 60

**FY13 Cost:** \$367,110

**FY13 Cost per participant:** \$6,118

**CULTURE PROGRAMS DIVISION**

FY13 – \$9.5 MILLION | PARTICIPANTS – 428 |

COST PER PARTICIPANT – \$22,177\*

(FY14 PLANNED – \$10.2 MILLION; FY15

REQUESTED – \$8.8 MILLION)

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

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

**OUT-BOUND, SHORT-TERM PROGRAMS**

**Biennales:** Selects and provides support for U.S. representation at the Venice Art Exhibition Biennale and the Venice Architecture Biennale. The biennale is a high-profile platform projecting American innovation, ingenuity and entrepreneurship as core American values to an influential international audience. During 2013, the United States is represented at the Architecture Biennale by Storefront Art and Architecture, which developed the OfficeUS Exhibition. OfficeUS incorporated U.S. high school and undergraduate students to participate in the exhibition, in addition to running several virtual

programs that engaged underserved communities in the U.S. and in Europe. It is a public-private partnership with the National Endowment of the Arts.

**Origin:** 1988

**FY13 Participants:** N/A

**FY13 U.S. Cost:** \$100,000 to mount the exhibition; \$577,00 of private sector funds

**FY13 Cost per participant:** N/A

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

**Origin:** 2010

**FY13 Participants:** 50

**FY13 Cost:** \$1.500 million

**FY13 Cost per participant:** \$29,000

**American Film Showcase (AFS):** Sends filmmakers and film industry professionals abroad to present award-winning American documentaries, independent films, and animated short films in support of mission policy goals. The films offer contemporary insights into American life and culture, and explore issues affecting democratic societies. The University of Southern California's School of Cinematic Arts arranges touring programs with the State Department to showcase the films and their filmmakers at U.S. Embassy-organized events, including international film festivals. An annual application process determines the 20-25 participating countries. It is a public-private partnership.

**Origin:** 2011

**FY13 Participants:** 50

**FY13 Cost:** \$1.3 million

**FY13 Cost per participant:** \$18,000

**American Music Abroad (AMA):** Focuses on investing in youth leadership and strengthening civil society by sending approximately 10 American music groups in

genres such as urban/hip-hop, gospel, bluegrass, and jazz to more than 40 countries annually to conduct public concerts, interactive performances with local musicians, lecture demonstrations, workshops, and jam sessions with diverse audiences. AMA activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music first-hand. Participating countries are determined in consultation with the regional bureaus and included in FY13: Angola, Argentina, Bangladesh, Bolivia, Botswana, Burma, Cambodia, China, Costa Rica, Cyprus, Ecuador, Federated States of Micronesia, Guatemala, Hungary, India, Jerusalem, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Liberia, Mauritania, Morocco, Mozambique, Namibia, Nepal, Niger, Oman, Panama, Peru, Republic of Congo, Russia, South Africa, Swaziland, Turkmenistan, Uruguay, Uzbekistan, Venezuela, and Vietnam. It is a public-private partnership with the Association of American Voices.

**Origin:** 2011

**FY13 Participants:** 50 musicians  
(representing 11 bands traveling to 39 countries)

**FY13 Cost:** \$1.5 million

**FY13 Cost per participant:** \$30,000

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

**Origin:** 2012

**FY13 Participants:** 240

**FY13 Cost:** \$1.6 million

**FY13 Cost per participant:** \$7,000

**American Arts Incubator:** Addresses local community issues, such as women's empowerment, civil society, social inclusion, conflict resolution, and/or the environment. It uses new media and mural arts to engage youth, artists and underserved community members through collaborative art projects. Designed after the entrepreneurial "incubator" models popular with Silicon Valley start-ups, four American artists travel abroad to four countries for approximately four weeks each to

conduct workshops, develop projects, and lead micro grant programs. FY13 funding supported programming in the East Asia Pacific region. It is a public-private partnership.

**Origin:** 2013

**FY13 Participants:** 4

**FY13 Cost:** \$250,000

**FY13 Cost per program:** \$29,700

**Arts in Collaboration - Next Level:** Aims to encourage civil society development and provide economic and professional development opportunities to youth, underserved audiences in collaboration with the University of North Carolina at Chapel Hill (UNC). It recruits roughly 20 professional American hip hop artists to visit five-six countries and implement four interrelated Urban Arts Labs on beat/music making, filmmaking, break dance and rapping. Each overseas component lasts for three weeks and includes workshops and performances on topics including music production, artists' entrepreneurship and strategies for communicating about social policy and conflict resolution through urban music. Each lab concludes with a final project and public event. Music production equipment remains with the overseas participants to provide continued professional advancement. Six foreign artists also travel to UNC and Washington, D.C. for a two-week professional development program of lectures and workshops on leadership training and entrepreneurship, as well as demonstration opportunities. FY13 funding programs were with SCA (with themes addressing gender violence and gender discrimination); EUR (with post-Balkan conflict resolution focus); and AF (with entrepreneurship, youth leadership development focus).

**Origin:** 2013

**FY13 Participants:** 26

**FY13 Cost:** \$960,000

**FY13 Cost per participant:** \$36,923

**Community Engagement Through Mural Arts:** Uses mural arts to engage youth, artists, and underserved community members. Four American artists travel to four different countries for a month to address a local community issue, such as women's empowerment, HIV-AIDS prevention, social inclusion, conflict resolution, and the environment. Murals aim to reach wide audiences and work in-depth with women and

underserved youth. The artists also conduct workshops, master classes, talks, public events, and/or other outreach activities while abroad. FY13 funding supported projects in Africa and the Western Hemisphere. It is a public-private partnership.

**Origin:** 2013

**FY13 Participants:** 4

**FY13 Cost:** \$250,000

**FY13 Cost per participant:** \$17,200

## **INBOUND, SHORT-TERM PROGRAMS**

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

**Origin:** 2006

**FY13 Participants:** 117

**FY13 Cost:** \$520,416

**FY13 Cost per participant:** \$4,448

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

**Origin:** 2008

**FY13 Participants:** 32

**FY13 Cost:** \$199,584

**FY13 Cost per participant:** \$6,327

**Center Stage:** Invites performing artists from high priority countries to the United States to perform and conduct engagement activities. They tour cities select cities and partake in community engagement activities, such as performances, workshops, discussions, artist-to-artist exchanges, and community gatherings. Performing ensembles have included musicians from Pakistan, Indonesia, Haiti, Morocco, Pakistan and Vietnam. It is a public private partnership.

**Origin:** 2010

**FY14 Participants:** 53

**FY14 Cost:** \$1.00 million

**FY14 Cost per participant:** \$18,867

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

**Origin:** 2011

**FY13 Participants:** 50 participants

**FY13 Cost:** \$1.05 million

**FY13 Cost per participant:** \$21,000

**PHASING OUT—Cultural Visitors:** Supported and organized short-term, high-visibility travel for international arts professionals to the United States. It targeted diverse audiences, including youth. It was a public-private partnership and will not be continued in FY15.

**Origin:** 2011

**FY13 Participants:** 12

**FY13 Cost:** \$155,000

**FY13 Cost per participant:** \$12,916

**Two Way, Short-Term Program**

**Museums Connect:** Connects international and American museums to partner on projects on issues of global concern that involve their communities. It is a public-private partnership.

**Origin:** 2007

**FY13 Participants:** 50 travelers

**FY13 Cost:** \$1.050 million

**FY13 Cost per participant:** \$21,000

## **SPORTS PROGRAMS DIVISION**

FY13 – \$5.4 MILLION | PARTICIPANTS – 527 |

COST PER PARTICIPANT – \$10,246

(FY14 PLANNED – \$5.5 MILLION; FY 15 REQUEST – \$4.8 MILLION)

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

SportsUnited programs incorporate both short-term and month long in bound exchange programs through the visitor and mentorship programs, short-term outbound exchanges through the envoy program, as well as two-way exchanges through our grant programs. There are four sports programs: the Sports Envoy program, the Sports Visitors program, the Empowering Women and Girls Through Sports Initiative, and the International Sports Programming Initiative (ISPI).

**Sports Envoy Program:** Working with the national sports leagues and the U.S. Olympic Committee, athletes and coaches in various sports are chosen to serve as envoys or ambassadors of sport in overseas programs that include conducting clinics, visiting schools, and speaking to youth. The American athletes and coaches conduct drills and team building activities, as well as engage the youth in a dialogue on the importance of an education, positive health practices, and respect for

diversity. Since 2005, ECA has sent approximately 250 U.S. athletes and coaches to over 75 countries.

**Origin:** 2005

**FY13 Participants:** 14

**FY13 Cost:** \$298,276

**FY13 Cost per participant:** \$21,305

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

**Origin:** 2002

**FY13 Participants:** 303

**FY13 Cost:** \$2.224 million

**FY13 Cost per participant:** \$7,340

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

**Origin:** 2003

**FY13 Participants:** 115

**FY13 Cost:** \$1.23 million

**FY13 Cost per participant:** \$10,695

**Empowering Women and Girls through Sports Initiative:** Aims to inspire more women and girls to become involved in sports and experience the benefits of participation such as improved health, greater self-esteem, and greater academic success. The initiative consists of three exchange components: sports visitor, sports envoy, and sports mentorship. ESPN and espnW are partners on

the mentorship component of the program, building off the successful models of the Fortune Most Powerful Women/State Department Global Mentoring Program and TechWomen. Additionally, ECA has convened key women in the American sports world such as athletes, coaches, managers, and sports administrators to serve on the U.S. Department of State's Council on Empowering Women and Girls through Sports. The 17 Council members serve as advocates, mentors, and envoys for the initiative. Since 2012, more than 156 female youth athletes or coaches from more than 19 countries have come to the U.S. through the Visitors program, 50 female emerging leaders from 36 different countries have been hosted through the Global Sports Mentoring Program, and over 35 female U.S. athletes and coaches have provided workshops to over 19 countries.

**Origin:** 2012

**FY13 Participants:** 95

**FY13 Cost:** \$1.200 million

**FY13 Cost per participant:** \$12,632

## **INTERNATIONAL VISITOR LEADERSHIP PROGRAM (IVLP)**

ECA works with a network of 47,000 volunteer citizens across the country who host exchange participants and connect them to Americans in their schools, their communities and their homes.

**International Visitor Leadership Program (IVLP):** Through short-term visits to the United States lasting up to three weeks, current and emerging foreign leaders in a variety of fields experience the United States first-hand and cultivate relationships with their American counterparts. Participants are nominated and selected by the staff at U.S. Embassies worldwide. The projects provide opportunities for participants to explore issues in the U.S. context, meet with their American professional counterparts, and experience U.S. society and values. Professional meetings reflect the participants' professional interests and support the foreign policy goals of the United States. Participants meet with the private sector and members of civil society, as well as with staff of relevant federal agencies. It utilizes public-private partnerships for cost-sharing on a project by project basis.

**Origin:** Approx. 1940; became the International Visitor Program in 1948; renamed the International Visitor Leadership Program in 2004.

**FY14 Participants:** 4,667

**FY14 Cost:** \$91 million (FY15 Requested – \$89.7 million)

**FY14 Cost per participant:** \$21,500

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

**Origin:** Approximately 1940; became the International Visitor Program in 1948; renamed the International Visitor Leadership Program in 2004.

**FY14 Participants:** 3,728

**FY14 Cost:** \$80.15 million

**FY14 Cost per participant:** \$21,500\*

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

**IVLP On Demand Division (formerly the Voluntary Visitors Division):** Offers rapid response IVLP projects that can be turned around quickly to address newly emerging policies, geopolitical opportunities and pressing foreign policy needs. Historically a “target of

opportunity” program for contacts already traveling to the United States, IVLP On Demand also allows embassies to nominate projects in response to rapidly changing situations. Participants are selected by U.S. Embassies to meet and confer with their professional counterparts—both in Washington, D.C. and throughout the United States—and to obtain exposure to U.S. cultural, social and political life. IVLP On Demand projects may be nominated at any time of year as they are not tied to the annual IVLP selection process. The projects are generally limited to a 10-day maximum for up to ten participants. No IVLP funds are provided for international travel for IVLP On Demand participants; travel is cost-shared by the participants, their employers or home governments, or other USG sources if funds are determined to be legally available.

**Origin:** 1949, with a “Voluntary Programs Branch” within the State Department's Public Affairs bureau; in 2014 the division was rebranded as the IVLP On Demand Division.

**FY14 Participants:** 939

**FY14 Cost:** \$7.51 million

**FY14 Cost per participant:** \$8,000\*

*\*This number can vary greatly depending on a participant's length of project.*

**GERMANY: Congress-Bundestag Staff Exchange:** Consists of two phases to help Americans and Germans learn about each others political institutions and discuss issues of mutual concern. Phase one sends approximately 10 U.S. staff members from the House of Representatives, the Senate, and the Library of Congress to Germany for a two-week program that includes meetings in Berlin with members of the Bundestag, Bundestag party staffers, and representatives of political, business, academic and media institutions. Phase two, which is carried out by IVLP, brings delegation of 10 German staff members to visit the U.S. for eight days.

**Origin:** 1983-1984 (during the German-American Tricentennial Celebration)

**FY13 Participants:** 10 Germans; 10 Americans

**FY13 Cost:** \$80,000

**FY13 Cost per participant:** Up to \$8,000 for Phase two

*\*U.S. funds pay for the American participants' travel to/from Germany, a cultural allowance for each participant, and travel within Germany. Per diem and other expenses are provided to the American participants by the German government.*

**Gold Star Projects:** For distinguished IVLP alumni, this program began during the National Council for

International Visitors' 50th anniversary celebration year in 2011.

**Origin:** 2011

**Participants:** 35 total to date

**Cost:** Annual costs dependent on participant count (see per participant cost)

**FY15 Planned Cost per participant:** \$22,500

## PRIVATE SECTOR EXCHANGE DIRECTORATE

FY13 - \$0; FY14 - \$0; FY15 REQUEST - \$0

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

The Deputy Assistant Secretary for Private Sector Exchange designates private-sector, academic, and federal, state and local government entities to be "sponsors" of EVP programs. ECA/EC also regulates and oversees sponsor compliance with EVP regulations, directives, legislation, treaty, and international agreement obligations, and assesses and evaluates visa, immigration, labor, economic, and education developments as they relate to international exchange initiatives. American companies, institutions, and even local governmental bodies, known as "sponsors," develop programs that fit within the 13 privately funded J-visa categories open to privately-funded exchanges. In 2013, nearly 280,000 individuals from more than 200 countries and territories visited the United States through an ECA-designated sponsor organization. Designated sponsors may conduct both academic and professional Exchange Visitor

programs that further the public diplomacy efforts of the U.S. Government.

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

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

**Total J-Visa Participants Worldwide—298,389**

**Total Private Sector J-Visa Participants Worldwide—276,179**

### **Top 10 Countries for All J-1 Visitor Exchange Programs, Private and Government Funded:**

1. China.....	32,224
2. Germany.....	21,415
3. United Kingdom.....	18,049
4. Brazil.....	13,845
5. France.....	12,290
6. Ireland.....	10,964
7. South Korea.....	9,358
8. Thailand.....	7,962
9. Turkey.....	7,337
10. Japan.....	6,436

### **Total J-1 Participants, Including Government-Funded, by J-Visa Program**

#### **Summer Work/Travel – 86,518**

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

#### **Student Non-Degree – 38,693**

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

#### **Research Scholar – 32,439**

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

#### **Student Secondary – 25,729**

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

#### **Intern – 21,937**

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

#### **Short Term Scholar – 21,267**

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

#### **Camp Counselor – 18,889**

Enables post-secondary students, youth workers, and teachers to share their culture and ideas with the people of the U.S. in camp settings throughout the country.

#### **Au Pair – 14,625**

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 child care from individuals who become part of the family.

#### **Trainee – 9,157**

Foreign professionals come to the United States for up to 18 months to gain exposure to and receive structured training in U.S. business practices in their chosen occupational field. Unlike the Intern category, participants must have either— 1) A degree or professional certificate from a foreign post-secondary academic institution and at least one year of prior related work experience in their occupational field outside the United States; or 2) Five years of related work experience.

#### **Government Visitor – 5,715**

Permits foreign nationals who are influential or distinguished persons selected by U.S. federal, state, or local government agencies to come to the U.S. for the purpose of consulting, observing, training, or demonstrating special skills.

**International Visitor – 5,299**

Permits foreign nationals who are recognized or potential leaders selected by the Department of State to come to the U.S. for the purpose of consulting, observing, conducting research, training, or demonstrating special skills.

**Student Masters -3,827**

Foreign students may pursue Masters' degrees in the United States at accredited American universities.

**Student Bachelors – 2,965**

Foreign students may pursue Bachelors' degrees in the United States at accredited American universities.

**Student Interns - 2,921**

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

**Alien Physician – 2,331**

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

**Teacher – 1,745**

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

**Student Doctorate – 1,568**

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

**Professor – 1,310**

Promotes the exchange of ideas, research, mutual enrichment, and linkages between research and academic institutions in the U.S. and foreign countries. Participants may conduct their program in the U.S. for a time-period not to exceed five years.

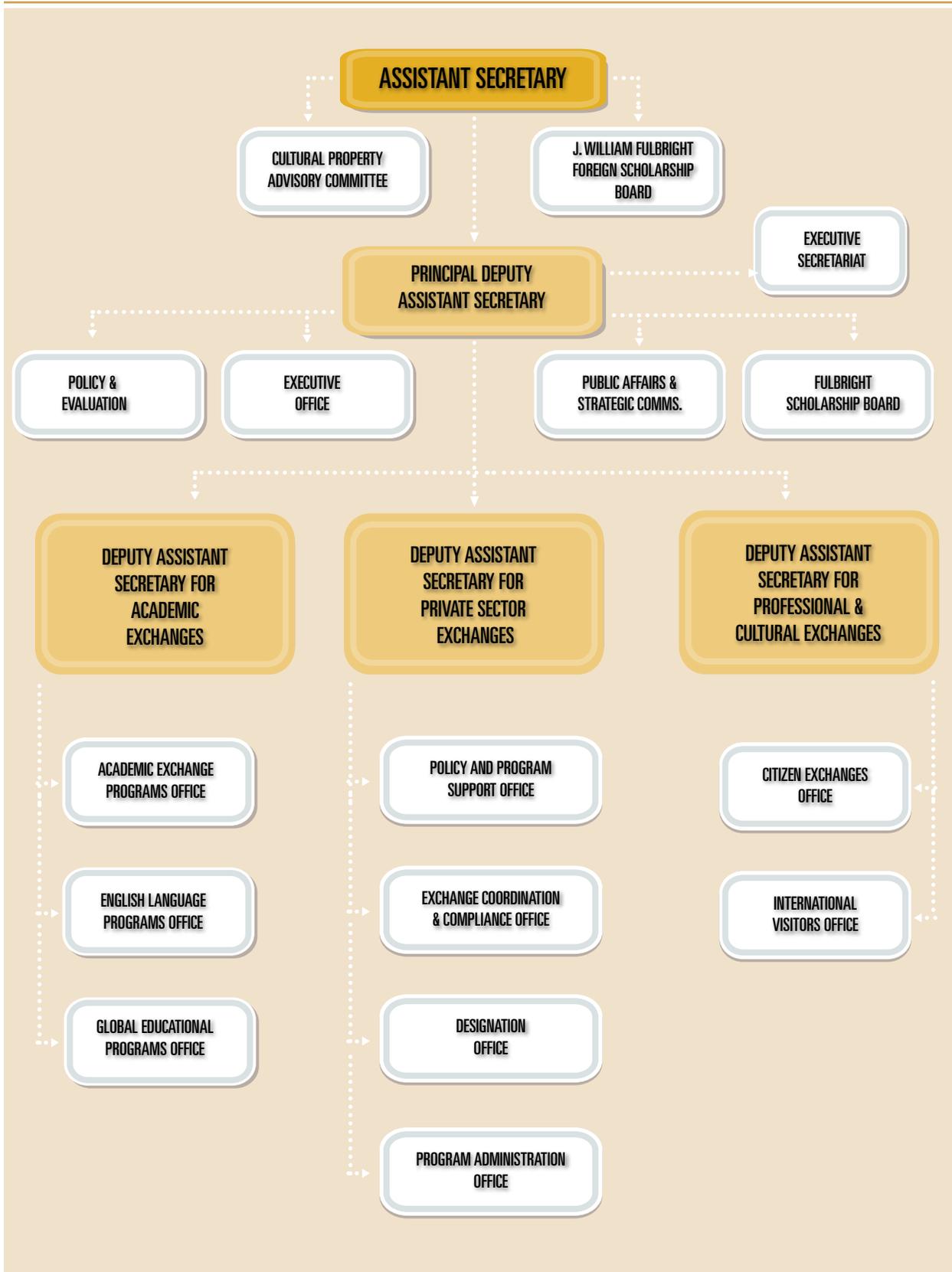
**Specialist – 1,259**

Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts. Specialists must be experts in a field of specialized knowledge or skill and may conduct their program in the U.S. for a time-period not to exceed one year.

**Student Associate – 195**

Foreign students may pursue their Associate degrees in the United States at accredited American universities.

# ECA ORGANIZATION CHART





**INTERNATIONAL**  
**INFORMATION**  
**PROGRAMS**  
**(IIP)**

## IIP OVERVIEW: BUDGET & ACTIVITIES

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FY13—\$52.25 MILLION; FY14—\$48.27 MILLION; FY15 REQUEST—\$64.69 MILLION

The mission of the Bureau of International Information Programs (IIP) is to “provide the State Department’s worldwide public diplomacy platform and partner with policy experts and missions abroad to develop services and design programs that engage international audiences to advance U.S. foreign policy.” It produces digital-first multi-media content in English and seven other languages that promotes U.S. foreign policy priorities; supports more than 700 American spaces abroad; recruits and programs hundreds of American experts to speak on U.S. foreign policy issues with overseas audiences; and manages the infrastructure for more than 450 U.S. embassy and consulate public and internal websites. The bureau was created in 1999 after the merger between the U.S. Information Agency and the U.S. Department of State.

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

At the end of FY14, IIP went through a major re-organization, which emphasizes a digital-first strategy. Much of the below budget data and program descriptions are based on FY13 and FY14, before significant changes to IIP took root.

**RECOMMENDATION:** Due to the congressional cap on the number of assistant secretaries, a coordinator leads IIP. The lack of an assistant secretary rank in IIP limits the coordinator’s effectiveness and the State Department’s perceptions and inclusion of the bureau, which is especially inopportune given that the State Department as a whole is increasingly focusing on digital strategies to reach foreign publics and counter violent extremism. The ACPD agrees with multiple Office of Inspector General reports and strongly supports raising the legislative cap to allow for an Assistant Secretary for International Information Programs. We encourage the Under Secretary for Management, the Bureau of Legislative Affairs, and the Under Secretary for Public Diplomacy and Public Affairs, to actively push for raising the cap in the 114th session.

## IIP BUDGET BREAK DOWN IN FISCAL YEAR 2013 & 2014

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### FISCAL YEAR 2013

In FY13, the IIP Bureau spent a total of \$52.25 million; an additional \$12.110 million was transferred through regional bureaus to embassies for American Spaces support. The below numbers are the actual cost for FY13, the last fiscal year where actual numbers were available at the time of compiling this report.

### EXECUTIVE DIRECTION—\$12.09 MILLION\*

\*Office of the IIP Coordinator; Office of Policy and Outreach; Office of Audience Research; Advisory Commission on Public Diplomacy; Office of Special Representative to Muslim Communities; Cultural Antiquities Task Force; Administrative Costs: staff travel, contract supplies, bureau salary costs (non FTE), bureau overhead costs (telephones, copiers, etc.), mobile devices, training etc.

**Office of American Spaces & Regional Coordination—\$6.79 million (+ \$12.110 million to American Spaces)**

- Staff and speakers program travel; American Spaces support

**Office of Platform Management—\$6.1 million**

- Staff travel; contract support costs

**Office of Content Development—\$7.1 million**

- Staff travel; contract support costs

**Office of Content Support Services—\$20.16 million**

- Contract support and hosting costs for embassy websites

**FISCAL YEAR 2014**

In FY14, the IIP Bureau spent considerably less, at \$48.27 million; also excluding the \$16.7 million transferred through regional bureaus to embassies for American Spaces support.

**EXECUTIVE DIRECTION—\$11.28 MILLION**

\*Office of the IIP Coordinator; Office of Policy and Outreach; Office of Audience Research; Advisory Commission on Public Diplomacy; Office of Special Representative to Muslim Communities; Cultural Antiquities Task Force; Administrative Costs: staff travel, contract supplies, bureau salary costs (non FTE), bureau overhead costs (telephones, copiers, etc.), mobile devices, training etc.

**Office of American Spaces & Regional Coordination—\$9.11 million (+\$16.7 million to American Spaces)**

- Staff and speakers program travel; American Spaces support

**Office of Platform Management—\$5.31 million**

- Staff travel; contract support costs

**Office of Content Development—\$6.56 million**

- Staff travel; contract support costs

**Office of Content Support Services—\$15.89 million**

- Contract support and hosting costs for embassy website

## CONTENT CALENDAR

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In FY13 and FY14, the IIP Bureau created content packages on various themes for embassies to use in their outreach. In addition to the themes identified below, other content was developed to respond to specific policy needs in consultation with regional and functional bureaus. In FY15, IIP's content calendar will be replaced with a new platform on which the U.S. embassies will be able to access evergreen content for use in annual events and commemorations. The below 2013 sample focused on meta-foreign policy objectives; ACPD is encouraged that future digital media campaigns will be more closely aligned with foreign policy objectives, as they were in 2014.

**2013 CAMPAIGN SAMPLE**

- Democracy, Civil Society & Education (i.e. "Human Rights Today," "Freedom of Expression," "Access to Education")
- Economic Growth & Development (i.e. "Young Entrepreneurs," "Global Markets, Local Markets")
- All About America (i.e. "American Cuisine," "Preserving Cultural Heritage")
- Peace & Security (i.e. "Societies in Transition")
- Environment, Science, Technology & Health (i.e. "Health & Exercise," "Wildlife Conservation," "Ocean Conservation")

## 2014 CAMPAIGN SAMPLE

- Young African Leaders Initiative
- Environment, Science, Technology & Health (“Ocean Conservation”)

- Young Southeast Asian Leaders Initiative
- Internet Governance
- CampusUSA

## SPEAKERS PROGRAM

The speakers program recruits American experts from the government, academia, and the private sector. In FY13, the average cost of a traveling speaker was \$11,000 per person, including airfare, a daily \$200 honorarium, standard U.S. government per diem, and a nominal miscellaneous expense allowance to cover costs such as immunizations and taxis in addition to speakers who were already traveling at their own expense. Speakers who participate in a virtual program receive a \$200 honorarium and a nominal miscellaneous expense allowance to cover parking or taxis. The largest number of speaker programs focused on the topic of “Democracy and Human Rights,” and the rank order of regions utilizing the speakers program was Europe, the Western Hemisphere, Sub-Saharan Africa, Near East Asia, East Asia Pacific, and South and Central Asia. In FY15, IIP expects to program more speakers on entrepreneurship, innovation, and climate change.

In addition to the figures below, there were an additional 158 programs in FY13 on the themes of American culture, sports, health, libraries, and drug reduction.

### DEMOCRACY AND HUMAN RIGHTS SPEAKERS: 288

REGION	USG PAID TRAVEL	SPEAKER PAID TRAVEL	DVC/WEBCAST	WEBCHATS	TOTAL
AF	31	1	15	0	47
EAP	12	0	3	2	17
EUR	51	0	32	2	85
NEA	21	2	21	0	44
SCA	11	0	13	0	24
WHA	47	3	11	7	68
WORLD	0	0	2	1	3

### ECONOMICS SPEAKERS: 74

REGION	USG PAID TRAVEL	SPEAKER PAID TRAVEL	DVC/WEBCAST	WEBCHATS	TOTAL
AF	4	1	1	0	6
EAP	9	0	6	0	15
EUR	8	0	6	1	15
NEA	10	0	6	0	16
SCA	4	0	0	0	4
WHA	11	0	2	1	14
WORLD	1	0	2	1	4

### U.S. FOREIGN POLICY SPEAKERS: 27

REGION	USG PAID TRAVEL	SPEAKER PAID TRAVEL	DVC/WEBCAST	WEBCHATS	TOTAL
AF	31	1	15	0	47
EAP	12	0	3	2	17
EUR	51	0	32	2	85
NEA	21	2	21	0	44
SCA	11	0	13	0	24
WHA	47	3	11	7	68
WORLD	0	0	2	1	3

## ENVIRONMENT/ENERGY SPEAKERS: 60

REGION	USG PAID TRAVEL	SPEAKER PAID TRAVEL	DVC/WEBCAST	WEBCHATS	TOTAL
AF	3	1	0	0	4
EAP	5	0	1	0	6
EUR	13	0	4	0	17
NEA	4	0	0	0	4
SCA	4	0	2	0	6
WHA	12	1	6	0	19
WORLD	0	0	4	0	4

## DIPLOMACY AND DEVELOPMENT SPEAKERS: 26

REGION	USG PAID TRAVEL	SPEAKER PAID TRAVEL	DVC/WEBCAST	WEBCHATS	TOTAL
AF	1	0	0	0	1
EAP	2	0	1	0	3
EUR	2	0	5	0	7
NEA	0	0	1	0	1
SCA	2	0	3	0	5
WHA	4	0	1	3	8
WORLD	0	0	1	0	1

## AMERICAN SPACES

There are more than 700 American Spaces worldwide, which range from American Centers to smaller American Corners hosted in foreign institutions. In 2011, the Office of American Spaces was created to support and oversee American Spaces worldwide. In 2012, it created five core pillars, or standards, to be implemented in all the spaces that receive extra financial support from IIP and not just the embassies. The pillars are: English Language Learning, Student Advising, Alumni Program-

## INTERACTIVE ONLINE PROGRAMS:

There were also 401 interactive online programs in FY13 on the themes of civil society, consular affairs, economic growth, education, entrepreneurship, the environment, government, and media. The break down of virtual programs by region was Western Hemisphere (138), Europe (66), East Asia Pacific (48), South and Central Asia (37), Near East Asia (32), and Africa (28). There were also 44 global virtual programs. The break down of program themes was as follows:

REGION	USG PAID TRAVEL	SPEAKER PAID TRAVEL	DVC/WEBCAST	WEBCHATS	TOTAL	CONSULAR	ENTREPRENEURSHIP	ENVIRONMENT
AF	2	7	3	8	5	0	1	2
EAP	16	11	8	1	3	7	1	1
EUR	17	16	12	10	6	1	2	2
NEA	7	7	7	6	1	1	3	0
SCA	21	8	4	4	3	3	1	1
WHA	25	26	29	14	13	22	5	4
WORLD	7	13	1	10	6	0	5	2
TOTAL	95	88	64	53	37	34	18	12

ming, Cultural Programs, and Information about the United States. In 2012, the Smithsonian Institution created the Model American Spaces Program to support the design of American Spaces. In 2013, IIP created the handbooks “Managing American Spaces” to support Public Affairs Officers in managing and programming the platforms.

In 2014, IIP established a list of the 60 most strategically important American Spaces for U.S. foreign policy, 10 for each of the six regions, to better focus its resources and create a high value experience public diplomacy experience. Increasingly, American spaces will focus on making the Internet and American technology more accessible, reinforce English language education, provide access to EducationUSA advising, and support the

engagement of alumni from U.S.-funded programs. The high priority spaces were determined by the importance of the platform as compared to other public diplomacy tools in the country. In FY15, roughly 60 percent of IIP's \$15 million in support funds for American Spaces will go to the top 60 Tier One spaces and remaining 40 percent will go to the Tier Two spaces.

**RECOMMENDATION:** ACPD is concerned about the increasing effects of the New Embassy Security Act of 1998 on the accessibility of American Centers. We're encouraged that IIP works with the Overseas Building Office and Diplomatic Security to maintain open access principles to ensure that these spaces, even when relocated to New Embassy Compounds, are open to the members of the public without appointments and that visitors have unescorted access within the space, a separate security screening from the main embassy, can maintain use of their electronic devices, and use wireless Internet within the space. U.S. government officials must also have work spaces within the Centers.

**RECOMMENDATION:** ACPD is concerned about the lack of a permanent line in the Overseas Building Office's budget for American Centers' construction and rehabilitation. In FY15 and FY16, OBO's budget should include a line specifying funds that will support our American spaces' maintenance since .7 funds can no longer be transferred to support them and the Under Secretary for Public Diplomacy and Public Affairs cannot transfer money for that purpose.

### **FY13 AMERICAN SPACES SUPPORT—10 SPACES WITH HIGHEST FUNDING**

- Centro Cultural Nicaraguense Norteamericano, Managua, Nicaragua—\$172,046
- ICANA, Buenos Aires, Argentina—\$122,000
- American Center Hanoi, Vietnam—\$106,936
- American Center Almaty, Kazakhstan—\$103,795
- American Center Jerusalem—\$82,025
- IRC Ashqabat, Turkmenistan—\$80,650
- Kant American Corner, Bishkek, Kyrgyzstan—\$79,930
- Quentin Farrand Resource Center, San Salvador, El Salvador—\$77,100
- American Corner Rajshahi, Dhaka, Bangladesh—\$75,500
- America House, Jerusalem—\$71,880

### **SMITHSONIAN VISITS TO AMERICAN SPACES—FY12-15**

In 2012, the Smithsonian Institution created the Model American Spaces Program and between FY12 and FY15, Smithsonian experts made 18 visits to American Spaces worldwide. ACPD commends this collaboration to ensure that the spaces showcase the best of American culture, innovation and design while providing a positive user experience.

- Mae Jemison US Science Reading Room (American Corner), Pretoria, South Africa
- YALI American Corner, Pretoria, South Africa
- YALI American Corner, Cape Town, South Africa
- YALI American Corner, Bulawayo, Zimbabwe
- YALI American Corner, Kinshasa, Democratic Republic of Congo
- American Center, Ho Chi Minh City, Vietnam
- Mobile American Corner, Manila, Philippines

- American Center, Seoul, Korea
- American Corner at the National Library Bucharest, Bucharest, Romania
- American Language Center, Amman, Jordan
- American Corner at Muscat Higher College of Technology, Muscat, Oman
- Dar America (American Center), Casablanca, Morocco
- The American Center, New Delhi, India
- Bishkek America Borboru (American Corner), Bishkek, Kyrgyz Republic
- Kandy American Corner, Kandy, Sri Lanka
- Casa Thomas Jefferson (Binational Center), Brasilia, Brazil
- Benjamin Franklin Library (American Center), Mexico City, Mexico
- Instituto Chileno Norteamericano (Binational Center), Santiago, Chile

## FISCAL YEAR 2015 IIP REORGANIZATION

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At the end of FY14, IIP went through a major reorganization into three core competencies: Programs, Products and Platforms. The objective is to create “digital first” public diplomacy that evolves with audiences that increasingly rely on digital communications. The Office of Policy, Outreach and Governance oversees IIP’s strategic planning process. IIP’s work supports foreign policy goals and objectives, in coordination with NSC leadership, the State Department, and the Under Secretary for Public Diplomacy and Public Affairs. It has requested \$64.69 million for operations in FY15. Of that amount, \$9.46 million will go toward Executive Direction, with the remaining \$55.23 million being dispersed between programs, products and platforms.

### PROGRAMS

#### FY15 BUDGET REQUESTED: \$3.48 MILLION

Works with policy experts across the State Department to design and execute data-driven projects that engage foreign audiences abroad to advance U.S. foreign policy goals. This includes global and regional campaigns, in addition to country-specific initiatives and is informed

by audience research and performance analysis. The group has three key offices:

- **Office of Public Engagement** works with policy experts in the Department’s regional and functional bureaus to create and implement public engagement campaigns. The office in addition works with Products and Platforms to deploy the tools and content needed to engage foreign audiences around U.S. policy priorities. The office also works with the Analytics team to better understand audiences and measure the results of its engagement efforts.
- **Office of Regional Engagement** works with embassies and regional bureaus within the State Department to identify local programming priorities and conceives and proposes engagement strategies around those priorities using IIP tools.
- **Office of Analytics** researches audiences to identify interests, attitudes and information consumption habits to inform the development of IIP engagement campaigns and global products. The office measures program and campaign performance to determine their effectiveness in meeting stated objectives and to inform tactical adjustments.

**RECOMMENDATION:** IIP's Analytics Office focuses its evaluations of digital activities mainly on campaigns and explores how content disperses among social media networks. The current emphasis of these evaluations is on analyzing the diffusion of messages, and less so on how social media content contributes to foreign policy strategy. Its team size fluctuates between three-five people. Moving into FY15 and FY16, ACPD encourages movement toward analytics staffers helping to inform program and product design and help set the appropriate metrics for success at the front end. Given the critical role analytics plays in IIP's mission, we also support an increase in staff support and funding to expand the amount of analytics that can realistically be done. ACPD will continue to investigate and urge reform for the larger structural constraints for public diplomacy research and evaluation throughout the State Department in 2015, as based on our September 2014 report, "Data Driven Public Diplomacy."

## PRODUCTS

### FY15 BUDGET REQUESTED: \$13.33 MILLION

Creates digital-first multimedia content, in English and seven other languages, that aims to advance U.S. foreign policy objectives with key international audiences in close collaboration with the Programs and Platforms teams. The new web platform ShareAmerica is the bureau's initial step in this effort.

- **Office of Editorial Content** creates and curates content in English that support U.S. foreign policy priorities and the work of U.S. embassies and consulates, task forces, campaigns, bureau social media properties and feeds, speaker and specialist programs, and American Spaces.
- **Office of Language Resources** maximizes the accessibility and reach of IIP content worldwide by translating and adapting the bureau's English content into seven foreign languages, in addition to creating and curating original content in the target languages.
- **Office of Video** creates video and other multimedia

content that provides context and fuels conversations around policy priorities.

- **Office of the U.S. Speaker Program** recruits American experts on issues tied to U.S. foreign policy priorities and works with U.S. embassies and consulates to connect the speakers with international audiences, both in person and through virtual platforms.

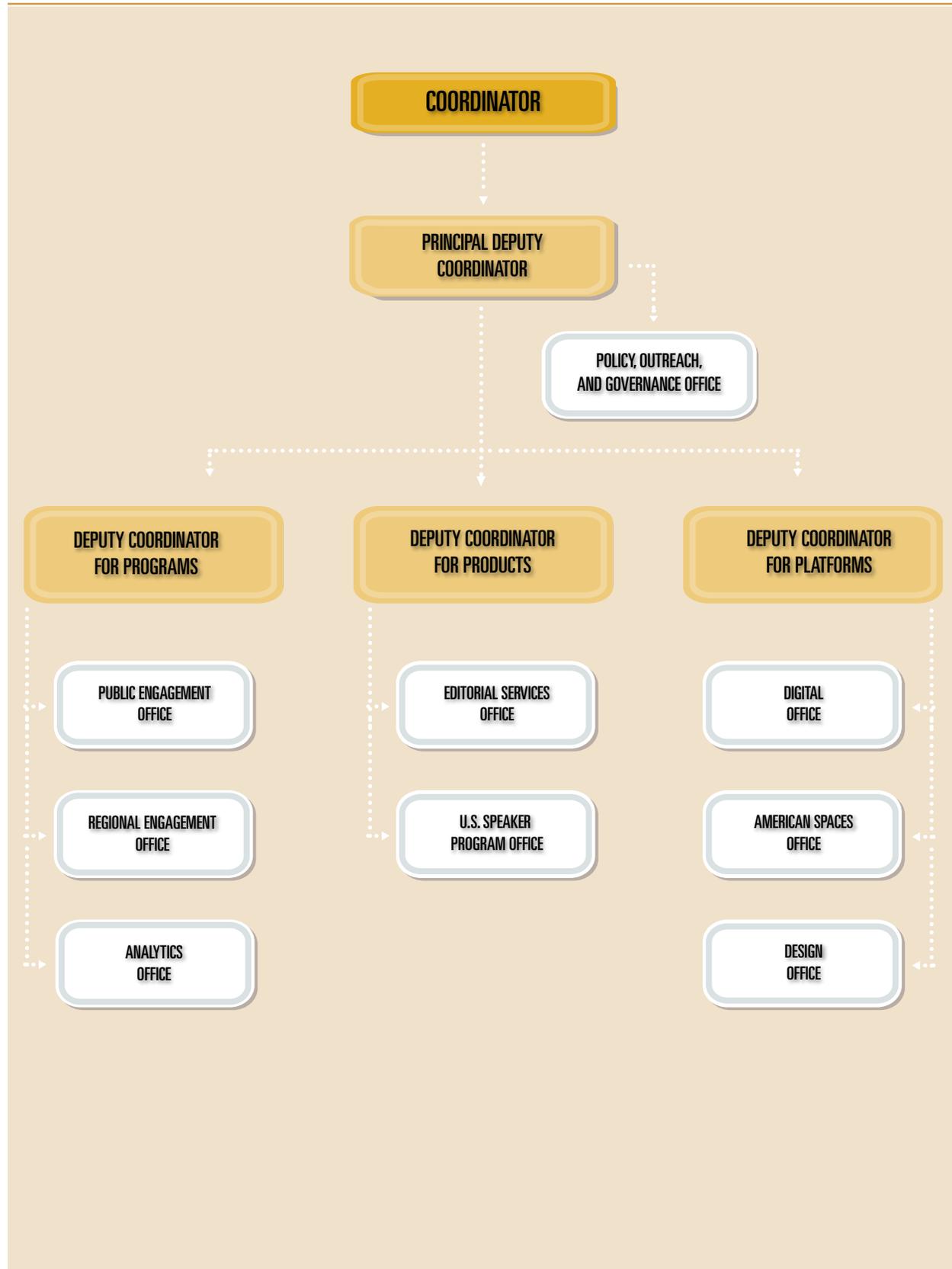
## PLATFORMS

### FY15 BUDGET REQUESTED: \$38.43 MILLION + \$15.00 MILLION FOR AMERICAN SPACES

Provides public engagement spaces that prioritize individuals and facilitates long-term relationship building between the U.S. and foreign citizens.

- **Office of Digital** provides digital platforms such as websites, digital publishing, interactive programming and internal applications to support IIP and embassy operations. It aims to leverage open source and commonly used platforms to engage foreign audiences. The office also looks to be a leader within the Department of State in adopting secure and sustainable cloud-based digital technologies.
- **Office of Design** establishes the aesthetics and branding standards for the bureau's programs, products, and platforms; this includes art, infographic, social media, and email designs.
- **Office of American Spaces** aims to advance U.S. foreign policy through a worldwide network of physical spaces, engaging foreign publics in interactive dialogue. The office develops and applies strategic guidance through policy and funding for these spaces to encourage person-to-person engagement. This includes providing resources to encourage the core standards of English language learning, alumni activities, cultural programs, study in the United States and information about the United States via technology. Information Resource Officers help tier one American spaces through strategic planning, oversight, and maintain access to information for visitors. The office also works with OBO and Diplomatic Security to maintain core public engagement requirements.

# IIP ORGANIZATION CHART





**BUREAU OF**

**PUBLIC  
AFFAIRS  
BUREAU  
(PA)**

## PA OVERVIEW: BUDGET & ACTIVITIES

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FY13 ACTUAL - \$6.185 MILLION; FY14 ACTUAL - \$6.502 MILLION

The Bureau of Public Affairs (PA) engages domestic and international media to communicate timely and accurate information with the goal of furthering U.S. foreign policy and national security interests as well as broadening understanding of American values. To carry out this mission, PA employs a wide range of media platforms, provides historical perspective, and conducts public outreach.

The PA Bureau conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; manages the state.gov website and primary social media platforms; provides strategic and tactical communications planning to advance America's foreign policy interests; organizes domestic outreach to explain why U.S. foreign policy is important to Americans; and answers questions for the media and public alike.

In FY13, the budget for Public Affairs was \$6.185 million; in FY14 it was \$6.502 million. As this report focuses on efforts to inform foreign audiences, we review five offices within the Public Affairs Bureau and their activities to inform foreign audiences: International Media Engagement, Office of Digital Engagement, Rapid Response, Foreign Press Centers, and the Office of Broadcasting Services. We do not address the Office of the Spokesperson and the Office of Public Engagement, which are primarily focused on domestic audiences.

**RECOMMENDATION:** Presently, the PA Bureau does not systematically collect metrics on its programs. We recommend that the Bureau, with support from R, develop its own capacity to begin to collect data on the reach of and reaction to PA messaging activities.

## OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT

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FY13 ACTUAL - \$3,203,533; FY14 ACTUAL - \$3,155,947 (IME AND ITS 6 REGIONAL MEDIA HUBS)

ORIGIN: 2010 (SOME HUBS PRE-DATE IME)

The Office of International Media Engagement (IME) is focused specifically on informing foreign audiences. It works to advance U.S. foreign policy priorities and amplify high-priority messages by engaging with foreign audiences via broadcast, print, and digital media in Washington and through six regional media hubs positioned in Brussels, Dubai, Johannesburg, London, Miami, and Tokyo. The Washington and six overseas hub offices employ 34 staff members whose work with foreign journalists is closely coordinated with Department bureaus and embassies.

IME develops and implements strategies and tactics to communicate U.S. foreign policy to diverse foreign audiences and pitches U.S. officials to the foreign press. Its "Live@State" program is a virtual press conference featuring State Department officials and foreign journalists. IME and the media hubs facilitate interviews,

conference calls and briefings for U.S. officials with international media. The hubs serve as home to the Department's Arabic, Spanish, and Portuguese language spokespeople, and the hubs administer several of the Department's foreign language Twitter feeds. Hub staff support the Department's outreach efforts at major international summits and events. The hubs deploy video teams to capture footage of U.S. officials at major events and create B-roll for distribution to broadcast and digital media. They also work with the Rapid Response Unit and regional bureaus to provide occasional media analyses of local reaction to U.S. foreign policy actions and messages. Thus far in 2014, IME and the hubs have arranged more than 640 media engagements, resulting in more than 875 unique accurate placements of U.S. foreign policy messages in international media.

## OFFICE OF DIGITAL ENGAGEMENT

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FY13 ACTUAL - \$407,375; FY14 ACTUAL - \$324,613  
ORIGIN: 2011

The Office of Digital Engagement (ODE) in the Public Affairs (PA) Bureau maintains the State Department's core social media properties and communicates U.S. foreign policy through direct engagement with audiences on digital platforms. It creates, manages and amplifies content for the State Department's flagship social media accounts, such as Twitter's @JohnKerry for the Secretary of State and @StateDept for the agency; the Department's YouTube channel; its Facebook page; and its Flickr page. The ODE team maintains the Department's official blog and social media site, as well as on demand and live streamed video at video.state.gov. This digital engagement is integrated into the larger communications infrastructure at the State Department.

One person on the team tracks and monitors the performance of these accounts to improve their effectiveness, which is measured by reach. While analytics is the main mandate of IIP Analytics, this is not the case for ODE. The hundreds of other State Department social media accounts are maintained and tracked by social media coordinators within various regional and functional bureaus, in addition to embassies. ODE uses commercial tools to assess whether messaging is receiving the expected level of online attention and to evaluate different tactics for spreading information through social media. This data is fed into weekly and

monthly reports to PA leadership and reported to State Department leadership. These reports help assess the efficiency of messaging and improve future work.

Accounts: The State Department digital media presence (video, images, audio, blogging, social networking) is the largest in the federal government (after the White House) and the largest of any foreign ministry in the world with an aggregate of over 3 million followers. As of November 21, 2014: Twitter (@JohnKerry – 330K followers, @StateDept - 1.13M followers; Foreign Language Twitter (Arabic, Farsi, Spanish, French, Portuguese, Russian, Hindi, Urdu, Turkish, Chinese); Facebook (www.facebook.com/usdos, 850K+ fans); StateVideo on YouTube (27K+ subscribers, with 7.9 million views to date); DipNote (more than 5,000 entries by more than 1,100 DOS and USAID employees); Flickr, Tumblr, Google+, and Instagram.

Because the properties maintained by ODE reach the widest audiences, ODE often leads efforts to coordinate coverage of major Department initiatives in coordination with other bureaus and posts, as well as the interagency and the White House. Content developed for ODE properties is regularly repurposed, translated and systematically distributed to embassies to assist them in furthering public diplomacy objectives.

## RAPID RESPONSE UNIT

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FY13 ACTUAL - \$166,530; FY14 ACTUAL - \$306,735  
ORIGIN: 2006

The Rapid Response Unit continuously monitors foreign media and provides daily analysis, giving policymakers, spokespersons, and other USG officials insight into foreign coverage of policy issues and breaking news. Its work informs State Department strategic communications campaigns through its five core products: “Rapid Response” morning report for officials on foreign

reporting, with messaging guidance on timely issues; “Social Media Monitoring” afternoon report on foreign social media trends, charting changing foreign public interests and opinions; “Special Reports” on critical issues for target audiences, including the addition of a daily ISIL Narratives report; “Paper Briefings” for the Public Affairs Bureau and the Secretary of State

on developments in international media; and “WHA Early Alerts” on major news stories and reactions to U.S. official statements in the Western Hemisphere. In developing these reports, it 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.

**RECOMMENDATION:** PPA’s RRU produces very quick turnaround reports with narratives that enable officials to confirm and enhance their effectiveness in responding to foreign audiences. IIP and Open Source Center (OSC) both produce longer-term, but deeper, analytic documents, often on similar topics. The Department needs to better coordinate media monitoring and analysis across-bureaus and between Washington and the field. This includes coordination with IIP in the area of social media and strengthening its relations with OSC to look for ways to increase capacity for media analysis, make more efficient use of resources, and avoid duplication of effort.

## FOREIGN PRESS CENTERS

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FY13 ACTUAL - \$505,776; FY14 ACTUAL - \$975,160

ORIGIN: 1946 (NEWYORK) AND 1968 (WASHINGTON, DC)

The Foreign Press Centers (FPCs) seek to advance U.S. foreign policy objectives by supporting foreign journalists and broadcasters’ reporting on U.S. policies, domestic issues, and American culture; they also facilitate access for foreign media to senior U.S. government officials in order to amplify key strategic policy messaging. The FPCs are located in Washington and New York, and engage virtually with resident foreign media on the West Coast, in California. They have a total combined staff of 17 people.

The FPCs provide individual and broader assistance to support the professional work of foreign reporters in the United States, as well as those traveling to the U.S. on short-term assignments. FPC officials actively engage with the approximately 3,000 credentialed U.S.-based foreign journalists, to promote in-depth and accurate coverage on issues of strategic importance by deepening foreign journalists’ understanding of the political,

economic, and social foundations that shape American foreign policy. It does this through three core activities: press briefings and the provision of transcripts, recordings, and related documents; facilitation of interviews; and reporting tours, which range from one-day local programs to multi-day trips outside of Washington, DC and New York. The trips are conducted for foreign journalists residing in the U.S. (domestic reporting tours) and for visiting overseas-based media (foreign reporting tours).

The average participant cost for each foreign reporting tour is approximately \$3,600 (not including international travel costs and staff time) and \$60 per domestic reporting tour (not including staff time). To date in 2014, the Foreign Press Centers have hosted 72 briefings yielding 445 confirmed unique stories, and have organized 59 reporting tours—including 7 foreign tours—which have yielded at least 432 unique placements.

## OFFICE OF BROADCAST SERVICES

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FY13 ACTUAL - \$433,807; FY14 ACTUAL - \$575,589

TV COOP PRODUCTION - FY13 ACTUAL - \$1.037 MILLION; FY14 ACTUAL - \$894,914

ORIGIN: 1999

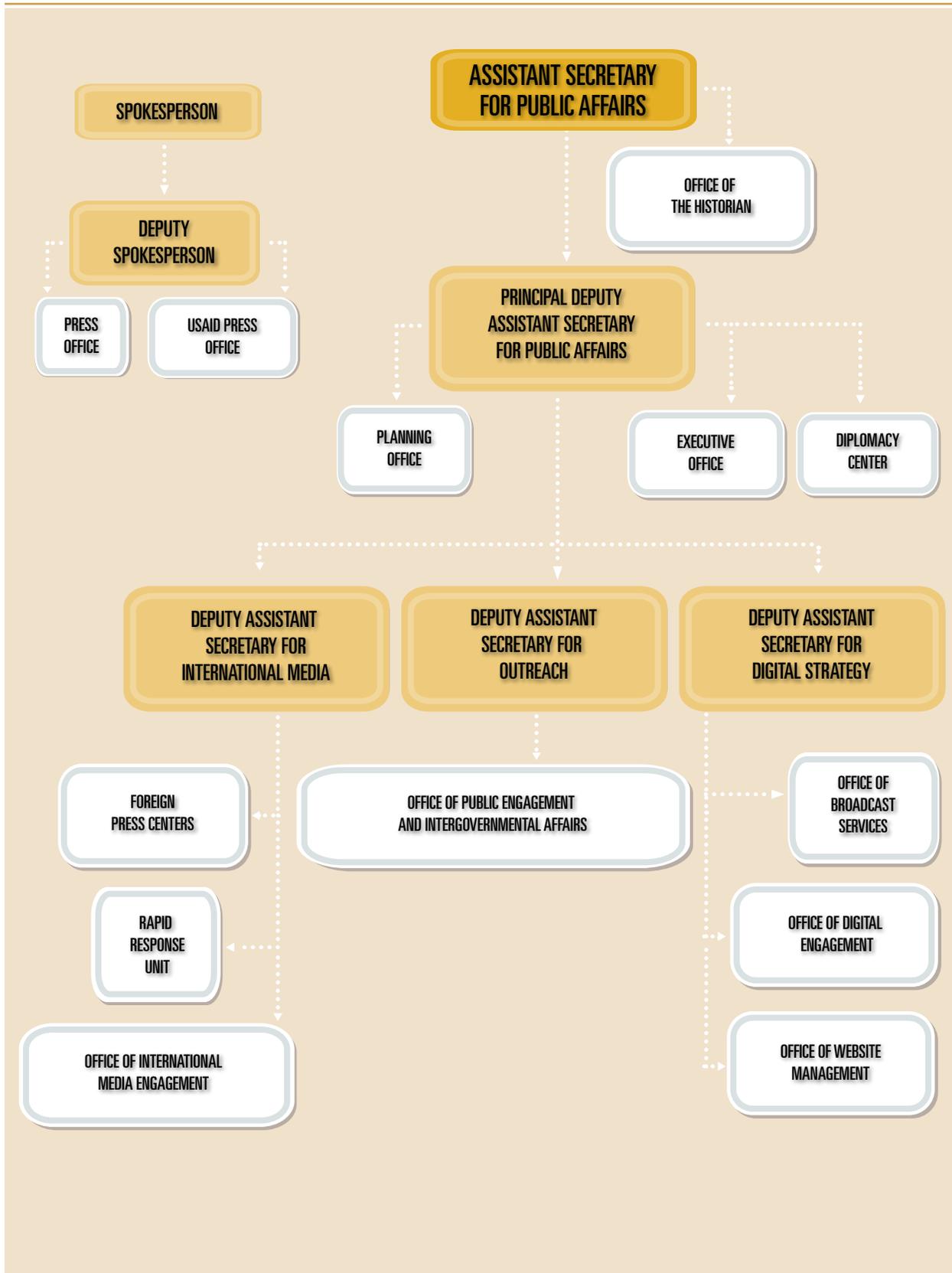
The State Department's Office of Broadcast Support (OBS) works to advance U.S. foreign policy priorities and positions by capturing, editing, and distributing broadcast video of events featuring U.S. government leaders. Based in Washington, it offers broadcast journalists the use of a full TV studio and production facilities. This includes providing televised feeds from White House, State Department and Defense Department press briefings and events; television studios for interviews and stand ups; interview rooms for interviews and special projects; and filing centers and press support at major events such as summits, conferences and fora. OBS also establishes satellite links, assists with footage research, and provides B-roll footage. OBS operates a television broadcast facility at the Harry S Truman main state building and a second facility at State Annex 16, co-located with the DC Foreign Press Center at the National Press Building. It maintains broadcast connectivity with the New York FPC, allowing for direct to broadcast transmissions for events originating there.

Through collaboration with the Department of Defense, OBS distributes broadcast quality content on the DVIDS (Defense Video and Imagery Distribution System) plat-

form via fiber, satellite, and the internet. Video content is public domain and available online to broadcasters and the general public for download in various qualities, to accommodate different bandwidth limitations. OBS creates monthly and ad hoc reports on broadcast placement of State Department video content, including the actual air date and time, media organization, and location. OBS broadcast content averages over 4,000 placements a month, over 80 percent of placements are used by foreign broadcast organizations.

In close coordination with U.S. embassies, OBS conducts cooperative broadcast media projects ("TV Co-ops") with national, regional, and independent TV and radio stations, which enable foreign television and radio stations to send producers and crews to the United States to produce original documentaries and news features about U.S. policies, events, and issues of import; the finished products are aired in their home countries. "TV Co-op" projects aim to advance USG policy goals and increase understanding of the United States and American people. The average cost per co-op is \$45,000. In FY13, there were 47 completed projects. In FY14, there were 54.

# PA ORGANIZATION CHART



**CENTER FOR  
STRATEGIC  
COUNTERTERRORISM  
COMMUNICATIONS  
(CSCC)**

# CSCC OVERVIEW: BUDGET & ACTIVITIES

FY13 ACTUAL - \$4.99 MILLION; FY14 ACTUAL - \$6.07 MILLION; FY15 REQUEST - \$6.93 MILLION

CSCC was established by Executive Order in September 2011, to “coordinate, orient and inform government-wide foreign communications activities targeted against terrorism and violent extremism, particularly al-Qa’ida and its affiliates and adherents” under the direction of the Secretary of State. CSCC’s Coordinator reports directly to the Under Secretary for Public Diplomacy and Public Affairs and leads an interagency staff of approximately 36, including native speakers of Arabic, Urdu, and Somali. Its steering committee is chaired by the Under Secretary for Public Diplomacy and Public Affairs with the Counterterrorism Bureau Coordinator as Vice Chair. The committee includes representatives from the following agencies: National Counterterrorism Center (NCTC); CIA; Broadcasting Board of Governors; USAID; the Departments of Defense, Treasury, Justice, and Homeland Security; and the National Security Council.

CSCC works to “contest the space” of extremism and amplify anti-extremist voices through digital engagements and through countering violent extremism (CVE) programming in the field. The center focuses the bulk of its efforts on five key groups: Al-Shabaab in the Horn of Africa; al-Qa’ida senior leadership and its allies; al-Qa’ida in the Islamic Maghreb (AQIM) and its associates across the Sahel through Northern and Western Africa; al-Qa’ida in the Arabian Peninsula (AQAP); and al-Qa’ida in Iraq and its offshoots in the general area of the Fertile Crescent. CSCC adjusts its focus as needed to respond to new challenges and threats. Since the Islamic State of Iraq and the Levant (ISIL) announced itself in April 2013, CSCC has worked to discredit and delegitimize it online. In December 2013, CSCC began to pilot digital engagements in English to target Western audiences who may be vulnerable to radicalization.

**RECOMMENDATION:** ACPD encourages Congress to continue to review the activities of CSCC to ensure that it remains flexible and responsive to threats, but also to complement intelligence activities working to counter violent extremism.

## CSCC BUDGET BREAK DOWN IN FISCAL YEAR 2014

In 2013, CSCC’s budget was \$4.99 million. In 2014, it was \$5.402 million with reimbursements and increases of \$6.714 million bringing the total to \$6.703 million. FY15 requested expenditures are currently \$5.625 million with

anticipated reimbursements and increases of approximately \$1.308 million\*, bringing the FY15 request to \$6.933 million.

### FY14 BREAKOUT

Integrated Analysis .....	\$430,412
Plans & Programs .....	\$443,483
Digital Outreach Team .....	\$3.026 million
Ops & Maintenance .....	\$16,000
Travel .....	\$150,000
English Language Initiative Pilot Campaign .....	\$650,176
Bitter Harvest Campaign .....	\$91,912
Other Contracts .....	\$264,704

FY14 Base Allotment.....	\$5.402 million
Reimbursements/Increases .....	\$671,419
<b>TOTAL AVAILABLE FY14.....</b>	<b>\$6.073 million</b>
<b>TOTAL EXPENDED FY14 .....</b>	<b>\$6.073 million</b>

\* This figure includes the English Language Initiative Campaign full-year launch along with the ongoing Bitter Harvest Campaign.

# OPERATIONS

CSCC is divided into three areas of operation: Integrated Analysis, Plans and Programs, and Digital Outreach Teams.

## INTEGRATED ANALYSIS

**Staff Size: 4**

Integrated Analysis gathers analytic support from the intelligence community, academia, NGOs, and foreign

and other sources of relevant expertise to counter violent extremism. CSCC works closely with the Director of National Intelligence's (DNI) Open Source Center (OSC) to ensure that a steady stream of open source reporting on victims of terrorism, defectors, derogatory information, and rebuttals of extremist ideology is channeled to the team for use in its engagements and programs. The team also coordinates with relevant Department of Defense components to achieve common objectives.

**RECOMMENDATION:** CSCC requires more funding and specialists for research and evaluation to fully measure the impact of CSCC videos and digital outreach beyond just outputs and numbers. CSCC currently has only one person focused on program evaluation; more evaluation specialists and data scientists would help to more systematically and rigorously measure the outcomes of its work. Disrupting the extremist space and eliciting angry responses from leaders in the digital realm is not the best measure of activities' impact. Based on ACPD's other appraisals of public diplomacy audience research and program evaluation – as per ACPD's own September 2014 report, "Data-Driven Public Diplomacy" – we recommend that research and analysis inform every digital outreach engagement and program from the outset; provide proper context; set meaningful benchmarks, i.e. by comparing CSCC activities to those of adversarial actors; and acknowledge limitations whenever possible. In CSCC's own appraisal reviewed for this report, CSCC has been honest about its setbacks, something we encourage. We also support the Integrated Analysis team working with other digital public diplomacy research units in the International Information Programs (IIP) and the Public Affairs (PA) Bureaus, in addition to the interagency, to track the propagation of extremist messages and to course-correct and fine tune counter narratives in digital engagement.

## PLANS AND PROGRAM

**Staff Size: 7**

Plans and Programs works with and through posts and partners to develop and implement projects designed to counter violent extremism. These projects target local audiences that are susceptible to extremist recruitment and develop alternative narratives to discourage violent extremism via print, film, radio, television, cell phones/text messaging, and social media. Some of these products included:

- Screenings of the U.S.-produced film, "Broken Dreams," about mothers in Minnesota whose sons died fighting for Al-Shabaab, with follow-on discussions on how to identify radicalization tendencies within Somali diaspora communities in Europe and Canada. Funded by the State Department's Coun-

terterrorism Bureau. Public Affairs Sections at U.S. Embassies abroad coordinated the screenings.

- Development of new CVE content for television in Syria, which was largely absent in 2013.
- A Counterterrorism Communications Framework against Al Qa'ida in the Islamic Maghreb (AQIM) and Boko Haram for North and West Africa. CSCC leveraged \$300,000 into almost \$9 million in partner funding to support CVE programming including:
  - Radio campaigns in local languages for several countries of West Africa designed to promote peaceful coexistence and interfaith cooperation, promote national identity and unity, and highlight resilient voices in response to extremist actions.
  - Citizen journalism projects in several countries of West Africa to train young adults in basic journalism and technology skills so they can create and

share news thereby improving local populations' access to accurate information.

- Counterterrorism Communications Workshops in Nigeria and Mali to develop government-level CVE communications capabilities.

## DIGITAL OUTREACH TEAM (DOT) AND THE ENGLISH LANGUAGE INITIATIVE

**Staff Size: 25**

DOT and the English Language Initiative work to counter extremist narratives in the interactive digital environment. The DOT was initially created in 2006 as an online rapid-reaction unit focused on general public diplomacy goals. When it became a part of CSCC, the DOT's mission shifted to counterterrorism, with a specific focus on al-Qa'ida and like-minded terrorist groups associated and affiliated with al-Qa'ida. The output of the DOT is "engagements," of which there are roughly 30-40 per day. The objective is to "contest the space, redirect the conversation, and confound the adversary," expose the inherent contradictions in violent extremist propaganda, and bring to light their atrocities. The intense and aggressive work of the DOT has become well known in extremist circles, resulting in repeated, organized campaigns by terrorist supporters to shut down DOT social media accounts or block its content.

Writer-analysts for the DOT are contractors; their content is reviewed and cleared internally by the Director of the Digital Outreach Team. Video engagements are reviewed internally by select interagency partners and approved by the CSCC Coordinator. The DOT operates on Facebook, Twitter, forums, and comment sections

of media outlets, and spaces where radicalization can begin. CSCC does not engage on websites controlled by extremists. CSCC has an overt presence, meaning that DOT operators openly identify themselves as working for the U.S. Government. The DOT counters violent extremist propaganda in digital spaces that would otherwise go uncontested. The DOT also works to redirect conversations by highlighting well-documented atrocities and by countering extremist narratives. The DOT maintains comprehensive data on each digital engagement.

**RECOMMENDATION:** Once a more robust research and evaluation team is in place, CSCC should sample the data recorded for each engagement to track how it resonates online and what, if any, impact DOT messaging has in comparison to its intended impact.

In December 2013, CSCC launched a small pilot English Language Initiative (ELI) to combat increasing efforts by violent extremists to recruit in the English-speaking world. The pilot campaign "Think Again Turn Away" (#ThinkAgainTurnAway), delivered primarily via Facebook and Twitter, is CSCC's first attempt to engage in the English language space.

**RECOMMENDATION:** As digital environments and mobile platforms proliferate, ACPD encourages CSCC in its efforts to establish a presence on mobile-based interactive environments and distribute multimedia files over mobile devices to reach a broader audience.

## SAMPLE PROGRAMS

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### CVE IN SOMALIA

To counter al-Shabaab, CSCC has worked with Embassy Nairobi's Public Diplomacy section, the Somalia Unit at the Embassy, DoD's Military Information Support Team (MIST), USAID in Kenya, State's CT Bureau, and the NGO community. It has commissioned a public opinion survey in Somalia seeking to understand local perceptions of al-Shabaab and other concerns, something that was not previously available, and the results of which are being factored into CSCC program planning and messaging.

### CVE IN ALGERIA

CSCC works with the U.S. Embassy in Algiers to create a strategy to counter the activities and ideology of terrorist

organizations. In the last year, it managed three research projects to fill critical information gaps for planners, and designed and funded a program with the embassy that will reach vulnerable youth in areas known for al-Qa'ida recruitment.

### RESILIENT COMMUNITIES PROGRAM

Communities Program: CSCC worked with embassies from Argentina to Australia to support local NGOs and victim groups' efforts to amplify the voices of victims of extremism. The Resilient Communities small grants program supported projects that captured victims' stories and testimonies and shared them with their communities. The projects utilized a range of engagement tools and media to also make their stories available to audiences worldwide.



**BROADCASTING**

**BOARD OF  
GOVERNORS  
(BBG)**

# BBG OVERVIEW: BUDGET & ACTIVITIES

FY 2013 - \$713.3 MILLION; FY 2014 - \$733.5 MILLION; FY15 REQUESTED - \$721.26 MILLION

The BBG's media services include two federal networks, the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), in addition to three non-profit grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). In addition to these five networks, the BBG also oversees the International Broadcasting Bureau (IBB), which handles oversight, technical distribution, a variety of support functions, interagency coordination, partnership development, and strategic planning for the BBG.

The International Broadcasting Act of 1994 established the standards and principles for the BBG. It also includes the VOA Charter of 1976, which requires broadcasts to include accurate, reliable, objective and comprehensive news, balanced presentations of United States institutions and policies, and information about developments throughout the world.

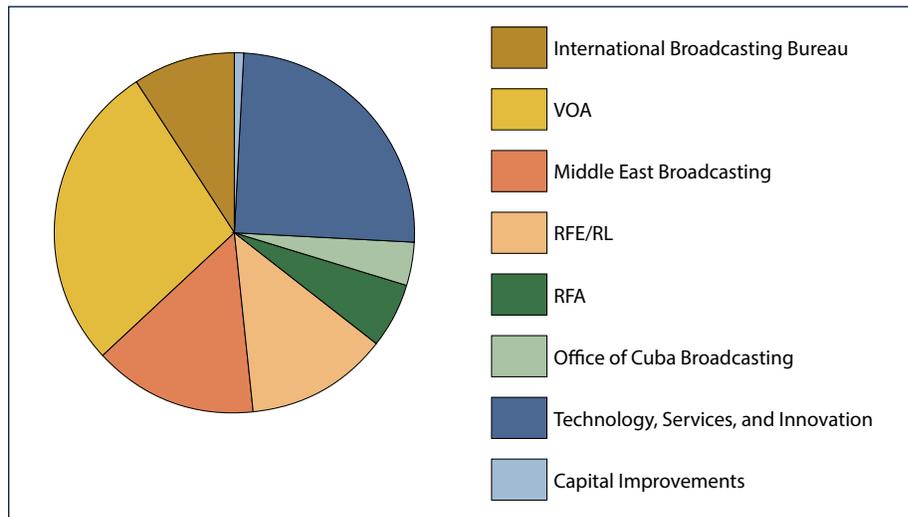
The BBG's strategic goals are to expand freedom of information and expression and communicate America's democratic experience as expressed in the FY 2014-18 Strategic Plan. Within these broad goals, the BBG has a number of objectives, including (1) deliver accurate and timely news and information based on the highest standards of journalism where access is limited by censorship or there is a lack of free and independent media; (2) create access to news, information, and support for freedom of expression for people threatened by censorship and intimidation; (3) counter propaganda and extremist

rhetoric that threatens peace, stability, and freedom with credible news and information that empowers audiences to positively contribute and participate in a civil society; (4) explain U.S. policy, making available the statements and views of U.S. Government officials and important leaders across the U.S., and providing perspectives on American life and values through reporting, analysis, and commentary; and (5) support the independence of media organizations in places where media freedom is threatened through a strong affiliation program that supports their viability through content, training, and other professional services.

In 2013, BBG research showed that their measured weekly audience for its combined programming was 206 million people per week, which was a net increase of nearly 31 million from 2012. In November 2014, it announced that its programming was consumed by 215 million people per week. Utilizing the 2013 data, the BBG's largest audiences were in Indonesia (21.6 million), Nigeria (20.7 million), Mexico (14.9 million), Iran (14.5 million), Afghanistan (9.9 million), Burma (8 million), Pakistan (7.6 million), Ethiopia (6.9 million), Iraq (6.2 million), and Tanzania (5.3 million). The countries where BBG stations reach the highest concentration of the population were Kosovo (59.7 percent), Afghanistan (57.7 percent), Somalia (51.6 percent), Albania (49.0 percent), UAE (48.4 percent), Kuwait (45.3 percent), Armenia (38.8 percent), Liberia (36.3 percent), Iraq (35.5 percent) and Syria (33.4 percent).

**RECOMMENDATION:** While reach—the number of people who accessed BBG content in the past week—is the first thing that outside observers ask about and is a helpful starting point for analyzing the potential significance of BBG programming, it is insufficient for measuring “impact.” Illustrating impact would include how much programming people actually consume, what they remember, what they think about the programs they watched, or how what they consume, remember, or think influences attitudes toward freedom of expression or democracy. ACPD encourages BBG to proceed with its plans to use a set of measures in addition to reach to gauge impact and suggests de-emphasizing the weekly reach metric, while placing greater emphasis on the significance and meaning of reach in particular environments. In addition, ACPD recommends that BBG also commission research among those who do not consume BBG products as well as consumers who don't find BBG programming or any programming they consume compelling or credible. Analysis of non-listeners needs to be institutionalized in the BBG evaluation process to assess not just current impact but in order to extend the reach and potential impact of BBG content as well. The BBG's new Impact Framework includes other indices and factors. Research and evaluation makes up less than one percent of the BBG's budget and more resources are required to do this work.

## FY2013 BUDGET



### **INTERNATIONAL BROADCASTING BUREAU (IBB)** **\$65.3 MILLION IN FY 2013; 241 EMPLOYEES** **\*9.2 PERCENT OF BUDGET**

The International Broadcasting Bureau (IBB) is comprised of Offices of the General Counsel, Chief Financial Officer, Communications and External Affairs, Strategy and Development, Digital and Design Innovation, Performance Review, Contracts, Human Resources, Civil Rights, Policy, Security, and Technology, Services, and Innovation. These offices support BBG operations, providing the following functions: researching the reach of broadcast content; creating digital media platforms and undertaking other digital media initiatives; providing financial services, e.g payroll and invoice payment; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and ensuring physical security.

### **TECHNOLOGY, SERVICES AND INNOVATION (TSI)** **FY13 BUDGET: \$179.8 MILLION WITH 433 EMPLOYEES** **\*25.2 PERCENT OF BUDGET**

The IBB's Office of Technology, Services, and Innovation (TSI) manages a broad range of technical and infrastructure functions, including delivering program content for all BBG networks through a global network

of transmitting sites and an extensive system of leased satellite and fiber optic circuits, and providing information technology support to offices throughout the Agency. TSI strives to distribute BBG content in the most cost-effective and efficient manner possible. It manages more than 90 transmitting sites worldwide that deliver shortwave, medium wave, FM, and TV broadcasts. TSI also leases broadcast time at 17 transmitting sites in 12 countries.

### **BROADCASTING CAPITAL IMPROVEMENTS** **FY13 BUDGET: \$6.0 MILLION** **\*0.8 PERCENT OF BUDGET**

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation (TSI) manages many of the BCI projects in the IBB. The BCI account also supports capital projects managed by the IBB Office of Security, VOA Television, and the Office of Cuba Broadcasting.

## **VOICE OF AMERICA (VOA)**

**FY13 BUDGET: \$196.4 MILLION WITH 1,121 EMPLOYEES**

**\*27.5 PERCENT OF BUDGET**

**Languages: 45; Countries: 60+**

**Affiliates: 2,350 stations; TV Programs: 70+;**

**Radio Programs: 200+**

VOA is the largest of the BBG's networks. It aims to provide a forum for open debate and an opportunity to question newsmakers and U.S. officials, through call-in shows and web interactives. Its programs are guided by the legally mandated charter that requires news to be accurate, objective and comprehensive. In features or editorials, it aims to project the U.S. vantage point. From its Washington headquarters, VOA produces more than 70 television shows, and more than 200 radio programs. Individual language services maintain their own websites, mobile platforms and social media sites. VOA reaches a significant part of its audience on affiliate stations that re-broadcast its programs or receive live updates from VOA reporters. This affiliate network now includes more than 2,350 individual stations.

**Language Divisions Total: \$113.53 million (\$133.348 million with program delivery)**

- VOA Africa Division (9 Services) - \$11.828 million (\$14.421 million with program delivery)
- VOA East Asia & Pacific Division (10 Services) - \$32.195 million (\$36.342 million with program delivery)
- VOA Eurasia Division (9 Services) - \$11.664 million (\$12.047 million with program delivery)
- VOA Latin America Division (2 Services) - \$5.198 million (\$5.231 million with program delivery)
- VOA South Asia Division (8 Services) - \$20.002 million (\$25.757 million with program delivery)
- VOA Persian Division (1 Service) - \$16.858 million (\$21.459 million with program delivery)
- VOA English Division (1 Service) - \$15.785 million (\$18.091 million with program delivery)

**See: International Broadcasting in the Western Hemisphere; International Broadcasting Europe; International Broadcasting in Africa; International Broadcasting in Near East Asia; International Broadcasting**

**in East Asia Pacific; International Broadcasting in South Central Asia**

## **OFFICE OF CUBA BROADCASTING (OCB)**

**FY13 BUDGET: \$26.29 MILLION (\$27.655 WITH PROGRAM DELIVERY) WITH 116 EMPLOYEES**

**\*3.7 PERCENT OF BUDGET**

**Language: 1; Country: 1**

OCB, through Radio and TV Marti, aims to deliver a multimedia service for professional news and information to Cuba. The Martis aim to inform and engage the people of Cuba by providing credible news and information. OCB uses shortwave, medium wave, direct-to-home satellite, Internet, flash drives, and DVDs to help reach audiences in Cuba. Radio and TV Marti and martinoticias.com encourage freedom and democracy in Cuba through programs that focus on human rights and individual freedoms.

**See: International Broadcasting in the Western Hemisphere.**

## **RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)**

**FY13 BUDGET: \$92.1 MILLION WITH 487 EMPLOYEES**

**\*12.9 PERCENT OF BUDGET**

**Languages: 28; Countries: 21**

RFE/RL reports to audiences in countries where the media is not free or only partly free. Its programming focuses on local and regional developments in places where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism and other threats remain; and where independent journalists often face great risk. This includes Iran, Iraq, Afghanistan, Pakistan, Ukraine and Russia. RFE/RL journalists aim to provide uncensored news and open debate.

**19 Language Services Total: \$56.301 million (\$65.163 million with program delivery)**

**See: International Broadcasting Europe; International Broadcasting in Near East Asia; International Broadcasting in South Central Asia**

## **RADIO FREE ASIA**

**FY13 BUDGET: \$41.8 MILLION WITH 253 EMPLOYEES**

**\*5.9 PERCENT OF BUDGET**

**Languages: 9; Countries: 6**

Radio Free Asia aims to deliver uncensored, fact-based news and information to citizens living in China, Vietnam, North Korea, Laos, Cambodia, and Burma (Myanmar). These countries are known for limiting and restricting access to media. It reports on local developments and issues often ignored by state-controlled media, such as official corruption, forced confiscation of land, labor standoffs, ethnic unrest, religious persecution, environmental hazards, human trafficking, health risks, and human rights abuses.

In FY13, RFA's base budget was \$37.3 million for radio programming, but \$300,000 was transferred to it for China Research, in addition to \$4.2 million for the Open Technology Fund, which RFA maintains (see below: Counter-Censorship Efforts). Service costs may include related foreign operations and/or transmission costs where appropriate. Transmission costs are especially expensive for RFA due as its content cannot be broadcast from low-cost U.S. government-owned and operated facilities in third countries where host countries

are unwilling to risk antagonizing China. Using lease facilities drives higher transmission costs per hour.

**Nine Language Services Total:** \$18.723 million (\$25.633 million with program delivery)

**See: International Broadcasting in East Asia Pacific**

## **MIDDLE EAST BROADCASTING NETWORKS**

**FY13 BUDGET: \$105.7 MILLION WITH 771 EMPLOYEES**

**\*14.8 PERCENT OF BUDGET**

**Language: 1; Countries: 22**

MBN is a non-profit news organization that operates Alhurra Television, Alhurra Iraq Television, Radio Sawa, and Afia Darfur. The networks aim to provide objective and relevant news and information about the United States, the region, and the world to 22 Arabic-speaking countries. MBN works to support democratic values by providing ideas and opinions and an open exchange of ideas.

**Alhurra, Alhurra Iraq, Radio Sawa, MBN Digital, Afia Darfur Total:** \$44.883 million (\$57.132 million with program delivery)

**See: International Broadcasting in Near East Asia**

## **RESEARCH AND EVALUATION**

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The BBG has been an interagency leader in measurement and evaluation. While the Agency's mission to "inform, engage and connect people around the world in support of freedom and democracy" is distinct from State Department public diplomacy activities in the sense that it does not aim to persuade attitudes regarding the U.S. or its policies, it is strategically aligned with foreign policy goals such as serving as a model of a free press and supporting its role in free, democratic societies, and fostering greater understanding and engaging audiences. The Office of Strategy and Development and the Office of Performance Review in the International Broadcasting Bureau (IBB) were established in 2012 to understand audiences and impact by measuring the efficacy of its

programming in achieving some or all of their objectives in the target countries within which it operates. Research is being improved with the newly established Office of Research and Assessment (ORA), which combines disparate research functions, including a new digital media analytics unit.

Specifically, it measures effectiveness in terms of audience size, program quality and reliability, whether or not programming increases the audience's understanding of current events and American society and policies, whether audiences share the information with others, whether the information provided helps people to form opinions on important topics, and many others. The

BBG contracts with Gallup to conduct quantitative audience and market research. Gallup focuses primarily on quantitative audience research, employing a mix of surveys, focus groups, in-depth interviews and audience panels. BBG defines audience size as the number of adults (15+) who “listened, viewed or used online material last week” based on random sampling in the target area. A 2014 ACPD-led appraisal of the Gallup polls—conducted by Dr. Matthew Baum, Dr. Shawn Powers, and Dr. Erik Nisbet—found that the research is

rigorous and scientifically sound. Audience samples are generally large and allow for a relatively small margin of error. Gallup does an effective job of ensuring that the methods deployed follow established, contemporary scientific rigor. Yet there is opportunity for improvement.

In FY 2014-15, BBG has further diversified its research base by using a variety of regional and local research organizations to conduct qualitative research activities. It also has increasingly implemented its new Impact Model.

**RECOMMENDATION:** In FY15, the budget for research and evaluation will be just 0.7 percent of the BBG budget and greatly under-resourced. In ACPD’s September 2014 report, *Data-Driven Public Diplomacy*, we also recommended eight course methodological changes to the research underway. They include: integrate research methods; connect report designs with strategic objectives; reconsider data collection in repressive areas; lessen reliance on self-reported data; expand beyond “audience reach metrics”; maintain consistency in research questions, survey modality, and recommendations for long-term trend analysis; provide greater context of regional and global trends and benchmark activities against those of international actors; and deepen analysis of survey results. Yet more funding and resource support is necessary for this painstaking work.

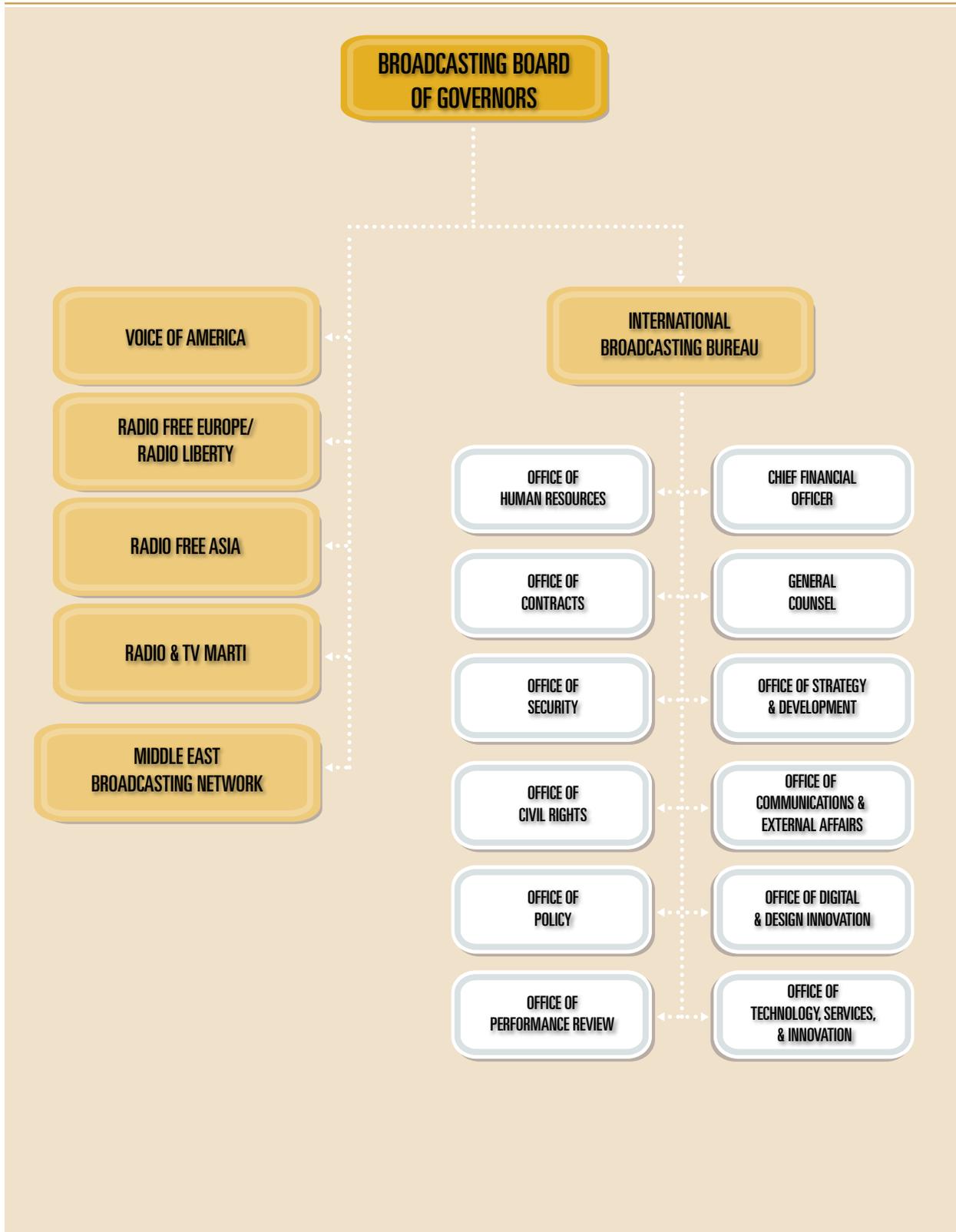
## COUNTER-CENSORSHIP EFFORTS

Seeking to exemplify a free press and help foster and sustain free and democratic societies means having to counter governments who are actively seeking to disrupt it. Censorship denies international media the right to broadcast on radio and television, interfering with or jamming satellite broadcasts in violation of multiple international agreements, blocking citizens from accessing websites, and other actions.

The BBG works to counter censorship through a variety of technical and political channels, and promotes the rights of people worldwide to seek and receive information on all media platforms. These initiatives include

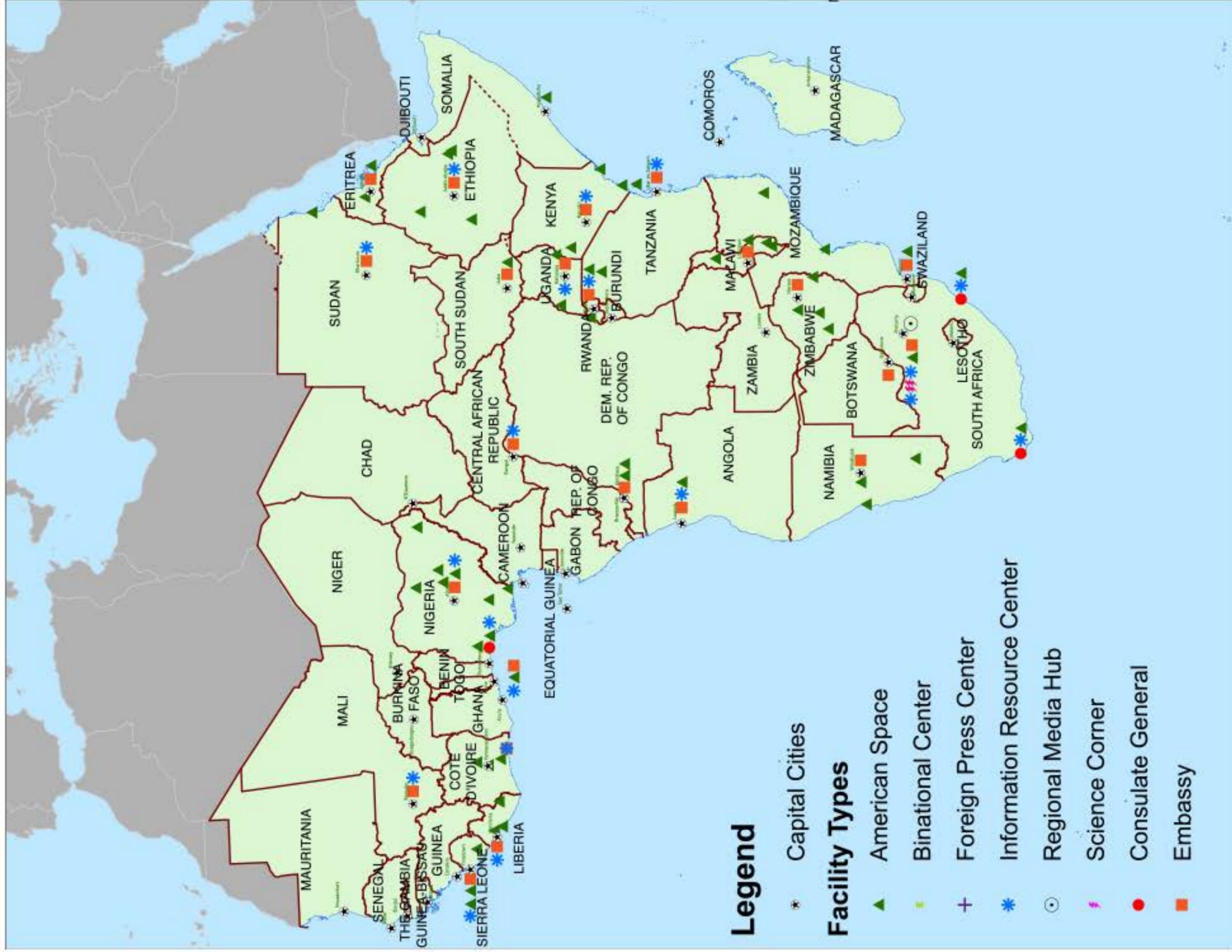
monitoring Internet censorship in over 70 locations worldwide, integrating censorship circumvention technologies directly into mobile applications, and deploying a mobile application to secure online communications for users in Iran. Radio Free Asia’s Open Technology Fund (OTF), [opentechfund.org](http://opentechfund.org), which is funded by the BBG, also supports projects that create open and accessible technologies promoting human rights and open societies. In addition, the BBG partners with other international broadcasters and organizations to combat the deliberate interference with satellite broadcasting signals that silence independent media and prevent free access to information.

# BROADCASTING BOARD OF GOVERNORS ORGANIZATION CHART



**FIELD-**  
**DIRECTED**  
**ACTIVITIES**

**U.S. PUBLIC  
DIPLOMACY  
IN THE AFRICA  
REGION**



Names and boundary representation are not necessarily authoritative

## AFRICA REGIONAL OVERVIEW

Of the continent's 1.1 billion people, the majority is 24 years old or younger. The region's progress is trending toward positive democratic and economic growth, but that progress is uneven by country. Many African countries are becoming more free and open, but a number of democracies are dominated by long-serving presidents who resist efforts to limit their terms in office, or plagued by extreme politicization and violence. While some countries are leapfrogging into the digital age—the average access to mobile phones is 59/100 and the continent has an Internet penetration rate of 15.6 percent—the region as a whole has been unable to match global internet rates.

U.S. public diplomacy efforts work to support U.S. policy in the region, which works to promote strong democratic institutions, encourage continued African economic growth, advance peace and security, and create opportunity for the youth majority. African public

opinion about the United States is very high: Between 75 and 90 percent of the publics approve President Obama. Sustaining or living up to the expectations implicit in such high ratings is difficult. In spite of general public approval, there are pockets of anti-Americanism in Africa due to lingering Cold War animosity in certain countries, and among extremist groups in the Sahel and the Horn of Africa.

Other challenges to U.S. public diplomacy in Africa include a rapidly evolving communications environment, weak partner institutions, difficult travel between the countries in Africa, tough work and living environments, and a number of one-officer posts often staffed by officers with limited PD field experience. The Office of Public Diplomacy and Public Affairs in the Africa Bureau works to provide careful guidance and support to those inexperienced PD officers in the field.

**RECOMMENDATION:** Public Affairs Sections in Africa are notoriously understaffed and Public Affairs Officer positions are normally given to entry-level officers. As long as this remains necessary due to human resource constraints, we recommend that these officers receive extended training before starting their assignments to prepare them not just for the administrative burdens of managing a budget and a staff of Locally Employed Staff, but also be prepared to do the network-building and engagement work necessary for public diplomacy in the region and have time to identify young leaders who are becoming increasingly important to the White House through the Young African Leaders Initiative (YALI).

### U.S. FOREIGN POLICY GOALS

The Africa Bureau recently completed a three year effort to realign its budget and staffing overseas to better reflect Bureau priorities. In 2010, public diplomacy desk officers were re-located into the Bureau's regional offices in order to better integrate public diplomacy with policy decisions.

The National Security Strategy of 2010 calls for partnership with African nations as they grow their economies and strengthen their democratic institutions and governance. In June 2012, the President approved a Presidential Policy Directive that outlines his vision with respect to U.S. policy toward sub-Saharan Africa. The U.S. Strategy Toward Sub-Saharan Africa focuses

on “strengthening democratic institutions and boosting broad-based economic growth, including through trade and investment.”

The four pillars of the strategy are for the U.S. to partner with sub-Saharan African countries to (1) strengthen democratic institutions; (2) spur economic growth, trade, and investment; (3) advance peace and security; and (4) promote opportunity and development. To do so, the foreign policy focuses on deepening U.S. engagement with Africa's young leaders; seeking to empower marginalized populations and women; addressing the unique needs of fragile and post-conflict states; and working closely with the U.N. and other multilateral actors to achieve U.S. objectives on the continent.

## U.S. PUBLIC DIPLOMACY GOALS

The public diplomacy goals for the region are to support the above foreign policy objectives and to inform the people of the United States to create a mutually-beneficial U.S.-African partnership. The Public Diplomacy and Public Affairs Office in the Africa Bureau provides policy guidance and program support for public diplomacy programs to strengthen African democratic institutions, promote sustainable economic growth, advance security, improve understanding of the U.S., and advocate for U.S. priorities.

There are American and locally engaged public diplomacy staffs at 48 U.S. embassies and consulates in sub-Saharan Africa. They aim to target youth, women, and entrepreneurs in Africa, and diaspora and Africanist audiences in the U.S., in addition to journalists, civil society leaders, and academics. Primary tactics include English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Much of this is done in the 79 American Spaces (libraries, cultural centers, information resource centers) in the region. Person-to-person contact and exchanges such as the Fulbright and Humphrey programs, the International Visitor Leadership Program, and American Speaker and Cultural Programs, remain the most effective forms of public diplomacy in Africa.

**\*See Academic Programs:** Fulbright Students & Scholars (Angola, Benin, Botswana, Burkina Faso, Cameroon, Chad, Comoros, Congo, Cote d'Ivoire, Democratic Republic of the Congo, Ethiopia, Gabon\*, Gambia\*, Ghana, Guinea, Kenya, Lesotho, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe \* opening in FY16); UGRAD Africa (Angola, Ghana, Mauritania, Mozambique, Niger, South Africa, Uganda, Zambia, and Zimbabwe); Fulbright-Fogarty Fellowships in Public Health; Mandela Washington Fellowship for Young African Leaders; American Youth Leadership Program; **\*See Professional and Cultural Programs:** IVLP; International Writing Program (IWP); TechWomen

## U.S. PUBLIC DIPLOMACY SPENDING

The discretionary PD budget for Africa has increased approximately 20 percent over the past three years, to a current level of \$32 million. The majority of U.S. public diplomacy funds in FY13 went toward Nigeria (\$3.50 million) and South Africa (\$3.22 million), followed by Kenya (\$1.82 million), Zimbabwe (\$1.44 million), Cote D'Ivoire (\$1.03 million) and the Democratic Republic of the Congo (\$1.01 million). Each of the remaining 42 countries spent less than \$1 million on public diplomacy expenditures.

Most public diplomacy spending went to support the strategic objectives of Democracy, Good Governance and Rule of Law, which is consistent with pillar one, in addition to Youth Engagement and Education, which is consistent with pillar four. Given the emphasis on economic development throughout the region, it is curious why more spending did not support economic statecraft initiatives, although it could be a flaw in the former MAT design. Eight countries reported no data on how spending was attached to local strategy. The only posts to specifically report spending post budgets on Countering Violent Extremism and Counterterrorism, which is consistent with pillar three, were Mali (approx. \$190,000), Somalia (approx. \$100,000), and Sudan (approx. 16,000). However, this does not account for the Center for Strategic Counterterrorism Communications program support and it may be that spending had a dual purpose.

The most common program spending categories were to Support for Mission Initiatives, American Spaces (not Centers), Cultural Programs (Post Generated) and the undefinable "Other" category. There was a consistently low amount of budgeting being given to categories like Evaluation, Audience Research, Inform Policy Making, and Align Resources with Strategic Priorities. Those categories accounted for less than a 1 percent of the total budget.

The large mix of program spending by strategy and activity may mean that individual posts were not spending on certain categories or that there was not a consistent definition the categories in the former Mission Activity Tracker (MAT) database.

## U.S. PUBLIC DIPLOMACY SPENDING BY COUNTRY IN FY13

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
1	NIGERIA	\$3.500 MILLION
2	SOUTH AFRICA	\$3.216 MILLION
3	KENYA	\$1.818 MILLION
4	ZIMBABWE	\$1.440 MILLION
5	DEMOCRATIC REPUBLIC OF THE CONGO (DRC)	\$1.031 MILLION
6	COITE D'IVOIRE	\$1.009 MILLION
7	ETHIOPIA	\$926,938
8	MOZAMBIQUE	\$920,947
9	SENEGAL	\$895,370
10	UGANDA	\$877,124
11	CAMEROON	\$833,807
12	TANZANIA	\$812,276
13	BURKINA FASO	\$777,039
14	GHANA	\$736,702
15	NIGER	\$717,253
16	MALI	\$647,601
17	SOMALIA	\$637,646
18	SUDAN	\$613,938
19	ANGOLA	\$608,480
20	MADAGASCAR	\$553,142
21	NAMIBIA	\$541,628
22	BENIN	\$539,620
23	RWANDA	\$521,892
24	TOGO	\$517,645
25	MALAWI	\$490,272
26	LIBERIA	\$448,968
27	MAURITANIA	\$416,595
28	GUINEA	\$383,700
29	SWAZILAND	\$383,298
30	CHAD	\$372,568
31	BOTSWANA	\$368,977
32	MAURITIUS	\$358,565
33	BURUNDI	\$339,100
34	ERITREA	\$277,462
35	EQUATORIAL GUINEA	\$204,200
36	DJIBOUTI	\$200,458
37	SIERRA LEONE	\$194,922
38	GABON	\$184,688
39	SOUTH SUDAN	\$178,904

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
40	REPUBLIC OF CONGO	\$178,457
41	CABO VERDE	\$161,734
42	GAMBIA, THE	\$136,200
43	LESOTHO	\$130,318
44	CENTRAL AFRICAN REPUBLIC (C.A.R)	\$128,000
45	ZAMBIA	
46	SEYCHELLES	
47	SÃO TOMÉ AND PRINCIPE	
48	COMOROS	
49	GUINEA-BISSAU	

## SAMPLE U.S. PUBLIC DIPLOMACY PROGRAMS

### YOUNG AFRICAN LEADERS INITIATIVE (YALI)

YALI aims to support leadership development, promote entrepreneurship, and connect young leaders with one another and the United States. President Obama launched it in 2010 by inviting 120 young Africans to the White House for a dialogue about the future of Africa. In summer 2014, YALI expanded significantly to bring 500 young leaders to the U.S. for an executive leadership exchange at U.S. universities, followed by internships and alumni activities after the participants return home. In FY14, the program cost \$12.37 million - \$1 million from the Educational and Cultural Exchange budget, and the remainder from Economic Support Funds and contributions from the Diplomatic and Consular Programs budget. The cost per participant was \$24,740. \$20 million has been requested for FY15 to expand to 1,000 Washington Fellows. \*See ECA Section for more information on the Mandela Washington Fellowship.

### SAHEL & MAGHREB COORDINATION ON COUNTERING VIOLENT EXTREMISM & COUNTERTERRORISM

The public diplomacy and public affairs offices in the Africa and Near East Asia bureaus have worked to coordinate messaging and programming efforts on countering violent extremism in the Sahel and Maghreb, as the two sub-regions are inextricably linked. The offices have marshaled and guided resources from the

Department of Defense, the intelligence community, the Trans-Saharan Counter-Terrorism Partnership, the Broadcasting Board of Governors (VOA and MBN), and others.

### **CVE IN SOMALIA**

To counter al-Shabaab, CSCC works with Embassy Nairobi's Public Diplomacy section, the Somalia Unit at the Embassy, DoD's Military Information Support Team (MIST), USAID in Kenya, State's CT Bureau, and the NGO community. It has commissioned a public opinion survey in Somalia seeking to understand local perceptions of al-Shabaab and other concerns, which previously was not available and are being factored into our program planning and messaging.

### **SUPREME COURT JUDGES VISITS**

Working with ECA, the Public Diplomacy and Public Affairs office in the Africa Bureau brought two groups of Supreme Court Justices (one Francophone, one Anglophone) from reformist democracies to the U.S. to meet their counterparts and learn about the U.S. judicial system, transparency, accountability, and judicial ethics. They met with U.S. Supreme Court justices, Secretary of State Hillary Clinton, and leading legal experts. The Public Diplomacy and Public Affairs office in the Africa Bureaus is working with posts to design and execute follow-up, public-private coalitions to assist the justices to carry out reforms in their own courts. The program aimed to clearly convey that the U.S. strongly supports

the rule of law and that senior African jurists merit the same respect we give to presidents, prime ministers and members of parliament.

### **AFRICAN WOMEN'S ENTREPRENEURSHIP PROGRAM (AWEP)**

AWEP is an annual Presidential initiative started in summer 2010 to identify and build networks of women entrepreneurs across Sub-Saharan Africa who are poised to transform their communities by owning, running, and operating small and medium businesses, and to drive social and economic progress in their communities and countries. The annual centerpiece of the program is a special IVLP visit for 30 African women entrepreneurs to attend professional development meetings and network with U.S. policy makers, companies and industry associations, non-profit groups, and development organizations.

### **EDUCATIONAL EXCHANGES**

From 1948 to 2013, 11,558 Africans were Fulbright students and scholars in the United States, while 5,145 Americans studied in the region. In 2013, 258 African Fulbrighters went to the U.S. and 190 Americans went to Africa.

Via Open Doors Data, the majority of African students who come to the U.S. are from Nigeria (7,316), followed by Kenya (3,516), Ghana (2,863), South Africa (1,816), Ethiopia (1,463) and Zimbabwe (1,170).

## **INTERNATIONAL BROADCASTING IN THE AFRICA REGION**

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Voice of America's 10 services (15 languages) that target Africa cost a collective \$14.357 million (\$18.496 with program delivery), which includes (\$19.557 million with program delivery) in FY13: English to Africa, Horn of Africa, French, Hausa, Somali, Portuguese, Swahili, Bambara, and Zimbabwe. [Note: this includes the English to Africa Service, which is under a different budget line from the Africa Services references in the BBG overview.]

VOA's role in the region is to provide domestic, regional, and international news, including U.S. news and perspectives, in restrictive or underdeveloped media environments in the region. News programming covers local and international stories, and several features programs focus on health, youth and women. Most of the services incorporate public call-in shows to engage listeners and question local political leaders. The services primarily reach audiences via radio, though television

audiences are growing rapidly, and each has an Internet and social media component. Many of the services are also using a variety of mobile technologies to further their reach in countries where mobile is popular.

## MIDDLE EAST BROADCAST NETWORKS

**See:** MBN's Radio Sawa (Arabic) in International Broadcasting in Near East Asia. Radio Sawa also broadcasts in Sudan, Mauritania and Djibouti.

### **MBN'S AFIA DARFUR (ARABIC)**

**FY13 \$495,000**

**Origin:** 2008

**Delivery Method:** Radio (SW)

**Radio Programming:** 30 minutes daily with repeats

As an all-news and information program, "Afia Darfur" focuses on the latest news from Darfur and the plight of its internally displaced people and Darfuri refugees in eastern Chad and the diaspora. The broadcasts target Darfur and other areas of the region. The daily program includes interviews with American officials, human rights experts, analysts, Sudanese experts, rebel representatives, refugees, IDPs and NGO representatives. "Afia Darfur" also incorporates interviews with internally displaced people living in Darfur, providing them with an opportunity to speak out about the humanitarian crisis. Additionally, the program addresses how the Western press is covering Darfur; as well as examining the rich history and cultural background of Darfur.

## VOICE OF AMERICA

### **VOICE OF AMERICA HORN OF AFRICA (AMHARIC, AFRAAN OROMO, TIGRIGNA)**

**FY13 \$2.122 MILLION (\$2.388 MILLION WITH PROGRAM DELIVERY)**

**Origin:** Amharic 1982, Tigrigna and Afaan Oromo 1996

**Delivery Method:** Radio (SW, AM), Websites and Social Media, Satellite audio

**Radio Programming:** Monday-Friday two hour bloc of news and current affairs; 30 minutes of Afan Oromo, an hour of Amharic, 30 minutes of Tigrigna

Amharic Programming is aimed at the more than 90 million people living in Ethiopia and Eritrea, while Afan Oromo targets an estimated 37 percent of Ethiopians living in the Oromia region. Tigrigna is heard throughout the Tigray region in northern Ethiopia and in Eritrea. VOA programming reaches 12.2 percent of adults weekly in Ethiopia (BBG cannot do research in Eritrea). In addition to the Horn of Africa, the service can be heard in surrounding east African countries and in the Middle East. The coverage focuses mainly on political reporting. The service also reports weekly on public health, business, agriculture, the environment and challenges to traditional culture. Longer features on Saturday and Sunday highlight youth issues, modern music and extended interviews on crucial social and political issues for a wider and younger audience. VOA and Deutsche Welle are the only outside radio voices in Amharic; the latest survey shows that VOA has more than twice the audience of Deutsche Welle (DW). VOA is alone in broadcasting in Afan Oromo and Tigrigna, Ethiopia's two other most important languages. Sample programs include: "Call-In Show," a bi-weekly, 20-minute program featuring newsmakers; "Democracy in Action," a weekly feature that targets law-making, judicial and security issues; "Crossfire," a two-sided debate on Ethiopia's controversial and crucial matters; and "Cultural Mosaic," features on writers, artists, musicians and actors working in Ethiopia and in diaspora highlight their work.

### **VOICE OF AMERICA FRENCH TO AFRICA (FRENCH, SONGHAI, SANGO)**

**FY13 \$1.891 MILLION (\$3.096 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1960

**Delivery Method:** Radio (SW, AM, Affiliate FMs), Television (Affiliate TV), Websites and Social Media

**Radio Programming:** 23.75 hours per week

**TV Programming:** 1 hour per week

The service targets audiences in the 24 Francophone African countries, particularly those in West and Central Africa. Despite the exponential increase in the number of local media outlets in Africa, VOA French delivers independent interviews, debates, and in-depth reporting that is otherwise missing. French to Africa also provides information on the United States and the American expe-

rience. A number of affiliates partner actively with VOA F2A to share stories. The service seeks to reach 18-27 year olds through better targeted music, talk, and magazine programs that address issues of importance to their generation. Each of the service's magazine programs – on topics including gender, health, social issues, business/economics, and religion – is placing increasing focus on those topics as they relate to the concerns of youth. The service also produces short news updates in Songhai for Mali (beginning in 2013) and Sango for the Central African Republic (beginning in 2014). Sample programs include *Le Monde Aujourd'hui*—Edition pour l'Afrique de l'Ouest, a 30-minute news magazine targeting West Africa; "Washington Forum," an interactive TV-radio debate on the latest news with experts and journalists; *L'Amérique et Vous*, an interactive radio program with experts and reports who discuss American issues and U.S. foreign policy; and *Le Dialogue des Religions*, an interactive radio program with theologians and religious leaders to discuss religious issues.

**VOICE OF AMERICA BAMBARA SERVICE**  
**FY13 \$131,000 (\$198,000 WITH PROGRAM DELIVERY)**

**Origin:** 2013  
**Delivery Method:** Radio  
**Radio Programming:** 2.5 hours per week

In 2013, in response to the takeover of northern Mali by extremists, the BBG began to offer a five-day-a-week, 30-minute broadcast in Bambara (spoken by 80 percent of Malians) with an offering of news and information intended to counter the extremist narrative.

**VOICE OF AMERICA HAUSA SERVICE**  
**FY13 \$1.464 MILLION (\$1.752 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1979  
**Delivery Method:** Radio (SW, AM, Affiliate FMs), Television, Websites and Social Media  
**Radio Programming:** 13.5 hours per week

Targeting Nigeria, Niger, and Ghana—with smaller audiences in Chad, Cameroon, Libya, Côte d'Ivoire and Benin Republic—VOA Hausa's measured weekly reach is approximately 12 million people, with a focus on youth. Radio, delivered via shortwave, medium wave, and FM

affiliate stations, is the service's primary platform. A mobile site complements regular programming with mobile-only content and features and receives more than 633,000 visits per week. The Service also organizes roundtable discussions and events throughout Nigeria, where mobile users can join the discussion. The Hausa service also reaches its audience by sponsoring town hall meetings that facilitate public discussions between experts, opinion leaders, and listeners on issues such as education and health. Feature topics include health, education, agriculture, business entrepreneurship, women's issues, Americana, tourism, politics, youth issues, music, sports, religion, and peace resolutions. Sample programs include *Shirin Safe*, a 30-minute weekly program covering politics, democracy, corruption, business, family, and health, music and entertainment; *Shirin Hantsi*, a 30-minute daily morning news program looking at the role of women in Africa, educational development on the continent, and health-related segments; *Shirin Rana*, a 30-minute show carrying regional and international developments along with feature programs; and *Shirin Dare*, a 30-minute interactive program on violent extremism and terrorism in West Africa.

**VOICE OF AMERICA SOMALI SERVICE**  
**FY13 \$1.344 MILLION (\$1.560 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 2007  
**Delivery Method:** Radio (SW, AM, BBG and affiliate FMs), Websites and Social Media, SMS (350,000+ subscribers for CVE programming, 800,000+ subscribers for polio programming)  
**Radio Programming:** 18.5 hours per week  
**TV Programming:** 15 minutes per week (Affiliate stations)

A team of Somali broadcasters based in Washington, D.C., along with freelance reporters in Somalia, elsewhere in Africa, and the world provide professional news. The radio programs focus in depth on a wide range of Somali affairs, including political and social issues, health topics, development, music, and culture. Panel discussions, debates, interviews with newsmakers and call-ins encourage Somalis – both leaders and the general audience – to express their opinions on topics of interest. Major breaking stories are placed on the

service's mobile site for Somalis to access throughout the day on their mobile devices. The service also delivers news via SMS to mobiles. The measured weekly reach in a 2012 nationwide survey was 50.4 percent.

**VOICE OF AMERICA PORTUGUESE TO AFRICA SERVICE**  
FY13 \$1.085 MILLION (\$1.196 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1976

**Delivery Method:** Radio (SW, AM), Websites and Social Media

**Radio Programming:** 10.5 hours/week

The VOA Portuguese to Africa service broadcasts to Lusophone Africa, with a particular focus on Angola and Mozambique. The program line-up includes news, discussions, interviews and a wide variety of features, including music and art features. The Service also produces a weekend program on HIV/AIDS targeting primarily the youth in Mozambique. The Service has several affiliate stations in Mozambique, Cape Verde, and Guinea Bissau, and also broadcasts on SW and AM. The Portuguese broadcasts can be listened to live or on demand. VOA Portuguese's measured weekly reach in Angola is 7.8 percent. Sample programs include "Angola Window," which covers the daily lives of Angolans, current political issues, and social and cultural themes; and *Angola, Fala Só*, a live call-in show.

**VOICE OF AMERICA SWAHILI SERVICE**  
FY13 \$981,000 (\$1.193 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1962

**Delivery Method:** Radio (FM and FM affiliates), Websites and Social Media

**Radio Programming:** 7 hours weekly

Voice of America Swahili has a measured weekly reach of approximately 6 million people weekly in Tanzania, Kenya, Uganda, Burundi, Rwanda, and the 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.

**VOICE OF AMERICA CENTRAL AFRICA SERVICE**  
(KINYARWANDA, KIRUNDI)  
FY13 \$942,000 (\$1.104 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1996

**Delivery Method:** Radio, Websites and Social Media

**Radio Programming:** 90 minutes a day

VOA's Central Africa Service broadcasts radio programs in Kirundi and Kinyarwanda to Africa's Great Lakes region. It consists of Washington-based broadcasters and journalists in Burundi and Rwanda. Over the years, the Central Africa Service has covered Rwanda's post-genocide recovery, conflict in the Democratic Republic of Congo, and Burundi's civil war as well as the country's current transition to multi-ethnic democracy. Kirundi and Kinyarwanda language broadcasters also host health, entertainment, and youth segments. Sample programs include "Great Lakes Magazine," which reports on the everyday lives of Burundians; "Great Lakes Q & A," a rundown of major issues in the Great Lakes region of Africa; "Africa in the U.S. Media," which reviews past week's coverage of African affairs in the U.S. print media; *Heza*, which features debates and news stories of interest to Rwandan youth; and *Kira*, a program that looks at HIV/AIDS and other major health issues in Burundi from young peoples' perspectives.

**VOICE OF AMERICA ZIMBABWE/STUDIO107 (NDEBELE, SHONA, ENGLISH)**  
FY13 \$807,000 (\$873,000 WITH PROGRAM DELIVERY)

**Origin:** 2003

**Delivery Method:** Radio (SW, AM, Satellite audio, Internet), Websites and Social Media

**Radio Programming:** 12 hours per week

The VOA Zimbabwe Service provides target audiences in Zimbabwe with a reliable source of news and information in a repressive media environment dominated by a state

broadcaster controlled by the ruling ZANU-PF party of President Robert Mugabe. Studio7 has a measured 9.2 percent national reach in Zimbabwe (overall, according to research, VOA reaches 13.5 percent in the country), and is the most popular international broadcaster in the country. Studio7 has a multi-language format, with 30-minute shows in Shona, English and Ndebele, respectively, Monday through Friday. Studio7 programs provide in-depth information on significant national and regional issues like human rights, impediments to a full-fledged democracy, and the role of regional powers in helping Zimbabwe achieve political reconciliation and harmony. These are subjects rarely discussed on/by Zimbabwe's state-controlled media. Following the last language broadcast of the day, the Service presents a one hour live call-in and web viewing program, in which listeners and guests discuss the regional topic of the day in a mixed three-language format. On weekends, VOA broadcasts a 20-minute show with no call-in segment, in each language.

#### **VOICE OF AMERICA ENGLISH TO AFRICA (ENGLISH)**

**FY13 \$3.590 MILLION (\$5.136 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1942

**Delivery Method:** Radio (SW, AM, BBG and Affiliate FMs), Television (Affiliate TV), Websites and Social Media, SMS

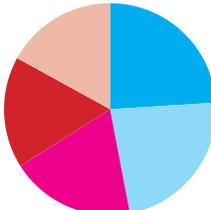
**Radio Programming:** 74.5 hours per week

**TV Programming:** 4.5 hours per week

English programming to Africa reaches audiences in strategic areas of the continent with multimedia programs that target: 1) the educated - those who can speak English and have at least some formal schooling; and 2) urban or peri-urban - students, government officials, white-collar workers, or aspirational entrepreneurs, and youth. The English to Africa service broadly seeks to report on critical developments and to engage audiences in discussions about current events, so as to improve their understanding of and participation in development. The service provides 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, to listening hits, from all 54 countries. Sample programs include "Africa 54," a television program that informs viewers about Africa, the U.S. and the world; "Straight Talk Africa," a call-in television program that examines topics of special interest to Africans; "Health Chat," a live call-in program that addresses health issues of interest to Africa; "South Sudan in Focus," a 30-minute weekday English-language program covering rapidly changing developments in South Sudan and the region; "Up Front," a program with co-hosts in the U.S. and Africa that targets teens and young adults to discuss politics, trends, lifestyles, health, entertainment, and other issues touching listeners' lives.

**AFRICA REGION**  
**COUNTRY BY**  
**COUNTRY DATA**

Angola									Population: 19,088,106 FY13 PD Actuals: \$608,480 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
63.70%	70.40%	82.60%	58.60%	\$6,300	1.47	Not Free	124	14.80%	3.20%	47	812
 <p><b>DATA NOT AVILABLE</b></p> <p>Support for Mission Initiatives: \$26,071 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$21,202 Alumni Outreach: \$18,586 Media/Press Activities: \$73,162 Supplementing PA Programs: \$7,430 Digital Outreach: \$820 Cultural Programs (Post Generated): \$22,416 Educational Initiatives (Excluding English Lang.): \$6,384</p> <p>Support for English Lang. Teaching/Learning: \$793 Educational Advising &amp; Promoting Study in US: \$28,748 Exchanges (Post Generated): \$30,190 Supplementing ECA Programs: \$39,164 Speaker Programs (Post Generated): \$21,202 American Centers: \$78,162 American Spaces (Not Centers): \$7,464 Support for Information Resource Centers: \$21,294 Books &amp; Publications: \$3,184</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$432 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$201,434</p>											

Benin									Population: 10,160,556 FY13 PD Actuals: \$539,620 FY14 PD Base: \$446,198		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
64%	42.40%	55.20%	30.30%	\$1,600	202	Free	75	4.90%	1.80%	No Data	No Data
 <p>Support for Mission Initiatives: \$13,170 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$9,467 Alumni Outreach: \$11,144 Media/Press Activities: \$50,108 Supplementing PA Programs: \$2,847 Digital Outreach: \$26,045 Cultural Programs (Post Generated): \$44,749 Educational Initiatives (Excluding English Lang.): \$4,583</p> <p>Support for English Lang. Teaching/Learning: \$24,125 Educational Advising &amp; Promoting Study in US: \$16,754 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$12,204 Speaker Programs (Post Generated): \$14,299 American Centers: \$100,295 American Spaces (Not Centers): \$81,478 Support for Information Resource Centers: \$33,367 Books &amp; Publications: \$8,855</p> <p>Supplementing IIP Programs: \$3,553 Public-Private Partnerships: \$27,984 Align Resources with Strategic Priorities: \$1,821 VIP Visits (Press Support): \$1,432 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$52,620</p>											

Botswana									Population: 2,155,784 FY13 PD Actuals: \$368,977 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
53.50%	85.10%	84.60%	85.60%	\$16,400	82	Partly Free	41	14.00%	14.00%	154	216
 <p><b>DATA NOT AVILABLE</b></p> <p>Support for Mission Initiatives: \$39,552 Support for Foreign Assistance Programs: \$22,477 Inform Policy Making: \$0 Alumni Outreach: \$11,503 Media/Press Activities: \$51,859 Supplementing PA Programs: \$0 Digital Outreach: \$16,075 Cultural Programs (Post Generated): \$36,106 Educational Initiatives (Excluding English Lang.): \$5,353</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$18,446 Exchanges (Post Generated): \$2,750 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$19,524 American Centers: \$0 American Spaces (Not Centers): \$770 Support for Information Resource Centers: \$300 Books &amp; Publications: \$8,046</p> <p>Supplementing IIP Programs: \$660 Public-Private Partnerships: \$1,400 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$17,257 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$118,900</p>											

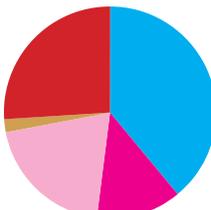
Burkina Faso									Population: 18,365,123 FY13 PD Actuals: \$777,039 FY14 PD Base: \$591,101		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
66%	28.70%	36.70%	21.60%	\$1,500	203	Partly Free	52	4.40%	0.80%	No Data	No Data
<p>Support for Mission Initiatives: \$108,297 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$13,343 Media/Press Activities: \$23,527 Supplementing PA Programs: \$0 Digital Outreach: \$10,937 Cultural Programs (Post Generated): \$189,330 Educational Initiatives (Excluding English Lang.): \$70,997</p> <p>Support for English Lang. Teaching/Learning: \$184,314 Educational Advising &amp; Promoting Study in US: \$6,703 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$46,552 Speaker Programs (Post Generated): \$11,538 American Centers: \$0 American Spaces (Not Centers): \$13,253 Support for Information Resource Centers: \$27,156 Books &amp; Publications: \$8,288</p> <p>Supplementing IIP Programs: \$16,536 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$48,288</p>											

Burundi									Population: 10,395,931 FY13 PD Actuals: \$339,100 FY14 PD Base: \$194,998		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
65%	67.20%	72.90%	61.80%	\$600	225	Partly Free	142	3.90%	0.40%	No Data	No Data
<p>Support for Mission Initiatives: \$6,774 Support for Foreign Assistance Programs: \$1,865 Inform Policy Making: \$0 Alumni Outreach: \$9,472 Media/Press Activities: \$28,123 Supplementing PA Programs: \$19,738 Digital Outreach: \$3,730 Cultural Programs (Post Generated): \$2,636 Educational Initiatives (Excluding English Lang.): \$1,538</p> <p>Support for English Lang. Teaching/Learning: \$68,810 Educational Advising &amp; Promoting Study in US: \$7,105 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$7,462 Speaker Programs (Post Generated): \$4,738 American Centers: \$8,408 American Spaces (Not Centers): \$128,571 Support for Information Resource Centers: \$24,470 Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$1,865 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$13,795</p>											

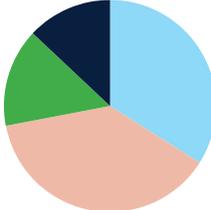
Cabo Verde									Population: 538,535 FY13 PD Actuals: \$161,734 FY14 PD Base: \$165,700		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
52%	84.90%	89.70%	80.30%	\$4,400	167	Free	24	37.50%	20.50%	No Data	No Data
<p>Support for Mission Initiatives: \$0 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$4,856 Media/Press Activities: \$3,237 Supplementing PA Programs: \$4,856 Digital Outreach: \$16,187 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$3,237 Support for Information Resource Centers: \$0 Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$129,361</p>											

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

Cameroon									Population: 23,130,708 FY13 PD Actuals: \$833,807 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
63%	71.30%	78.30%	64.80%	\$2,400	188	Not Free	131	6.40%	2.80%	No Data	No Data
		Support for Mission Initiatives: \$102,756 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$28,588 Media/Press Activities: \$95,296 Supplementing PA Programs: \$24,397 Digital Outreach: \$53,962 Cultural Programs (Post Generated): \$57,036 Educational Initiatives (Excluding English Lang.): \$4,791			Support for English Lang. Teaching/Learning: \$18,975 Educational Advising & Promoting Study in US: \$37,401 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$85,941 Speaker Programs (Post Generated): \$2,363 American Centers: \$38,731 American Spaces (Not Centers): \$151,458 Support for Information Resource Centers: \$60,475 Books & Publications: \$50,149			Supplementing IIP Programs: \$4,668 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$36,819			

Central African Republic (CAR)									Population: 5,277,959 FY13 PD Actuals: \$128,000 FY14 PD Base: \$106,970		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60.70%	59.60%	69.60%	44.20%	\$700	224	Not Free	109	3.20%	3.20%	25	28
		Support for Mission Initiatives: \$29,807 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$13,968 Supplementing PA Programs: \$0 Digital Outreach: \$22,587 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$12,542 American Centers: \$8,264 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$11,363			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$29,670			

Chad									Population: 11,412,107 FY13 PD Actuals: \$372,568 FY14 PD Base: \$369,299		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
65%	35.40%	45.60%	25.40%	\$2,500	186	Not Free	139	2.30%	0.40%	No Data	No Data
		Support for Mission Initiatives: \$66,299 Support for Foreign Assistance Programs: \$77,879 Inform Policy Making: \$0 Alumni Outreach: \$8,549 Media/Press Activities: \$1,380 Supplementing PA Programs: \$0 Digital Outreach: \$10,769 Cultural Programs (Post Generated): \$60,319 Educational Initiatives (Excluding English Lang.): \$40,328			Support for English Lang. Teaching/Learning: \$23,246 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$30,995 American Centers: \$9,776 American Spaces (Not Centers): \$333 Support for Information Resource Centers: \$0 Books & Publications: \$15,040			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$5,156 Other: \$21,498			

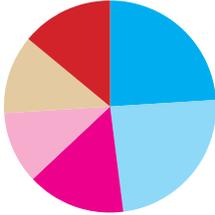
Coite d'Ivoire									Population: 22,848,945 FY13 PD Actuals: \$1,008,744 FY14 PD Base: \$1,569,800		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
55%	56.90%	65.60%	47.60%	\$1,800	199	Not Free	101	2.40%	No Data	91	980
		Support for Mission Initiatives: \$164,926 Support for Foreign Assistance Programs: \$1,322 Inform Policy Making: \$0 Alumni Outreach: \$22,400 Media/Press Activities: \$82,684 Supplementing PA Programs: \$1,322 Digital Outreach: \$29,892 Cultural Programs (Post Generated): \$24,031 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$73,416 Educational Advising & Promoting Study in US: \$28,423 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$111,342 Speaker Programs (Post Generated): \$19,649 American Centers: \$152,913 American Spaces (Not Centers): \$174,218 Support for Information Resource Centers: \$38,585 Books & Publications: \$8,155			Supplementing IIP Programs: \$12,581 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$4,472 VIP Visits (Press Support): \$4,230 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$54,103			

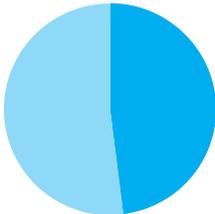
Republic of the Congo									Population: 4,662,446 FY13 PD Actuals: \$178,457 FY14 PD Base: \$159,713		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
59%	83.80%	89.60%	78.40%	\$4,800	163	Not Free	82	6.60%	2.50%	105	309
		Support for Mission Initiatives: \$11,664 Support for Foreign Assistance Programs: \$20,412 Inform Policy Making: \$0 Alumni Outreach: \$4,759 Media/Press Activities: \$19,358 Supplementing PA Programs: \$0 Digital Outreach: \$4,868 Cultural Programs (Post Generated): \$48,857 Educational Initiatives (Excluding English Lang.): \$9,627			Support for English Lang. Teaching/Learning: \$13,204 Educational Advising & Promoting Study in US: \$6,344 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$3,228 American Centers: \$0 American Spaces (Not Centers): \$8,775 Support for Information Resource Centers: \$0 Books & Publications: \$6,566			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$9,679 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$11,117			

Democratic Republic of the Congo (DRC)									Population: 77,433,744 FY13 PD Actuals: \$1,031,283 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
64.50%	66.80%	76.90%	57.00%	\$400	2.28	Not Free	151	1.70%	1.20%	31	386
		Support for Mission Initiatives: \$350,855 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$20,288 Media/Press Activities: \$0 Supplementing PA Programs: \$79,669 Digital Outreach: \$4,246 Cultural Programs (Post Generated): \$230,064 Educational Initiatives (Excluding English Lang.): \$22,334			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$3,218 American Centers: \$29,686 American Spaces (Not Centers): \$98,639 Support for Information Resource Centers: \$46,742 Books & Publications: \$25,354			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$3,455 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$55,306 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$81,428			

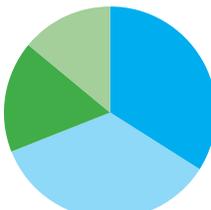
**Pie Chart Key—PD Spending Breakdown by Theme:**

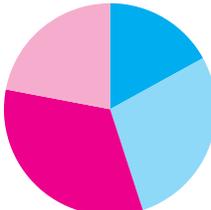
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

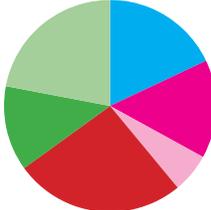
Djibouti									Population: 810,179 FY13 PD Actuals: \$200,458 FY14 PD Base: \$180,601		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
55%	67.90%	78.00%	58.40%	\$2,700	181	Not Free	169	9.50%	6.50%	No Data	No Data
		Support for Mission Initiatives: \$12,519 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$396 Alumni Outreach: \$1,258 Media/Press Activities: \$31,350 Supplementing PA Programs: \$949 Digital Outreach: \$18,048 Cultural Programs (Post Generated): \$2,522 Educational Initiatives (Excluding English Lang.): \$2,522			Support for English Lang. Teaching/Learning: \$1,258 Educational Advising & Promoting Study in US: \$1,258 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$4,004 Speaker Programs (Post Generated): \$3,589 American Centers: \$60 American Spaces (Not Centers): \$88,578 Support for Information Resource Centers: \$2,522 Books & Publications: \$756			Supplementing IIP Programs: \$2,921 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$1,018 Audience Research & Public Opinion: \$543 Evaluation: \$0 Other: \$23,589			

Equatorial Guinea									Population: 722,254 FY13 PD Actuals: \$204,200 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60%	94.20%	97.10%	91.10%	\$25,700	58	Not Free	168	16.40%	4.80%	No Data	No Data
		Support for Mission Initiatives: \$147 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$147 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$1,179 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$63,341 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$138,385			

Eritrea									Population: 6,380,803 FY13 PD Actuals: \$277,462 FY14 PD Base: \$278,600		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
61.00%	68.90%	79.50%	59.00%	\$1,200	212	Not Free	180	6.20%	0.30%	5	106
		Support for Mission Initiatives: \$4,211 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$5,657 Media/Press Activities: \$0 Supplementing PA Programs: \$1,964 Digital Outreach: \$0 Cultural Programs (Post Generated): \$22,522 Educational Initiatives (Excluding English Lang.): \$8,485			Support for English Lang. Teaching/Learning: \$11,563 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$3,727 Speaker Programs (Post Generated): \$0 American Centers: \$1,991 American Spaces (Not Centers): \$66,038 Support for Information Resource Centers: \$0 Books & Publications: \$14,628			Supplementing IIP Programs: \$3,727 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$122,949			

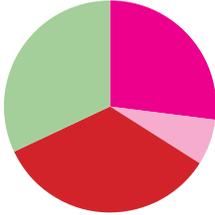
Ethiopia									Population: 96,633,458 FY13 PD Actuals: \$926,939 FY14 PD Base: \$697,447		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
65.10%	39.00%	49.10%	28.90%	\$1,300	211	Not Free	143	1.10%	1.00%	22	1,463
 <p>Support for Mission Initiatives: \$168,756 Support for Foreign Assistance Programs: \$13,344 Inform Policy Making: \$0 Alumni Outreach: \$62,905 Media/Press Activities: \$34,122 Supplementing PA Programs: \$23,638 Digital Outreach: \$15,640 Cultural Programs (Post Generated): \$20,838 Educational Initiatives (Excluding English Lang.): \$197,285</p> <p>Support for English Lang. Teaching/Learning: \$49,606 Educational Advising &amp; Promoting Study in US: \$356 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$8,582 Speaker Programs (Post Generated): \$1,241 American Centers: \$21,180 American Spaces (Not Centers): \$160,141 Support for Information Resource Centers: \$4,123 Books &amp; Publications: \$13,720</p> <p>Supplementing IIP Programs: \$16,248 Public-Private Partnerships: \$3,709 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$8,212 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$103,283</p>											

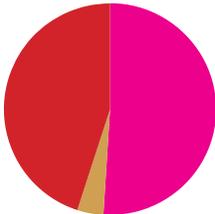
Gabon									Population: 1,672,597 FY13 PD Actuals: \$184,688 FY14 PD Base: \$119,401		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
62%	89.00%	92.30%	85.60%	\$19,200	72	Not Free	98	9.20%	8.20%	No Data	No Data
 <p>Support for Mission Initiatives: \$31,522 Support for Foreign Assistance Programs: \$1,800 Inform Policy Making: \$3,027 Alumni Outreach: \$603 Media/Press Activities: \$12,107 Supplementing PA Programs: \$603 Digital Outreach: \$5,436 Cultural Programs (Post Generated): \$8,995 Educational Initiatives (Excluding English Lang.): \$899</p> <p>Support for English Lang. Teaching/Learning: \$3,349 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$603 Supplementing ECA Programs: \$12,728 Speaker Programs (Post Generated): \$38,689 American Centers: \$0 American Spaces (Not Centers): \$38,243 Support for Information Resource Centers: \$0 Books &amp; Publications: \$2,801</p> <p>Supplementing IIP Programs: \$1,952 Public-Private Partnerships: \$603 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$603 Audience Research &amp; Public Opinion: \$603 Evaluation: \$0 Other: \$16,520</p>											

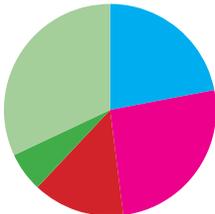
Gambia, The									Population: 1,925,527 FY13 PD Actuals: \$136,200 FY14 PD Base: \$111,700		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60%	51.10%	60.90%	41.90%	\$2,000	195	Not Free	155	14.00%	5.30%	No Data	No Data
 <p>Support for Mission Initiatives: \$5,761 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$720 Alumni Outreach: \$4,098 Media/Press Activities: \$2,770 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$11,965 Educational Initiatives (Excluding English Lang.): \$6,646</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$1,329 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$3,380 American Centers: \$4,321 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$95,210</p>											

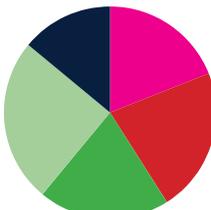
**Pie Chart Key—PD Spending Breakdown by Theme:**

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

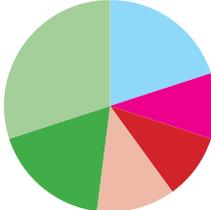
Ghana									Population: 25,758,108 FY13 PD Actuals: \$736,702 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
57.30%	71.50%	78.30%	65.30%	\$3,500	173	Free	27	14.10%	6.40%	101	2,863
		Support for Mission Initiatives: \$81,299 Support for Foreign Assistance Programs: \$19,458 Inform Policy Making: \$0 Alumni Outreach: \$61,178 Media/Press Activities: \$64,402 Supplementing PA Programs: \$63,278 Digital Outreach: \$32,265 Cultural Programs (Post Generated): \$94,118 Educational Initiatives (Excluding English Lang.): \$10,618			Support for English Lang. Teaching/Learning: \$756 Educational Advising & Promoting Study in US: \$45,101 Exchanges (Post Generated): \$4,604 Supplementing ECA Programs: \$50,764 Speaker Programs (Post Generated): \$24,742 American Centers: \$15,037 American Spaces (Not Centers): \$57,497 Support for Information Resource Centers: \$22,257 Books & Publications: \$1,536			Supplementing IIP Programs: \$13,608 Public-Private Partnerships: \$7,446 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$8,118 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$38,820			

Guinea									Population: 11,474,383 FY13 PD Actuals: \$383,700 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
62%	41.00%	52.00%	30.00%	\$1,100	218	Partly Free	102	1.60%	0.60%	No Data	No Data
		Support for Mission Initiatives: \$27,198 Support for Foreign Assistance Programs: \$821 Inform Policy Making: \$0 Alumni Outreach: \$5,679 Media/Press Activities: \$724 Supplementing PA Programs: \$0 Digital Outreach: \$15,089 Cultural Programs (Post Generated): \$13,890 Educational Initiatives (Excluding English Lang.): \$8,995			Support for English Lang. Teaching/Learning: \$6,972 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$9,029 Speaker Programs (Post Generated): \$0 American Centers: \$7,149 American Spaces (Not Centers): \$6,866 Support for Information Resource Centers: \$12,918 Books & Publications: \$17,983			Supplementing IIP Programs: \$2,819 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$2,819 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$244,749			

Guinea-Bissau									Population: 1,693,398 FY13 PD Actuals: \$62,400 FY14 PD Base: \$55,101		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60%	55.30%	68.90%	42.10%	\$1,200	214	Not Free	86	3.10%	No Data	No Data	No Data
		Support for Mission Initiatives: \$5,904 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$13,870 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$2,952 Educational Initiatives (Excluding English Lang.): \$14,250			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$83 Speaker Programs (Post Generated): \$0 American Centers: \$5,904 American Spaces (Not Centers): \$11,661 Support for Information Resource Centers: \$2,952 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$1,807 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$3,016			

Kenya									Population: 45,010,056 FY13 PD Actuals: \$1,818,113 FY14 PD Base: \$1,395,023		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60.80%	87.40%	90.60%	84.20%	\$1,800	197	Partly Free	90	47.30%	4.80%	71	3,516
 <p>Support for Mission Initiatives: \$368,503 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$62,971 Media/Press Activities: \$126,438 Supplementing PA Programs: \$63,133 Digital Outreach: \$16,206 Cultural Programs (Post Generated): \$178,580 Educational Initiatives (Excluding English Lang.): \$4,223</p> <p>Support for English Lang. Teaching/Learning: \$35,419 Educational Advising &amp; Promoting Study in US: \$64,839 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$81,202 Speaker Programs (Post Generated): \$29,637 American Centers: \$391,891 American Spaces (Not Centers): \$224,571 Support for Information Resource Centers: \$1,791 Books &amp; Publications: \$9,990</p> <p>Supplementing IIP Programs: \$38,732 Public-Private Partnerships: \$12,500 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$9,982 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$129,494</p>											

Lesotho									Population: 1,942,008 FY13 PD Actuals: \$130,318 FY14 PD Base: \$92,300		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
53%	89.60%	93.40%	86.00%	\$2,200	192	Free	74	5.00%	2.70%	No Data	No Data
 <p>Support for Mission Initiatives: \$18,086 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$1,601 Media/Press Activities: \$0 Supplementing PA Programs: \$8,648 Digital Outreach: \$5,923 Cultural Programs (Post Generated): \$1,601 Educational Initiatives (Excluding English Lang.): \$5,758</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$12,793 Speaker Programs (Post Generated): \$2,081 American Centers: \$0 American Spaces (Not Centers): \$28,360 Support for Information Resource Centers: \$0 Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$44,467</p>											

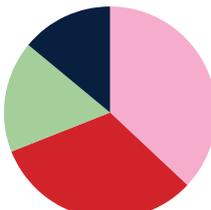
Liberia									Population: 4,092,310 FY13 PD Actuals: \$448,968 FY14 PD Base: \$378,799		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
61.10%	60.80%	64.80%	56.80%	\$700	223	Partly Free	89	3.00%	No Data	57	172
 <p>Support for Mission Initiatives: \$50,866 Support for Foreign Assistance Programs: \$6,622 Inform Policy Making: \$0 Alumni Outreach: \$7,694 Media/Press Activities: \$11,651 Supplementing PA Programs: \$6,689 Digital Outreach: \$9,153 Cultural Programs (Post Generated): \$15,331 Educational Initiatives (Excluding English Lang.): \$15,600</p> <p>Support for English Lang. Teaching/Learning: \$11,067 Educational Advising &amp; Promoting Study in US: \$8,586 Exchanges (Post Generated): \$4,519 Supplementing ECA Programs: \$6,424 Speaker Programs (Post Generated): \$38,736 American Centers: \$120 American Spaces (Not Centers): \$117,822 Support for Information Resource Centers: \$57,927 Books &amp; Publications: \$12,224</p> <p>Supplementing IIP Programs: \$5,458 Public-Private Partnerships: \$10,661 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$3,583 Audience Research &amp; Public Opinion: \$3,959 Evaluation: \$0 Other: \$44,278</p>											

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

# Madagascar

**Population: 23,201,926**  
**FY13 PD Actuals: \$553,142**  
**FY14 PD Base: \$468,299**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
61%	64.50%	67.40%	61.60%	\$1,000	220	Partly Free	81	2.20%	1.30%	No Data	No Data
 <p>Support for Mission Initiatives: \$136,950            Support for Foreign Assistance Programs: \$2,939            Inform Policy Making: \$1,068            Alumni Outreach: \$5,915            Media/Press Activities: \$19,282            Supplementing PA Programs: \$4,609            Digital Outreach: \$12,492            Cultural Programs (Post Generated): \$97,424            Educational Initiatives (Excluding English Lang.): \$4,856</p> <p>Support for English Lang. Teaching/Learning: \$33,781            Educational Advising &amp; Promoting Study in US: \$5,929            Exchanges (Post Generated): \$4,665            Supplementing ECA Programs: \$3,095            Speaker Programs (Post Generated): \$5,724            American Centers: \$56,210            American Spaces (Not Centers): \$73,026            Support for Information Resource Centers: \$4,063            Books &amp; Publications: \$7,809</p> <p>Supplementing IIP Programs: \$6,175            Public-Private Partnerships: \$894            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$67,454</p>											

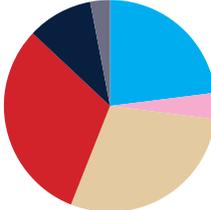
# Malawi

**Population: 17,377,468**  
**FY13 PD Actuals: \$490,272**  
**FY14 PD Base: \$387,699**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
67.10%	74.80%	81.10%	68.50%	\$900	221	Partly Free	73	4.40%	1.20%	29	252
 <p>Support for Mission Initiatives: \$35,310            Support for Foreign Assistance Programs: \$26,162            Inform Policy Making: \$0            Alumni Outreach: \$21,540            Media/Press Activities: \$8,004            Supplementing PA Programs: \$0            Digital Outreach: \$2,054            Cultural Programs (Post Generated): \$35,809            Educational Initiatives (Excluding English Lang.): \$62,189</p> <p>Support for English Lang. Teaching/Learning: \$3,228            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$0            Speaker Programs (Post Generated): \$13,305            American Centers: \$43,042            American Spaces (Not Centers): \$25,501            Support for Information Resource Centers: \$0            Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$6,167            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$207,961</p>											

# Mali

**Population: 16,455,903**  
**FY13 PD Actuals: \$647,601**  
**FY14 PD Base: \$494,403**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.60%	33.40%	43.10%	24.60%	\$1,100	216	Partly Free	122	2.70%	1.40%	98	383
 <p>Support for Mission Initiatives: \$26,469            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$5,476            Media/Press Activities: \$31,288            Supplementing PA Programs: \$0            Digital Outreach: \$21,340            Cultural Programs (Post Generated): \$323,290            Educational Initiatives (Excluding English Lang.): \$24,580</p> <p>Support for English Lang. Teaching/Learning: \$26,373            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$25,589            Speaker Programs (Post Generated): \$12,067            American Centers: \$0            American Spaces (Not Centers): \$2,693            Support for Information Resource Centers: \$50,191            Books &amp; Publications: \$35,428</p> <p>Supplementing IIP Programs: \$14,254            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$1,538            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$47,015</p>											

Mauritania									Population: 3,516,806 FY13 PD Actuals: \$416,595 FY14 PD Base: \$284,200		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60%	58.60%	65.30%	52.00%	\$2,200	190	Not Free	60	6.20%	3.20%	No Data	No Data
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%; text-align: center;">  <p><b>DATA NOT AVILABLE</b></p> </div> <div style="width: 30%;"> <p>Support for Mission Initiatives: \$11,110 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$7,242 Media/Press Activities: \$5,902 Supplementing PA Programs: \$0 Digital Outreach: \$44,724 Cultural Programs (Post Generated): \$1,584 Educational Initiatives (Excluding English Lang.): \$19,030</p> </div> <div style="width: 30%;"> <p>Support for English Lang. Teaching/Learning: \$82,610 Educational Advising &amp; Promoting Study in US: \$2,302 Exchanges (Post Generated): \$1,725 Supplementing ECA Programs: \$14,440 Speaker Programs (Post Generated): \$13,360 American Centers: \$0 American Spaces (Not Centers): \$44,772 Support for Information Resource Centers: \$6,886 Books &amp; Publications: \$5,528</p> </div> <div style="width: 30%;"> <p>Supplementing IIP Programs: \$714 Public-Private Partnerships: \$6,510 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$148,156</p> </div> </div>											

Mauritius									Population: 1,331,155 FY13 PD Actuals: \$358,565 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
37%	88.80%	91.10%	86.70%	\$16,100	86	Free	70	39.00%	28.00%	No Data	No Data
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%; text-align: center;">  <p><b>DATA NOT AVILABLE</b></p> </div> <div style="width: 30%;"> <p>Support for Mission Initiatives: \$0 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$4,713 Media/Press Activities: \$0 Supplementing PA Programs: \$82,816 Digital Outreach: \$7,307 Cultural Programs (Post Generated): \$27,541 Educational Initiatives (Excluding English Lang.): \$22,170</p> </div> <div style="width: 30%;"> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$14,138 American Centers: \$7,957 American Spaces (Not Centers): \$21,941 Support for Information Resource Centers: \$0 Books &amp; Publications: \$11,933</p> </div> <div style="width: 30%;"> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$158,049</p> </div> </div>											

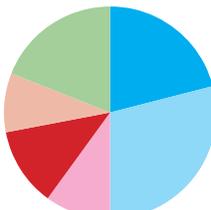
Mozambique									Population: 24,692,144 FY13 PD Actuals: \$920,947 FY14 PD Base: \$675,400		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
66.60%	56.10%	70.80%	42.80%	\$1,200	213	Partly Free	79	4.30%	150.00%	36	88
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%; text-align: center;">  <p><b>DATA NOT AVILABLE</b></p> </div> <div style="width: 30%;"> <p>Support for Mission Initiatives: \$126,295 Support for Foreign Assistance Programs: \$14,944 Inform Policy Making: \$0 Alumni Outreach: \$2,205 Media/Press Activities: \$77,452 Supplementing PA Programs: \$27,033 Digital Outreach: \$55,795 Cultural Programs (Post Generated): \$69,047 Educational Initiatives (Excluding English Lang.): \$34,317</p> </div> <div style="width: 30%;"> <p>Support for English Lang. Teaching/Learning: \$29,166 Educational Advising &amp; Promoting Study in US: \$11,092 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$8,816 Speaker Programs (Post Generated): \$4,408 American Centers: \$200,191 American Spaces (Not Centers): \$45,783 Support for Information Resource Centers: \$2,112 Books &amp; Publications: \$1,025</p> </div> <div style="width: 30%;"> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$3,706 Other: \$207,560</p> </div> </div>											

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

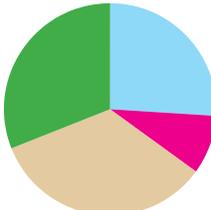
# Namibia

**Population: 2,198,406**  
**FY13 PD Actuals: \$541,628**  
**FY14 PD Base: \$349,700**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
54.80%	88.80%	89.00%	88.50%	\$8,200	132	Partly Free	22	12.00%	10.70%	95	65
 <p>Support for Mission Initiatives: \$50,696            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$0            Media/Press Activities: \$25,859            Supplementing PA Programs: \$0            Digital Outreach: \$19,590            Cultural Programs (Post Generated): \$53,242            Educational Initiatives (Excluding English Lang.): \$51,178</p> <p>Support for English Lang. Teaching/Learning: \$0            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$0            Speaker Programs (Post Generated): \$0            American Centers: \$25,662            American Spaces (Not Centers): \$136,051            Support for Information Resource Centers: \$0            Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$179,350</p>											

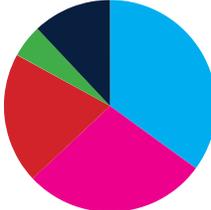
# Niger

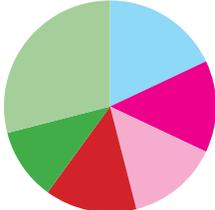
**Population: 17,466,172**  
**FY13 PD Actuals: \$717,253**  
**FY14 PD Base: \$508,399**

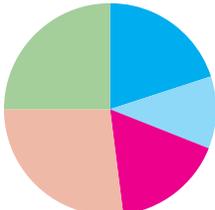
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
68%	28.70%	42.90%	15.10%	\$800	222	Partly Free	48	1.70%	0.40%	No Data	No Data
 <p>Support for Mission Initiatives: \$40,896            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$1,277            Alumni Outreach: \$1,640            Media/Press Activities: \$37,620            Supplementing PA Programs: \$39,513            Digital Outreach: \$11,950            Cultural Programs (Post Generated): \$12,457            Educational Initiatives (Excluding English Lang.): \$7,300</p> <p>Support for English Lang. Teaching/Learning: \$49,564            Educational Advising &amp; Promoting Study in US: \$11,708            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$16,796            Speaker Programs (Post Generated): \$13,856            American Centers: \$41,913            American Spaces (Not Centers): \$83,518            Support for Information Resource Centers: \$21,896            Books &amp; Publications: \$28,466</p> <p>Supplementing IIP Programs: \$1,733            Public-Private Partnerships: \$8,500            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$1,190            Evaluation: \$0            Other: \$284,261</p>											

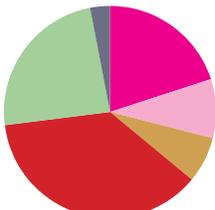
# Nigeria

**Population: 177,155,754**  
**FY13 PD Actuals: \$3,500,247**  
**FY14 PD Base: \$3,393,300**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
62.50%	61.30%	72.10%	50.40%	\$2,800	180	Partly Free	112	28.40%	3.90%	67	7,316
 <p>Support for Mission Initiatives: \$637,548            Support for Foreign Assistance Programs: \$81,579            Inform Policy Making: \$0            Alumni Outreach: \$137,426            Media/Press Activities: \$420,180            Supplementing PA Programs: \$225,180            Digital Outreach: \$251,704            Cultural Programs (Post Generated): \$541,098            Educational Initiatives (Excluding English Lang.): \$219,909</p> <p>Support for English Lang. Teaching/Learning: \$14            Educational Advising &amp; Promoting Study in US: \$2,230            Exchanges (Post Generated): \$50,121            Supplementing ECA Programs: \$25,727            Speaker Programs (Post Generated): \$81,066            American Centers: \$162,676            American Spaces (Not Centers): \$170,835            Support for Information Resource Centers: \$24,410            Books &amp; Publications: \$325,831</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$16,157            Align Resources with Strategic Priorities: \$12,200            VIP Visits (Press Support): \$75,464            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$38,893</p>											

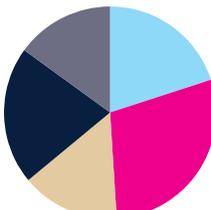
Rwanda									Population: 12,337,138 FY13 PD Actuals: \$521,892 FY14 PD Base: \$452,199		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
61.10%	71.10%	74.80%	67.50%	\$1,500	2.06	Not Free	162	7.00%	1.60%	50	565
		Support for Mission Initiatives: \$47,686 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$25,674 Media/Press Activities: \$32,868 Supplementing PA Programs: \$3,417 Digital Outreach: \$28,256 Cultural Programs (Post Generated): \$11,664 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$12,699 Educational Advising & Promoting Study in US: \$9,228 Exchanges (Post Generated): \$7,834 Supplementing ECA Programs: \$82,305 Speaker Programs (Post Generated): \$43,833 American Centers: \$1,661 American Spaces (Not Centers): \$95,672 Support for Information Resource Centers: \$32,249 Books & Publications: \$6,777			Supplementing IIP Programs: \$21,230 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$224 VIP Visits (Press Support): \$3,417 Audience Research & Public Opinion: \$136 Evaluation: \$0 Other: \$45,971			

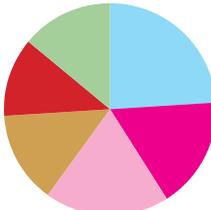
Senegal									Population: 13,635,927 FY13 PD Actuals: \$895,370 FY14 PD Base: \$843,998		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
63%	49.70%	61.80%	38.70%	\$2,100	193	Free	62	20.90%	5.20%	No Data	No Data
		Support for Mission Initiatives: \$137,381 Support for Foreign Assistance Programs: \$14,776 Inform Policy Making: \$0 Alumni Outreach: \$17,492 Media/Press Activities: \$35,485 Supplementing PA Programs: \$54,840 Digital Outreach: \$21,421 Cultural Programs (Post Generated): \$104,714 Educational Initiatives (Excluding English Lang.): \$17,127			Support for English Lang. Teaching/Learning: \$399 Educational Advising & Promoting Study in US: \$13,532 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$58,606 Speaker Programs (Post Generated): \$15,263 American Centers: \$43,918 American Spaces (Not Centers): \$93,470 Support for Information Resource Centers: \$10,230 Books & Publications: \$34,519			Supplementing IIP Programs: \$21,690 Public-Private Partnerships: \$16,918 Align Resources with Strategic Priorities: \$2,638 VIP Visits (Press Support): \$28,505 Audience Research & Public Opinion: \$0 Evaluation: \$2,355 Other: \$150,088			

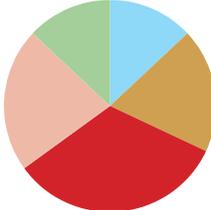
Sierra Leone									Population: 5,743,725 FY13 PD Actuals: \$194,922 FY14 PD Base: \$175,304		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60.70%	43.30%	54.70%	32.60%	\$1,400	208	Partly Free	72	1.40%	1.40%	37	123
		Support for Mission Initiatives: \$7,052 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$1,809 Media/Press Activities: \$23,380 Supplementing PA Programs: \$5,274 Digital Outreach: \$8,470 Cultural Programs (Post Generated): \$8,806 Educational Initiatives (Excluding English Lang.): \$2,165			Support for English Lang. Teaching/Learning: \$2,125 Educational Advising & Promoting Study in US: \$1,466 Exchanges (Post Generated): \$2,658 Supplementing ECA Programs: \$11,591 Speaker Programs (Post Generated): \$3,316 American Centers: \$31,756 American Spaces (Not Centers): \$38,585 Support for Information Resource Centers: \$408 Books & Publications: \$9,163			Supplementing IIP Programs: \$5,975 Public-Private Partnerships: \$1,440 Align Resources with Strategic Priorities: \$11,719 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$1,741 Other: \$14,945			

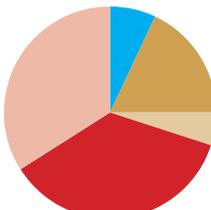
**Pie Chart Key—PD Spending Breakdown by Theme:**

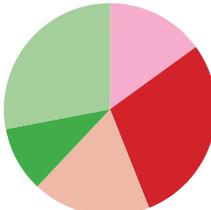
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

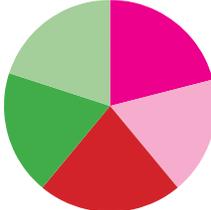
Somalia									Population: 10,428,043 FY13 PD Actuals: \$637,646 FY14 PD Base: \$214,298		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
62.90%	37.80%	49.70%	25.80%	\$600	226	Not Free	176	1.20%	1.20%	23	30
		Support for Mission Initiatives: \$18,337 Support for Foreign Assistance Programs: \$9,169 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$9,169 Digital Outreach: \$27,506 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$9,169 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$9,169 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$9,169 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$345,961			

South Africa									Population: 48,375,645 FY13 PD Actuals: \$3,215,838 FY14 PD Base: \$2,786,002		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
48.50%	93.00%	93.90%	92.20%	\$11,500	108	Partly Free	42	17.40%	12.80%	131	1,816
		Support for Mission Initiatives: \$679,630 Support for Foreign Assistance Programs: \$57,386 Inform Policy Making: \$0 Alumni Outreach: \$48,137 Media/Press Activities: \$157,482 Supplementing PA Programs: \$50,631 Digital Outreach: \$154,101 Cultural Programs (Post Generated): \$302,056 Educational Initiatives (Excluding English Lang.): \$308,840			Support for English Lang. Teaching/Learning: \$153,158 Educational Advising & Promoting Study in US: \$84,295 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$217,577 Speaker Programs (Post Generated): \$71,067 American Centers: \$5,050 American Spaces (Not Centers): \$567,416 Support for Information Resource Centers: \$49,682 Books & Publications: \$18,881			Supplementing IIP Programs: \$49,117 Public-Private Partnerships: \$17,855 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$234,420 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$9,055			

South Sudan									Population: 11,562,695 FY13 PD Actuals: \$178,904 FY14 PD Base: \$99,446		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
65.70%	27.00%	40.00%	16.00%	\$1,400	1.44	Partly Free	119	No Data	No Data	22	8
		Support for Mission Initiatives: \$6,209 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$4,294 Alumni Outreach: \$8,582 Media/Press Activities: \$11,488 Supplementing PA Programs: \$4,294 Digital Outreach: \$4,294 Cultural Programs (Post Generated): \$11,891 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$4,756 Educational Advising & Promoting Study in US: \$4,756 Exchanges (Post Generated): \$4,756 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$3,827 American Centers: \$0 American Spaces (Not Centers): \$19,038 Support for Information Resource Centers: \$0 Books & Publications: \$1,913			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$1,913 VIP Visits (Press Support): \$1,913 Audience Research & Public Opinion: \$1,913 Evaluation: \$4,294 Other: \$78,772			

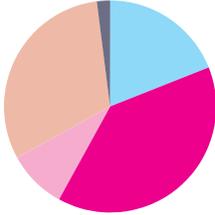
Sudan									Population: 35,482,233 FY13 PD Actuals: \$613,938 FY14 PD Base: \$720,950		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
61.00%	71.90%	80.70%	63.20%	\$2,600	182	Not Free	172	19.00%	No Data	74	187
		Support for Mission Initiatives: \$145,788 Support for Foreign Assistance Programs: \$5,718 Inform Policy Making: \$2,865 Alumni Outreach: \$18,781 Media/Press Activities: \$98,558 Supplementing PA Programs: \$2,865 Digital Outreach: \$23,967 Cultural Programs (Post Generated): \$48,896 Educational Initiatives (Excluding English Lang.): \$20,358			Support for English Lang. Teaching/Learning: \$51,573 Educational Advising & Promoting Study in US: \$8,892 Exchanges (Post Generated): \$7,586 Supplementing ECA Programs: \$37,748 Speaker Programs (Post Generated): \$2,865 American Centers: \$7,999 American Spaces (Not Centers): \$9,201 Support for Information Resource Centers: \$21,509 Books & Publications: \$55,171			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$1,276 VIP Visits (Press Support): \$6,609 Audience Research & Public Opinion: \$0 Evaluation: \$2,865 Other: \$30,085			

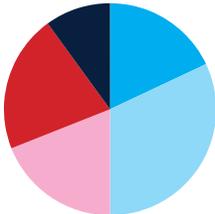
Swaziland									Population: 1,419,623 FY13 PD Actuals: \$383,298 FY14 PD Base: \$293,897		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
59%	87.80%	88.40%	87.30%	\$5,700	154	Not Free	156	24.70%	6.50%	No Data	No Data
		Support for Mission Initiatives: \$24,703 Support for Foreign Assistance Programs: \$5,112 Inform Policy Making: \$0 Alumni Outreach: \$11,525 Media/Press Activities: \$38,616 Supplementing PA Programs: \$0 Digital Outreach: \$18,378 Cultural Programs (Post Generated): \$28,526 Educational Initiatives (Excluding English Lang.): \$31,808			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$11,875 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$18,401 Speaker Programs (Post Generated): \$35,132 American Centers: \$0 American Spaces (Not Centers): \$100,865 Support for Information Resource Centers: \$0 Books & Publications: \$20,786			Supplementing IIP Programs: \$14,061 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$3,369 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$1,547 Other: \$17,592			

Tanzania									Population: 49,639,138 FY13 PD Actuals: \$812,276 FY14 PD Base: \$966,103		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
65.10%	67.80%	75.50%	60.80%	\$1,700	22	Partly Free	69	12.00%	1.50%	57	950
		Support for Mission Initiatives: \$209,028 Support for Foreign Assistance Programs: \$3,688 Inform Policy Making: \$0 Alumni Outreach: \$13,092 Media/Press Activities: \$17,325 Supplementing PA Programs: \$62,948 Digital Outreach: \$19,034 Cultural Programs (Post Generated): \$49,177 Educational Initiatives (Excluding English Lang.): \$48,080			Support for English Lang. Teaching/Learning: \$3,841 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$87,362 Speaker Programs (Post Generated): \$26,923 American Centers: \$19,534 American Spaces (Not Centers): \$133,993 Support for Information Resource Centers: \$0 Books & Publications: \$58,441			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$4,772 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$55,038			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

Togo									Population: 7,351,374 FY13 PD Actuals: \$517,645 FY14 PD Base: \$447,600		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60%	60.40%	74.10%	48.00%	\$1,100	217	Partly Free	76	4.80%	1.70%	No Data	No Data
		Support for Mission Initiatives: \$65,275 Support for Foreign Assistance Programs: \$4,530 Inform Policy Making: \$0 Alumni Outreach: \$26,647 Media/Press Activities: \$26,966 Supplementing PA Programs: \$0 Digital Outreach: \$22,900 Cultural Programs (Post Generated): \$52,283 Educational Initiatives (Excluding English Lang.): \$45,345			Support for English Lang. Teaching/Learning: \$75,468 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$11,873 American Centers: \$12,708 American Spaces (Not Centers): \$33,977 Support for Information Resource Centers: \$45,729 Books & Publications: \$21,052			Supplementing IIP Programs: \$2,011 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$27 Evaluation: \$0 Other: \$70,854			

Uganda									Population: 35,918,915 FY13 PD Actuals: \$877,124 FY14 PD Base: \$691,900		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
69.90%	73.20%	82.60%	64.60%	\$1,500	204	Partly Free	110	13.00%	1.70%	45	783
		Support for Mission Initiatives: \$29,369 Support for Foreign Assistance Programs: \$1,020 Inform Policy Making: \$0 Alumni Outreach: \$32,217 Media/Press Activities: \$130,470 Supplementing PA Programs: \$40,746 Digital Outreach: \$10,193 Cultural Programs (Post Generated): \$242,363 Educational Initiatives (Excluding English Lang.): \$16,456			Support for English Lang. Teaching/Learning: \$11,046 Educational Advising & Promoting Study in US: \$20,250 Exchanges (Post Generated): \$621 Supplementing ECA Programs: \$21,679 Speaker Programs (Post Generated): \$14,550 American Centers: \$49,126 American Spaces (Not Centers): \$155,442 Support for Information Resource Centers: \$4,714 Books & Publications: \$13,948			Supplementing IIP Programs: \$22,577 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$11,023 Audience Research & Public Opinion: \$0 Evaluation: \$1,159 Other: \$48,155			

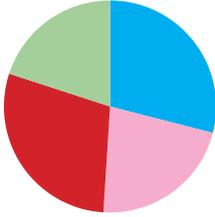
Zambia									Population: 14,638,505 FY13 PD Actuals: No Data FY14 PD Base: \$646,403		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
66%	61.40%	71.90%	51.80%	\$600	196	Partly Free	93	15.40%	2.40%	No Data	No Data
		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

# Zimbabwe

Population: 13,771,721  
 FY13 PD Actuals: \$1,439,995  
 FY14 PD Base: \$1,007,200

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
60.50%	83.60%	87.80%	80.10%	\$600	227	Not Free	135	11.50%	2.40%	92	1,170

	Support for Mission Initiatives: \$117,903 Support for Foreign Assistance Programs: \$59,455 Inform Policy Making: \$0 Alumni Outreach: \$34,092 Media/Press Activities: \$68,614 Supplementing PA Programs: \$0 Digital Outreach: \$40,838 Cultural Programs (Post Generated): \$90,328 Educational Initiatives (Excluding English Lang.): \$17,321	Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$74,541 Exchanges (Post Generated): \$11,067 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$34,495 American Centers: \$59,521 American Spaces (Not Centers): \$25,686 Support for Information Resource Centers: \$0 Books & Publications: \$25,903	Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$779,231
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### Pie Chart Key—PD Spending Breakdown by Theme:

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

**U.S. PUBLIC**

**DIPLOMACY IN THE  
EAST ASIA PACIFIC  
REGION**



Names and boundary representation are not necessarily authoritative

# EAST ASIA PACIFIC REGIONAL OVERVIEW

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Recognizing that what happens in Asia has a profound effect on U.S. national security, U.S. foreign policy is placing more emphasis on the economic, diplomatic and military relationships with the region, which has a population of 2.25 billion people and diverse security and economic challenges. U.S. foreign policy goals require economic, diplomatic, strategic, and people-to-people initiatives throughout the region that are especially targeted at youth. A total of 717 million young people aged 15 to 24 live in the Asia-Pacific region, comprising 60 per cent of the world's youth. In FY15, the State Department will spend \$1.4 billion for programs in the EAP region, which is up 8 percent since FY13.

The region varies greatly in connectivity and media freedoms. South Korea leads the region with 84.8 percent of the population using the internet while Burma and Timor-Leste hover around 1 percent. Media freedom also varies widely across the region. Some countries such as Australia and Japan received a Free ranking from Freedom House, but the majority received Partly or Not Free. The U.S. enjoys high favorability ratings throughout the region, according to the Pew Global Attitudes Project, with its lowest ratings in China (50 percent), Malaysia (51 percent) and Indonesia (59 percent), and its highest in the Philippines (92 percent), South Korea (82 percent), Vietnam (76 percent) and Thailand (73 percent).

U.S. public diplomacy efforts work to support foreign policy in East Asia Pacific region. As the largest economy and political power in the region, China captures a large percentage of the U.S. public diplomacy focus, although lack of support for U.S. programs there is major impediment. Challenges to conducting U.S. public diplomacy in East Asia Pacific are due mainly to the wide geopolitical, language and cultural differences between East and Southeast Asia, in addition to a lack of press freedom.

## U.S. FOREIGN POLICY GOALS

Economic engagement is a key part of the rebalance strategy, and U.S. foreign policy promotes trade, invest-

ment and economic growth with the Trans Pacific Partnership (TPP). The U.S. also emphasizes protecting human rights and the environment, and enhancing maritime security. Foreign policy goals include working with China and allies to address North Korea's nuclear program. In addition, U.S. sees strengthening the institutions of the Asia Pacific and of the East Asian Summit, such as APEC and ASEAN, as part of U.S. foreign policy priorities.

U.S. policy in the region can be reduced to six core objectives: 1) increase trade and investment and expand broad-based economic growth to create and sustain American jobs; 2) modernize and strengthen U.S. alliances while developing ties with new partners; 3) support regional institutions that problem-solve based on internationally-recognized rules and norms; 4) ensure that U.S. military presence in the region effectively supports U.S. engagement; 5) promote democratic development, good governance, and human rights; and 6) expand people-to-people ties via public diplomacy tactics.

## U.S. PUBLIC DIPLOMACY GOALS

U.S. public diplomacy efforts work to support foreign policy in the region. The Public Diplomacy and Public Affairs Office in the East Asian and Pacific Bureau provides policy guidance and program support for public diplomacy programs to support the rebalance, improve understanding of the U.S., and advocate for U.S. priorities.

There are American and locally engaged staff at the more than 20 U.S. embassies and consulates in the region. They aim to target youth, women, and entrepreneurs in addition to journalists, civil society leaders, and academics. Primary tactics include English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Much of this is done in the 87 American Spaces (libraries, cultural centers, information resource centers) in the region. Person-to-person contact and exchanges such as the Fulbright program and the International Visitor Leadership Program remain especially popular. Described more

below, the Young Southeast Asian Leaders Initiative (YSEALI) was launched in 2013 to encourage a new generation of entrepreneurs and civil society leaders in the ASEAN community.

**\*See Academic Programs:** Fulbright Students & Scholars (Australia, Burma, Cambodia, China, Hong Kong, Indonesia, Japan, Laos, Macau, Malaysia, Mongolia, New Zealand, Philippines, Singapore, South Korea, South Pacific Island Nations, Taiwan, Thailand, Vietnam) ; UGRAD East Asia (Burma, Cambodia, China, Indonesia, Laos, Malaysia, Mongolia, Philippines, South Korea, Thailand, and Vietnam); Fulbright-Fogarty Fellowships in Public Health; Teachers of Critical Languages Program (China); Critical Language Scholarship (CLS) Program (Bangla, Chinese, Hindi, Indonesian, Japanese, Korean); U.S.-South Pacific Scholarship Program; U.S.-Timor-Leste Scholarship Program; Tibetan Scholarship Program; Vietnam Economics Teaching Program; EducationUSA EAP - 194,410 in-person and around 1.16 million virtual contacts.\*See Professional & Cultural Programs: Youth South-East Asian Leaders Initiative; National Security Language Initiative for Youth (NSLI-Y) Chinese (Mandarin); Kennedy-Lugar Youth Exchange & Study (YES); American Youth Leadership Program; Mike Mansfield Fellowship Program (Japan); U.S. Congress-Korea National Assembly Youth Exchange; The Ngwang Choephel Fellows Program (Tibet); Japan-U.S. Friendship (CULCON); Center Stage.

## U.S. PUBLIC DIPLOMACY SPENDING

The majority of U.S. public diplomacy funds in FY13 went to Japan (\$8.47 million) and China (\$6.36 million), followed by Indonesia (\$4.33 million), South Korea (\$3.75 million), Australia (\$2.52 million), Thailand (\$1.69 million), Philippines (\$1.54 million), Vietnam (\$1.53 million), Malaysia (\$1.48 million), and New Zealand (\$1.05 million). The remaining six countries, including Burma (\$939,910), spent less than \$1 million on public diplomacy expenditures. No public diplomacy funds were spent separately on Taiwan or North Korea. Expenditures in Japan were especially high given the high cost of living in Tokyo, numerous consulates and the need to support locally employed staff (LES) to implement a range of activities, including program

support for ECA-driven activities like the Fulbright program.

According to available data, the majority of public diplomacy spending in FY13 went to support Education; Democracy, Good Governance, and Rule of Law; Culture, Sports, and American Society; and Civil Society. The least represented themes included Economic Statecraft, Environment and Climate Change, Regional Economic Engagement, and Sustainable Economic Growth. [Note: Muslim Engagement activities are pervasive in Southeast Asia and part of the ACCESS program and may not have been singled out in recording data.] While the primary themes are consistent with major foreign policy goals in the region, the lack of spending to support economic statecraft is an area for growth given the U.S. foreign policy focus on the issue in 2013.

The large mix of program spending by strategy and activity may mean that individual posts were not spending on certain categories or that there is not a consistent definition of the categories. The most common program spending categories were to Support Mission Initiatives, Cultural Programs, and American Spaces. The least funded themes that produced less than 1 percent of spending included VIP Visits, Evaluation, Audience Research and Public Opinion Polling, Post Generated Exchanges, Evaluation, Educational Advising and Promoting Study in the U.S., and Alumni Outreach. However, each U.S. embassy in the East Asia Pacific region has a full-time Alumni Coordinator and those activities may not have been captured to their full extent in the Mission Activity Tracker (MAT).

## U.S. PUBLIC DIPLOMACY SPENDING BY COUNTRY IN FY13

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
1	JAPAN	\$8.47 MILLION
2	CHINA	\$6.38 MILLION
3	INDONESIA	\$4.33 MILLION
4	KOREA, SOUTH	\$3.75 MILLION
5	AUSTRALIA	\$2.52 MILLION
6	THAILAND	\$1.69 MILLION
7	PHILIPPINES	\$1.54 MILLION
8	VIETNAM	\$1.53 MILLION

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
9	MALAYSIA	\$1.48 MILLION
10	NEW ZEALAND	\$1.05 MILLION
11	BURMA	\$939,910
12	SINGAPORE	\$781,508
13	CAMBODIA	\$569,462
14	MONGOLIA	\$441,438
15	TIMOR-LESTE	\$235,747
16	LAOS	\$412,347

## SAMPLE U.S. PUBLIC DIPLOMACY PROGRAMS

### YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI)

The launch of the Young Southeast Asian Leaders Initiative (YSEALI) in 2013 was aimed to energize and support young civic leaders and entrepreneurs in countries in the ASEAN community. It includes academic and professional exchanges for Southeast Asian youth, ages 18 to 35, to deepen their knowledge about economic development, education, environment and civic engagement issues. The young professionals work in civic engagement, NGO management, economic empowerment, governance, legislative process, environmental and natural resources management. They are chosen through an open application for a month-long fellowship at U.S.-based non-profit or other organizations, government offices or legislative bodies. In 2014, there

were 160 participants, 100 of whom were professional fellows. The 60 academic fellows spent six weeks at a U.S. university studying and planning activities to implement upon return home. The program cost \$12.37 million, through a mix of the Educational and Cultural Exchange budget (\$1 million), Economic Support Funds, and the Diplomatic and Consular Budget. The cost per participant in FY14 was \$24,750. The request for YSEALI in FY15 is \$10 million for 250 participants in YSEALI Institutes and 250 YSEALI Professional Fellows. In addition to exchanges, YSEALI has a digital engagement platform with more than 10,000 regional members. There are also regional workshops, a small-grants program and smaller Embassy-based programs to promote the goals of YSEALI.

**\*Please see spotlight countries Indonesia and Vietnam for more information on programs in those countries.**

### EDUCATIONAL EXCHANGES

In 2013, according to Open Doors Data, 404,748 students from the EAP region studied in the U.S., which shows a 10.7 percent increase from 2012. This accounts for nearly half of all the foreign students studying in the United States. China leads the region with 235,597 students, which represents over half of the overall total for the East Asian Pacific region.

During this time, the Fulbright program also awarded 692 grants to U.S. citizens to study in the EAP region and 889 grants to EAP foreign national study in the U.S.

## INTERNATIONAL BROADCASTING IN THE EAST ASIA PACIFIC REGION

The BBG uses radio, television, multimedia, social media, mobile sites and websites to reach audiences in the East Asia Pacific. Between the Voice of America and Radio Free Asia, content is produced and distributed in Burmese, Cantonese, English, Indonesian, Khmer, Korean, Lao, Mandarin, Thai, Tibetan, Vietnamese, and Uyghur.

The purpose of international broadcasting in the region is to provide domestic and international news in restrictive media environments. Programs cover local and international news, and focus on health, youth and women. Most of the services incorporate public call-in shows to engage listeners and question local political leaders. The services reach audiences via radio, television, the Internet and social media.

Voice of America has 10 services in the East Asia & Pacific Division that cost \$334.527 million in FY13 with program delivery. [VOA's English language service, which is targeted to multiple audiences in Asia cost \$18.091 million with program delivery.] Radio Free Asia's nine language services cost \$12.955 million with program delivery. Program delivery costs include: direct transmission via satellite; shortwave, medium wave, or FM radio; and lease payments to affiliate stations.

## VOICE OF AMERICA

**Worldwide English, Burmese, Lao, Thai, Khmer, Indonesian, Vietnamese, Cantonese, Mandarin, Tibetan, Korean**

### VOICE OF AMERICA'S WORLDWIDE ENGLISH FY13 \$12.195 MILLION (\$12.995 WITH PROGRAM DELIVERY)

**Origin:** 1942

**Delivery Method:** Television, Radio, Websites and Social Media

VOA's Worldwide English Service reports on issues and engages audiences in discussions about current events via radio, TV, social media, mobile and VOAnews.com. The service provides professional news programs in the morning and evening. On the weekends, current affairs, Americana and music programming is available along with VOA's 24/7 hourly, five minute newscasts. VOA Learning English presents news and information about America and the world and explains America, current events, health, science, entertainment and important issues through a form of English that is easy to understand.

### VOA'S BURMESE SERVICE FY13 \$2.189 MILLION (\$2.501 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1943 (also on air 1943-1945)

**Delivery Method:** Radio (SW, AM, FM), Television (satellite), Websites and Social Media

**Radio Programming:** 6 hours/day

**TV Programming:** 30 minutes /day

VOA's Burmese service targets Burma and parts of Thailand. BBG research shows that in 2014, radio reach was 7 percent of the population; television reaches 1

percent. VOA broadcasts daily news inside Burma and covers a variety of topics including U.S. politics, science, technology and sports. The government in Burma has begun to ease control over the media, but state-owned broadcasters remain censored. VOA plans to continue an across-the-border affiliation with FM Radio Stations and a cable distributor in Thailand. Sample programs include "American Idioms," a daily morning segment that explains popular American idioms; "Burma News Update," a 30-minute morning news program that airs Monday-Friday; and "Burma TV Magazine," a 30-minute Saturday television program providing interviews and entertainment news.

### VOA'S LAO SERVICE FY13 \$654,000 (\$707,000 WITH PROGRAM DELIVERY)

**Origin:** 1962

**Delivery Method:** Radio (SW, MW, and cross border FM affiliates), Websites and Social Media

**Radio Programming:** 3.5 hours per week

BBG research from 2012 shows that VOA Lao has a weekly reach of 1.8 percent of the population in Laos and Lao-speaking people living in northeastern Thailand. The broadcasts can be heard on shortwave, medium wave, local FM affiliate stations, and the Internet. VOA programs provide news and information about Laos, the world, the United States. VOA Lao serves as a resource for information on emergency or critical situations developing in the country and reports on Lao government activities – including inefficiency, lack of accountability and corruption, which are not reported on in government-controlled media. The Lao service also provides information on education for isolated minority audiences in remote areas of the country. VOA Lao programs have also been rebroadcast on Lao National Radio, and the Service's feature stories have run in newspapers and magazines in the capital city of Vientiane.

### VOA'S THAI SERVICE FY13 \$639,000

**Origin:** 1962 (also on air 1942-1958)

**Delivery Method:** Cable Television; Radio (FM affiliates); Websites and Social Media, SMS

**Radio Programming:** 8.5 hours per week

**TV Programming:** 7-minute segment per week plus special programming

VOA Thai Service operates an affiliate-based strategy, which places programs on FM radio and TV affiliates in the country. BBG research shows that VOA Thai reaches 3.6 percent of the population weekly via radio and 3.6 percent weekly via television. Some of the Thai service affiliates broadcast in the predominantly Muslim south, where more than 4,000 people have been killed since 2004 by separatists who want to establish an Islamic State. Sample programs include “Hotline News from VOA Washington,” a live news program on world news, U.S. government and economic policies, U.S. relations with Asian countries, and segments on business, science and medicine, and social issues; “Weekend with VOA,” a 30-minute talk show summarizing important events of the week; “English American Style,” a Sunday show that teaches American idioms; and “Report from America,” a weekly show covering U.S.-Thai relations and reports on the Thai diaspora.

**VOA’S VIETNAMESE SERVICE (VIETNAMESE)**  
**FY13 \$1.599 MILLION (\$1.612 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1951 (also on air 1943-1946)

**Delivery Method:** Television (satellite), Radio, Websites and Social Media

**Radio Programming:** 1.5 hours of radio programming daily

**TV Programming:** 2 hours per week

VOA Vietnamese broadcasts news about Vietnam, the U.S. and the world via television, radio and the Internet. It provides Vietnamese audiences with professional news in a market where media are state-owned and tightly controlled. VOA journalists engage with audience members through blogs, social media, RSS feeds, and an e-newsletter. The site also provides proxies to social media sites and other activist and dissident websites that are blocked by the government. Research shows that 72 percent of the service’s audience is between the ages of 15-44. In addition, VOA has more than 23,000 subscribers on YouTube with an average of 40,000 views per day over the last year. Sixty-four percent of VOA’s monthly users say a main reason they access VOA content is to get news about Vietnam they can’t get from other sources, while half (51 percent) say it is to get

international news that is unavailable elsewhere. Sample programs include “Focus on Vietnam,” a Monday-Friday program featuring interviews with newsmakers about Vietnam issues; “Viet Youth Roundtable,” a weekly program for Vietnamese youth worldwide to discuss current affairs; and “VOA Express,” a live video webcast on YouTube with phone interviews and video footage obtained from on-the-ground sources. The VOA Vietnamese website also provides breaking world news; a Vietnam in the Media news report; blogs covering politics, economics, world travel, and literature; and English language learning shows.

**VOA’S KHMER SERVICE**  
**FY13 \$1.872 MILLION (\$2.006 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1962 (also on air 1955-1957)

**Delivery Method:** Radio (SW, AM, FM affiliates), Television, Websites and Social Media

**Radio Programming:** 10.5 hours per week

**TV Programming:** 60 minutes per week

VOA Khmer served as a reliable voice on the airwaves during three decades of war and turmoil, and the Service now reaches its audience in Cambodia on radio, TV, and the Internet. BBG research from 2014 shows that VOA Khmer reaches 17.4 percent of the population via radio on AM, shortwave, and FM affiliate stations and 8.5 percent of it via television. News focuses on information about the U.S. and Cambodia, in addition to coverage on sensitive Cambodian issues that local media tend to avoid such as land grabs, corruption, judicial reform, and human rights abuses. VOA Khmer TV programs air on two of the main TV stations in Cambodia, CTN and TVK. Sample programs include “Washington Today,” a daily TV news segment covering U.S. news; “Discovering,” a collection of five international news stories aired each week on the Cambodian national television station, TVK; “TV Special English,” a four-minute special report on health, agriculture and economics that airs five times a week, and explains key English terms; “Hello VOA,” a 30-minute live radio call-in talk show, airing Monday and Thursday evenings, featuring guests from NGOs, the government, businesses and universities.

## VOA'S INDONESIAN SERVICE

FY13 \$5.486 MILLION

**Origin:** 1942- present

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 57 hours/week (Seven long-form and 21 short-form programs)

**TV Programming:** 4 hours/week (Two long-form and 21 short-form segments)

VOA's Indonesian Service targets politically engaged Indonesians under age 40, which is roughly 100 million people. According to 2014 BBG research, VOA Indonesian reaches roughly 30 million people, or 18.2 percent of the adult population. It works through more than 300 FM/AM, TV and web affiliates. The service aims to complement Indonesian media with professional news and information to support Indonesia's young democracy. The service has 1.2 million fans on its frequently updated Facebook page and more than 47,000 followers on Twitter. Other international broadcasters including BBC, Deutsche Welle and Radio Nederland have cut back programming in Indonesian while China Radio International has expanded its efforts in Indonesia. Sample programs include "VOA Aje," a short insert on life in America for one of Jakarta's top stations, Bens Radio; "Start Your Day with VOA," a 30-minute morning news program for the Sindo Radio Network; "VOA DC," a one-hour popular culture and news program; and "Our World," a weekly half-hour human interest TV magazine aired by the local affiliate, Metro TV.

## VOA'S CANTONESE SERVICE

FY13 \$1.025 MILLION (\$1.053 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1987 (1949-1963; and 1941-1945)

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 14 hours per week

**TV Programming:** 10 minutes/week

The VOA Cantonese Service reaches an audience of elite entrepreneurs, businessmen, soldiers and students as well as aspiring rural residents who either do not understand Mandarin well or prefer their native dialect. The Service also reaches Cantonese speakers in Hong Kong, Macau, Vietnam, Australia, and other Chinese communities

where Cantonese is more widely spoken than Mandarin. VOA's China Branch also provides popular English-language learning programs, and daily e-mail newsletters to Cantonese speakers. It offers audiences news with a broad range of views that are unavailable on Chinese state media and provides information that the average Chinese can use to build their version of a civil society. Sample programs include four-minute headline news segments every half hour, with world, regional, and local developments and "American Report," a weekly TV feature on American life that airs on local stations throughout Guangdong province and Hong Kong.

## VOA'S MANDARIN SERVICE

FY13 \$10.934 (\$13.060 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1941

**Delivery Method:** Radio, Television, Websites and Social Media

VOA Mandarin provides news and feature reports that aim to counter Chinese government propaganda, providing Chinese audiences with alternative viewpoints, and promote America's democratic beliefs, institutions and way of life. VOA's China Branch provides Mandarin and Cantonese language radio and television programming, as well as online content including podcasts. It also provides popular English-language learning programs, and daily e-mail newsletters. VOA offers audiences in China, Taiwan, Singapore, Hong Kong, and other regions news with a broad range of views that are unavailable on Chinese state media. Sample programs include, "VOA Weishi," a two-hour daily television news program with segments that explain American society, institutions and ideals, in addition to China-related reporting and discussions on social media that are blocked by the Chinese firewall; "U.S.-China Report," a 25-minute Monday-Friday program on U.S.-China relations; "Issues and Opinions," a 60-minute live television/radio news simulcast, four days a week; "History's Mysteries," a 50-minute program that highlights political and social events in Chinese history; and "Strait Talk," a weekly 60-minute television talk show on China-Taiwan relations, co-produced with Taiwan affiliate BCC.

## **VOA'S TIBET SERVICE**

### **FY13 \$3.315 MILLION (\$3.507 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1991

**Delivery Method:** Radio (SW, Satellite), Television (Satellite), Websites and Social Media

**Radio Programming:** 6 hours/day, 7 days/week

**TV Programming:** 4 hours/week, 12 hours of replay

VOA Tibetan audiences are located in Tibet, in the ethnic Tibetan regions of China in Qinghai, Sichuan, Gansu, and Yunnan—and in Bhutan, Nepal, and India, where Tibetan speakers live. VOA Tibetan reaches its target audience on television, radio and the Internet with news and features unavailable to Tibetans through state-controlled Chinese media. VOA offers critical discussions on important issues and provides information and expertise that help support the development of civil society. Sample programs include “Kunleng,” a twice-weekly, one-hour news program highlighting social and cultural trends, economic and environmental concerns, and political developments in Tibet and China; “Youth & Education,” a call-in show with guest experts; “Table Talk,” an interview program with newsmakers, writers, artists, entrepreneurs, educators and politicians; “Phayul Lengthig,” a call-in program focusing on cultural life inside Tibet; “Tibet in Review,” feature programming that takes an in-depth look at news stories; “Reconstructing the 50s,” which interviews with elder Tibetans on their experiences in the 1950s, during the arrival of the Chinese in Tibet; and “Law and Freedom,” which features interviews with guest focusing on human rights, freedom, the rule of law, and democracy.

## **VOA'S NORTH KOREA SERVICE**

### **FY13 \$2.667 MILLION (\$3.956 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1942

**Delivery Method:** Radio (SW, MW, Satellite), Websites and Social Media

**Programming:** 28 hours per week

VOA's North Korean Service broadcasts information about events in North Korea, South Korea, the United

States, and the world, including international reactions to human rights conditions in North Korea and North Korean nuclear and missile programs. It aims to serve an audience that has no freedom of speech, press, or assembly. The Service targets the elites in North Korea and informs them about U.S. policy toward North Korea and closely covers activities of USG officials and members of Congress. The Service also dispels systematic propaganda against the U.S. imposed by the North Korean government. Sample programs include: “VOA News Today” (daily news program, focuses on current events, and trends affecting North Korea); “News Focus” (weekly program, reviews the week's top news stories); “Radio World” (daily program that includes history, education, stories of world leaders, science, business, and culture); “Current Affairs Wide” (45-minute weekly show featuring the major news and analysis in the Korean peninsula and the U.S.).

## **RADIO FREE ASIA**

**Burmese, Cambodian, Lao, Vietnamese, Mandarin, Cantonese, Uyghur, Korean, Tibetan**

## **RADIO FREE ASIA'S BURMESE SERVICE**

### **FY13 \$2.046 MILLION (\$2.318 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1997

**Delivery Method:** Radio (SW, Cross-border FM), Television, Websites and Social Media

RFA provides uncensored news coverage of Burmese domestic issues inside Burma. It serves as a watchdog for ordinary Burmese, exposing abuses of power in land confiscation, environmental stewardship and ethnic conflict. RFA has recently shifted the focus of operations and resources from Washington to the field and provides top news in seven ethnic languages and is increasingly accessed throughout the provinces. It has focused coverage on conflicts between majority Buddhists and the Muslim Rohingya minority and is the only international broadcaster with a regular Q&A program with opposition leader and Nobel laureate Aung San Suu Kyi.

**RADIO FREE ASIA'S CAMBODIA SERVICE (KHMER)**  
FY13 \$1.044 MILLION (\$1.202 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1997

**Delivery Method:** Radio (SW, FM affiliates), Video (webcast), Websites and Social Media

RFA's Cambodia Service is a watchdog for ordinary Cambodians and aims to provide a neutral voice on political issues and to expose abuses of power, especially in land confiscation, human rights issues, politics, corruption, environmental stewardship and labor issues. RFA's video expansion in Cambodia has increased its ability to document conditions on the ground and tell stories. For the Cambodian people and its media, RFA provides an example of free media despite the Cambodian government actively working against these efforts.

**RADIO FREE ASIA'S LAOS SERVICE**  
FY13 \$1.362 MILLION (\$1.508 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1997

**Delivery Method:** Radio (SW, cross-border FM affiliates), Websites and Social Media

RFA provides Laotian audiences with news on issues and events that are censored by the domestic media. Though Thai media is widely used inside Laos, Thai stations are primarily sources of entertainment and do not cover Lao news. China Radio International and Voice of Vietnam also broadcast in Lao and have some domestic news.

**RADIO FREE ASIA'S VIETNAM SERVICE**  
FY13 \$1.683 MILLION (\$2.033 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1997

**Delivery Method:** Radio (SW, MW, Satellite), Video Webcasts, Websites and Social Media

RFA provides an outlet for uncensored news on domestic issues in Vietnam. On shortwave, RFA provides information for those without access to other media as well as traditional SW users. On the web, RFA provides material for online discussions that provide an alternative viewpoint, especially via blog discussions. As Vietnam cracks down on bloggers, RFA's consistent provision of banned

news ensures that the thoughts of censored bloggers live on in RFA's reporting, analysis and repostings and that important discussions are not stifled.

**RADIO FREE ASIA'S MANDARIN SERVICE**  
FY13 \$4.543 MILLION (\$6.241 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1996

**Delivery Method:** Radio (SW, MW, Satellite), Internet (Webcasts), Websites and Social Media

RFA's Mandarin Service breaks sensitive news stories, investigates corruption and abuse of power, provides a forum for free discussion and presents analysis of news that is banned in China. RFA allows censored content to live on digitally and on the air waves. The Mandarin service engages China's social media spaces, such as Weibo and QQ, which has facilitated communication and supplied news tips. RFA aims to help build Chinese civil society, provide a model free press and increase coverage of China's NGO efforts and achievements, which can offer an alternative vision in this Chinese society. It also provides a forum for inter-ethnic understanding.

**RADIO FREE ASIA'S CANTONESE SERVICE**  
FY13 \$989,000 (\$1.063 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1998

**Delivery Method:** Radio (SW and Satellite), Internet (Webcasts), Websites and Social Media

RFA Cantonese breaks sensitive news stories and specializes in issues in Cantonese speaking areas, including some of China's largest factory centers in and around the Pearl River Delta. It also reports on social issues relating to China's rapid change, including environmental problems, land grabs, public health issues, corruption and labor, which can often be banned from local coverage. RFA Cantonese publishes and verifies netizen content before it is deleted, allowing censored content to live on digitally and on the air waves. Like RFA Mandarin, the service engages China's social media spaces, such as weibo and QQ spaces, which has facilitated communication and supplied news tips.

**RADIO FREE ASIA'S UYGHUR SERVICE**  
**FY13 \$1.154 MILLION (\$1.706 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1998

**Delivery Method:** Radio (SW and Satellite), Internet (Webcasts), Websites and Social Media

RFA offers uncensored Uyghur and international news in the Uyghur language inside Xinjiang. It focuses on breaking news about Uyghurs, including abuses of power, dissent, crackdowns and detentions. It is also a forum for Uyghurs throughout the world to share and communicate; it aims to give this Muslim minority in China a resource to engage with the global community. The Uyghur service preserves Uyghur history, language and culture through programming aimed at educating younger Uyghurs about what it means to be Uyghur. It also provides a forum for inter-ethnic understanding for Han Chinese, Tibetans and Uyghurs to better understand the issues of China's ethnic minorities.

**RADIO FREE ASIA'S KOREA SERVICE**  
**FY13 \$2.150 MILLION (\$4.044 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1997

**Delivery Method:** Radio (SW, MW, and Satellite), Websites and Social Media

RFA provides uncensored news and commentary about North Korea to the citizens in a completely closed society. It offers a platform for North Koreans to voice their experiences and thoughts on the air. RFA provides breaking news on key events inside North Korea and also perspectives from the North Korean diaspora.

Increasingly, RFA Korean is providing cultural information, especially news about the thriving cultural world in South Korea. RFA plans to explore more deeply the implications of North Korea's dependence on China and China's role in North Korea.

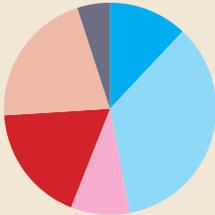
**RADIO FREE ASIA'S TIBETAN SERVICE**  
**FY13 \$3.752 MILLION (\$5.543 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1996

**Delivery Method:** Radio (SW, Satellite), Websites and Social Media

RFA provides uncensored Tibetan news in all three Tibetan dialects. It features breaking news about Tibet, including abuses of power, dissent, crackdowns, detentions and especially the wave of self-immolations. It is an authoritative source of news about Tibet for the international media. The Tibetan service preserves Tibetan history, language, and culture through programming aimed at educating younger Tibetans. It acts as a forum for Tibetans worldwide to share and communicate. RFA Tibetan's role includes countering the isolation of Tibetans from one another and from their own historical culture—providing connection to disenfranchised Tibetans. RFA Tibetan also plays a critical role in countering Chinese official propaganda relating to Tibetan issues. RFA also seeks to provide a neutral forum for inter-ethnic understanding where Han Chinese, Tibetans and Uyghurs can better understand the issues of China's ethnic minorities. The Tibetan service is critical to these efforts.

# SPOTLIGHT COUNTRY: INDONESIA

Indonesia									Population: 253,609,643 FY13 PD Actuals: \$4,334,519 FY14 PD Base: \$3,769,694		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
43.30%	92.80%	95.60%	90.10%	\$5,200	158.00	Partly Free	139	22.10%	19.40%	122	7,670
		Support for Mission Initiatives: \$628,726 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$13,448 Alumni Outreach: \$148,418 Media/Press Activities: \$96,801 Supplementing PA Programs: \$0 Digital Outreach: \$148,424 Cultural Programs (Post Generated): \$389,952 Educational Initiatives (Excluding English Lang.): \$88,656			Support for English Lang. Teaching/Learning: \$13,228 Educational Advising & Promoting Study in US: \$70,895 Exchanges (Post Generated): \$43,985 Supplementing ECA Programs: \$13,993 Speaker Programs (Post Generated): \$94,773 American Centers: \$2,066,803 American Spaces (Not Centers): \$378,719 Support for Information Resource Centers: \$48,779 Books & Publications: \$28,802			Supplementing IIP Programs: \$1,500 Public-Private Partnerships: \$5,662 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$39,385 Audience Research & Public Opinion: \$0 Evaluation: \$6,568 Other: \$6,024			

As the world's largest Muslim-majority country and the third largest democracy, Indonesia's success is in the United States' interest. The 2010 Comprehensive Partnership between the U.S. and Indonesia has supported more constructive dialogue between the two countries and Indonesia is becoming a more active contributor to multilateral organizations. Indonesia's economy is maturing and has enjoyed strong economic growth at 6 percent a year, yet progress has been uneven with wide income disparities, protectionist economic policies, challenges with corruption, and a poor education system. Indonesia's environmental policies are of core concern to the U.S., as Indonesia has the world's largest marine biodiversity. In the last four years, there has been considerable progress in military-military relations, regional diplomacy, trade and investment and cooperation on health, law enforcement, climate change, science and technology issues. Civil society is also developing, as is the free press. Indonesian support in countering violent extremism has also been strong.

The U.S. Mission in Indonesia includes an embassy in Jakarta; Consulate Generals in Medan Medan and Surabaya; an Information Resource Center in Jakarta; and 11 American Corners in Ambon, Bandung, Jakarta, Makassar, Malang, Medan, Padang, Pontianak, Semarang, Surabaya and Yogyakarta. The Public Affairs Section aims to create positive images of the U.S. and develop relationships particularly among youth, which

make up 43 percent of the population. The U.S. had 61 percent favorability among the Indonesian public in 2013. The U.S. Mission in Indonesia had the third highest amount of public diplomacy expenditures in FY13 in the East Asia Pacific region at \$4.33 million. It ranked tenth in spending in the world. In FY14 the total expenditure was \$3.8 million. The U.S. Advisory Commission on Public Diplomacy made an official visit to Jakarta in June 2014 to understand its opportunities and challenges. We found a digital-savvy team that has connected with the Indonesian public in innovative ways in Jakarta and has major challenges ahead to expand engagement throughout the country's diverse populations. The Chief of Mission, a career Foreign Service Officer, infuses a public diplomacy sensibility throughout the mission to ensure that people-to-people ties are incorporated in daily tactics.

## BREAK DOWN IN SPENDING

The majority of the \$4.334 million public diplomacy expenditures in Indonesia went to Education at 35.2 percent. Coming in second was Civil Society at 20.86 percent, followed by Democracy, Good Governance, and Rule of Law (17.99 percent); Culture, Sports and American Society (12.23 percent); and Science and Technology (9.35 percent). Nearly half (47.68 percent) of the funding activity went to the U.S. mission's American Centers. Other tools to advance these goals, included

media outreach, speakers programs, exchanges and other educational initiatives, cultural programs, digital and alumni outreach. This distribution is logical given the emphasis on youth outreach and education, while also supporting Indonesian civil society and democratic governance. That half of the funding goes to maintain their American Centers also makes sense given the \$2 million needed to operate @america (see below) for five days of eight hours programming.

## EDUCATION

In the 2010 Comprehensive Partnership, bilateral educational exchange was also stated as a top priority. The U.S. embassy in Indonesia supports various Educational and Cultural Affairs Bureau initiatives, including the Fulbright program, which exchanges over 250 Indonesian and American scholars and researchers each year. The Youth Exchange Study (YES) program for secondary school youth has also been successful the last 10 years. Another example is the Community College Administrator program, which was piloted in Indonesia in 2013 to provide professional development opportunities to community college and vocational school administrators through a short-term exchange program to the U.S. The program supported 16-20 Indonesians for a total cost of \$500,000 in FY13. Seven EducationUSA advisers are also located in five cities across the archipelago to support Indonesian youth wanting to study in the U.S.; in 2014, 7,920 students were in the U.S. according to Open Doors data.

U.S.-led English-language training is also relatively strong within Indonesia. There are 20 English Language Fellows placed at universities and government agencies and more than 1,000 Access students at 13 sites throughout the archipelago, from Aceh to Papua. AMINEF, the bilateral Fulbright commission, places up to forty English Teaching Assistants at high schools and pesantren (Islamic schools) throughout the country. English-language training helps to meet a large demand within the country and prepare potential students and professionals for academic and civilian exchanges within the U.S.

Last, there are roughly 4,600 alumni of State Department-sponsored education programs. Recently, the U.S.

mission in Indonesia launched an Indonesia Alumni Mobile App to maintain contact with alumni and increase the Mission's engagement with non USG-funded alumni.

**RECOMMENDATION:** It is important that Washington-directed ECA activities remain responsive to the field and take into consideration the goals in the U.S. embassy's Integrated Country Strategy, Public Diplomacy Implementation Plans, as well as the already heavy administrative burden placed on Public Affairs Sections to execute a wide variety of tasks.

## SOCIAL MEDIA

Indonesia has the fourth highest number of Facebook users (over 60 million) and the fifth highest number of Twitter users in the world (nearly 30 million). There are more tweets produced in Jakarta than any other city in the world. To meet the needs of the social media-savvy youth, the Public Affairs Section has cultivated one of the State Department's largest Facebook communities, and the largest Twitter following of any overseas mission (169,919 followers). Each day PAS posts at least one Facebook update, one website entry, and 15 tweets that engage the public on Department and Mission priority issues. The embassy also maintains a YouTube channel, Instagram portal, and Flickr site.

## @AMERICA

Launched in December 2010, @america is an impressive space located in a shopping mall in Jakarta and open seven days a week. In the first three years of operation, it has hosted more than 600,000 visitors attending more than 2,200 events. It targets Indonesian youth aged 15-30. Like other American Centers, it aims to promote shared values and interests through art, film, music, sports, education, and interactive programs on issues such as democracy, governance, entrepreneurship, climate change, environmental conservation, and domestic violence. With programming five days a week, @america targets Indonesian youth and aims to build relationships with them through providing an engaging environment that showcases American technology and innovation (i.e. Pads, Xbox, 3D printers, and Google

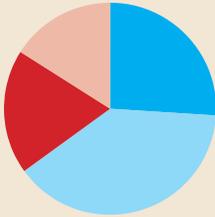
Liquid Galaxy); programming is also broadcast via video conferences with Indonesians at 11 American Corners throughout the archipelago and with audiences around the world. It is used regularly by U.S. embassy personnel and local and foreign government officials as a convening space. In 2014, @america hosted Secretary John Kerry for a major speech on climate change, and Senators John McCain and Sheldon Whitehouse for a Town Hall meeting.

The Center is operated through a contract with a private Indonesian company, which manages @america's programming. While no embassy staff sits in the space, it does have a full time director, the Assistant Cultural Affairs Officer, who works in the embassy's Public Affairs Section and approves programming and activities. The initial cost of the center was \$5 million to cover the space's design, construction, equipment, and initial operations and programming. @america had an annual budget of roughly \$3 million for two years to run operations seven days a week and 11 hours a day to coincide with standard operating hours of the mall. The funding was supported directly by the Under Secretary for Public Diplomacy and Public Affairs from 2010-2013. In spring 2014, the Under Secretary cut direct funding for @america and it began to receive direct funding from the East Asia Pacific Bureau for \$2 million. The 30 percent budget cut forced the center to reduce its hours to eight hours per day. Programming was reduced to only five days per week, meaning that the center is open two days without programs. Despite the reduced hours of operation @america remains one of the busiest American Spaces in the world.

The budget cut has not been totally devastating, but it has hampered their ability to do outreach and use @america to its full advantage to target youth. Morning programs on U.S. culture with schoolchildren from madrassas and pesantren have been eliminated. Multi-day weekend programs on priority themes, such as interfaith seminars, entrepreneurship conferences, and English camps for underserved youth have also been cut. @america was inherently designed to be a unique platform; its placement in a publically accessible shopping mall made it costlier than other American Centers from the beginning. Yet it has been successful in its original objective of providing an attractive space for Indonesian youth and older thought leaders to connect in a seemingly neutral space where they can learn about U.S. foreign policy culture, society and policy.

**RECOMMENDATION:** While @america is unique in its construction, there is much that other American spaces can learn from in how the space is used. ACPD witnessed dynamic programming ranging from education advising, to cultural programs, to advancing military-to-military relations by introducing American ROTC cadets to Indonesian ones. While the cut in financial support from the Under Secretary is understandable, especially given the need to support other critical American spaces worldwide, increased cuts to @america would reduce operations significantly and could force the center to close down altogether. Since programming and operations at @america also affect the 11 American corners throughout the country, it is in U.S. interests to maintain the space.

# SPOTLIGHT COUNTRY: VIETNAM

Vietnam									Population: 93,421,835 FY13 PD Actuals: \$1,528,532 FY14 PD Base: \$1,198,354		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
42.10%	93.40%	95.40%	91.40%	\$4,000	168.00	Not Free	172	33.90%	12.53%	131	16,098
		Support for Mission Initiatives: \$294,366 Support for Foreign Assistance Programs: \$1,878 Inform Policy Making: \$0 Alumni Outreach: \$101,936 Media/Press Activities: \$68,580 Supplementing PA Programs: \$16,479 Digital Outreach: \$85,313 Cultural Programs (Post Generated): \$136,929 Educational Initiatives (Excluding English Lang.): \$30,256			Support for English Lang. Teaching/Learning: \$58,368 Educational Advising & Promoting Study in US: \$63,919 Exchanges (Post Generated): \$3,004 Supplementing ECA Programs: \$96,280 Speaker Programs (Post Generated): \$75,271 American Centers: \$228,165 American Spaces (Not Centers): \$213,767 Support for Information Resource Centers: \$7,317 Books & Publications: \$16,074			Supplementing IIP Programs: \$7,820 Public-Private Partnerships: \$78 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$15,250 Audience Research & Public Opinion: \$2,116 Evaluation: \$4,066 Other: \$303			

The U.S. relationship with Vietnam has made considerable progress since the normalization of relations in 1995. However, suspicions about U.S. actions and motives remain among the Vietnamese government. On the other hand, 76 percent of the Vietnamese public has a favorable opinion of the United States, opening a great opportunity to further inform and engage Vietnamese and further the U.S. foreign policy goals of promoting a strong, independent, and prosperous Vietnam that respects human rights and the rule of law.

Forty-two percent of the Vietnamese public is under the age of 24 and, despite the strict restrictions on freedom of speech, 34 percent of the public has access to the Internet. Vietnam is one of Facebook’s biggest markets—and among its fastest growing. The government does not restrict Internet access as does China, but it does intimidate influential individuals who use the Internet to inform the public of stories that are censored in mainstream media. The Vietnamese Communist Party strictly controls the press and provides guidance to editors on content. Editors and journalists who are critical of the government can face retaliation in the form of demotion or dismissal. The U.S. Mission in Vietnam is represented by the Embassy in Hanoi and the Consulate General in Ho Chi Minh City. The American Centers in Hanoi and Ho Chi Minh City are critical public diplomacy venues, especially owing to the restrictions on access to information.

Mission Vietnam spent \$1.53 million in public diplomacy expenditures in FY13. It ranked eighth in spending in Asia, and received roughly the same amount as other Southeast Asian nations Malaysia, Thailand and the Philippines. The U.S. Advisory Commission on Public Diplomacy made an official visit to Hanoi and Ho Chi Minh City in June 2014 to understand its opportunities and challenges. We found that public diplomacy is deeply embedded in the U.S. Mission in Vietnam; it helped to create the conditions for normalized relations with the establishment of the Fulbright Vietnam Economics Teaching Program in 1994 [See: ECA section].

We met expert Public Affairs Section (PAS) teams in the Embassy in Hanoi and Consulate General in Ho Chi Minh City. The PAS in HCMC runs an operation focused on the more international and entrepreneurial attitudes of the Vietnamese people in the south. In Hanoi, the PAS Hanoi has launched a successful campaign to conduct PD outreach in Vietnam’s northern provinces—many of which had never been visited by an American officer. This outreach has led to greater engagement by other Mission sections, which has provided Washington with a fuller understanding of the conditions in Vietnam. Both sections are able to develop and maintain a connection with the Vietnamese people despite multiple constraints of operating in a Communist society. The Ambassador and Consul General strongly believe that people-to-people ties is where the U.S. mission has the most sway,

and public diplomacy underpins all other diplomatic efforts and lays the groundwork for future U.S.-Vietnam relations.

**RECOMMENDATION:** 20 years of normalized relations between the U.S. and Vietnam is a remarkable moment and we encourage additional financial support to recognize the people to people ties that are advancing U.S.-Vietnam relations. The Government of Vietnam is already planning celebrations in the summer of 2015, and the U.S. government's contribution will require supplemental public diplomacy spending.

## **PUBLIC DIPLOMACY BUDGET BREAK DOWN & AMERICAN CENTERS**

The U.S. Mission in Vietnam spent \$1.528 million in FY13, with the majority of funding going toward education at 38.67 percent. This is logical given that many of the outreach tools for the Vietnamese people involve contributing to their education. The second was Culture, Sports and American Society at 25.5 percent, followed by Civil Society (16.67 percent); Democracy, Good Governance, and Rule of Law (13.06 percent); and Diversity (6.11 percent). The mission in Vietnam uses a variety of public diplomacy tools to advance these goals, primarily using their American Centers in Hanoi and Ho Chi Minh City as platforms for engagement. Other activities include cultural programs, alumni outreach, support for Educational and Cultural Affairs programs, digital outreach, speakers programs, media outreach, supporting study in the U.S., and supporting English language teaching.

The mission has seemed to work very well on a budget. The recent renovation of the American Center in Hanoi for just \$200,000, using local designers and contractors, has given the center a significant upgrade and increased the amount of visitors. The space is impressive and engaging; during the ACPD visit, it was filled with students using laptops, iPads, learning English and attending seminars on Vietnamese civil society. The renovation of the American Center in Ho Chi Minh City is currently underway. Design support was provided by the Smithsonian as part of IIP's Model American Spaces project, and the contractor will be local, ensuring cost efficiency.

## **FULBRIGHT IN VIETNAM**

The Fulbright Economics Teaching Program (FETP) was established in 1994, before the U.S. Embassy opened in Hanoi, to support Vietnamese professionals from the government and private sectors to enroll in two years of study at the Fulbright School in Ho Chi Minh City and receive a Master of Arts in Public Policy, or participate in a one-year course in Applied Economics. In FY14, the Educational and Cultural Affairs Bureau spent \$1.9 million for 100 participants, which cost \$19,000 per participant.

Most Vietnamese officials received a Russian, Soviet, or Warsaw Pact education. There are currently more than 16,500 Vietnamese studying at U.S. colleges and universities, placing Vietnam eighth in the world. The alumni of Fulbright programs, too, are accomplished individuals actively shaping Vietnam's future as a Deputy Prime Minister, Vietnam's recently-departed Ambassador to the United States, other senior officials, media owners, journalists, English-language instructors, scientists, civil society leaders and cultural figures. The Mission works to actively maintain its relationship with Fulbright alumni, and we encourage them to continue this.

In the summer of 2014, the Vietnam's Prime Minister granted permission for FETP to take the next step in becoming an independent American-style university known as Fulbright University Vietnam (FUV) in Ho Chi Minh City, which will be the first independent, non-profit, U.S.-style university in Vietnam. It has been allocated \$2.5 million in the FY15 requested budget and will aim to embrace core values of good governance that includes academic freedom, meritocracy, transparency, and equal access.

**RECOMMENDATION:** Fulbright Vietnam is highly prestigious, has built an impressive alumni network, and has been a critical currency for the U.S. in the country. The U.S. spending for Fulbright exchange programs, FETP, and FUV are reasonable, empower Vietnam's next generation of leaders, and produce significant goodwill. ACPD recommends continued investment in both the fellowship and the university.

## INTERNATIONAL BROADCASTING IN VIETNAM

Both Voice of America and Radio Free Asia have Vietnamese Services. Given that media freedom is severely restricted, both services have value.

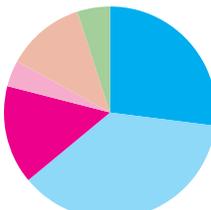
Voice of America spent \$1.612 million in FY13 in producing 1.5 hours of radio programs daily, four hours of satellite television a week, and Internet programming. VOA journalists engage with audience members through blogs, social media, RSS feeds, and an e-newsletter. The site also provides proxies to social media sites and other activist and dissident websites that are blocked by the government. Research shows that 72 percent of the service's audience is between the ages of 15-34. In addition, VOA has over 23,000 subscribers on YouTube with an average of 40,000 views per day over the last year.

Radio Free Asia spent \$2.033 million in FY 2013 broadcasting two hours a day on shortwave radio, producing 21 webcasts each week, and content for its website

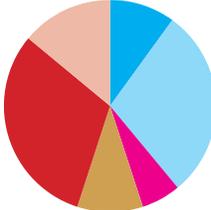
and social media. RFA has over 64,000 subscribers on YouTube and averages over 82,000 daily views. On the web, RFA uses blogs, social media, RSS feeds and a daily e-letter to interact with its audience and provide material for online discussions that offer alternative viewpoints. In the last six months the likes on the RFA Vietnamese Facebook page have increased three-fold to 168,000. RFA also hosts nine bloggers from inside Vietnam.

**RECOMMENDATION:** Radio Free Asia and VOA should expand their in country digital content projects in Vietnam. Social media is pervasive in Vietnam, and it is slowly creating the conditions for increased freedom of speech. Some Vietnamese journalists feel as if they can engage their audiences more freely on social media than they can via traditional means.

**EAST ASIA PACIFIC  
REGION COUNTRY  
BY COUNTRY  
DATA**

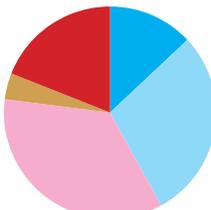
Australia									Population: 22,507,617 FY13 PD Actuals: \$2,522,643 FY14 PD Base: \$2,788,086		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.30%	99.00%	99.00%	99.00%	\$43,000	21.00	Free	28	88.80%	53.10%	106	4,121
		Support for Mission Initiatives: \$265,032 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$25,841 Alumni Outreach: \$43,411 Media/Press Activities: \$222,090 Supplementing PA Programs: \$37,892 Digital Outreach: \$282,485 Cultural Programs (Post Generated): \$478,743 Educational Initiatives (Excluding English Lang.): \$18,962				Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$80,798 Exchanges (Post Generated): \$83,418 Supplementing ECA Programs: \$113,837 Speaker Programs (Post Generated): \$189,415 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$178,684 Books & Publications: \$51,328			Supplementing IIP Programs: \$67,199 Public-Private Partnerships: \$7,508 Align Resources with Strategic Priorities: \$35,585 VIP Visits (Press Support): \$67,576 Audience Research & Public Opinion: \$50,673 Evaluation: \$20,951 Other: \$201,213		

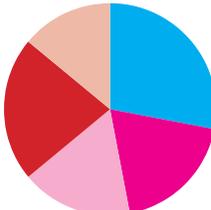
Brunei									Population: 422,675 FY13 PD Actuals: \$202,030 FY14 PD Base: \$199,904		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
0.415	0.954	0.97	0.939	\$54,800	12.00	Not Free	117	75.40%	60.30%	112	61
		Support for Mission Initiatives: \$121,233 Support for Foreign Assistance Programs: \$25,379 Inform Policy Making: \$0 Alumni Outreach: \$22,394 Media/Press Activities: \$29,629 Supplementing PA Programs: \$6,112 Digital Outreach: \$28,801 Cultural Programs (Post Generated): \$23,413 Educational Initiatives (Excluding English Lang.): \$8,741				Support for English Lang. Teaching/Learning: \$32,440 Educational Advising & Promoting Study in US: \$9,422 Exchanges (Post Generated): \$4,075 Supplementing ECA Programs: \$81,767 Speaker Programs (Post Generated): \$8,741 American Centers: \$389 American Spaces (Not Centers): \$77,496 Support for Information Resource Centers: \$25,563 Books & Publications: \$8,407			Supplementing IIP Programs: \$11,566 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$8,925 Audience Research & Public Opinion: \$0 Evaluation: \$26,764 Other: \$9,050		

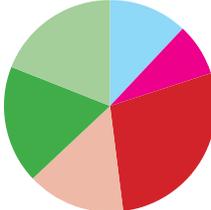
Burma									Population: 55,746,253 FY13 PD Actuals: \$940,254 FY14 PD Base: \$826,908		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
44.70%	92.70%	95.10%	90.40%	\$1,700	201.00	Not Free	151	1.00%	No Data	13	955
		Support for Mission Initiatives: \$126,620 Support for Foreign Assistance Programs: \$4,503 Inform Policy Making: \$9,584 Alumni Outreach: \$14,420 Media/Press Activities: \$38,745 Supplementing PA Programs: \$4,180 Digital Outreach: \$19,152 Cultural Programs (Post Generated): \$16,836 Educational Initiatives (Excluding English Lang.): \$2,734				Support for English Lang. Teaching/Learning: \$150,420 Educational Advising & Promoting Study in US: \$12,690 Exchanges (Post Generated): \$19,360 Supplementing ECA Programs: \$151,277 Speaker Programs (Post Generated): \$25,683 American Centers: \$82,023 American Spaces (Not Centers): \$58,767 Support for Information Resource Centers: \$66,136 Books & Publications: \$49,469			Supplementing IIP Programs: \$6,095 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$16,121 Audience Research & Public Opinion: \$3,122 Evaluation: \$0 Other: \$62,315		

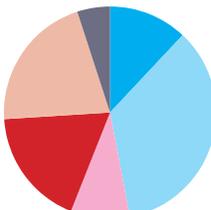
**Pie Chart Key—PD Spending Breakdown by Theme:**

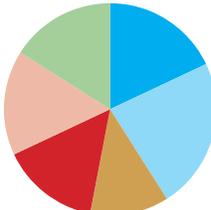
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Cambodia									Population: 15,458,332 FY13 PD Actuals: \$570,349 FY14 PD Base: \$503,062		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
52.10%	73.90%	82.80%	65.90%	\$2,600	183.00	Not Free	143	4.40%	5.11%	134	393
		Support for Mission Initiatives: \$121,233 Support for Foreign Assistance Programs: \$25,379 Inform Policy Making: \$0 Alumni Outreach: \$22,394 Media/Press Activities: \$29,629 Supplementing PA Programs: \$8,112 Digital Outreach: \$28,801 Cultural Programs (Post Generated): \$23,413 Educational Initiatives (Excluding English Lang.): \$8,784			Support for English Lang. Teaching/Learning: \$32,440 Educational Advising & Promoting Study in US: \$9,422 Exchanges (Post Generated): \$4,075 Supplementing ECA Programs: \$81,767 Speaker Programs (Post Generated): \$8,741 American Centers: \$389 American Spaces (Not Centers): \$77,496 Support for Information Resource Centers: \$25,563 Books & Publications: \$8,407			Supplementing IIP Programs: \$11,566 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$8,925 Audience Research & Public Opinion: \$0 Evaluation: \$26,764 Other: \$9,050			

China									Population: 1,355,692,576 FY13 PD Actuals: \$6,383,297 FY14 PD Base: \$6,426,011		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.80%	95.10%	97.50%	92.70%	\$9,800	121.00	Not Free	173	40.10%	0.04%	89	235,597
		Support for Mission Initiatives: \$1,131,480 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$132,048 Media/Press Activities: \$220,056 Supplementing PA Programs: \$0 Digital Outreach: \$374,795 Cultural Programs (Post Generated): \$2,092,486 Educational Initiatives (Excluding English Lang.): \$750			Support for English Lang. Teaching/Learning: \$207,956 Educational Advising & Promoting Study in US: \$382,393 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$294,117 Speaker Programs (Post Generated): \$181,142 American Centers: \$236,420 American Spaces (Not Centers): \$57,245 Support for Information Resource Centers: \$199,276 Books & Publications: \$134,819			Supplementing IIP Programs: \$79,326 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$143,440 Audience Research & Public Opinion: \$376 Evaluation: \$0 Other: \$486,615			

Fiji									Population: 903,207 FY13 PD Actuals: \$411,673 FY14 PD Base: \$396,515		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
0.453	0.937	0.955	0.919	\$4,900	161.00	Partly Free	107	37.10%	21.50%	101	136
		Support for Mission Initiatives: \$18,826 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$2,940 Media/Press Activities: \$19,915 Supplementing PA Programs: \$2,037 Digital Outreach: \$13,319 Cultural Programs (Post Generated): \$22,729 Educational Initiatives (Excluding English Lang.): \$5,878			Support for English Lang. Teaching/Learning: \$2,037 Educational Advising & Promoting Study in US: \$5,878 Exchanges (Post Generated): \$9,060 Supplementing ECA Programs: \$10,130 Speaker Programs (Post Generated): \$8,558 American Centers: \$0 American Spaces (Not Centers): \$41,451 Support for Information Resource Centers: \$0 Books & Publications: \$11,144			Supplementing IIP Programs: \$1,794 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$2,231 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$239,622			

Indonesia									Population: 253,609,643 FY13 PD Actuals: \$4,334,519 FY14 PD Base: \$3,769,694		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
43.30%	92.80%	95.60%	90.10%	\$5,200	158.00	Partly Free	139	22.10%	19.40%	122	7,670
		Support for Mission Initiatives: \$628,726 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$13,448 Alumni Outreach: \$148,418 Media/Press Activities: \$96,801 Supplementing PA Programs: \$0 Digital Outreach: \$149,424 Cultural Programs (Post Generated): \$389,952 Educational Initiatives (Excluding English Lang.): \$88,656			Support for English Lang. Teaching/Learning: \$13,228 Educational Advising & Promoting Study in US: \$70,895 Exchanges (Post Generated): \$43,985 Supplementing ECA Programs: \$13,993 Speaker Programs (Post Generated): \$94,773 American Centers: \$2,066,803 American Spaces (Not Centers): \$378,719 Support for Information Resource Centers: \$48,779 Books & Publications: \$28,802			Supplementing IIP Programs: \$1,500 Public-Private Partnerships: \$5,662 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$39,365 Audience Research & Public Opinion: \$0 Evaluation: \$6,566 Other: \$6,024			

Japan									Population: 127,103,388 FY13 PD Actuals: \$8,474,231 FY14 PD Base: \$8,663,483		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
12.90%	99.00%	99.00%	99.00%	\$37,100	36.00	Free	53	79.50%	10.85%	115	19,568
		Support for Mission Initiatives: \$1,403,670 Support for Foreign Assistance Programs: \$22,384 Inform Policy Making: \$121,837 Alumni Outreach: \$91,268 Media/Press Activities: \$1,563,233 Supplementing PA Programs: \$9,580 Digital Outreach: \$587,605 Cultural Programs (Post Generated): \$911,339 Educational Initiatives (Excluding English Lang.): \$330,505			Support for English Lang. Teaching/Learning: \$117,331 Educational Advising & Promoting Study in US: \$241,600 Exchanges (Post Generated): \$38,876 Supplementing ECA Programs: \$181,023 Speaker Programs (Post Generated): \$1,263,057 American Centers: \$332,697 American Spaces (Not Centers): \$388,656 Support for Information Resource Centers: \$21,638 Books & Publications: \$166,972			Supplementing IIP Programs: \$222,905 Public-Private Partnerships: \$73,933 Align Resources with Strategic Priorities: \$14,594 VIP Visits (Press Support): \$334,348 Audience Research & Public Opinion: \$0 Evaluation: \$34,183 Other: \$0			

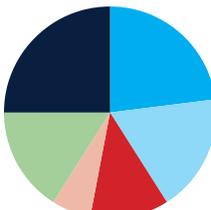
Laos									Population: 6,803,699 FY13 PD Actuals: No Data FY14 PD Base: \$0		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
56.10%	72.70%	82.50%	63.20%	\$3,100	176.00	Not Free	168	9.00%	4.08%	66	50
		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

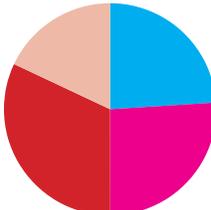
# Malaysia

**Population: 30,073,353**  
**FY13 PD Actuals: \$1,480,589**  
**FY14 PD Base: \$1,182,585**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
45.70%	93.10%	95.40%	90.70%	\$17,500	79.00	Not Free	145	60.70%	46.28%	145	6,791
		Support for Mission Initiatives: \$167,643 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$10,252 Alumni Outreach: \$33,312 Media/Press Activities: \$184,585 Supplementing PA Programs: \$63,328 Digital Outreach: \$73,350 Cultural Programs (Post Generated): \$195,255 Educational Initiatives (Excluding English Lang.): \$74,021			Support for English Lang. Teaching/Learning: \$74,924 Educational Advising & Promoting Study in US: \$5,114 Exchanges (Post Generated): \$4,786 Supplementing ECA Programs: \$55,658 Speaker Programs (Post Generated): \$76,210 American Centers: \$2,841 American Spaces (Not Centers): \$308,046 Support for Information Resource Centers: \$7,930 Books & Publications: \$24,768			Supplementing IIP Programs: \$36,412 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$12,872 VIP Visits (Press Support): \$14,179 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$55,102			

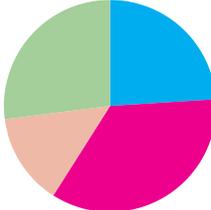
# Mongolia

**Population: 2,953,190**  
**FY13 PD Actuals: \$442,540**  
**FY14 PD Base: \$350,331**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
45.50%	97.40%	96.80%	97.90%	\$5,900	152.00	Partly Free	98	20.00%	17.73%	124	1,361
		Support for Mission Initiatives: \$133,638 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$20,909 Media/Press Activities: \$31,199 Supplementing PA Programs: \$3,943 Digital Outreach: \$19,986 Cultural Programs (Post Generated): \$45,959 Educational Initiatives (Excluding English Lang.): \$16,195			Support for English Lang. Teaching/Learning: \$41,241 Educational Advising & Promoting Study in US: \$7,721 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$39,761 Speaker Programs (Post Generated): \$1,502 American Centers: \$0 American Spaces (Not Centers): \$54,550 Support for Information Resource Centers: \$4,927 Books & Publications: \$5,354			Supplementing IIP Programs: \$9,955 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$1,113 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$4,588			

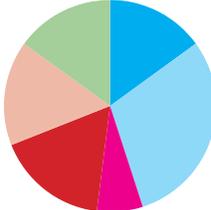
# New Zealand

**Population: 4,401,916**  
**FY13 PD Actuals: \$1,048,990**  
**FY14 PD Base: \$976,976**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
33.90%	99.00%	99.00%	99.00%	\$30,400	46.00	Free	8	88.00%	53.36%	106	1,311
		Support for Mission Initiatives: \$345,706 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$10,874 Alumni Outreach: \$20,068 Media/Press Activities: \$51,027 Supplementing PA Programs: \$8,841 Digital Outreach: \$108,565 Cultural Programs (Post Generated): \$104,121 Educational Initiatives (Excluding English Lang.): \$2,368			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$123,010 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$153,075 Speaker Programs (Post Generated): \$790 American Centers: \$0 American Spaces (Not Centers): \$27,497 Support for Information Resource Centers: \$0 Books & Publications: \$10,571			Supplementing IIP Programs: \$27,836 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$45,630 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$9,710			

North Korea									Population: 24,851,627 FY13 PD Actuals: No Data FY14 PD Base: \$0		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
37.80%	99.00%	99.00%	99.00%	\$1,800	198.00	Not Free	178	No Data	No Data	10	17
		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

Papua New Guinea									Population: 6,552,730 FY13 PD Actuals: No Data FY14 PD Base: \$197,795		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
0.547	0.624	0.654	0.594	\$2,900	179.00	Partly Free	44	6.50%	2.20%	41	78
		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

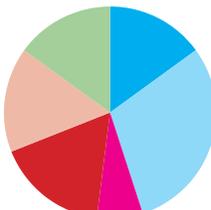
Philippines									Population: 107,668,231 FY13 PD Actuals: \$1,543,052 FY14 PD Base: \$1,303,255		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
52.70%	95.40%	95.00%	95.80%	\$4,700	165.00	Partly Free	147	32.40%	30.12%	105	3,215
		Support for Mission Initiatives: \$645,741 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$63,156 Media/Press Activities: \$92,353 Supplementing PA Programs: \$9,565 Digital Outreach: \$43,216 Cultural Programs (Post Generated): \$112,122 Educational Initiatives (Excluding English Lang.): \$19,167			Support for English Lang. Teaching/Learning: \$15,998 Educational Advising & Promoting Study in US: \$11,262 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$40,833 Speaker Programs (Post Generated): \$0 American Centers: \$89,203 American Spaces (Not Centers): \$184,025 Support for Information Resource Centers: \$9,511 Books & Publications: \$51,791			Supplementing IIP Programs: \$16,880 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$14,269 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$123,960			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

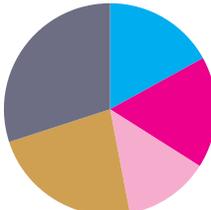
# Singapore

**Population: 5,567,301**  
**FY13 PD Actuals: \$784,316**  
**FY14 PD Base: \$808,000**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.20%	95.50%	98.00%	93.80%	\$62,400	7.00	Not Free	149	75.00%	58.66%	156	4,558
 <p>Support for Mission Initiatives: \$173,921            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$4,033            Alumni Outreach: \$27,625            Media/Press Activities: \$60,510            Supplementing PA Programs: \$0            Digital Outreach: \$52,337            Cultural Programs (Post Generated): \$158,517            Educational Initiatives (Excluding English Lang.): \$49,760</p> <p>Support for English Lang. Teaching/Learning: \$0            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$9,296            Supplementing ECA Programs: \$0            Speaker Programs (Post Generated): \$34,884            American Centers: \$11,284            American Spaces (Not Centers): \$33,543            Support for Information Resource Centers: \$0            Books &amp; Publications: \$114,073</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$13,047            Audience Research &amp; Public Opinion: \$4,033            Evaluation: \$4,033            Other: \$33,419</p>											

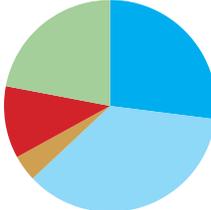
# South Korea

**Population: 49,039,986**  
**FY13 PD Actuals: \$3,748,614**  
**FY14 PD Base: \$3,812,202**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.60%	97.90%	99.20%	96.60%	\$33,200	42.00	Partly Free	50	82.50%	17.11%	111	70,627
 <p>Support for Mission Initiatives: \$601,998            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$756            Alumni Outreach: \$151,151            Media/Press Activities: \$336,908            Supplementing PA Programs: \$15,370            Digital Outreach: \$340,688            Cultural Programs (Post Generated): \$523,664            Educational Initiatives (Excluding English Lang.): \$38,287</p> <p>Support for English Lang. Teaching/Learning: \$34,417            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$225,628            Supplementing ECA Programs: \$14,125            Speaker Programs (Post Generated): \$187,142            American Centers: \$611,033            American Spaces (Not Centers): \$195,790            Support for Information Resource Centers: \$0            Books &amp; Publications: \$124,985</p> <p>Supplementing IIP Programs: \$4,894            Public-Private Partnerships: \$39,194            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$98,288            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$204,285</p>											

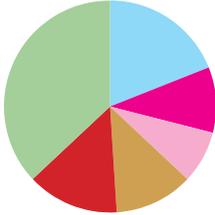
# Thailand

**Population: 67,741,401**  
**FY13 PD Actuals: \$1,689,951**  
**FY14 PD Base: \$1,546,571**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
32.60%	93.50%	95.60%	91.50%	\$9,900	1.20	Not Free	135	30.00%	27.13%	138	7,314
 <p>Support for Mission Initiatives: \$540,109            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$19,585            Media/Press Activities: \$199,097            Supplementing PA Programs: \$0            Digital Outreach: \$62,863            Cultural Programs (Post Generated): \$368,091            Educational Initiatives (Excluding English Lang.): \$20,807</p> <p>Support for English Lang. Teaching/Learning: \$82,943            Educational Advising &amp; Promoting Study in US: \$17,996            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$72,047            Speaker Programs (Post Generated): \$83,631            American Centers: \$581            American Spaces (Not Centers): \$95,850            Support for Information Resource Centers: \$90,888            Books &amp; Publications: \$13,864</p> <p>Supplementing IIP Programs: \$5,498            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$3            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$16,098</p>											

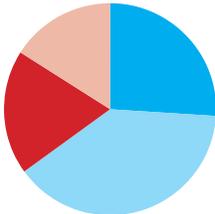
# Timor-Leste

Population: 1,201,542  
 FY13 PD Actuals: \$235,759  
 FY14 PD Base: \$195,757

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
52.20%	53.80%	63.60%	53.00%	\$21,400	68.00	Partly Free	90	0.90%	No Data	57	47
 <p>Support for Mission Initiatives: \$51,986            Support for Foreign Assistance Programs: \$14,223            Inform Policy Making: \$3,317            Alumni Outreach: \$3,516            Media/Press Activities: \$10,909            Supplementing PA Programs: \$7,466            Digital Outreach: \$11,026            Cultural Programs (Post Generated): \$17,163            Educational Initiatives (Excluding English Lang.): \$17,460</p> <p>Support for English Lang. Teaching/Learning: \$36,081            Educational Advising &amp; Promoting Study in US: \$1,385            Exchanges (Post Generated): \$1,385            Supplementing ECA Programs: \$14,525            Speaker Programs (Post Generated): \$4,254            American Centers: \$0            American Spaces (Not Centers): \$783            Support for Information Resource Centers: \$877            Books &amp; Publications: \$4,766</p> <p>Supplementing IIP Programs: \$1,854            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$26,808            VIP Visits (Press Support): \$977            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$4,997</p>											

# Vietnam

Population: 93,421,835  
 FY13 PD Actuals: \$1,528,532  
 FY14 PD Base: \$1,198,354

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
42.10%	93.40%	95.40%	91.40%	\$4,000	168.00	Not Free	172	33.90%	12.53%	131	16,098
 <p>Support for Mission Initiatives: \$294,366            Support for Foreign Assistance Programs: \$1,878            Inform Policy Making: \$0            Alumni Outreach: \$101,936            Media/Press Activities: \$68,580            Supplementing PA Programs: \$16,479            Digital Outreach: \$85,313            Cultural Programs (Post Generated): \$136,929            Educational Initiatives (Excluding English Lang.): \$30,256</p> <p>Support for English Lang. Teaching/Learning: \$58,368            Educational Advising &amp; Promoting Study in US: \$63,919            Exchanges (Post Generated): \$3,004            Supplementing ECA Programs: \$96,280            Speaker Programs (Post Generated): \$75,271            American Centers: \$228,165            American Spaces (Not Centers): \$213,767            Support for Information Resource Centers: \$7,317            Books &amp; Publications: \$16,074</p> <p>Supplementing IIP Programs: \$7,820            Public-Private Partnerships: \$78            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$15,250            Audience Research &amp; Public Opinion: \$2,116            Evaluation: \$4,066            Other: \$303</p>											

### Pie Chart Key—PD Spending Breakdown by Theme:

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

**U.S. PUBLIC  
DIPLOMACY  
IN THE EUROPE  
REGION**



Names and boundary representation are not necessarily authoritative

## EUROPE REGIONAL OVERVIEW

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U.S. public diplomacy efforts in Europe focus on strengthening relationships with some of America's closest allies and the region's 740 million people. Europe enjoys a high level of connectivity with 120 mobile phones per 100 members of the population, and roughly 63.2 percent Internet penetration, yet there is imbalance between Western and Eastern Europe. Europe's record on media freedom is also mixed: Western Europe, Scandinavia, and the Baltic States have some of the freest presses in the world but the Balkans, many of the former Soviet states have only partly free media spaces. U.S. favorability in the region is above 50 percent, with the exception of Greece (34 percent) and Russia (23 percent). With more than 60 U.S. missions in the region, public diplomacy expenditures in Europe amounted to \$45.73 million, with the most going to Germany (\$6.548 million) and to Russia (\$4.84 million).

During the last two years, the main challenges for European public diplomacy have been turning focus to countering violent extremism (CVE), especially with the new threat of the Islamic State of Iraq and the Levant (ISIL), in addition to addressing Russia's aggressive, anti-Western influence throughout its periphery and even into Western Europe. Many foreign fighters are recruited from—and return to—Europe from the Levant. Public diplomacy provides platforms to address key, underlying issues such as immigration, integration, and youth unemployment.

Russia spends more than \$1 billion a year to support a media infrastructure that sows disinformation and counter-narratives to support its foreign policy. U.S. efforts to counter Moscow's disinformation involve strategic use of public diplomacy resources to support independent, reliable media and strengthen pro-democracy civil society groups. A partner in this has been the Broadcasting Board of Governors (See: International Broadcasting in Europe).

### U.S. FOREIGN POLICY GOALS

U.S. foreign policy goals in 2013 fell under the banner of “Transatlantic Renaissance” to signal the value of

the U.S.'s most critical allies in Europe. There were four overarching objectives: 1) negotiate the Transatlantic Trade and Investment Partnership (TTIP) to promote openness and growth and invest in entrepreneurship; 2) continue to work for a Europe whole, free and at peace and defend and advance universal values, democracy and human rights where they are threatened (i.e. Ukraine, Central Europe and the Baltic countries); 3) strengthen NATO and reassure “frontline” European allies and support states feeling threatened by Russia on energy, defense, and economic fronts; and 4) strengthen European energy security and invest in energy diversification and independence.

In FY15, U.S. missions in Europe will re-prioritize foreign public engagement to focus on countering violent extremism and Russian disinformation and propaganda, in addition to fighting corruption via good governance programs.

### U.S. PUBLIC DIPLOMACY GOALS

U.S. Missions in Europe aim to maintain a foreign policy-focused approach to public diplomacy programs in order to contribute to wider goals for the region. In addition to supporting a Europe whole, free, and at peace, and deepening vital research, cultural and educational ties, U.S. public diplomacy in Europe also promotes closer cooperation on for the Trans-Atlantic Trade and Investment Partnership (TTIP) and countering terrorism.

With TTIP, public diplomacy spending to promote it spiked from \$0 in FY12 to more than \$1 million in FY13. In Washington, the State Department's Europe Bureau coordinated a TTIP Communications group that sponsored several tour groups of international journalists to support more informed journalism. To support Cyprus negotiations, most public diplomacy efforts focused on enhancing public support through agreement on early confidence building steps and expanding bi-communal contacts. As another example, to support the advancement of reforms in Bosnia and Herzegovina, the U.S. Embassy supported the Interethnic Reconciliation Fund,

a summer camp for 240 children to develop cross-ethnic friendships. In Turkey, public diplomacy efforts aimed to create relationships with emerging leaders to counter authoritarian tendencies, in addition to terror and extremism from neighboring Syria.

There are American and locally engaged staffs at 62 U.S. embassies and consulates in Europe. Primary public diplomacy tactics include educational advising and youth engagement, with the 216 American Spaces (libraries, cultural centers, information resource centers) in the region often serving as platforms. The Fulbright program remains a very popular brand in the region, as does the International Visitor Leadership Program, and the American Speaker Programs.

**\*See Academic Programs on ECA:** Fulbright Student & Scholars (Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, European Union, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, Serbia, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom); Fulbright mtvU Fellowship; UGRAD Serbia and Montenegro; UGRAD Eurasia and Central Asia; Summer Institutes for European Student Leaders; EducationUSA EUR - 615,857 in-person and 2.06 million virtual contacts.

**\*See Professional & Cultural Programs on ECA:** IVLP; National Security Language Initiative for Youth (NSLI-Y); Future Leaders Exchange (FLEX); Benjamin Franklin Summer Institutes; American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE); Congress-Bundestag Youth Exchange (CBYX) – Germany; German-American Partnership Program (GAPP)—Germany; Congress-Bundestag Staff Exchange—Germany; IWP Between The Lines.

### U.S. PUBLIC DIPLOMACY SPENDING

According to the self-reported data at each of the 62 missions, the dominant themes in FY13 were Culture, Sports and American Society; Education; and Youth

Engagement. Until recently, Spain (~\$450,000), Sweden (~\$185,000), Belgium (~\$95,000), and Norway (~\$60,000) were the only posts to report spending on Countering Violent Extremism and Counterterrorism as a theme. Given the prioritization of TTIP in FY14, we expect to see more public diplomacy spending directed toward supporting economic themes. The current focus on CVE and TTIP in FY15 will likely change these percentages in future data as well.

The most commonly funded self-reported activities in FY13 were Support for Mission Initiatives, Cultural Programs, and American Spaces (Not Centers). The least funded programs included: Support for Information Resource Centers, Educational Advising and Promoting Study in the U.S., and Books and Publications. The focus on supporting local goals, we assume, seeks to advance mission priorities.

### U.S. PUBLIC DIPLOMACY SPENDING BY COUNTRY IN FY13

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
1	GERMANY	\$6.548 MILLION
2	RUSSIA	\$4.864 MILLION
3	FRANCE	\$3.704 MILLION
4	TURKEY	\$3.525 MILLION
5	SPAIN	\$2.816 MILLION
6	UNITED KINGDOM	\$2.274 MILLION
7	POLAND	\$2.085 MILLION
8	UKRAINE	\$1.924 MILLION
9	GREECE	\$1.876 MILLION
10	BELGIUM	\$1.776 MILLION
11	AUSTRIA	\$1.707 MILLION
12	CZECH REPUBLIC	\$1.567 MILLION
13	ALBANIA	\$1.440 MILLION
14	ROMANIA	\$1.417 MILLION
15	SERBIA	\$1.310 MILLION
16	BOSNIA AND HERZEGOVINA	\$1.303 MILLION
17	SLOVAKIA	\$1.263 MILLION
18	NETHERLANDS	\$1.259 MILLION
19	NORWAY	\$1.259 MILLION
20	CROATIA	\$1.182 MILLION
21	HUNGARY	\$1.158 MILLION
22	SWEDEN	\$1.092 MILLION

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
23	FINLAND	\$946,753
24	PORTUGAL	\$939,382
25	AZERBAIJAN	\$918,499
26	GEORGIA	\$898,468
27	BULGARIA	\$875,043
28	DENMARK	\$850,355
29	ESTONIA	\$716,846
30	MACEDONIA	\$698,994
31	CYPRUS	\$698,863
32	SLOVENIA	\$698,609
33	LITHUANIA	\$645,623
34	KOSOVO	\$645,229
35*	ARMENIA	\$639,922
36*	LATVIA	\$623,765
37	IRELAND	\$619,226
38	ITALY	\$619,226
39	BELARUS	\$587,832
40	SWITZERLAND	\$532,065
41	MOLDOVA	\$436,198
42	MONTENEGRO	\$430,555

\*For public diplomacy program samples, please reference spotlight countries Czech Republic, Germany and Ukraine.

## EDUCATIONAL EXCHANGES

According to Open Doors Data, the majority of European students who studied in the U.S. in 2013 were from Turkey (11,278), followed by Germany (9,819), the United Kingdom (9,467), France (8,297), Spain (5,033), Russia (4,898), Sweden (4,283), Italy (4,276), Norway (2,097), and Greece (2,046). The Netherlands, Poland, Ukraine, Bulgaria, Romania, Switzerland, Denmark, Ireland and Austria all had more than 1,000 students studying in the U.S.

Between 1949 and 2013, 131,316 European Fulbright students and scholars went to the U.S. and 81,459 American Fulbright recipients traveled to Europe. In FY13, there were 1,194 Europeans and 1,294 Americans with Fulbright awards.

## INTERNATIONAL BROADCASTING IN EUROPE

There are currently 20 services that target European audiences, with the most funding going toward the Russian Service of Radio Free Europe/Radio Liberty (RFE/RL) Russian Service at \$8.53 million with program delivery in FY13. Voice of America's highest expenditures in the region also targeted Russian-speaking populations at \$3.04 million with program delivery. VOA's Russian, Ukrainian, Albanian, Turkish, Serbian, Bosnian, Georgian, Azerbaijani, Macedonian, Greek and Armenian services cost a collective \$12.55 million. [Note: Greek service was retired in 2014.] RFE/RL's Russian, Ukrainian, Balkans, Belarus, Georgian, Azerbaijani, Armenian, North Caucasus, Romanian to Moldova and Tatar-Bashkir services cost a collective \$28.28 million in FY13.

RFE/RL and VOA both broadcast in Russian, Ukrainian, Georgian, Azerbaijani and Armenian; RFE/RL also has a Balkan service and VOA Bosnian, Serbian and Macedonian services. In the BBG's FY15 budget request, BBG stated it would reduce VOA's Georgian and Azerbaijani

Services and RFE/RL's Armenian Service to achieve greater harmonization.

During FY14, there was a notable shift in resources to increase services in Eastern Europe, especially to Ukraine and the Russian periphery. With seed money from the Under Secretary of State for Public Diplomacy, RFE/RL and Voice of America launched a new Russian-language television news program in October 2014 (FY15) carried by public and private broadcasters in Ukraine, Moldova, Georgia and Lithuania. The show will also be carried nationally in Latvia as of 5 January 2015. In addition, the BBG has also allocated resources to support the growth of new digital platforms such as a Russian-language YouTube channel.

## VOICE OF AMERICA

**Russian, Ukrainian, Albanian, Serbian, Turkish, Bosnian, Serbian, Azerbaijan, Georgian, Greek, Armenian**

## **VOA RUSSIAN SERVICE**

**FY13 \$3.039 MILLION (\$3.040 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1947

**Delivery Method:** Television affiliates, Websites and Social Media

VOA Russian targets the Russian Federation and significant Russian-speaking population of former Soviet republics. It employs a digital strategy to inform and engage a Russian audience that prefers TV but is very active in social media. The Russian Service provides professional multimedia, cross-platform content that is participatory. It engages audiences in conversation about America and its values while offering insights into U.S. policy, life and thought, including American reactions to developments in Russia and other former Soviet republics. After being out of the market since 2008, VOA has served as a “Washington/New York Bureau” for independent media outlets in Russia. VOA Russian provides live daily reports from the NYSE to the Russian Business Channel. The Service also delivers live reports from Washington on major U.S. news and events for both Dozhd TV and RBC. RBC’s weekly audience reach in Russia is 11 percent, and that of Dozhd, 1.8 percent. VOA Russian’s web and mobile register more than 1.5 million visits every month; Podelis is seen by 35,000 to 70,000 viewers weekly, and more than 1.75 million video files were downloaded from the website in the last year. In addition, the YouTube channel registered almost 14 million views as of August 2013. VOA Russian had over 88,000 Twitter followers. Sample programs include “Podelis,” a weekly, 30-minute social-media-driven television show, streamed live online and broadcast via satellite; “U.S. News in 60 Seconds,” a video product that provides quick daily updates on the latest U.S. news; “Made in USA,” a weekly video feature on American people, life, thought and institutions; and “Hollywood Boulevard,” a weekly video feature showcasing the latest releases from the American movie industry.

## **VOA UKRAINIAN SERVICE**

**FY13 \$1.421 MILLION (\$1.709 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1949

**Delivery Method:** Television, Websites and Social Media

**TV Programming:** 2 hours per week

Via television and the Internet, VOA Ukrainian Service provides U.S. and international news coverage, including features on U.S. foreign policy, feature stories about American life, social trends, and achievements in science, technology, medicine and business. Ukrainian Service journalists provide blogs and engage the audience using social media, particularly Facebook and Twitter. VOA Ukrainian’s original content is syndicated to popular online outlets in the target area—Ukrayinska Pravda, Maidan and Ukr.net. Video stories are available on VOA Ukrainian’s YouTube channel. With a weekly audience of 18.3 percent of the Ukrainian public, an April 2014 Gallup survey found VOA the leading international broadcaster in the country. Sample programs include “Chas-Time,” a daily 15-minute TV news and information program featuring international news, and newsmaker interviews on U.S.-Ukrainian relations, and “Window on America,” a weekly 20-minute TV magazine program that profiles Americans and reviews trends in American society and cultural life.

## **VOA ALBANIAN SERVICE**

**FY13 \$1.738 MILLION (\$1.799 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1943 (closed in 1945, reopened in 1951)

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 10.5 hours a week

**TV Programming:** 3.5 hours a week

VOA Albanian programming targets Albania, Kosovo and Macedonia and provides uncensored and professional news and information. The service’s programming is widely disseminated by local media with 41 television affiliates. VOA Albanian also broadcasts two 30-minute radio programs daily, which are carried by 29 affiliates, and two IBB FMs. VOA states that it has a weekly audience of 57 percent in Kosovo, 48 percent in Albania, and 29 percent in Macedonia. Its program line-up includes “Ditari,” a daily 30-minute news and information program that presents interviews with high-level U.S. and regional political leaders and is aired by 41 TV affiliates in Albania, Kosovo, Macedonia, Montenegro and Serbia.

## **VOA SERBIAN SERVICE**

**FY13 \$1.522 MILLION (\$1.537 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1943

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 3.9 hours a week

The VOA Serbian Service broadcasts targets Serbs in Serbia, Montenegro, Kosovo, Bosnia-Herzegovina, Croatia and Macedonia. The October 2011 InterMedia survey stated that it reaches more than 10 million people with a weekly audience of 11.2 percent in Serbia and 27.5 percent in Montenegro. The Service has some 60 affiliates in Serbia, Montenegro, Kosovo, Republic Srpska (Bosnia Herzegovina) and Macedonia. In addition to its full-length TV shows, VOA Serbian provides interactive reports on science, technology and medicine for the Belgrade-based affiliate TV B92 and public service TV Montenegro on VOA Serbian regularly updates its web page with relevant reports, features and interviews, and offers live streaming of TV shows and on-demand video and audio files. Sample programs include “Open Studio,” a daily 30-minute TV news on Serbia, Kosovo, Montenegro and the wider Balkan region with a focus on democratic consolidation and ethnic reconciliation, with U.S. and regional newsmakers; and “Weekend Studio,” a 30-minute program on feature stories from the United States and the world.

## **VOA TURKISH SERVICE**

**FY13 \$1.24 MILLION**

**Origin:** 1942 (closed in 1945, reopened in 1948)

**Delivery Method:** Television, Websites and Social Media

**TV Programming:** 2.5 hours weekly original programming

VOA Turkish produces content for Internet and television. TV broadcasts are simulcast by a leading news network in Turkey, TGRT Haber. News and interviews broadcast by VOA Turkish are frequently re-distributed in the Turkish media and the Service receives substantial audience feedback from Turkey, Cyprus, Germany and other countries in Europe, the U.S., and the Caucasus. Turkish web sites and newspapers and TV stations

often use VOA Turkish reports and interviews with full attribution to VOA Turkish to avoid government restrictions and censorship on specific issues. Through the “Washington Bureau” concept, VOA Turkish service staff frequently provides commentary, analysis and background information on major Washington news events. Programs include a one-hour weekly live news program, a 30-minute weekly magazine show, and a 15-minute interactive program that airs four times a week for affiliates. The service produces both audio and video products for the Internet that include a wide variety of topics: Turkish American relations, civil rights, press and Internet freedom, U.S. policies, the European and Turkish economy, global economic issues (unemployment, price hikes, food prices), health, education, environment, arts and entertainment.

## **VOA BOSNIAN SERVICE**

**FY13 \$810,000**

**Origin:** 1996

**Delivery Method:** Television, Websites and Social Media

**TV Programming:** 2.75 hours a week

VOA Bosnian’s target audience primarily resides in Bosnia and Herzegovina, but the service also reaches audiences in southern parts of Serbia and parts of Kosovo, as well as throughout Western Europe among the Bosnian diaspora. According to a June 2011 survey, VOA attracts a weekly audience of 21.2 percent of the population of Bosnia. It conducts a weekly live-to-tape interactive program with the nationally broadcast Bosnian PBS that focuses on political and social issues in the U.S., as well as provide U.S. perspectives on developments affecting the target audience. The Service also maintains an up-to-date website and mobile, and engages the listeners via social networking sites, such as Facebook and Twitter. VOA Bosnian uploads its original video reports on the Service’s YouTube channel. A sample program is “Studio Washington,” a live, 30-minute news and current affairs television program that airs by satellite and includes interviews with newsmakers from the United States and the region.

## **VOA GEORGIAN SERVICE**

**FY13 \$704,000 (\$722,000 WITH PROGRAM DELIVERY)**

**Origin:** 1951

**Delivery Method:** Radio (FM), Television, Websites and Social Media

**Radio Programming:** 7 hours weekly

**TV Programming:** 15 minutes weekly

VOA's Georgian Service uses radio, television and Internet programming to inform and engage with the Georgian audience in an otherwise highly politicized media environment. VOA has a weekly audience of 1.9 percent Georgians on television and .9 percent on radio, according to a September 2012 survey. It provides insights into American life, thought and institutions, and analysis on Georgia's democratic evolution and its prospects for Euro-Atlantic integration. It broadcasts an hour a day on the Georgian Public Broadcaster and provides occasional live news reports on the U.S. via the website and social media, Georgians can also access news and English learning content. A sample program includes "Washington Today," a weekly 20-minute show on Georgian Public TV regarding major developments in the region, the Georgian diaspora, and features on social issues, medicine, science, technology and culture from the U.S. vantage point.

## **VOA AZERBAIJANI SERVICE**

**FY13 \$550,000 (\$569,000 WITH PROGRAM DELIVERY)**

**Origin:** 1982

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 1.6 hours weekly

**TV Programming:** 50 minutes weekly

VOA Azerbaijani seeks to retain and strengthen its role in the Azerbaijani media as a full service multimedia news agency that provides news in various formats and on subjects that include political, social, economic, medical, technological, and cultural developments. Its television content features "American Review" and "World View" programs that present an American perspective on issues of interest to the target audience. VOA Azerbaijani also is a major source of news for Iranian Azeris. It produces 15 minute daily audio pack-

ages that usually consist of two interviews/reports and a summary of top world news; daily 5-6 minute video news program, a weekly 6-8 minute "Showbiz" program, and original Internet video reports and interviews on issues relating to Azerbaijan.

## **VOA MACEDONIAN SERVICE**

**FY13 \$480,000**

**Origin:** 1999

**Delivery Method:** Radio, Television, Websites and Social Media

**TV Programming:** 53 minutes weekly

VOA Macedonian targets the country and neighboring countries with Macedonian-speaking minorities. According to a June 2011 survey, VOA reaches 29.4 percent of the adult population of Macedonia and is the top-rated international broadcaster in Macedonia. Through a mix of television and Internet programming, the service offers news and perspectives on life in the U.S. and U.S. foreign policy. In addition to maintaining a website that expands the TV coverage with feature reporting, VOA Macedonian provides video on its YouTube channel and maintains Facebook and Twitter accounts. Sample programs include "NewsFlash," which discusses news from a U.S. vantage point and broadcasts for 10 minutes a day on Alfa, 24 Vesti and Sitel 3, and a number of regional and local stations throughout Macedonia.

## **CLOSED IN 2014 VOA GREEK SERVICE**

**FY13 \$458,000**

**Origin:** 1942-2014

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 3 hours weekly

**TV Programming:** 5 minutes weekly

VOA Greek presented American policies and institutions, corrected misrepresentations and misinformation about the U.S., informed audiences about global perspectives related to the situation in Greece, and chronicled the contribution of the Greek-American community. The Service's multimedia coverage focused on the rise of extremism in Greece, the rampant corruption that has plagued the country's institutions, and the decline of press freedoms. It worked through its SKAI television

and radio affiliate, the third most popular television network in Greece.

### **VOA ARMENIAN SERVICE**

**FY13 \$400,000**

**Origin:** 1951

**Delivery Method:** Television, Websites and Social Media

**TV Programming:** 1.3 hours weekly

According to a September 2012 Gallup survey, VOA Armenian reaches 33.7 percent of the Armenian public. With only two full-time employees, it is one of VOA's smallest services. It provides professional and comprehensive news and information and serves as a vital source of information about the United States, its society and institutions, and its policies toward Armenia and other former Soviet republics. Sample programs include "Armenian Daily Report," a 10-minute TV report with four short segments on U.S. and world events, U.S. foreign policy, business, science and U.S.- Armenian relations, and "Armenian Weekly Magazine," a 20-minute program on life in America, Armenians in America, in addition to news in science, medicine, business and the environment, Hollywood highlights, and American pop music reviews.

### **RADIO FREE EUROPE/RADIO LIBERTY**

**Russian, Ukrainian, Belarusian, Georgian, Azerbaijani, Armenian, Romanian and the Balkans Service**

#### **RFE/RL RADIO SVOBODA (RUSSIAN)**

**FY13 \$8.114 MILLION (\$8.529 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (SW, cable, satellite; 1 small FM station), Websites and Social Media

**Radio Programming:** 24 hours daily via Internet and satellite, 15 hours daily via SW

Radio Svoboda delivers professional news on the region and had almost 30 local affiliates in 2005, yet all but one have since stopped carrying its programs as a result of political pressure within Russia. The remaining affiliate is a small station in northern Russia that broadcasts two hours weekly. The station has 37 staff in Moscow,

27 in Prague, and roughly 100 stringers in Russia and internationally. RFE/RL's Russian Service has historically been a trusted source of balanced information about political, social, civic, cultural and human rights issues that are un- or under-reported in Russia. It has also provided a forum where discussion and debate on these issues can take place. The content has not changed, but the platforms are now digital and the Service is focused on producing a range of multimedia content that will aim to connect with target audiences across Russia and enhance the impact of its journalism. The Service seeks to counteract the systematic destruction of public space that began when Putin came to power in 2000, which has resulted in a lack of in-depth public discussion; a break down in the flow of information between different national regions and social strata; and ever-increasing isolationism from the rest of the world. In response, the Service is producing more regionally-based content, a variety of discussion shows and highly engaging foreign coverage. Sample programs include "Svoboda at Noon," which reports on current events; "Face the Event," which is a live talk show on the main event of the day; and "Over the Barriers," the Russian service's flagship cultural program that covers Russia and the world.

#### **RFE/RL RADIO SVOBODA (UKRAINIAN)**

**FY13 \$2.045 MILLION (\$2.663 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1954

**Delivery Method:** Radio (FM, UKW, cable, satellite), TV (via affiliates), Websites and Social Media

**Radio Programming:** 11 hours 55 minutes weekly, Podcasts: 4 hours 10 minutes daily.

**TV Programming:** 4 hours 28 minutes per week

Radio Svoboda's Ukrainian Service delivers professional reporting on every available platform to serve the public interest in Ukraine. The Service was at the forefront of covering the crisis in Ukraine, which erupted at the end of November 2013 when the government unexpectedly pulled out of an agreement on closer ties with the European Union. The Service's live streams and multimedia reports were carried by major international media as well as local stations.

Since April 2014, Svoboda has launched six television shows that are aired by local partners in Ukraine, including the nationwide First National and popular online TV Espresso. Programs include “Your Liberty,” which discusses the most important topic of the day with experts and special guests, features programs on events in Crimea and Donbas, and an investigative program on corruption. In terms of radio programming, national radio affiliate Era FM carries the agenda setting “Morning Liberty” and the analytical “Liberty Today” program in the evening, along with thematic programs “EuropeConnect” on EU-Ukraine relations, “We Together” on regional issues and “YouthPlus.” The Service also targets the annexed Crimea since March 2014 with the new web site Krymr.org, providing information about the peninsula in Russian, Ukrainian and Crimean Tatar languages. The new weekly “Crimea Realities” television program covers events on the annexed peninsula.

**RFE/RL BALKANS SERVICE (ALBANIAN, BOSNIAN, CROATIAN, MACEDONIAN, MONTENEGRIN, SERBIAN)**  
**FY13 \$4.296 MILLION (\$4.616 MILLION WITH PROGRAM DELIVERY)**

**Origin:** Bosnian, Croatian, Serbian: 1994; Albanian to Kosovo: 1999; Montenegrin: 2005; Macedonia: 2001

**Delivery Method:** Radio (FM, satellite), TV, Websites and Social Media

**Radio Programming:** Seven hours and 30 min/day

**TV Programming:** Bosnian TV: 30 min/week, Macedonian TV: 10 min/week

More than 150 affiliate stations broadcast RFE/RL’s Balkan Service, which is the only news media that engages all sides of the various Balkan divides. The Service broadcasts a daily 60-minute regional show through affiliates in Bosnia, Montenegro, and Serbia, focusing on stories of regional interest, in addition to other programs that focus on reconciliation and human rights. According to RFE/RL, the Macedonia Unit is considered to be the most reliable and professional source of information in Macedonia. The Kosovo Unit is a trustworthy source of news and information for audiences in Kosovo, who look for background and context on the events taking place in their young state.

**RFE/RL RADIO SVABODA (BELARUSIAN)**  
**FY13 \$2.409 MILLION (\$2.724 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1954

**Delivery Method:** Radio (AM/SW/satellite); Television (Belsat); Websites and Social Media

**Radio Programming:** Four hours daily

**TV Programming:** 30 minutes weekly (Belsat)

With a staff based mainly in Prague and with 34 stringers, Radio Svaboda aims to connect with Belarus’ people mainly via the Internet. In FY 2014, visits rose by 23 percent over FY 2013 and page views were up by 8 percent. The number of subscribers to the Service’s pages on both Facebook and VKontakte has risen dramatically, with over 30,000 followers on each network. Radio Svaboda staff has produced a publication and DVD called “Liberty Library” as an alternative means of reaching new audiences and it continues to engage with them at weekly audience meetings. Sample programs include Zona Svabody, a TV roundtable analysis program watched by over 20 percent of Belsat’s audience; “Liberty in Prisons,” about life in Belarusian prisons and colonies, letters, families, health advice; “Liberty Travels,” a weekly documentary on the life of a small town; “Open Studio,” which features in-depth discussions with artists, writers, historians; and “Your call,” an interactive reviews of listeners’ letters and phone calls.

**RFE/RL RADIO TAVISUPLEBA (GEORGIAN)**  
**FY13 \$2.353 MILLION (\$2.537 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (FM, satellite), TV, Websites and Social Media

**Radio Programming:** 18 hours daily

**TV Programming:** One hour weekly (Georgian Public TV)

Radio Tavisupleba aims to deliver professional news to the Georgian people via television, radio and the Internet. Radio retains an important role in Georgia despite limited reach. Tavisupleba launched a new project on April 14, 2014 that now allows Tavisupleba to broadcast 18 hours a day from 8:00am-2:00pm on a national network owned by Green Wave FM. This new program stream should increase the visibility of

Tavisupleba and provide the opportunity to compete head-to-head with local FM stations. Russian, Armenian and Azeri colleagues also prepare programs for ethnic minorities in their languages on a daily basis. Tavisupleba also uses materials from VOA, including reports from VOA Georgian, VOA Music Mix, Learning English programs. In addition, Tavisupleba continues to cover breakaway regions of Abkhazia and South Ossetia on the basis of the Ekho Kavkaza broadcasts. In cooperation with the Georgian Public Broadcaster, the service produces a weekly one-hour TV show called “Red Zone.” In the digital sphere, Tavisupleba maintains websites, Facebook fan pages, and Twitter accounts in both Georgian and Russian. Sample programs include “Echo of the Caucasus,” a daily one-hour Russian-language program for Georgia’s breakaway regions of Abkhazia and South Ossetia that seeks to use impartial reporting to overcome mistrust between the peoples of these conflict zones, and “Liberty Diaries,” a program that gives consumers an intimate perspective of the historical record of the main domestic and international events of the week.

#### **RFE/RL RADIO AZADLIQ (AZERBAIJANI)**

**FY13 \$1.821 MILLION (\$1.886 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (satellite), TV (Hotbird, Turksat satellites); Websites and Social Media; Weekly Newspaper

**Radio Programming:** 23 hours and 30 minutes weekly

**TV Programming:** 42 hours weekly

Azadliq provides uncensored and reliable information that promotes transparency, accountability and pluralism in Azerbaijan. Azadliq’s investigative reports address issues that are absent in official media. Recently, Azadliq broke several stories identifying corruption in Azerbaijan’s ruling family. In a country where the government controls the flow of information, Azadliq is viewed as the only remaining source of uncensored and balanced news. By being objective and balanced, it provides a credible and influential alternative to the official media and serves as a role model for young journalists and independent journalism. It has a staff of six people in Prague, 14 in Baku and 21 stringers in the region. Sample programs include a daily “After

work” show hosted by award-winning journalist Khadija Ismayilova, which is Azadliq’s most popular radio show and among the most popular talk shows available on the Internet; “News Hour,” which provides the news of the day with additional background and context; and “Hotline,” which addresses listeners’ social and legal problems and connects them with lawyers and officials.

#### **RFE/RL RADIO AZATUTYUN (ARMENIAN)**

**FY13 \$1.776 MILLION (\$1.926 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (FM, satellite), Websites and Social Media

**Radio Programming:** 24 hours and 13 minutes weekly

**TV Programming:** 7 hours weekly

Azatutyun provides objective coverage of events and accurate reports, which are rare in Armenia. It has become the top source of live video coverage of key political and social developments in the country thanks to heavy investments into Internet streaming technology as well as its ability to cover news without censorship and control unlike its competitors. Its uncensored political talk shows, like “Crossroad of Opinions,” are not available in the local market. Armenian news agencies frequently cite Azatutyun’s exclusive reports as the primary sources for their own stories. Azatutyun also facilitates peer-to-peer dialogue and works to serve as a bridge between people and the government. In 2013, Azatutyun journalists won three Na/Ne prizes (instituted by the British Council) and an Institute for War and Peace Reporting award for coverage of women’s issues, and a UN award for coverage of human trafficking. Sample programs include “Exclusive,” a TV show featuring interviews with top Armenian newsmakers and “Crossroads of Opinions,” a Saturday evening political talk show offered via radio and video webcast.

#### **RFE/RL NORTH CAUCASUS LANGUAGE SERVICES (AVAR, CHECHEN, CIRCASSIAN)**

**FY13 \$1.259 MILLION (\$1.342 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 2002

**Delivery Method:** Radio (SW, satellite), Websites and Social Media

**Radio Programming:** 7 hours per week

RFE/RL's North Caucasus Languages Service reports news in a violent region where media freedom and journalists remain under severe threat. It serves as the only international broadcaster to provide professional news and analysis in the North Caucasus in Chechen, Circassian and Avar. It is the only Chechen media outlet to provide coverage of human rights abuses by the police and security forces, in addition to other uncensored coverage. Following the May 2013 Boston Marathon bombing, the North Caucasus Service was the first media to interview the mother, father and uncle of alleged bombers Tamerlan and Dzhokhar Tsarnaev. The Service produces 20-minute daily news program in each language. The segments in the three languages differ from one another and address topics of greatest interest to each target group. Each daily 20-minute segment is comprised of a 3-minute newscast followed by three or four reports on key local, Russian and international stories plus billboards and promos. Topics include: human rights, religion and tolerance, social issues, language and linguistics, history, women's rights and youth programs. The Chechen unit also has a special SMS/phone-in show on Thursday.

**RFE/RL RADIO EUROPA LIBERA (ROMANIAN)**  
**FY13 \$1.054 MILLION (\$1.172 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1950 (to Romania, ended in 2008; Moldova programs continue since 1998)

**Delivery Method:** Radio (AM, FM, UKV, SW, cable, satellite), TV, Websites and Social Media

**Radio Programming:** In Moldova: 105 minutes Monday-Friday, 40 minutes on weekends; In Transdnier: 30 minutes weekly

**TV Programming:** 4 hours 10 minutes weekly

Europa Libera provides credible and impartial information and analysis as well as a forum for debate and analysis on major themes related to Moldova, the region and the world. Europa Libera promotes free speech, respect of human rights and of minorities and democratic values.

It is the only Western international media available in Moldova on radio with programs designed to serve the Moldovan audience. Domestic media is considered

by Freedom House and Reporters Without Borders to be "partly free" with interests from domestic and regional oligarchs controlling it. Private domestic media is used as a political or economic tool against the "competitors." Europa Libera also offers special radio programs to the separatist region of Transdnier that are in Romanian and Russian and are designed to build bridges between the people living in a divided society. Listeners in Romania are also able to stay informed by a much respected source about the realities of its closest neighbor. Sample programs include "Moldova at 7," "Synthesis of the Day," and "Weekly Diaries," in which everyday Moldovans provide a personal perspective and historical record of domestic and international events of the week.

**RFE/RL RADIO AZATLIQ (TATAR, BASHKIR, CRIMEAN TATAR)**

**FY13 \$885,000**

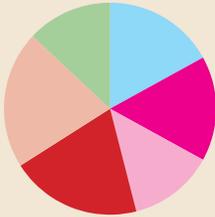
**Origin:** 1953

**Delivery Method:** Websites and Social Media, Radio (satellite)

**Radio Programming:** 3 hour 30 minutes weekly

Radio Azatliq is the only major international news provider in the Tatar and Bashkir languages. It aims to serve as a bridge between Tatar communities in Russia, Crimea and the world. Radio Azatliq primarily operates online and provides the most technologically advanced web source in the Tatar language. Radio Azatliq's website provides a public platform for virtual meetings enabling users to discuss issues including Russia's policy toward ethnic and religious minorities, centralization, corruption, the role of Islam in predominantly Muslim regions, Islam's compatibility with Western values and institutions, and gender issues. Russian authorities monitor these discussions and have occasionally tried to interfere with them. In response to Russia's annexation of Crimea, the service is expanding the production of programming in the Crimean Tatar language, which it began in the 1960s. Its content is used to teach Tatar to students in schools due to the service's modern use of the language, topical stories, and the combination of audio and video versions of reports.

# SPOTLIGHT COUNTRY: CZECH REPUBLIC

Czech Republic									Population: 10,627,448 FY13 PD Actuals: \$1,566,637 FY14 PD Base: \$1,515,301																													
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US																											
25.50%	99.00%	99.00%	99.00%	26,300	0.56	Free	0.13	73.00%	37.70%	1.27	776																											
 <table border="0"> <tr> <td>Support for Mission Initiatives: \$198,429</td> <td>Support for English Lang. Teaching/Learning: \$15,854</td> <td>Supplementing IIP Programs: \$21,886</td> </tr> <tr> <td>Support for Foreign Assistance Programs: \$38,290</td> <td>Educational Advising &amp; Promoting Study in US: \$0</td> <td>Public-Private Partnerships: \$8,461</td> </tr> <tr> <td>Inform Policy Making: \$0</td> <td>Exchanges (Post Generated): \$5,185</td> <td>Align Resources with Strategic Priorities: \$0</td> </tr> <tr> <td>Alumni Outreach: \$48,377</td> <td>Supplementing ECA Programs: \$41,050</td> <td>VIP Visits (Press Support): \$21,040</td> </tr> <tr> <td>Media/Press Activities: \$117,861</td> <td>Speaker Programs (Post Generated): \$29,183</td> <td>Audience Research &amp; Public Opinion: \$0</td> </tr> <tr> <td>Supplementing PA Programs: \$67,357</td> <td>American Centers: \$167,866</td> <td>Evaluation: \$0</td> </tr> <tr> <td>Digital Outreach: \$63,101</td> <td>American Spaces (Not Centers): \$87,149</td> <td>Other: \$197,014</td> </tr> <tr> <td>Cultural Programs (Post Generated): \$217,575</td> <td>Support for Information Resource Centers: \$10,105</td> <td></td> </tr> <tr> <td>Educational Initiatives (Excluding English Lang.): \$182,448</td> <td>Books &amp; Publications: \$29,602</td> <td></td> </tr> </table>												Support for Mission Initiatives: \$198,429	Support for English Lang. Teaching/Learning: \$15,854	Supplementing IIP Programs: \$21,886	Support for Foreign Assistance Programs: \$38,290	Educational Advising & Promoting Study in US: \$0	Public-Private Partnerships: \$8,461	Inform Policy Making: \$0	Exchanges (Post Generated): \$5,185	Align Resources with Strategic Priorities: \$0	Alumni Outreach: \$48,377	Supplementing ECA Programs: \$41,050	VIP Visits (Press Support): \$21,040	Media/Press Activities: \$117,861	Speaker Programs (Post Generated): \$29,183	Audience Research & Public Opinion: \$0	Supplementing PA Programs: \$67,357	American Centers: \$167,866	Evaluation: \$0	Digital Outreach: \$63,101	American Spaces (Not Centers): \$87,149	Other: \$197,014	Cultural Programs (Post Generated): \$217,575	Support for Information Resource Centers: \$10,105		Educational Initiatives (Excluding English Lang.): \$182,448	Books & Publications: \$29,602	
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The Czech Republic has been a strong and reliable ally to the U.S. since the Velvet Revolution 25 years ago. The U.S. and Czech Republic share many foreign policy goals and values: the Czechs advocate consistently for human rights and democracy in international institutions, have made strong contributions to the NATO alliance, and provide support to countering violent extremism efforts. The Czech people today are enjoying economic growth after years of a recession; nearly two-thirds of the public is connected via Internet, they have 127 mobile phone subscriptions per 100 people, and their press is free. The U.S. had 58 percent favorability among the Czechs in 2013, and it is represented through the U.S. embassy in Prague, its American Center next door to the embassy, and its American Corners in Brno and Pilsen. U.S. public diplomacy aims to maintain and strengthen the U.S.-Czech bilateral relationship by connecting with the Czech public via exchanges, English-language instruction, and cultural programs. Radio Free Europe/Radio Liberty (RFE/RL) headquarters have also been in Prague since 1995, although RFE/RL does not broadcast to the Czech people and it has a different mission from the U.S. embassy. President Vaclav Havel originally moved it into a communist-era government building to underscore the importance of the promotion of democratic values in Czech society.

The U.S. Advisory Commission on Public Diplomacy made an official visit to Czech Republic in August 2014

to understand public diplomacy opportunities and challenges there. At the U.S. Embassy, ACPD arrived during transition time, as the Chief of Mission and the Public Affairs Officer were departing. We were concerned that, under that leadership, the public diplomacy function seemed to be divorced from country team operations, therefore making public diplomacy an afterthought to U.S. foreign policy. It also seemed as if the Chief of Mission reduced public diplomacy to social media practice, specifically tweeting and blogging. This should not be considered a reflection of the current Ambassador and public diplomacy team. At Radio Free Europe/Radio Liberty headquarters, ACPD met with Radio Svoboda Ukraine and Russia Services to get a better understanding of their broadcasting operations. RFE/RL has round-the-clock programming via the Internet and 15 hours of programming via shortwave radio in Russia and roughly 12 hours a day of radio programming and two hours of Internet television programming in Ukraine. The ACPD was concerned that they may not have enough personnel to effectively counter Russian disinformation.

## BREAK DOWN IN SPENDING

The U.S. Mission in the Czech Republic spent \$1.57 million on public diplomacy expenditures in FY13; it ranked 41st worldwide and 12th in U.S. public diplomacy spending in Europe. In 2013, according to available data,

the funds went to the strategic themes of advancing Civil Society (21 percent), Democracy and Good Governance (20 percent), Education (16.84 percent), Energy (16 percent), Youth Engagement (13.42 percent), and Environment and Climate Change (12.89 percent). The spending by activity went toward Cultural Programs (13.89 percent), and then was splintered among Support for Mission Initiatives, Educational Initiatives, American Spaces, Digital Outreach, Alumni Outreach, Support for English-Language Instruction, etc. The breakdown in spending is logical given the foreign policy goals to advance civil society, strengthen democratic institutions, and engage with youth via educational and cultural platforms.

### RADIO FREE EUROPE/RADIO LIBERTY

Radio Free Europe/Radio Liberty spent \$92.1 million in FY13 on 19 services that broadcast in 28 languages to 21 countries. RFE/RL journalists aim to provide uncensored news and open debate to societies where the media is not or only partly free, where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism and other threats remain, and where independent journalists often face great risk (See: Broadcasting Board of Governors Overview). Radio Svoboda Russian Service once delivered news on the region through nearly 30 local affiliates in 2005, yet all of them have since stopped carrying its programs as a result of political pressure within Russia. It now focuses on an Internet strategy to reach target audiences via its website and social networking sites. RFE/RL's Ukrainian Service creates programming for roughly 12 hours a week on the radio (FM, UKW, cable, satellite) for the Ukrainian public and 4.5 hours per week of Internet television programming. Both have been around for more than 60 years and are facing great challenges in gathering and reporting uncensored, professional news in unpermissive environments.

The cost for RFE/RL's Ukraine and Russia's services cost \$11.192 million. The Russian Service has sought to counteract the systematic destruction of the Russian public sphere and media freedoms since Vladimir Putin came to power in 2000. There have also been rapid expansions to RFE/RL coverage in response to the crisis in Crimea.

The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America to launch a new Russian-language television news program in October 2014 carried by public and private broadcasters in Ukraine, Moldova, Georgia and Lithuania. The show will also be carried nationally in Latvia as of January 2015. In addition, BBG has allocated resources to support the growth of new digital platforms such as a Russian-language YouTube channel. RFE/RL, with State Department and BBG funding, also launched a Crimea website in the Russian, Ukrainian, and Crimean Tatar languages. Since its launch, the site has attracted 21 million visits and nearly 34 million page views, its audience continues to increase. In addition, the Ukrainian Service has also begun a program called, "Lie of the Day," that analyzes Ukrainian and Russian media coverage about events in Crimea and the Ukraine.

**RECOMMENDATION:** ACPD recommends continued attention to this issue and increased resources to provide for more in-depth feature reporting on Russia and Ukraine countries, and to expand RFE/RL airtime in Ukraine and the Russian periphery. We are encouraged by RFE/RL's discussions with television stations to distribute their content and recommend that they continue to increase viewership of their content by looking for new platforms and channels to distribute their material.

### AMERICAN SPACES

The American Center in Prague is an ideal platform to convene Embassy officers with American and Czech Fulbright scholars, alumni from other academic and professional programs, and with the many American artists who travel through the country. It often provides small grants to organizations to bring in American performers in return for the organizations making those artists available for master classes at schools, universities, or other performing arts institutions. The embassy also supports an American Corner in Brno, the country's second-largest city, which was opened in 2005. In 2013, the embassy opened an American Corner in Pilsen."

The American Center is an open and accessible venue with a conference room, small auditorium, lending library, Information Resource Center, public access computers, and exhibition space. It hosts more than 250 events each year that include film screening, live performances, student advising sessions, exhibits, presentations by Fulbright scholars and other exchange program participants, and, increasingly, seminars on policy issues. NGOs and other institutions can also share the space, given that they promote shared values.

**RECOMMENDATION:** ACPD encourages the American Center to continue to be used for strategic purposes to advance U.S. foreign policy goals in the region and to highlight Czech-American shared values.

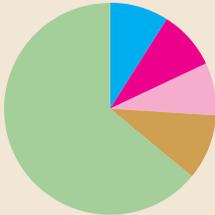
## **SOCIAL MEDIA**

The embassy has four social media sites: Facebook, YouTube, Twitter, and Flickr. The former Chief of

Mission would tweet under the embassy's twitter handle and maintained a blog on a popular Czech website. The personal nature of the Ambassador's blog and tweets were interesting, but the ACPD had concerns that his personal stories would overwhelm the larger messages on U.S.-Czech relations and the various regional challenges the alliance is facing. The ACPD did see that the new Ambassador has a separate Twitter account, which is an improvement, and that messages are connected to specific campaigns.

**RECOMMENDATION:** ACPD recommends that the Public Affairs Section right size the importance of social media to view it as a vehicle for the dissemination of American ideals and for the development of support for U.S. foreign policy rather than as an end in itself.

# SPOTLIGHT COUNTRY: GERMANY

Germany									Population: 80,996,685 FY13 PD Actuals: \$6,547,724 FY14 PD Base: \$6,452,499																													
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US																											
23.60%	99.00%	99.00%	99.00%	39,500	29.00%	Free	13.00%	83.00%	31.20%	112	9,819																											
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Germany is one of the U.S.'s most critical allies, especially as U.S. public diplomacy strategy moves increasingly toward combating the threat of violent extremism in the region, in addition to countering the negative influence of Russia and focusing on issues of global concern such as climate change and disease. As the economic powerhouse of Europe and the leader in setting economic policy, Germany plays a crucial role in supporting U.S. trade efforts, including achieving a Transatlantic Trade Investment and Partnership (TTIP). Germany is at a critical juncture as it wrestles with the implications of its own growing economic and political strength and seeks consensus on common strategies within the euro zone. It remains hesitant in projecting its power, including military, into the rest of the world.

All of this is hotly debated in Germany society. Today, a highly connected and relatively affluent population of roughly 81 million people enjoys a free and vibrant press, with strong traditional media (television, radio, and newspapers) dominating and with social media gaining some traction. Fifty-three percent of Germans are now actively using social media, the average spending an hour per day on social networking sites, and with the most active group being 16-24 year olds.

An almost traditional strain of anti-Americanism has been present in Germany for decades. The war in Iraq led to further alienation and U.S.-German relations have suffered more recently as a result of three consecutive

public allegations of U.S. spying in the country: via the revelations from NSA contractor Edward Snowden of 2013, followed by specific revelations of U.S. eavesdropping on Chancellor Angela Merkel's phone and alleged efforts to recruit a German government official to the Central Intelligence Agency in 2014. This has stirred deep resentment within a German public still grappling with the legacy of the authoritarian and militaristic regimes of the 20th century. It is also coupled with negative narratives about America concerning genetically modified organisms (GMOs), guns (particularly following the shooting of a German exchange student in Montana in March 2014), the death penalty, and other issues. Furthermore, the German opposition to TTIP is arguably the strongest and best-organized in all of Europe. Public support for the agreement dropped from 2013 to 2014. The U.S. favorability among the German people was 61 percent in May 2013, but dropped precipitously following the NSA disclosures, hitting 44 percent in December. Significantly, for the very first time, a majority of Germans said they would prefer a foreign policy approach more independent from the United States, up 17 percentage points since 2013.

At \$6.548 million, Germany's public diplomacy spending ranked sixth in the world. The size of the U.S. public diplomacy team to take up these issues is significantly smaller than during the Cold War. After major downsizing in recent years, the U.S. Mission in German now

includes the embassy in Berlin; five Consulates in Frankfurt, Munich, and—much smaller in size—Duesseldorf, Hamburg, and Leipzig, which is our only diplomatic post in the former GDR ; 10 Binational Centers (with minimal USG support) in Cologne, Freiburg, Heidelberg, Saarbrücken, Stuttgart, Tübingen, Hamburg, Kiel, Munich, Nuremberg; and two Information Resource Centers in Berlin and Frankfurt.

The U.S. Advisory Commission on Public Diplomacy made an official visit to Germany in August 2014 to understand its opportunities and challenges, and the U.S. Mission's public diplomacy operations. We found an excellent and experienced Public Affairs Section team committed to taking on public diplomacy challenges on numerous fronts, and a Chief of Mission with a strong public diplomacy sensibility that has helped U.S.-German relations enormously during a very delicate time.

**RECOMMENDATION:** ACPD understands that FY15 will see budget cuts in U.S. public diplomacy funding in Germany. We believe that it is against our interest to invest less in our relations with the German public at a critical time when facing dual threats from Russia and countering violent extremism in Europe, while also trying to secure the Transatlantic Trade and Investment Partnership (TTIP) agreement with the EU. As seen already, the FY15 stated cutbacks to Fulbright and the cutback of U.S. investment in the Congress-Bundestag exchange also sends a strong message to the German public and government that the U.S. does not value the relationship with a critical ally whose public is increasingly skeptical of the United States.

## BREAK DOWN IN SPENDING

The overwhelming percentage of U.S. public diplomacy spending in Germany was toward Youth Engagement, at 64.36 percent. This was followed by smaller percentages in Conflict Prevention and Mitigation (10.18 percent); Culture, Sports and American Society (9.09 percent); Sustainable Economic Growth (8.73 percent); and

Environment and Climate Change (7.64 percent). The mission in Germany uses a variety of public diplomacy tools to advance these goals, such as media outreach, speakers programs, exchanges and other educational initiatives, cultural programs, digital and alumni outreach.

**RECOMMENDATION:** Germany's youth has no memory of U.S. contributions towards Germany's democratic and economic advancement in the 20th century and has cultivated negative impressions of the U.S. due to the Iraq War, continued drone strikes, and the most recent spying scandals. Developing and sustaining relationships with German youth is critical, as the mission has realized. We encourage full commitment to the exchange programs which are supported 2-1 with German dollars.

## RUSSIA CHALLENGE

With 2.5 million ethnic Russians in Germany and a centuries-long connection between the two countries, including an important trade relationship, the influence of Russia on German society and policy cannot be ignored. A number of Germans from the former GDR have nostalgic feelings toward Russia, as do many Western leftists. There are also more exchange programs between Germany and Russia than between the U.S. and Germany, with more German students currently studying in Russia rather than the U.S. Many Germans agree with Russian leadership's critical stance toward the United States, though events in Ukraine and the shooting down of Flight MH-17 have certainly at least caused given people pause. Indeed, Europe is in deep crisis with the recent actions of Russia in the Ukraine and the Russian periphery, and it was conveyed to us repeatedly that Germany needs U.S. support to stabilize Ukraine and confront Russian encroachment in Europe. There are several public diplomacy dimensions to that support, including the expansion of international broadcasting efforts for countries in between U.S. and Russia, in addition to more educational and professional exchanges.

**RECOMMENDATION:** Continue to work to develop a coordinated counter-response to Russia's efforts in the region, incorporating the expertise of US Consulate Leipzig in eastern Germany. This includes pushing back against Russian propaganda efforts, which is prevalent in Germany, particularly with the launch of the German language version of Russia Today website and YouTube channel in November 2014.

## CONGRESS-BUNDESTAG EXCHANGES

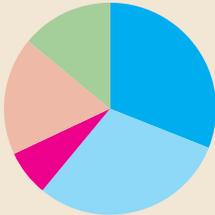
In 1983, six years before the fall of the Berlin Wall, the U.S. and German governments established the Congress-Bundestag Youth and Staff exchanges to reinforce common values of democracy, pluralism and transparency. The Youth exchange targeted American and German secondary school students, undergraduates and vocational school graduates to increase their language skills and develop mutual understanding and respect. In 2013, more than 700 German and American students took part. Likewise, the Congress-Bundestag Staff Exchange has two phases to help American and German political institutions discuss issues of mutual concern: phase one involves 10 U.S. congressional staffers traveling to Berlin to learn about the Bundestag, followed by 10 German Bundestag staffers traveling to

Washington to learn about Congress. The U.S. cost per participant for the Youth exchange is just \$5,663 and the U.S. cost per participant for the Staff exchange is roughly \$8,000. In both programs, the Government of Germany bears the majority of the costs (at a ratio of 2-1). The programs have high visibility in Germany and Members of the Bundestag, including Chancellor Merkel, personally select the participants.

In FY15, U.S. contribution to this more than 30 year program were cut in half, which sent a deflating message directly to German politicians during an already difficult time. While private funding could partially offset the decreases in this funding, the Germans believe that this is a parliament-to-parliament program and not a public-private partnership.

**RECOMMENDATION:** Given the negative political signal that cutting U.S. funding for the Congress-Bundestag exchange sends, we strongly recommend that funding be restored in the FY16 budget. It would also be ideal if a U.S. Legislator would adopt and promote the program so that the Germans coming to the U.S. would experience an equivalent level of engagement as the American traveling to Germany encounter.

# SPOTLIGHT COUNTRY: UKRAINE

Ukraine									Population: 44,291,413 FY13 PD Actuals: \$1,923,830 FY14 PD Base: \$1,494,499																													
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US																											
25.50%	99.70%	99.80%	99.70%	7,400	139	Partly Free	127	48.10%	5.20%	138	1,490																											
 <table border="0"> <tr> <td>Support for Mission Initiatives: \$312,914</td> <td>Support for English Lang. Teaching/Learning: \$100,267</td> <td>Supplementing IIP Programs: \$0</td> </tr> <tr> <td>Support for Foreign Assistance Programs: \$0</td> <td>Educational Advising &amp; Promoting Study in US: \$25,596</td> <td>Public-Private Partnerships: \$0</td> </tr> <tr> <td>Inform Policy Making: \$0</td> <td>Exchanges (Post Generated): \$7,660</td> <td>Align Resoures with Strategic Priorities: \$0</td> </tr> <tr> <td>Alumni Outreach: \$32,589</td> <td>Supplementing ECA Programs: \$56,726</td> <td>VIP Visits (Press Support): \$7,437</td> </tr> <tr> <td>Media/Press Activities: \$98,764</td> <td>Speaker Programs (Post Generated): \$61,014</td> <td>Audience Research &amp; Public Opinion: \$0</td> </tr> <tr> <td>Supplementing PA Programs: \$0</td> <td>American Centers: \$0</td> <td>Evaluation: \$0</td> </tr> <tr> <td>Digital Outreach: \$133,932</td> <td>American Spaces (Not Centers): \$52,735</td> <td>Other: \$34,127</td> </tr> <tr> <td>Cultural Programs (Post Generated): \$327,305</td> <td>Support for Information Resource Centers: \$9,134</td> <td></td> </tr> <tr> <td>Educational Initiatives (Excluding English Lang.): \$85,524</td> <td>Books &amp; Publications: \$59,106</td> <td></td> </tr> </table>												Support for Mission Initiatives: \$312,914	Support for English Lang. Teaching/Learning: \$100,267	Supplementing IIP Programs: \$0	Support for Foreign Assistance Programs: \$0	Educational Advising & Promoting Study in US: \$25,596	Public-Private Partnerships: \$0	Inform Policy Making: \$0	Exchanges (Post Generated): \$7,660	Align Resoures with Strategic Priorities: \$0	Alumni Outreach: \$32,589	Supplementing ECA Programs: \$56,726	VIP Visits (Press Support): \$7,437	Media/Press Activities: \$98,764	Speaker Programs (Post Generated): \$61,014	Audience Research & Public Opinion: \$0	Supplementing PA Programs: \$0	American Centers: \$0	Evaluation: \$0	Digital Outreach: \$133,932	American Spaces (Not Centers): \$52,735	Other: \$34,127	Cultural Programs (Post Generated): \$327,305	Support for Information Resource Centers: \$9,134		Educational Initiatives (Excluding English Lang.): \$85,524	Books & Publications: \$59,106	
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Ukraine has been struggling for autonomy ever since it declared independence from the Soviet Union in 1991. A series of kleptocratic leaders who were widely seen to be closer to the Kremlin than the people they served has left Ukraine battered. From the end of 2013 until former President Viktor Yanukovich stepped down, thousands of protesters rallied in Kyiv’s Independence Square to demand more from their government. This popular movement resulted in the removal of many political figures and the formation of a new government under President Petro Poroshenko. The United States was seen as a supporter during this period due to the public support from the President, Vice President, various administration officials, Congress, and the regular engagement of the U.S. Ambassador in Ukraine. This goodwill was tempered by the disappointment that partners in the West have not done more to help Ukraine militarily as Russia illegally annexed Crimea in March and is postured to annex additional portions of eastern Ukraine.

Ukraine has a population of roughly 44 million people with a Russian minority of approximately 20-30 percent. According to Ukrcensus from 2001, some regions in the east have populations with concentrations above 50 percent of ethnic Russians. Despite the close ties to Russia, many in these regions do not automatically want to rejoin Russia. Rather, many see better opportunities to the West but have been disappointed by the sometimes

divisive policies of Kyiv and poor delivery of services. In particular, many journalists feel conflicted about reporting on the mistakes of the government that may fuel Russian propaganda.

In November 2014, U.S. Advisory Commission on Public Diplomacy staff joined a Congressional staff delegation to Ukraine to identify challenges and opportunities for public diplomacy and international broadcasting. PD spending at the U.S. Embassy in Kyiv was approximately \$1.9 million for FY13. In response to the crisis, funding was increased by approximately \$200,000 for FY14. The mission prioritized support to the Ukraine Crisis Media Center and StopFake.org. These groups work to counter Russian propaganda by providing accurate, timely, and transparent data to the world as well as by shining a light on misinformation being spread by Russia. Despite USG support in early 2014, presently the Ukraine Crisis Media Center receives none of its funding from the U.S. government and the group has worked to diversify its funding streams and to lobby for funding from the Ukrainian government. The group has also provided strategic communications plans to the Ukrainian government while also serving as an advisory group to recommend changes to Ukrainian public messaging. StopFake.org also currently receives no USG funding.

## BREAK DOWN IN SPENDING

The break down in spending at U.S. Embassy Kyiv has changed as budgets have increased and new demands were precipitated by the crisis. ACPD supports an increase in resources for post to support Ukrainian voices to help them tell their own story first hand. More than funding, we also noted that Embassy Kyiv's PAS section is understaffed. This forces staff to postpone vacation and to work long hours to accomplish their objectives. In addition, the staff's use of social media has been extremely well received by Ukrainian and diaspora audiences though the time commitment to maintaining this virtual engagement may impact their ability to make time for vital in person engagement.

**RECOMMENDATION:** ACPD supports the increases in funding to Kyiv, especially as it supports the Ukrainian Government's communications capacity development through the Ukraine Crisis Media Center. We also believe that the U.S. Embassy Public Affairs Section needs additional personnel, with the appropriate experience and training, to focus on social media outreach and capacity development for government communicators and journalists.

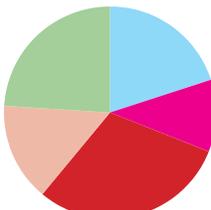
## U.S. BROADCASTING EFFORTS IN UKRAINE

ACPD Staff was also able to visit with the Radio Free Europe/Radio Liberty (RFE/RL) office in Kyiv (Note:

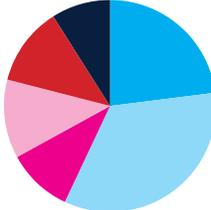
ACPD visited the RFE/RL headquarters in Prague in August 2014). The RFE/RL staff should be commended for their commitment to providing a voice from the front lines of the conflict. Their bravery and dedication under harassment from suspected Russian agents is truly admirable. Though the content being created is of high quality, the distribution stream raises concerns. While RFE/RL's website received millions of visits this year, most of these visits were early on in the conflict. In addition, while RFE/RL has an agreement with Ukraine's State TV station to produce a news program, the television station is ranked 13th for viewership out of approximately 30 stations. Last, RFE/RL's reach into conflict areas appears to be minimal, but little data appears to exist.

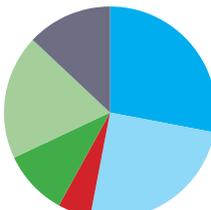
**RECOMMENDATION:** ACPD understands that the RFE/RL staff in Ukraine faces numerous constraints to produce daily content. To maximize the impact of their work, we strongly recommend that RFE/RL work with the Bureau to increase their reach to Ukrainian audiences and to ensure that their content is shown in other European markets. RFE/RL should also research the best practices on how to get their content to conflict zones. We are encouraged by RFE/RL's discussions with television stations to distribute their content. We recommend that they continue to increase viewership of their content by looking for new platforms and channels to distribute their material.

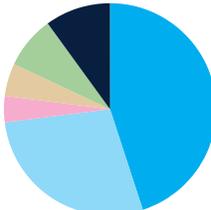
**EUROPE REGION**  
**COUNTRY BY**  
**COUNTRY DATA**

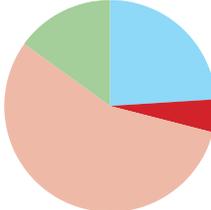
Albania									Population: 3,020,209 FY13 PD Actuals: \$639,922 FY14 PD Base: \$505,495		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
38.50%	96.80%	98.00%	95.70%	10,700	115	Partly Free	85	0.601	0.354	116	649
		Support for Mission Initiatives: \$138,769 Support for Foreign Assistance Programs: \$28,201 Inform Policy Making: \$0 Alumni Outreach: \$9,634 Media/Press Activities: \$0 Supplementing PA Programs: \$89,713 Digital Outreach: \$16,065 Cultural Programs (Post Generated): \$87,066 Educational Initiatives (Excluding English Lang.): \$12,582			Support for English Lang. Teaching/Learning: \$5,551 Educational Advising & Promoting Study in US: \$2,774 Exchanges (Post Generated): \$38,139 Supplementing ECA Programs: \$15,877 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$148,384 Support for Information Resource Centers: \$8,222 Books & Publications: \$270			Supplementing IIP Programs: \$3,402 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$39,292			

Armenia									Population: 3,060,631 FY13 PD Actuals: No Data FY14 PD Base: \$460,099		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
34.30%	99.60%	99.70%	99.50%	6,300	148	Partly Free	78	0.588	0.118	112	345
		Support for Mission Initiatives: \$109,301 Support for Foreign Assistance Programs: \$3,015 Inform Policy Making: \$2,467 Alumni Outreach: \$16,886 Media/Press Activities: \$25,173 Supplementing PA Programs: \$2,126 Digital Outreach: \$23,506 Cultural Programs (Post Generated): \$131,048 Educational Initiatives (Excluding English Lang.): \$7,943			Support for English Lang. Teaching/Learning: \$18,884 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$28,194 Speaker Programs (Post Generated): \$14,545 American Centers: \$150 American Spaces (Not Centers): \$158,897 Support for Information Resource Centers: \$16,250 Books & Publications: \$8,623			Supplementing IIP Programs: \$5,203 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$337 VIP Visits (Press Support): \$11,725 Audience Research & Public Opinion: \$375 Evaluation: \$0 Other: \$1,433			

Austria									Population: 8,223,062 FY13 PD Actuals: \$1,707,232 FY14 PD Base: \$1,742,899		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.20%	98.00%	No Data	No Data	42,600	0.22	Free	12	79.80%	35.5	161	1,036
		Support for Mission Initiatives: \$462,721 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$258,641 Supplementing PA Programs: \$0 Digital Outreach: \$118,913 Cultural Programs (Post Generated): \$205,177 Educational Initiatives (Excluding English Lang.): \$90,573			Support for English Lang. Teaching/Learning: \$2,395 Educational Advising & Promoting Study in US: \$12,642 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$82,177 Speaker Programs (Post Generated): \$111,807 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$125,812 Books & Publications: \$42,629			Supplementing IIP Programs: \$52,180 Public-Private Partnerships: \$38,130 Align Resources with Strategic Priorities: \$18,454 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$82,980			

Azerbaijan									Population: 9,686,210 FY13 PD Actuals: \$586,881 FY14 PD Base: \$684,089		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
40.20%	99.80%	99.90%	99.70%	10,800	114	Not Free	160	0.587	0.099	108	388
 <p>Support for Mission Initiatives: \$216,711 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$1,119 Media/Press Activities: \$138,565 Supplementing PA Programs: \$0 Digital Outreach: \$31,336 Cultural Programs (Post Generated): \$79,747 Educational Initiatives (Excluding English Lang.): \$19,100</p> <p>Support for English Lang. Teaching/Learning: \$86,548 Educational Advising &amp; Promoting Study in US: \$33,907 Exchanges (Post Generated): \$25,487 Supplementing ECA Programs: \$18,157 Speaker Programs (Post Generated): \$25,129 American Centers: \$0 American Spaces (Not Centers): \$178,910 Support for Information Resource Centers: \$16,835 Books &amp; Publications: \$22,521</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$17,100 Audience Research &amp; Public Opinion: \$4,038 Evaluation: \$0 Other: \$4,292</p>											

Belgium									Population: 10,449,361 FY13 PD Actuals: \$1,776,411 FY14 PD Base: \$1,879,500		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.30%	99.00%	99.00%	99.00%	37,800	31	Free	23	0.822	0.471	111	894
 <p>Support for Mission Initiatives: \$795,714 Support for Foreign Assistance Programs: \$14,335 Inform Policy Making: \$0 Alumni Outreach: \$14,189 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$383,395 Cultural Programs (Post Generated): \$206,914 Educational Initiatives (Excluding English Lang.): \$53,545</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$87,029 Supplementing ECA Programs: \$30,873 Speaker Programs (Post Generated): \$114,603 American Centers: \$49,000 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books &amp; Publications: \$735</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$14,179 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$7,089 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$4,811</p>											

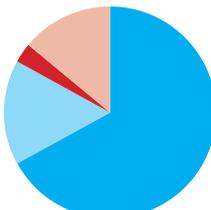
Bosnia and Herzegovina									Population: 3,871,643 FY13 PD Actuals: \$1,302,674 FY14 PD Base: \$1,075,304		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.40%	98.00%	99.50%	96.70%	8,300	131	Partly Free	66	0.679	0.347	91	364
 <p>Support for Mission Initiatives: \$222,498 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$26,869 Media/Press Activities: \$0 Supplementing PA Programs: \$198,566 Digital Outreach: \$48,805 Cultural Programs (Post Generated): \$151,713 Educational Initiatives (Excluding English Lang.): \$150,487</p> <p>Support for English Lang. Teaching/Learning: \$12,475 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$51,801 Speaker Programs (Post Generated): \$11,732 American Centers: \$21,212 American Spaces (Not Centers): \$180,139 Support for Information Resource Centers: \$6,764 Books &amp; Publications: \$44,897</p> <p>Supplementing IIP Programs: \$19,494 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$127,186 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$30,234</p>											

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

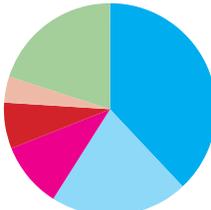
# Bulgaria

**Population: 6,924,716**  
**FY13 PD Actuals: \$875,043**  
**FY14 PD Base: \$893,900**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
24.30%	98.40%	98.70%	98.00%	14,400	93	Partly Free	100	51.00%	35.80%	148	1,473
 <p>Support for Mission Initiatives: \$234,273            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$16,968            Alumni Outreach: \$12,255            Media/Press Activities: \$87,142            Supplementing PA Programs: \$5,957            Digital Outreach: \$35,785            Cultural Programs (Post Generated): \$191,895            Educational Initiatives (Excluding English Lang.): \$58,429</p> <p>Support for English Lang. Teaching/Learning: \$38,618            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$1,254            Supplementing ECA Programs: \$27,705            Speaker Programs (Post Generated): \$20,358            American Centers: \$0            American Spaces (Not Centers): \$96,122            Support for Information Resource Centers: \$11,913            Books &amp; Publications: \$16,210</p> <p>Supplementing IIP Programs: \$6,374            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$3,663            Audience Research &amp; Public Opinion: \$8,545            Evaluation: \$0            Other: \$1,774</p>											

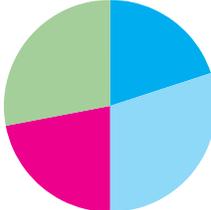
# Croatia

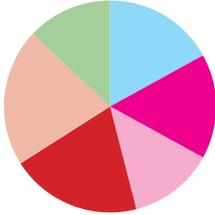
**Population: 4,470,534**  
**FY13 PD Actuals: \$1,182,322**  
**FY14 PD Base: \$1,086,603**

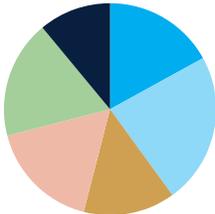
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.60%	98.90%	99.50%	98.30%	17,800	78	Free	65	0.709	0.357	115	581
 <p>Support for Mission Initiatives: \$228,638            Support for Foreign Assistance Programs: \$25,644            Inform Policy Making: \$22,853            Alumni Outreach: \$37,047            Media/Press Activities: \$10,077            Supplementing PA Programs: \$210,770            Digital Outreach: \$54,349            Cultural Programs (Post Generated): \$163,159            Educational Initiatives (Excluding English Lang.): \$104,447</p> <p>Support for English Lang. Teaching/Learning: \$13,716            Educational Advising &amp; Promoting Study in US: \$10,954            Exchanges (Post Generated): \$7,435            Supplementing ECA Programs: \$77,093            Speaker Programs (Post Generated): \$8,838            American Centers: \$76,916            American Spaces (Not Centers): \$70,214            Support for Information Resource Centers: \$18,190            Books &amp; Publications: \$24,307</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$345            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$16,928            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$601</p>											

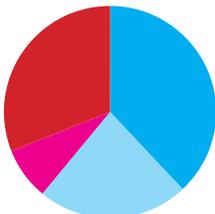
# Cyprus

**Population: 1,172,458**  
**FY13 PD Actuals: \$698,863**  
**FY14 PD Base: \$653,800**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.00%	98.70%	99.30%	98.10%	24,500	62	Free	25	0.655	0.497	95	425
 <p>Support for Mission Initiatives: \$93,011            Support for Foreign Assistance Programs: \$97,141            Inform Policy Making: \$479            Alumni Outreach: \$850            Media/Press Activities: \$109,271            Supplementing PA Programs: \$30,008            Digital Outreach: \$34,764            Cultural Programs (Post Generated): \$68,594            Educational Initiatives (Excluding English Lang.): \$43,628</p> <p>Support for English Lang. Teaching/Learning: \$0            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$21,425            Speaker Programs (Post Generated): \$0            American Centers: \$0            American Spaces (Not Centers): \$92,916            Support for Information Resource Centers: \$20,772            Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$75,342            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$10,662</p>											

Czech Republic									Population: 10,627,448 FY13 PD Actuals: \$1,566,637 FY14 PD Base: \$1,515,301		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.50%	99.00%	99.00%	99.00%	26,300	0.56	Free	0.13	73.00%	37.70%	1.27	776
		Support for Mission Initiatives: \$198,429 Support for Foreign Assistance Programs: \$39,290 Inform Policy Making: \$0 Alumni Outreach: \$46,377 Media/Press Activities: \$117,661 Supplementing PA Programs: \$87,357 Digital Outreach: \$63,101 Cultural Programs (Post Generated): \$217,575 Educational Initiatives (Excluding English Lang.): \$182,448			Support for English Lang. Teaching/Learning: \$15,854 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$5,185 Supplementing ECA Programs: \$41,050 Speaker Programs (Post Generated): \$29,183 American Centers: \$167,866 American Spaces (Not Centers): \$87,149 Support for Information Resource Centers: \$10,105 Books & Publications: \$29,602			Supplementing IIP Programs: \$21,886 Public-Private Partnerships: \$8,461 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$21,040 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$197,014			

Denmark									Population: 5,569,077 FY13 PD Actuals: \$850,355 FY14 PD Base: \$879,600		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
30.10%	99.00%	99.00%	99.00%	37,800	32	Free	7	90.00%	54.80%	118	1,359
		Support for Mission Initiatives: \$249,796 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$10,042 Alumni Outreach: \$22,824 Media/Press Activities: \$10,649 Supplementing PA Programs: \$30,828 Digital Outreach: \$45,055 Cultural Programs (Post Generated): \$118,557 Educational Initiatives (Excluding English Lang.): \$63,796			Support for English Lang. Teaching/Learning: \$26,054 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$48,033 Speaker Programs (Post Generated): \$53,722 American Centers: \$6,736 American Spaces (Not Centers): \$1,387 Support for Information Resource Centers: \$0 Books & Publications: \$31,923			Supplementing IIP Programs: \$11,849 Public-Private Partnerships: \$25,698 Align Resources with Strategic Priorities: \$2,997 VIP Visits (Press Support): \$77,265 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$13,345			

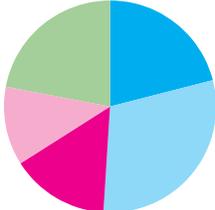
Estonia									Population: 1,257,921 FY13 PD Actuals: \$713,846 FY14 PD Base: \$649,500		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.80%	99.80%	99.80%	99.80%	22,400	66	Free	11	80.00%	39.90%	160	218
		Support for Mission Initiatives: \$81,012 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$5,347 Media/Press Activities: \$76,302 Supplementing PA Programs: \$24,673 Digital Outreach: \$66,513 Cultural Programs (Post Generated): \$52,386 Educational Initiatives (Excluding English Lang.): \$31,533			Support for English Lang. Teaching/Learning: \$6,847 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$12,194 Speaker Programs (Post Generated): \$25,434 American Centers: \$0 American Spaces (Not Centers): \$15,970 Support for Information Resource Centers: \$11,331 Books & Publications: \$14,508			Supplementing IIP Programs: \$25,434 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$264,360			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

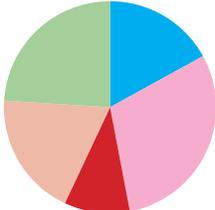
# Finland

**Population: 5,268,799**  
**FY13 PD Actuals: \$946,753**  
**FY14 PD Base: \$969,303**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.90%	100.00%	100.00%	100.00%	35,900	38	Free	1	89.40%	43.50%	172	691
 <p>Support for Mission Initiatives: \$143,200            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$15,565            Media/Press Activities: \$33,457            Supplementing PA Programs: \$0            Digital Outreach: \$113,856            Cultural Programs (Post Generated): \$124,743            Educational Initiatives (Excluding English Lang.): \$20,367</p> <p>Support for English Lang. Teaching/Learning: \$20,420            Educational Advising &amp; Promoting Study in US: \$7,033            Exchanges (Post Generated): \$50,830            Supplementing ECA Programs: \$47,502            Speaker Programs (Post Generated): \$30,169            American Centers: \$0            American Spaces (Not Centers): \$227,329            Support for Information Resource Centers: \$4,987            Books &amp; Publications: \$11,783</p> <p>Supplementing IIP Programs: \$14,428            Public-Private Partnerships: \$20,742            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$60,344</p>											

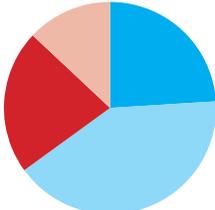
# France

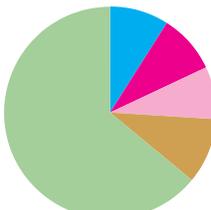
**Population: 66,259,012**  
**FY13 PD Actuals: \$3,703,605**  
**FY14 PD Base: \$3,852,997**

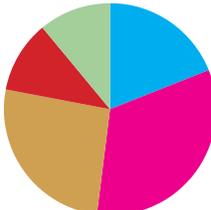
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
30.60%	99.00%	99.00%	99.00%	35,700	39	Free	39	79.60%	39.00%	97	8,297
 <p>Support for Mission Initiatives: \$273,660            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$5,778            Alumni Outreach: \$112,295            Media/Press Activities: \$280,957            Supplementing PA Programs: \$231,205            Digital Outreach: \$209,869            Cultural Programs (Post Generated): \$725,818            Educational Initiatives (Excluding English Lang.): \$280,626</p> <p>Support for English Lang. Teaching/Learning: \$85,663            Educational Advising &amp; Promoting Study in US: \$23,563            Exchanges (Post Generated): \$45,334            Supplementing ECA Programs: \$144,851            Speaker Programs (Post Generated): \$278,613            American Centers: \$7,072            American Spaces (Not Centers): \$23,200            Support for Information Resource Centers: \$313,950            Books &amp; Publications: \$88,560</p> <p>Supplementing IIP Programs: \$14,123            Public-Private Partnerships: \$13,543            Align Resources with Strategic Priorities: \$151,352            VIP Visits (Press Support): \$255,479            Audience Research &amp; Public Opinion: \$25,874            Evaluation: \$11,830            Other: \$100,593</p>											

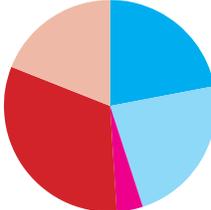
# Georgia

**Population: 4,935,880**  
**FY13 PD Actuals: \$713,846**  
**FY14 PD Base: \$751,130**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.60%	99.70%	99.80%	99.70%	6,100	150	Partly Free	84	43.10%	18.50%	115	456
 <p>Support for Mission Initiatives: \$75,956            Support for Foreign Assistance Programs: \$5,096            Inform Policy Making: \$0            Alumni Outreach: \$15,569            Media/Press Activities: \$49,011            Supplementing PA Programs: \$100,272            Digital Outreach: \$45,222            Cultural Programs (Post Generated): \$237,957            Educational Initiatives (Excluding English Lang.): \$26,875</p> <p>Support for English Lang. Teaching/Learning: \$18,043            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$3,834            Speaker Programs (Post Generated): \$27,115            American Centers: \$2,643            American Spaces (Not Centers): \$221,164            Support for Information Resource Centers: \$20,682            Books &amp; Publications: \$5,368</p> <p>Supplementing IIP Programs: \$34,451            Public-Private Partnerships: \$2,389            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$9,413            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$28,407</p>											

Germany									Population: 80,996,685 FY13 PD Actuals: \$6,547,724 FY14 PD Base: \$6,452,499		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
23.60%	99.00%	99.00%	99.00%	39,500	29.00%	Free	13.00%	83.00%	31.20%	112	9,819
		Support for Mission Initiatives: \$918,542 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$102,702 Media/Press Activities: \$1,005,066 Supplementing PA Programs: \$0 Digital Outreach: \$411,956 Cultural Programs (Post Generated): \$563,619 Educational Initiatives (Excluding English Lang.): \$448,031			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$40,299 Exchanges (Post Generated): \$705,728 Supplementing ECA Programs: \$212,541 Speaker Programs (Post Generated): \$892,600 American Centers: \$2,700 American Spaces (Not Centers): \$716,570 Support for Information Resource Centers: \$94,140 Books & Publications: \$58,231			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$82,652 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$94,458 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$219,889			

Greece									Population: 10,775,557 FY13 PD Actuals: \$1,876,231 FY14 PD Base: \$1,845,697		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
23.90%	97.30%	98.40%	96.30%	23,600	63	Free	99	59.90%	35.70%	117	2046
		Support for Mission Initiatives: \$504,686 Support for Foreign Assistance Programs: \$6,111 Inform Policy Making: \$28,803 Alumni Outreach: \$27,953 Media/Press Activities: \$164,557 Supplementing PA Programs: \$49,907 Digital Outreach: \$56,057 Cultural Programs (Post Generated): \$128,336 Educational Initiatives (Excluding English Lang.): \$53,326			Support for English Lang. Teaching/Learning: \$105,377 Educational Advising & Promoting Study in US: \$6,723 Exchanges (Post Generated): \$33,329 Supplementing ECA Programs: \$29,477 Speaker Programs (Post Generated): \$69,636 American Centers: \$12,620 American Spaces (Not Centers): \$187,742 Support for Information Resource Centers: \$40,683 Books & Publications: \$19,705			Supplementing IIP Programs: \$51,039 Public-Private Partnerships: \$38,359 Align Resources with Strategic Priorities: \$8,931 VIP Visits (Press Support): \$26,142 Audience Research & Public Opinion: \$4,203 Evaluation: \$8,404 Other: \$214,323			

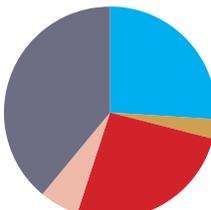
Hungary									Population: 9,919,128 FY13 PD Actuals: \$1,158,088 FY14 PD Base: \$1,049,502		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.50%	99.00%	99.20%	98.90%	19,800	71	Partly Free	64	65.40%	42.80%	116	690
		Support for Mission Initiatives: \$508,828 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$1,081 Alumni Outreach: \$22,233 Media/Press Activities: \$1,826 Supplementing PA Programs: \$0 Digital Outreach: \$54,982 Cultural Programs (Post Generated): \$91,975 Educational Initiatives (Excluding English Lang.): \$78,080			Support for English Lang. Teaching/Learning: \$19,444 Educational Advising & Promoting Study in US: \$386 Exchanges (Post Generated): \$8,237 Supplementing ECA Programs: \$48,919 Speaker Programs (Post Generated): \$19,130 American Centers: \$0 American Spaces (Not Centers): \$187,618 Support for Information Resource Centers: \$0 Books & Publications: \$16,858			Supplementing IIP Programs: \$18,757 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$27,797 Audience Research & Public Opinion: \$11,260 Evaluation: \$0 Other: \$40,658			

**Pie Chart Key—PD Spending Breakdown by Theme:**

- Culture
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- Women
- Youth
- Religious
- Other

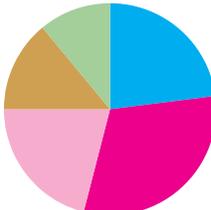
# Iceland

**Population: 317,351**  
**FY13 PD Actuals: \$266,769**  
**FY14 PD Base: \$270,298**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
34.20%	99.00%	99.00%	99.00%	40,700	27	Free	8	96.50%	71.50%	108	384
			Support for Mission Initiatives: \$41,887 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$6,255 Media/Press Activities: \$38,478 Supplementing PA Programs: \$0 Digital Outreach: \$63,987 Cultural Programs (Post Generated): \$88,578 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$6,836 Supplementing ECA Programs: \$4,033 Speaker Programs (Post Generated): \$15,714 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0		

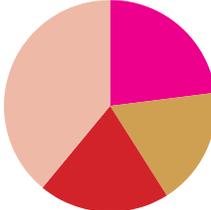
# Ireland

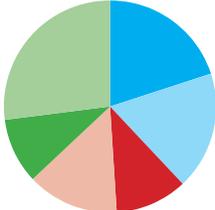
**Population: 4,832,765**  
**FY13 PD Actuals: \$619,226**  
**FY14 PD Base: \$556,600**

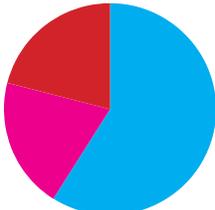
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
33.30%	99.00%	99.00%	99.00%	41,300	25	Free	16	76.80%	46.20%	107	1,158
			Support for Mission Initiatives: \$93,233 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$31,137 Alumni Outreach: \$34,885 Media/Press Activities: \$36,870 Supplementing PA Programs: \$104,216 Digital Outreach: \$71,374 Cultural Programs (Post Generated): \$114,607 Educational Initiatives (Excluding English Lang.): \$10,500			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$5,250 Supplementing ECA Programs: \$12,578 Speaker Programs (Post Generated): \$42,777 American Centers: \$1,340 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$10,191 Books & Publications: \$5,645			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$10,191 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$14,567 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$20,074		

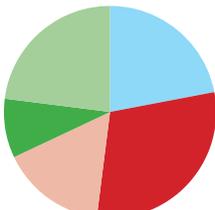
# Italy

**Population: 61,680,122**  
**FY13 PD Actuals: \$3,532,445**  
**FY14 PD Base: \$3,673,999**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
23.60%	99.00%	99.20%	98.70%	29,600	51	Partly Free	49	58.40%	37.90%	160	4,267
			Support for Mission Initiatives: \$842,801 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$318,384 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$534,520 Cultural Programs (Post Generated): \$921,136 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$23,859 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$691,444 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$200,291		

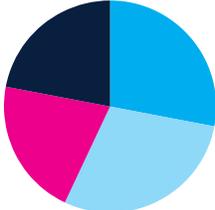
Kosovo									Population: 1,859,203 FY13 PD Actuals: \$645,229 FY14 PD Base: \$502,700		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
44.40%	91.90%	96.60%	87.50%	7,600	136	Partly Free	80	76.60%	No Data	No Data	106
		Support for Mission Initiatives: \$158,569 Support for Foreign Assistance Programs: \$52,578 Inform Policy Making: \$0 Alumni Outreach: \$11,860 Media/Press Activities: \$52,742 Supplementing PA Programs: \$0 Digital Outreach: \$31,997 Cultural Programs (Post Generated): \$57,298 Educational Initiatives (Excluding English Lang.): \$80,417			Support for English Lang. Teaching/Learning: \$98 Educational Advising & Promoting Study in US: \$1,191 Exchanges (Post Generated): \$2,384 Supplementing ECA Programs: \$14,580 Speaker Programs (Post Generated): \$7,727 American Centers: \$444 American Spaces (Not Centers): \$117,831 Support for Information Resource Centers: \$11,679 Books & Publications: \$13,683			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$13,453 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$7,198			

Latvia									Population: 2,165,165 FY13 PD Actuals: \$623,765 FY14 PD Base: \$615,303		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.20%	99.80%	99.80%	99.80%	19,100	74	Free	37	75.20%	19.10%	137	295
		Support for Mission Initiatives: \$298,554 Support for Foreign Assistance Programs: \$31,330 Inform Policy Making: \$0 Alumni Outreach: \$15,536 Media/Press Activities: \$7,826 Supplementing PA Programs: \$5,845 Digital Outreach: \$39,165 Cultural Programs (Post Generated): \$162,038 Educational Initiatives (Excluding English Lang.): \$5,742			Support for English Lang. Teaching/Learning: \$3,849 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$41,681 Speaker Programs (Post Generated): \$28,771 American Centers: \$2,234 American Spaces (Not Centers): \$26,816 Support for Information Resource Centers: \$8,986 Books & Publications: \$1,332			Supplementing IIP Programs: \$12,261 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$18,205 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$3,614			

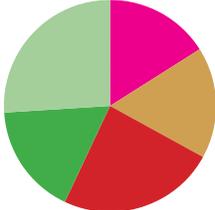
Lithuania									Population: 3,505,738 FY13 PD Actuals: \$645,623 FY14 PD Base: \$605,098		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.00%	99.70%	99.70%	99.70%	22,600	65	Free	32	68.50%	31.90%	151	284
		Support for Mission Initiatives: \$99,875 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$45,549 Media/Press Activities: \$12,168 Supplementing PA Programs: \$9,980 Digital Outreach: \$30,961 Cultural Programs (Post Generated): \$148,014 Educational Initiatives (Excluding English Lang.): \$55,637			Support for English Lang. Teaching/Learning: \$9,394 Educational Advising & Promoting Study in US: \$7,053 Exchanges (Post Generated): \$23,753 Supplementing ECA Programs: \$1,200 Speaker Programs (Post Generated): \$47,585 American Centers: \$37,397 American Spaces (Not Centers): \$28,332 Support for Information Resource Centers: \$7,125 Books & Publications: \$15,062			Supplementing IIP Programs: \$6,540 Public-Private Partnerships: \$18,662 Align Resources with Strategic Priorities: \$20,860 VIP Visits (Press Support): \$7,190 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$13,285			

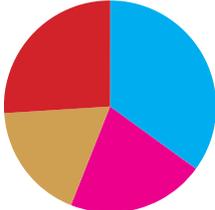
**Pie Chart Key—PD Spending Breakdown by Theme:**

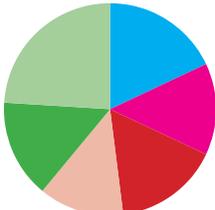
- Culture
- Education
- Democracy
- Civil Society
- Women
- Economics
- Youth
- Science
- Military
- CVE
- Religious
- Other

Luxembourg									Population: 520,672 FY13 PD Actuals: \$248,531 FY14 PD Base: \$261,499		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
30.60%	100.00%	100.00%	100.00%	77,900	6	Free	4	93.80%	43.70%	149	87
		Support for Mission Initiatives: \$22,677 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$3,830 Media/Press Activities: \$0 Supplementing PA Programs: \$30,029 Digital Outreach: \$67,727 Cultural Programs (Post Generated): \$18,848 Educational Initiatives (Excluding English Lang.): \$7,664			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$7,663 Exchanges (Post Generated): \$3,830 Supplementing ECA Programs: \$3,830 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$30,029 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$52,401			

Macedonia									Population: 2,091,719 FY13 PD Actuals: (698,994 FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.80%	97.40%	98.70%	96.00%	10,800	113	Partly Free	123	0.612	0.46	106	237
		Support for Mission Initiatives: \$0 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

Malta									Population: 412,655 FY13 PD Actuals: \$170,730 FY14 PD Base: \$151,597		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.70%	92.40%	91.20%	93.50%	29,200	52	Free	51	68.90%	52.60%	130	51
		Support for Mission Initiatives: \$34,795 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$6,077 Alumni Outreach: \$2,990 Media/Press Activities: \$16,655 Supplementing PA Programs: \$941 Digital Outreach: \$7,619 Cultural Programs (Post Generated): \$16,564 Educational Initiatives (Excluding English Lang.): \$2,904			Support for English Lang. Teaching/Learning: \$2,221 Educational Advising & Promoting Study in US: \$4,442 Exchanges (Post Generated): \$12,019 Supplementing ECA Programs: \$11,463 Speaker Programs (Post Generated): \$6,664 American Centers: \$0 American Spaces (Not Centers): \$2,221 Support for Information Resource Centers: \$16,163 Books & Publications: \$6,664			Supplementing IIP Programs: \$6,664 Public-Private Partnerships: \$2,221 Align Resources with Strategic Priorities: \$2,351 VIP Visits (Press Support): \$2,351 Audience Research & Public Opinion: \$0 Evaluation: \$2,351 Other: \$4,391			

Moldova									Population: 3,583,288 FY13 PD Actuals: \$436,198 FY14 PD Base: \$381,303		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.90%	99.00%	99.50%	98.50%	3,800	172	Partly Free	No Data	48.80%	8.00%	106	379
		Support for Mission Initiatives: \$94,370 Support for Foreign Assistance Programs: \$6,857 Inform Policy Making: \$0 Alumni Outreach: \$29,752 Media/Press Activities: \$15,989 Supplementing PA Programs: \$0 Digital Outreach: \$11,289 Cultural Programs (Post Generated): \$60,584 Educational Initiatives (Excluding English Lang.): \$10,487			Support for English Lang. Teaching/Learning: \$38,574 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$4,218 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$11,860 American Centers: \$31,855 American Spaces (Not Centers): \$65,531 Support for Information Resource Centers: \$0 Books & Publications: \$5,334			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$49,388			

Montenegro									Population: 650,036 FY13 PD Actuals: \$430,555 FY14 PD Base: \$319,295		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.00%	98.50%	99.40%	97.60%	11,900	107	Free	114	56.80%	47.10%	160	109
		Support for Mission Initiatives: \$86,632 Support for Foreign Assistance Programs: \$28,225 Inform Policy Making: \$4,747 Alumni Outreach: \$12,217 Media/Press Activities: \$26,671 Supplementing PA Programs: \$9,003 Digital Outreach: \$12,917 Cultural Programs (Post Generated): \$18,876 Educational Initiatives (Excluding English Lang.): \$47,837			Support for English Lang. Teaching/Learning: \$10,694 Educational Advising & Promoting Study in US: \$5,738 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$20,726 Speaker Programs (Post Generated): \$7,855 American Centers: \$16,402 American Spaces (Not Centers): \$101,131 Support for Information Resource Centers: \$3,414 Books & Publications: \$1,366			Supplementing IIP Programs: \$6,866 Public-Private Partnerships: \$911 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$7,076 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

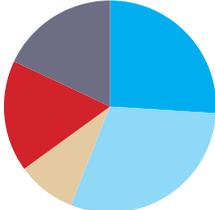
Netherlands									Population: 16,877,351 FY13 PD Actuals: \$1,259,303 FY14 PD Base: \$1,297,299		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
29.10%	99.00%	99.00%	99.00%	43,300	18	Free	2	94.00%	44.80%	114	1948
		Support for Mission Initiatives: \$366,063 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$14,114 Media/Press Activities: \$78,585 Supplementing PA Programs: \$18,578 Digital Outreach: \$114,190 Cultural Programs (Post Generated): \$145,456 Educational Initiatives (Excluding English Lang.): \$36,778			Support for English Lang. Teaching/Learning: \$13,580 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$28,813 Supplementing ECA Programs: \$76,152 Speaker Programs (Post Generated): \$51,656 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$564 Books & Publications: \$21,511			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$141,118 Align Resources with Strategic Priorities: \$2,700 VIP Visits (Press Support): \$81,284 Audience Research & Public Opinion: \$0 Evaluation: \$24,510 Other: \$44,650			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

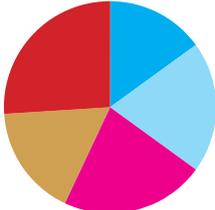
# Norway

**Population: 5,147,792**  
**FY13 PD Actuals: \$1,259,303**  
**FY14 PD Base: \$894,499**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
31.30%	100.00%	100.00%	100.00%	55,400	18	Free	3	97.20%	54.60%	117	2,097
		Support for Mission Initiatives: \$236,027 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$66,710 Media/Press Activities: \$109,278 Supplementing PA Programs: \$0 Digital Outreach: \$83,018 Cultural Programs (Post Generated): \$102,423 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$84,468 Exchanges (Post Generated): \$54,952 Supplementing ECA Programs: \$63,989 Speaker Programs (Post Generated): \$56,527 American Centers: \$0 American Spaces (Not Centers): \$1,983 Support for Information Resource Centers: \$17,171 Books & Publications: \$8,723			Supplementing IIP Programs: \$4,889 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$46,911			

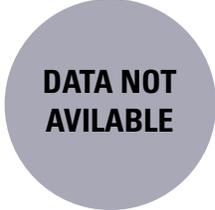
# Poland

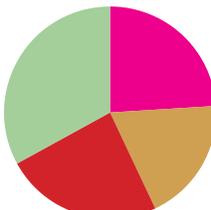
**Population: 38,346,279**  
**FY13 PD Actuals: \$2,084,589**  
**FY14 PD Base: \$2,095,401**

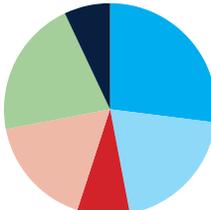
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.50%	99.70%	99.90%	99.60%	21,100	69	Free	19	64.90%	25.70%	140	1,581
		Support for Mission Initiatives: \$698,955 Support for Foreign Assistance Programs: \$4,250 Inform Policy Making: \$0 Alumni Outreach: \$51,251 Media/Press Activities: \$149,328 Supplementing PA Programs: \$0 Digital Outreach: \$166,438 Cultural Programs (Post Generated): \$294,831 Educational Initiatives (Excluding English Lang.): \$99,425			Support for English Lang. Teaching/Learning: \$30,329 Educational Advising & Promoting Study in US: \$23,556 Exchanges (Post Generated): \$36,094 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$87,199 American Centers: \$2,049 American Spaces (Not Centers): \$247,999 Support for Information Resource Centers: \$2,843 Books & Publications: \$80,070			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$28,127 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$56,860 Audience Research & Public Opinion: \$23,180 Evaluation: \$0 Other: \$3,802			

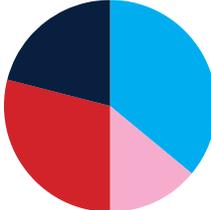
# Portugal

**Population: 10,813,834**  
**FY13 PD Actuals: \$939,382**  
**FY14 PD Base: \$951,002**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.30%	95.40%	97.00%	94%	22,900	64	Free	30	55.20%	43.30%	116	949
		Support for Mission Initiatives: \$382,605 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$12,103 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$41,420 Cultural Programs (Post Generated): \$57,727 Educational Initiatives (Excluding English Lang.): \$90,563			Support for English Lang. Teaching/Learning: \$19,940 Educational Advising & Promoting Study in US: \$2,150 Exchanges (Post Generated): \$31,399 Supplementing ECA Programs: \$37,307 Speaker Programs (Post Generated): \$58,722 American Centers: \$159,205 American Spaces (Not Centers): \$11,600 Support for Information Resource Centers: \$0 Books & Publications: \$1,566			Supplementing IIP Programs: \$9,155 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$4,117 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$19,799			

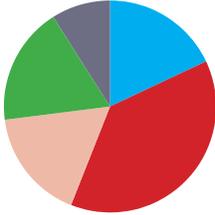
Romania									Population: 21,729,871 FY13 PD Actuals: \$1,417,266 FY14 PD Base: \$1,311,800		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.90%	97.70%	98.30%	97.10%	14,400	94	Free	45	44.10%	24.60%	105	1,460
 <p>Support for Mission Initiatives: \$253,397 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$21,490 Media/Press Activities: \$114,283 Supplementing PA Programs: \$0 Digital Outreach: \$51,001 Cultural Programs (Post Generated): \$136,446 Educational Initiatives (Excluding English Lang.): \$125,322</p> <p>Support for English Lang. Teaching/Learning: \$102,053 Educational Advising &amp; Promoting Study in US: \$575 Exchanges (Post Generated): \$9,237 Supplementing ECA Programs: \$20,601 Speaker Programs (Post Generated): \$98,777 American Centers: \$0 American Spaces (Not Centers): \$202,565 Support for Information Resource Centers: \$71,153 Books &amp; Publications: \$215,536</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$210 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$4,620</p>											

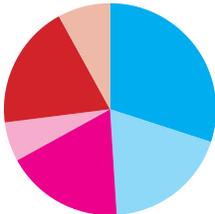
Russia									Population: 142,470,272 FY13 PD Actuals: \$4,864,144 FY14 PD Base: \$4,529,002		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.10%	99.70%	99.70%	99.60%	18,100	77	Not Free	148	61.40%	5.60%	153	4,898
 <p>Support for Mission Initiatives: \$535,018 Support for Foreign Assistance Programs: \$32,739 Inform Policy Making: \$110,319 Alumni Outreach: \$0 Media/Press Activities: \$291,412 Supplementing PA Programs: \$36,701 Digital Outreach: \$176,174 Cultural Programs (Post Generated): \$1,127,833 Educational Initiatives (Excluding English Lang.): \$313,901</p> <p>Support for English Lang. Teaching/Learning: \$289,479 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$160,990 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$244,945 American Centers: \$444,851 American Spaces (Not Centers): \$502,349 Support for Information Resource Centers: \$77,684 Books &amp; Publications: \$42,447</p> <p>Supplementing IIP Programs: \$100,925 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$101,661 VIP Visits (Press Support): \$131,623 Audience Research &amp; Public Opinion: \$27,839 Evaluation: \$0 Other: \$56,776</p>											

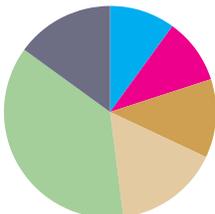
The Holy See									Population: 842 FY13 PD Actuals: \$123,600 FY14 PD Base: \$130,100		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
No Data	100.00%	100.00%	100.00%	No Data	No Data	No Data	No Data	57.00%	2.40%	No Data	1
 <p>Support for Mission Initiatives: \$11,854 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$17,000 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$6,939 Cultural Programs (Post Generated): \$47,539 Educational Initiatives (Excluding English Lang.): \$0</p> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$37,655 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$2,613</p>											

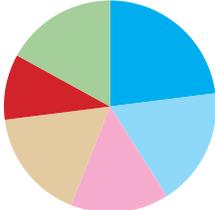
**Pie Chart Key—PD Spending Breakdown by Theme:**

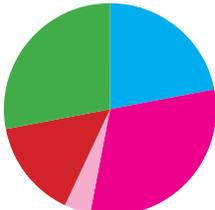
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

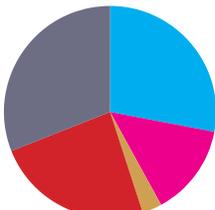
Slovakia									Population: 5,443,583 FY13 PD Actuals: \$1,263,407 FY14 PD Base: \$1,327,800		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
27.40%	99.60%	99.70%	99.60%	24,700	61	Free	20	79.10%	37.10%	114	362
		Support for Mission Initiatives: \$178,899 Support for Foreign Assistance Programs: \$634 Inform Policy Making: \$4,184 Alumni Outreach: \$39,350 Media/Press Activities: \$97,478 Supplementing PA Programs: \$75,930 Digital Outreach: \$32,044 Cultural Programs (Post Generated): \$284,177 Educational Initiatives (Excluding English Lang.): \$47,975			Support for English Lang. Teaching/Learning: \$7,350 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$4,405 Supplementing ECA Programs: \$52,373 Speaker Programs (Post Generated): \$64,007 American Centers: \$51,283 American Spaces (Not Centers): \$15,850 Support for Information Resource Centers: \$10,491 Books & Publications: \$37,724			Supplementing IIP Programs: \$37,871 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$184 VIP Visits (Press Support): \$4,043 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$216,354			

Slovenia									Population: 1,988,292 FY13 PD Actuals: \$698,609 FY14 PD Base: \$735,400		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
23.40%	99.70%	99.70%	99.70%	27,400	55	Free	34	72.10%	36.60%	109	227
		Support for Mission Initiatives: \$274,851 Support for Foreign Assistance Programs: \$10,941 Inform Policy Making: \$0 Alumni Outreach: \$16,940 Media/Press Activities: \$56,908 Supplementing PA Programs: \$0 Digital Outreach: \$43,421 Cultural Programs (Post Generated): \$140,262 Educational Initiatives (Excluding English Lang.): \$94,831			Support for English Lang. Teaching/Learning: \$5,484 Educational Advising & Promoting Study in US: \$1,720 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$16,758 Speaker Programs (Post Generated): \$0 American Centers: \$6,471 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$11,648 Public-Private Partnerships: \$13,675 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$4,899 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

Spain									Population: 47,737,941 FY13 PD Actuals: \$2,815,531 FY14 PD Base: \$2,870,901		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.00%	97.70%	98.50%	97.00%	30,100	47	Free	35	67.20%	37.40%	108	5,033
		Support for Mission Initiatives: \$667,707 Support for Foreign Assistance Programs: \$68,005 Inform Policy Making: \$23,354 Alumni Outreach: \$80,489 Media/Press Activities: \$239,894 Supplementing PA Programs: \$63,384 Digital Outreach: \$292,807 Cultural Programs (Post Generated): \$209,941 Educational Initiatives (Excluding English Lang.): \$118,330			Support for English Lang. Teaching/Learning: \$154,095 Educational Advising & Promoting Study in US: \$49,045 Exchanges (Post Generated): \$256 Supplementing ECA Programs: \$117,798 Speaker Programs (Post Generated): \$362,385 American Centers: \$299 American Spaces (Not Centers): \$174,387 Support for Information Resource Centers: \$12,239 Books & Publications: \$103,734			Supplementing IIP Programs: \$32,478 Public-Private Partnerships: \$32,315 Align Resources with Strategic Priorities: \$2,437 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$10,144			

Sweden									Population: 9,723,809 FY13 PD Actuals: \$1,091,670 FY14 PD Base: \$1,146,800		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
29.20%	\$40,900	99.00%	99.00%	40,900	26	Free	10	72.10%	36.60%	125	4,283
		Support for Mission Initiatives: \$510,037 Support for Foreign Assistance Programs: \$463 Inform Policy Making: \$25,553 Alumni Outreach: \$34,406 Media/Press Activities: \$61,050 Supplementing PA Programs: \$0 Digital Outreach: \$129,027 Cultural Programs (Post Generated): \$43,732 Educational Initiatives (Excluding English Lang.): \$64,505			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$34,468 Exchanges (Post Generated): \$9,913 Supplementing ECA Programs: \$80,264 Speaker Programs (Post Generated): \$26,823 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$23,770			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$22,992 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$24,668			

Switzerland									Population: 8,061,516 FY13 PD Actuals: \$532,065 FY14 PD Base: \$559,100		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
26.50%	\$99	99.00%	99.00%	54,800	11	Free	15	84.20%	35.70%	130	1,420
		Support for Mission Initiatives: \$140,228 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$30,137 Alumni Outreach: \$0 Media/Press Activities: \$84,216 Supplementing PA Programs: \$0 Digital Outreach: \$34,320 Cultural Programs (Post Generated): \$108,897 Educational Initiatives (Excluding English Lang.): \$44,085			Support for English Lang. Teaching/Learning: \$18,612 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$28,462 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$9,255 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$2,932			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$596 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$6,030 Audience Research & Public Opinion: \$6,367 Evaluation: \$17,926 Other: \$0			

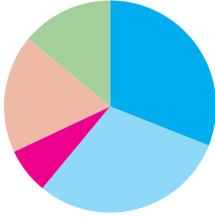
Turkey									Population: 81,619,392 FY13 PD Actuals: \$3,525,448 FY14 PD Base: \$3,286,099		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
42.30%	94.10%	97.90%	90.30%	15,300	90	Partly Free	154	46.30%	39.40%	93	11,278
		Support for Mission Initiatives: \$708,426 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$113,792 Media/Press Activities: \$384,900 Supplementing PA Programs: \$0 Digital Outreach: \$197,404 Cultural Programs (Post Generated): \$636,008 Educational Initiatives (Excluding English Lang.): \$92,608			Support for English Lang. Teaching/Learning: \$412,462 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$564,769 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$163,289 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$51,789			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

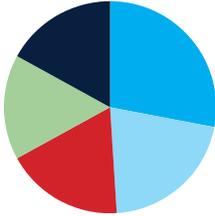
# Ukraine

**Population: 44,291,413**  
**FY13 PD Actuals: \$1,923,830**  
**FY14 PD Base: \$1,494,499**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.50%	99.70%	99.80%	99.70%	7,400	139	Partly Free	127	48.10%	5.20%	138	1,490
 <p>Support for Mission Initiatives: \$312,914            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$32,589            Media/Press Activities: \$98,764            Supplementing PA Programs: \$0            Digital Outreach: \$133,932            Cultural Programs (Post Generated): \$327,305            Educational Initiatives (Excluding English Lang.): \$85,524</p> <p>Support for English Lang. Teaching/Learning: \$100,267            Educational Advising &amp; Promoting Study in US: \$25,586            Exchanges (Post Generated): \$7,660            Supplementing ECA Programs: \$55,726            Speaker Programs (Post Generated): \$61,014            American Centers: \$0            American Spaces (Not Centers): \$592,735            Support for Information Resource Centers: \$9,134            Books &amp; Publications: \$59,106</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$7,437            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$34,127</p>											

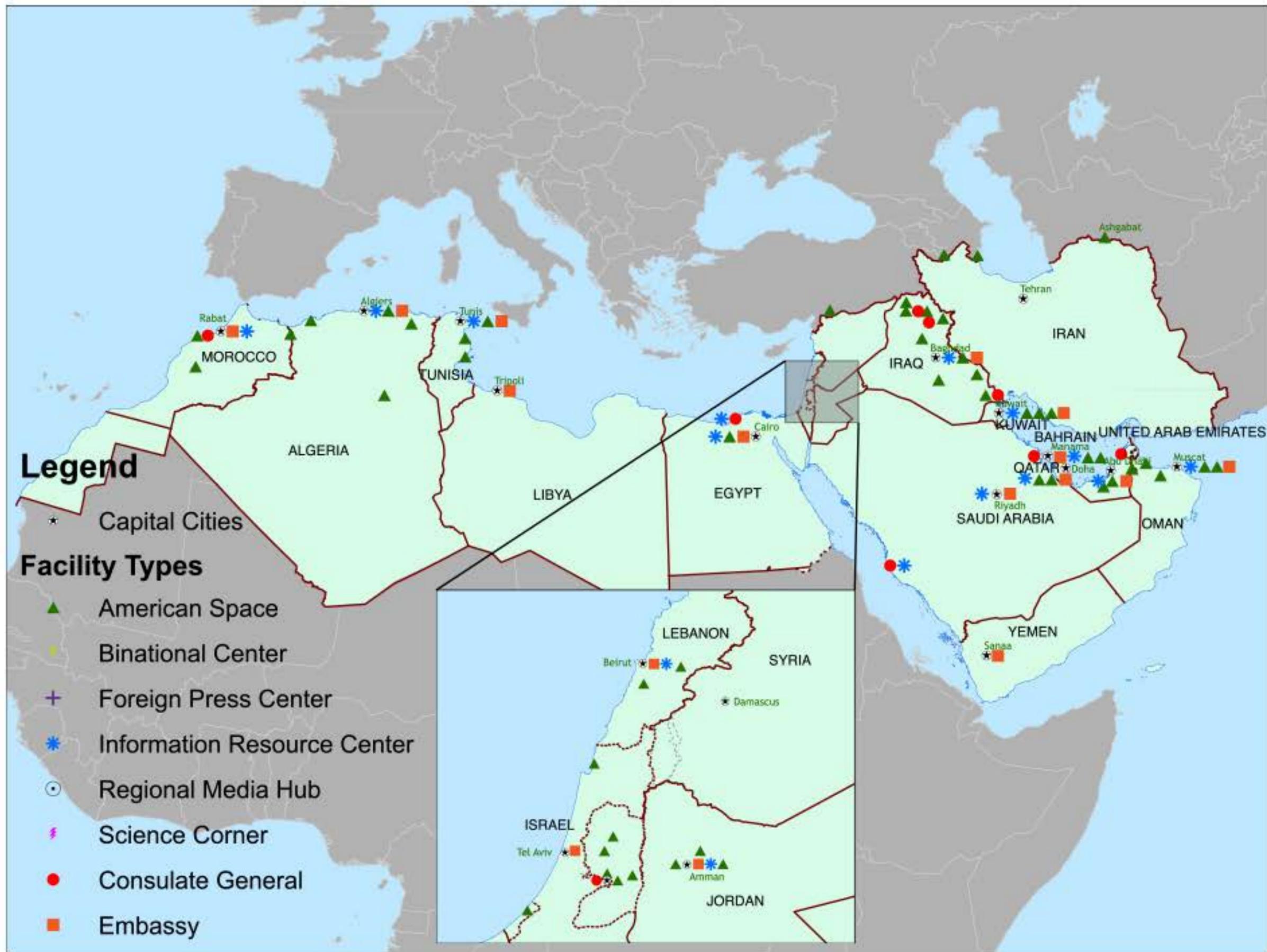
# United Kingdom

**Population: 63,742,977**  
**FY13 PD Actuals: \$2,273,662**  
**FY14 PD Base: \$2,204,622**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
29.90%	99.00%	99.00%	99.00%	37,300	34	Free	33	83.60%	52.30%	135	9,467
 <p>Support for Mission Initiatives: \$631,235            Support for Foreign Assistance Programs: \$55,929            Inform Policy Making: \$0            Alumni Outreach: \$24,330            Media/Press Activities: \$24,900            Supplementing PA Programs: \$286,576            Digital Outreach: \$144,111            Cultural Programs (Post Generated): \$365,816            Educational Initiatives (Excluding English Lang.): \$89,396</p> <p>Support for English Lang. Teaching/Learning: \$0            Educational Advising &amp; Promoting Study in US: \$25,168            Exchanges (Post Generated): \$311,034            Supplementing ECA Programs: \$48,929            Speaker Programs (Post Generated): \$118,131            American Centers: \$0            American Spaces (Not Centers): \$0            Support for Information Resource Centers: \$14,153            Books &amp; Publications: \$15,678</p> <p>Supplementing IIP Programs: \$8,607            Public-Private Partnerships: \$4,181            Align Resources with Strategic Priorities: \$43,978            VIP Visits (Press Support): \$33,604            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$27,906</p>											



**U.S. PUBLIC  
DIPLOMACY  
IN THE NEAR  
EAST ASIA  
REGION**



Names and boundary representation are not necessarily authoritative

# NEAR EAST ASIA REGIONAL OVERVIEW

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Challenges to public diplomacy in the Near Eastern Affairs region (NEA) include keeping pace with a quickly changing communications environment, weak partner institutions, host government suspicion of public diplomacy programming and working in sometimes high-threat security environments. The majority of the population in the region is 24-years-old or younger, and these youth are increasingly connected to each other and to the world via technology. The average access to mobile phones is 105 phones for every 100 people, and the continent has an Internet penetration rate of 40.4 percent. Traditional media, however, remains largely not free, according to Freedom House. With the exception of Israel (84 percent), U.S. favorability is well below 50 percent according to the Pew Global Attitudes Project: Tunisia (42 percent), Lebanon (41 percent), Palestinian Territories (30 percent), Jordan (12 percent) and Egypt (10 percent). With this environment as the backdrop, the Office of Press and Public Diplomacy in the NEA Bureau works to provide guidance and support to 17 NEA posts.

## U.S. FOREIGN POLICY GOALS

There are six overarching foreign policy goals for the NEA region: 1) support the consolidation of democratic transitions and promote political and economic reform; 2) advance Middle East peace; 3) strengthen regional security and achieve counter-terrorism objectives; 4) hold Iran accountable to international standards; 5) strengthen Iraq's democratic systems, promote economic growth, and support Iraq's security; and 6) promote U.S. interests through effective messages and targeted public diplomacy and a well-resourced diplomatic platform for engagement.

The President's policy guidance states that political and economic reform is the top strategic priority for the region. The countries which are undergoing democratic transition, such as Tunisia, Egypt, Jordan, and Yemen, need further support. The administration is pursuing a holistic approach to promoting peace with the Palestinians and the Israelis; there is support for Palestinian economic and governmental institutions

and for continued professionalization of the Palestinian security forces. Additionally, U.S. foreign policy goals include the development of defense capabilities with partners in the region to counter Iranian influence, transnational threats from terrorism, and organized crime. The President's priorities are also to assist transition in Syria, to provide U.S. security assistance to Yemen, to engage in the Gulf Security Dialogue, and to strengthen the Trans-Sahara Counterterrorism Partnership (TSCTP) to combat radical ideology in North Africa. With Iran, the core policy aims are to keep the country accountable to international treaties while strengthening its civil society and supporting free flow of communication within and between the country.

## U.S. PUBLIC DIPLOMACY GOALS

Public diplomacy and strategic communications are core to these efforts to support stability, democracy, and security in the region. The Secretary's policy guidance instructed embassies to do more to engage the new political actors playing key roles in the region's transitions, which meant engaging new interlocutors who live in and outside of capital cities.

The four key public diplomacy goals to support U.S. foreign policy in the region in FY13 were to: 1) ensure clear, articulate messaging on U.S. foreign policy especially during crisis and transition in environments such as Syria, Egypt and Iraq but also with all allies in the region; 2) support democratic transitions by sharing American political and cultural values and empower an informed, active citizenry through programs that target Iranian audiences and encourage Middle Eastern societies to move towards more open and responsive systems of government; 3) promote and support U.S. economic statecraft in partnership with Embassy economic and commercial counterparts as the economic success of transition countries factor into successful democratic transitions in the region and positively impact stability; and 4) counter extremist messaging, especially in countries most at risk including Yemen, Iraq, Syria, Libya and Lebanon.

Public diplomacy activities have been used in a variety of ways to support these goals. Economic and educational opportunities have been provided to underserved and marginalized populations through English-language and entrepreneurial training, and alternatives to violence have been promoted through TV and radio talk shows that provide citizens an opportunity to speak out about the formation of their new government and the larger issues of government accountability and transparency. Many programs operate through the region's 63 American spaces. The ECA Bureau also currently operates five youth programs in the region including the English Access Microscholarship, the Kennedy-Lugar Youth Exchange & Study (YES) Abroad, the Tech Girls program, the Youth Leadership Program (YLP), and the Fulbright program. Other academic programs include Critical Language Scholarships and EducationUSA advising. The Center for Strategic Counterterrorism Communications (CSCC) has also worked with U.S. missions in NEA to fund documentaries to counter the specific narratives of extremist organizations and spread positive messages of hope and resilience.

**\*See Academic Programs:** Fulbright Students & Scholars (Algeria, Bahrain, Egypt, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, Yemen); UGRAD Middle East (Algeria, Bahrain, Egypt, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, and Yemen); UGRAD Tunisia; Fulbright Short-Term Visiting Scholar Program for Iraq and Libya; Teachers of Critical Languages Program; Critical Language Scholarship (CLS) Program; Tunisia Community College Scholarship Program; EducationUSA NEA—546,845 in-person and 238,016 virtual contacts.

**\*See Professional & Cultural Programs:** IVLP; National Security Language Initiative for Youth (NSLI-Y); Kennedy-Lugar Youth Exchange & Study (YES); TechGirls; TechWomen; American Youth Leadership Program; International Writing Program (IWP); IWP Between The Lines; Center Stage.

## U.S. PUBLIC DIPLOMACY SPENDING

The largest amount of public diplomacy spending in the region in FY13 went to Iraq (\$10.713 million), Israel (\$4.162 million), Palestinian Territories (\$3.446 million), Egypt (\$2.565 million), Morocco (\$1.995 million) and Saudi Arabia (\$1.993 million).

The available data on the strategic themes for that spending shows it was predominantly spent on advancing Culture, Sports, and American Society and supporting Democracy, Good Governance, Rule of Law. Both of these themes support the second major policy goal of supporting democratic transitions through sharing American political and cultural values and empowering an informed, active citizenry to encourage Middle Eastern societies to move towards more open and responsive systems of government. The other dominant themes, Education and Youth Engagement, cut across the other objectives. Countering Violent Extremism is also a major public diplomacy goal throughout the region that underpins virtually all programming.

The majority of spending on program categories were Support for Mission Initiatives and Cultural Programming. Lesser amounts of funding went to categories such as Evaluation; Audience Research and Public Opinion Polling; Educational Advising and Promoting Study in the U.S.; Alumni Outreach; American Centers; Public-Private Partnerships; Speaker Programs (Post Generated); and Supplementing Educational and Cultural Affairs, Foreign Assistance and Information Resource Center Programs.

## U.S. PUBLIC DIPLOMACY SPENDING BY COUNTRY IN FY13

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
1	IRAQ	\$10.713 MILLION
2	ISRAEL	\$4.162 MILLION
3	PALESTINIAN TERRITORIES	\$3.446 MILLION
4	EGYPT	\$2.565 MILLION
5	MOROCCO	\$1.995 MILLION
6	SAUDI ARABIA	\$1.993 MILLION
7	UNITED ARAB EMIRATES	\$1.631 MILLION
8	YEMEN	\$1.389 MILLION

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
9	JORDAN	\$1.342 MILLION
10	LEBANON	\$1.343 MILLION
11	TUNISIA	\$930,808
12	QATAR	\$855,095
13	KUWAIT	\$655,090
14	BAHRAIN	\$654,170
15	ALGERIA	\$612,426
16	LIBYA	\$507,234
17	OMAN	\$476,783
18	SYRIA	\$280,992

## SAMPLE U.S. PUBLIC DIPLOMACY PROGRAMS

### RENEWED IRAN ENGAGEMENT

Public diplomacy efforts aim to build popular support for more moderate policies and break the Iranian Government's monopolistic hold on information and commentary inside Iran. Since 2010, NEA has expanded educational exchanges and online engagement to Iranian youth via student advising activities and an ease in visa requirements for Iranian students. Currently, more than 10,000 Iranian students study at U.S. universities. In 2011, the Virtual Embassy Tehran online initiative was launched to increase social networking efforts to include Persian Facebook, YouTube, Twitter, and Google+ accounts. More than 40,000 Iranians visit the Virtual Embassy site per month to obtain information, commentary, video clips, multimedia content, and even the online political satire program called Poletik – all content they cannot receive through Iranian government-controlled media.

### IRAQ

Since 2009, higher education has been a priority to strengthen long-term connections with Iraq and improve education and employment opportunities for Iraqi youth. Nearly 1,100 Iraqi students study at U.S. universities (an annual increase of more than 30 percent), the majority of whom are on fully-funded Iraqi government scholarships. The expanded educational advising efforts in Iraq have made U.S. universities destinations of choice

for scholarship students and higher education officials, ensuring that the next generation of leaders in Iraq has strong connections to U.S. universities and American culture and values. The Iraq University Linkages Program, too, is a three-year initiative that created partnerships between seven Iraqi universities and seven U.S. universities to revitalize curriculum, improve teaching methods, and increase faculty effectiveness.

### MIDDLE EAST PEACE PROCESS (MEP) EFFORTS

Public diplomacy has worked to augment efforts to resolve the Palestinian-Israeli conflict and help create an atmosphere conducive to and supportive of political negotiations. The U.S. embassy in Tel Aviv and the Consul General in Jerusalem build and engage constituencies for peace in support of the political negotiations. This work is done through the media to amplify the impact of high level U.S. government official visits to the region, and also completed via people-to-people exchange programs for Israelis and Palestinians that aim to foster mutual understanding and build confidence, such as the annual American Council of Young Political Leaders programs.

### LIBYA

Since the evacuation of the U.S. Mission in Tripoli in the summer of 2014, the Public Affairs Officer has continued limited operations from the U.S. Embassy in Tunis. The focus is now on recruiting for long-term academic exchanges, such as the Fulbright Masters scholarships and the YES high school English exchange, rather than shorter-term professional development exchanges, such as IVLP. The Fulbright Board has made Libya the first and only country program that remains without a U.S. embassy presence. In 2015, 20 nominees will study in the U.S. through combined funding from the Educational and Cultural Affairs Bureau and Economic Support Funds (ESF). Many Libyans want to rebuild their academic institutions along American models and Public Diplomacy and Public Affairs in NEA will continue to build networks of students, scholars, business people and government managers to support from Tunis.

## TUNISIA

The U.S. Embassy in Tunis supports Tunisia's workforce development and youth entrepreneurship through events and workshops at American spaces. The American Corner in Tunis has hosted U.S. public and private sector alumni who had started successful businesses; the American Corner in Sousse has hosted workshops on recycling and "upcycling" for art and entrepreneurship; and American Corners also hosts a well-attended monthly "Open Mic" night, fostering dialog and mutual understanding by giving young people a chance to express themselves.

## YEMEN

The U.S. Embassy in Sana'a facilitated and supported the Gulf Cooperation Council-brokered political initiative, which included robust U.S. government support for Yemen's National Dialogue and elections. Public Diplomacy efforts in Sana'a focused on spreading awareness of the National Dialogue through interviews, roundtables, social media engagement and funding a grant for a local NGO to monitor the press coverage of the dialogue to help ensure it was accurate and fair. The U.S. Ambassador

also held a town hall for a group of politically active Yemeni youth to discuss the National Dialogue and Yemen's political transition. Additionally, the Public Diplomacy section funded English-language training and IVLPs for moderate Imams.

## EDUCATIONAL EXCHANGES

Throughout the 2013-2014 academic year 92,618 students from the NEA region studied in the United States. This translates to a 20 percent increase from the previous year, which included 77,046 students (a 24 percent increase from the previous year). The vast majority, 57.8 percent of them, come from Saudi Arabia (53,919, up from 44,566 in 2012/13). Coming in second is Iran (10,194, up from 8,744), followed by Kuwait (7,288, up from 5,115), Egypt (2,832, up from 2,608), the United Arab Emirates (2,784, up from 2,256), Israel (2,457, up from 2,430), and Jordan (2,148, up from 2,109).

In the academic year 2012-2013, the Fulbright program awarded 344 grants to NEA foreign nationals and 139 grants to US students to pursue study in the NEA region.

# INTERNATIONAL BROADCASTING IN THE NEAR EAST ASIA REGION

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The BBG has seven services in the Middle East: RFE/RL's Radio Farda (Persian), RFE/RL's Radio Free Iraq, Voice of America's Persian Service, Voice of America's Kurdish Service, Middle East Broadcast Network's (MBN) Al Hurra, Al Hurra Iraq, Radio Sawa, MBN Digital and Afia Darfur. RFE/RL spent \$13.497 million with program delivery in FY13; VOA spent \$23.094 million with program delivery; and MBN spent \$57.132 million via its television and radio services in the region. MBN's total agency cost is \$105.7 million.

Two stations target Iran, two target Iraq, one focuses on Kurdish audiences and two are the pan-Arab. Programs cover local and international news, as well as focusing on topics such as health, youth, technology, economics,

democracy, culture, and gender. Most of the services incorporate public call-in shows to engage listeners and question local political leaders. The services reach audiences via radio, television, the Internet and social media.

## MIDDLE EAST BROADCAST NETWORKS

### MBN'S ALHURRA TV (ARABIC)

FY13 \$27.509 MILLION (\$28.580 MILLION WITH PROGRAM DELIVERY)

**Origin:** 2004

**Delivery Method:** Radio, Television, Websites and Social Media

**TV Programming:** 24/7

Alhurra reaches the entire Arabic-speaking world from the Atlantic Ocean to the Gulf and BBG research shows that it has roughly 31 million weekly viewers. MBN's mission is to provide objective, accurate, and relevant news and information to the people of the Middle East about the region, the world, and the United States, and to support democratic values. Alhurra Television broadcasts Arabic-language news and information to 22 countries throughout the Middle East on the Nilesat and Arabsat satellite systems. In addition to reporting on world events, Alhurra provides context and analysis to give viewers a broader understanding of the actions impacting the region. MBN's Arabic-speaking editorial staff generates much of the news from a facility in Springfield, VA. Alhurra also has bureaus and production centers in Baghdad, Dubai, Beirut, Cairo and Jerusalem, as well as correspondents and stringers throughout the Middle East, Europe and the United States.

#### **MBN'S ALHURRA IRAQ (ARABIC)**

**FY13 \$4.482 MILLION (\$6.054 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 2004

**Delivery Method:** Radio, Television, Websites and Social Media

**TV Programming:** 24/7

Alhurra-Iraq Television is broadcast via satellite, as well as via terrestrial transmitters in six Iraqi cities. Alhurra-Iraq's news and current affairs programs concentrate on issues facing the Iraqi viewers. It was launched to address the specific challenges facing the Iraqi people and to give the U.S. a voice in overwhelming anti-U.S. rhetoric found on the other Iraqi channels. Alhurra-Iraq programming includes a mix of current affairs, political, and news programs, that cover a variety of topics including health, technology, business, democracy, entertainment news, sports, gender issues, culture, economics, and science. Programs are produced in Alhurra's Baghdad Bureau and in Springfield, VA. A team of 21 correspondents across the country report on the Iraqi news, provide analysis of Iraqi issues and highlight Iraq's rich cultural history. Nearly 40 percent of

the Alhurra-Iraq programming schedule is Iraq specific, including almost all of prime time, which is anchored by a daily hour-long Iraq-centric newscast. Alhurra.com has an Iraq-specific page to provide the latest news from Iraq.

**MBN Digital - FY13 \$2.994 million:** This cost covers Alhurra and Radio Sawa websites, Twitter accounts and Facebook pages, which launch topical campaigns for special events/occasions, such as elections, and seeks conversation with consumers. Alhurra also has a YouTube channel.

#### **MBN'S RADIO SAWA (ARABIC)**

**FY13 \$9.403 MILLION (\$19.009 WITH PROGRAM DELIVERY)**

**Origin:** 2002

**Delivery Method:** Radio (FM), Television (Nilesat and Arabsat), Websites and Social Media

**Radio Programming:** 24/7 (7 hours of news)

Radio Sawa targets the influential under-35 population of the Middle East. It broadcasts on FM in Morocco, Jordan, the Palestinian Territories, Kuwait, Bahrain, Qatar, U.A.E., Lebanon, Iraq, Sudan, Libya, Mauritania and Djibouti. Radio Sawa broadcasts on medium wave to Egypt, Yemen, Saudi Arabia, Iraq and Syria. Broadcasting 24/7, mostly on FM, it provides its audience with up-to-date news and a blend of mainstream Western and Arabic popular music. Radio Sawa broadcasts more than seven hours of news and information each day via eight targeted, regional streams. Additionally, Radio Sawa's all news Website provides the most up-to-date news and information in Arabic on the Web, as well as live broadcasts of Radio Sawa's regional streams. MBN's Arabic-speaking editorial staff generates much of the news from a facility in Springfield, VA. Along with Alhurra, Radio Sawa works out of bureaus and production centers in Baghdad, Dubai, Beirut, Cairo and Jerusalem, and has correspondents and stringers throughout the Middle East, Europe and the United States.

## RADIO FREE EUROPE/RADIO LIBERTY

Persian, Arabic, Kurdish

### RADIO FREE EUROPE/RADIO LIBERTY'S RADIO FARDA (PERSIAN LANGUAGE)

FY13 \$7.406 MILLION (\$11.242 MILLION WITH PROGRAM DELIVERY)

**Origin:** 2002

**Delivery Method:** Radio (SW, AM, satellite), Television (satellite), Websites and Social Media

**Programming:** 24 hours daily

Radio Farda provides 24/7 Persian-language broadcasting to Iran via satellite, shortwave, medium wave/AM, online and mobile apps. The program provides professional news, analyses and reports on events in and related to Iran, in addition to news from the Middle East and the world. It offers popular music, interviews with dozens of banned artists and performers, as well daily cultural news, features and programs. Free thinkers, intellectuals and the political opposition also discuss their views on various issues. An average of 11.5 million pages were viewed on Radio Farda's website during FY 2014, and its main Facebook page has 1.3 million fans. Despite an official Iranian government ban on the site, the need for a proxy to access it, and deliberately slow internet speeds, more than two thirds of visitors to the website came from inside Iran in 2013. Iran has set up imitation websites to discredit Farda reporting, and has targeted Farda journalists in over 15 cases of on-line harassment. Sample programs include "Pas Farda," an award-winning satire show with more than 175,000 Facebook fans, hosted by Farshid Manafi; and the documentary series "30 Presidential Controversies," which examined Mahmud Ahmadinejad's eight years in office, and "Born in Prison," which tells the story of a young man born in prison to parents who were later executed.

### RADIO FREE EUROPE/RADIO LIBERTY'S RADIO FREE IRAQ (ARABIC)

FY13 \$2.225 MILLION

**Origin:** 1998

**Delivery Method:** Radio (FM, AM, satellite), Websites and Social Media

**Radio Programming:** 17 hours daily

Radio Free Iraq (RFI) leads local Iraqi media in live coverage of important events such as local and national elections, the ISIL insurgency and anti-government protests. It provides news and analysis and fosters informed debate of issues that are not otherwise covered, and reports on cultural and social issues other Iraqi media often ignore, such as discrimination, honor killings, domestic violence and corruption. CNN, Reuters, Vice News and other respected international media outlets have featured Radio Free Iraq video reporting as part of their coverage of the restive region. In May 2013, Radio Free Iraq reported on a situation that other Iraqis merely whispered about—the fact that Iraqi volunteers were streaming over the border with Syria to join both sides of the sectarian violence there. The tone of analysis and discussion aims to be constructive and engaged in furthering debate through the promotion of tolerance and civic activity, coverage from the local and national perspective, and by providing regional and international context. Coverage of civil society initiatives and the activities of local NGOs helps to distinguish RFI from local media outlets. RFI's weekly program "Human Rights in Iraq" is the first of its kind not only in Iraq but in the region; its content encourages a constructive search for solutions.

## VOICE OF AMERICA

Persian, Kurdish

### VOICE OF AMERICA PERSIAN SERVICE

FY13 \$16.858 MILLION (\$21.459 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1979, (also 1942-1945; 1949-1960; and 1964-1966). Became a TV network in 2007.

**Delivery Method:** Television, Radio, Websites and Social Media

**TV Programming:** 6 hours a day of original programming, repeated on a 24-hour cycle

**Radio Programming:** One hour a day of original programming

The VOA Persian Service provides for direct communication via television with the people of Iran, who have limited access to free media. BBG research shows that 24 percent of the adult population in Iran watches VOA Persian weekly for coverage of American, Iranian, and

international developments. Programs can be accessed on direct-to-home satellite, streaming sites, radio and a host of social media sites. VOA Persian highlights critical issues within Iran, including human rights and democracy, in addition to featuring Iranian achievements in the arts, culture, science and academics. The Service also reports on U.S. values, culture and society to deliver a comprehensive view of life in America. Sample programs include “Early News & Late News,” which features top stories from around the world; “NewsHour,” a flagship news program that delves into the top stories of the day; “Ofogh,” a discussion show with live interviews involving guests and experts from around the world examining the major topics of the day; “Straight Talk,” which is an audience engagement show driven by social media; and “OnTen,” a satire show that originates from VOA’s New York City bureau.

**VOICE OF AMERICA KURDISH SERVICE**  
**FY13 \$1.549 MILLION (\$1.635 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1992

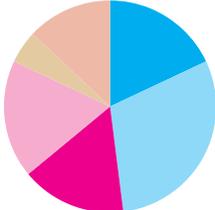
**Delivery Method:** Radio (SW, AM, FM, television), Websites and Social Media

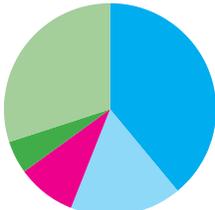
**Radio Programming:** 3 hours a day, 7 days per week including one daily hour televised

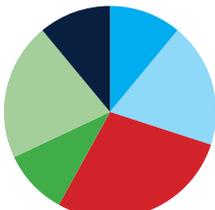
The VOA Kurdish Service’s primary target audience is Iraqi Kurds, but it also produces special programming

relevant to Kurdish speaking populations in Turkey, Syria, Iran, and Eurasia and the approximately one million Kurds in Europe and North America. BBG research shows that the weekly audience reach among Iraqi Kurds is 1.6 percent. FM affiliates in Arbil, Sulaimania, Kirkuk, Mosul, Baghdad, and Basra broadcast VOA content and video reports are streamed on its website. It is the only international broadcaster that speaks to the Kurds of the Middle East in their main dialects, Sorani and Kurmanji. It promotes the Kurdish language that has been neglected in the Kurdish-speaking regions and offers regional and international news coverage, interviews with experts and newsmakers, stringer reports, panel discussions with Kurds in the greater Middle East and in the diaspora, and call-in shows that link listeners with guests who discuss topics of interest. The shows also include daily sports news and press reviews from U.S., regional, and international newspapers. Sample programs include “Hello Washington,” an hour-long weekly current affairs program with expert guests taking calls from the Middle East and other areas of the world; “Kurd Connection,” a 15-minute television/web program which includes a roundup of news-related material and features of interest to the Kurdish region; “Smart Living,” a 3- to 4-minute television/web program including health, new technology, women and lifestyle news; and “Social Media,” a 5-minute television/web program which discusses the various social media websites including Facebook, Twitter, and Youtube.

**NEAR EAST ASIA  
REGION COUNTRY  
BY COUNTRY  
DATA**

Algeria									Population: 38,813,722 FY13 PD Actuals: \$612,426 FY14 PD Base: \$495,878		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
45.80%	72.60%	81.30%	63.90%	\$7,500	138	Partly Free	125	15.20%	12.50%	98	176
		Support for Mission Initiatives: \$124,333 Support for Foreign Assistance Programs: \$3,955 Inform Policy Making: \$0 Alumni Outreach: \$1,484 Media/Press Activities: \$29,700 Supplementing PA Programs: \$10,014 Digital Outreach: \$52,462 Cultural Programs (Post Generated): \$106,990 Educational Initiatives (Excluding English Lang.): \$24,492			Support for English Lang. Teaching/Learning: \$69,390 Educational Advising & Promoting Study in US: \$11,878 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$8,598 Speaker Programs (Post Generated): \$8,595 American Centers: \$9,683 American Spaces (Not Centers): \$90,557 Support for Information Resource Centers: \$11,621 Books & Publications: \$4,300			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$44,376			

Bahrain									Population: 1,314,089 FY13 PD Actuals: \$654,170 FY14 PD Base: \$661,603		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
35.60%	94.60%	96.10%	91.60%	\$29,800	49	Not Free	163	77.00%	51.20%	161	459
		Support for Mission Initiatives: \$10,905 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$8,388 Alumni Outreach: \$178 Media/Press Activities: \$62,625 Supplementing PA Programs: \$42,033 Digital Outreach: \$35,338 Cultural Programs (Post Generated): \$142,765 Educational Initiatives (Excluding English Lang.): \$59,580			Support for English Lang. Teaching/Learning: \$1,352 Educational Advising & Promoting Study in US: \$120 Exchanges (Post Generated): \$42,939 Supplementing ECA Programs: \$1,090 Speaker Programs (Post Generated): \$45,454 American Centers: \$34,838 American Spaces (Not Centers): \$844 Support for Information Resource Centers: \$17,876 Books & Publications: \$33,962			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$3,213 VIP Visits (Press Support): \$44,375 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$66,287			

Egypt									Population: 86,895,099 FY13 PD Actuals: \$2,565,128 FY14 PD Base: \$2,521,452		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
49.90%	73.90%	81.70%	65.80%	\$6,600	144	Not Free	159	35.60%	16.20%	120	2,608
		Support for Mission Initiatives: \$38,442 Support for Foreign Assistance Programs: \$10,133 Inform Policy Making: \$0 Alumni Outreach: \$57,494 Media/Press Activities: \$235,288 Supplementing PA Programs: \$130,674 Digital Outreach: \$57,705 Cultural Programs (Post Generated): \$122,378 Educational Initiatives (Excluding English Lang.): \$26,582			Support for English Lang. Teaching/Learning: \$62,477 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$31,656 Supplementing ECA Programs: \$41,235 Speaker Programs (Post Generated): \$27,346 American Centers: \$5,907 American Spaces (Not Centers): \$46,345 Support for Information Resource Centers: \$80,390 Books & Publications: \$62,416			Supplementing IIP Programs: \$69,259 Public-Private Partnerships: \$24,600 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$99,670 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$1,330,978			

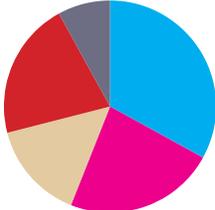
**Pie Chart Key—PD Spending Breakdown by Theme:**

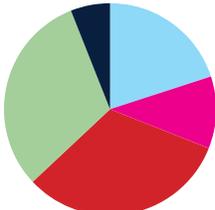
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

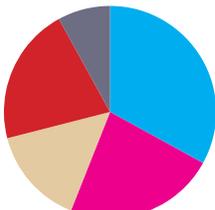
Iran									Population: 80,840,713 FY13 PD Actuals: No Data FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
42.40%	85.00%	89.30%	80.70%	\$12,800	103	Not Free	173	53.30%	Banned	76	8,744
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%; text-align: center;">  <p><b>DATA NOT AVILABLE</b></p> </div> <div style="width: 30%;"> <p>Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0</p> </div> <div style="width: 30%;"> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books &amp; Publications: \$0</p> </div> <div style="width: 30%;"> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$0</p> </div> </div>											

Iraq									Population: 32,585,692 FY13 PD Actuals: No Data FY14 PD Base: \$12,687,954		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
56.30%	78.50%	86.00%	71.20%	\$7,100	141	Not Free	150	7.10%	9.35%	82	1,074
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%; text-align: center;">  <p><b>DATA NOT AVILABLE</b></p> </div> <div style="width: 30%;"> <p>Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0</p> </div> <div style="width: 30%;"> <p>Support for English Lang. Teaching/Learning: \$0 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books &amp; Publications: \$0</p> </div> <div style="width: 30%;"> <p>Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$0</p> </div> </div>											

Israel									Population: 7,821,850 FY13 PD Actuals: \$4,162,160 FY14 PD Base: \$3,858,425		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
42.80%	97.10%	98.50%	95.90%	\$36,200	37	Partly Free	112	70.00%	80.85%	121	2,430
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%; text-align: center;">  <p><b>DATA NOT AVILABLE</b></p> </div> <div style="width: 30%;"> <p>Support for Mission Initiatives: \$728,693 Support for Foreign Assistance Programs: \$263,386 Inform Policy Making: \$0 Alumni Outreach: \$74,334 Media/Press Activities: \$302,144 Supplementing PA Programs: \$507,921 Digital Outreach: \$75,584 Cultural Programs (Post Generated): \$728,085 Educational Initiatives (Excluding English Lang.): \$221,915</p> </div> <div style="width: 30%;"> <p>Support for English Lang. Teaching/Learning: \$434,500 Educational Advising &amp; Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$95,810 Speaker Programs (Post Generated): \$150,784 American Centers: \$191,546 American Spaces (Not Centers): \$128,332 Support for Information Resource Centers: \$32,073 Books &amp; Publications: \$29,889</p> </div> <div style="width: 30%;"> <p>Supplementing IIP Programs: \$31,215 Public-Private Partnerships: \$19,623 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$121,525 Audience Research &amp; Public Opinion: \$0 Evaluation: \$0 Other: \$24,909</p> </div> </div>											

Jordan									Population: 7,930,491 FY13 PD Actuals: \$1,342,501 FY14 PD Base: \$876,399		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
56.20%	95.50%	97.70%	93.90%	\$6,100	151	No Data	No Data	38.10%	41.41%	128	2,109
		Support for Mission Initiatives: \$390,757 Support for Foreign Assistance Programs: \$15,087 Inform Policy Making: \$0 Alumni Outreach: \$1,833 Media/Press Activities: \$76,120 Supplementing PA Programs: \$0 Digital Outreach: \$62,761 Cultural Programs (Post Generated): \$63,493 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$92,944 Educational Advising & Promoting Study in US: \$1,833 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$144,741 Speaker Programs (Post Generated): \$24,123 American Centers: \$151,578 American Spaces (Not Centers): \$47,176 Support for Information Resource Centers: \$10,946 Books & Publications: \$76,308			Supplementing IIP Programs: \$47,323 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$8,730 VIP Visits (Press Support): \$75,585 Audience Research & Public Opinion: \$0 Evaluation: \$4,768 Other: \$46,394			

Kuwait									Population: 2,274,711 FY13 PD Actuals: \$655,090 FY14 PD Base: \$691,404		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
40.70%	93.90%	95.00%	91.80%	\$42,100	24	Partly Free	77	74.20%	29.53%	190	5,115
		Support for Mission Initiatives: \$84,823 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$29,892 Media/Press Activities: \$28,515 Supplementing PA Programs: \$34,470 Digital Outreach: \$57,683 Cultural Programs (Post Generated): \$105,710 Educational Initiatives (Excluding English Lang.): \$31,676			Support for English Lang. Teaching/Learning: \$19,061 Educational Advising & Promoting Study in US: \$40,128 Exchanges (Post Generated): \$4,190 Supplementing ECA Programs: \$11,539 Speaker Programs (Post Generated): \$36,265 American Centers: \$0 American Spaces (Not Centers): \$18,024 Support for Information Resource Centers: \$9,171 Books & Publications: \$23,546			Supplementing IIP Programs: \$17,078 Public-Private Partnerships: \$19,061 Align Resources with Strategic Priorities: \$4,665 VIP Visits (Press Support): \$27,351 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$62,442			

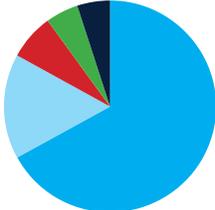
Lebanon									Population: 5,882,562 FY13 PD Actuals: \$1,342,501 FY14 PD Base: \$1,042,893		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
42.40%	89.60%	93.40%	86.00%	\$15,800	87	Partly Free	153	74.20%	37.60%	81	1,266
		Support for Mission Initiatives: \$390,757 Support for Foreign Assistance Programs: \$15,087 Inform Policy Making: \$0 Alumni Outreach: \$1,833 Media/Press Activities: \$76,120 Supplementing PA Programs: \$0 Digital Outreach: \$62,761 Cultural Programs (Post Generated): \$63,493 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$92,944 Educational Advising & Promoting Study in US: \$1,833 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$144,741 Speaker Programs (Post Generated): \$24,123 American Centers: \$151,578 American Spaces (Not Centers): \$47,176 Support for Information Resource Centers: \$10,946 Books & Publications: \$76,308			Supplementing IIP Programs: \$47,323 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$8,730 VIP Visits (Press Support): \$75,585 Audience Research & Public Opinion: \$0 Evaluation: \$4,768 Other: \$46,394			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

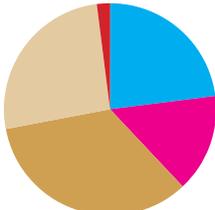
# Libya

**Population: 6,244,174**  
**FY13 PD Actuals: \$507,235**  
**FY14 PD Base: \$555,908**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
45.10%	89.50%	95.80%	83.30%	\$11,300	109	Partly Free	131	17.00%	12.40%	165	1,343
 <p>Support for Mission Initiatives: \$7,999            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$1,774            Alumni Outreach: \$0,730            Media/Press Activities: \$27,783            Supplementing PA Programs: \$3,871            Digital Outreach: \$40,067            Cultural Programs (Post Generated): \$200,078            Educational Initiatives (Excluding English Lang.): \$58,162</p> <p>Support for English Lang. Teaching/Learning: \$31,709            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$8,868            Supplementing ECA Programs: \$367            Speaker Programs (Post Generated): \$7,945            American Centers: \$5,745            American Spaces (Not Centers): \$2,700            Support for Information Resource Centers: \$2,991            Books &amp; Publications: \$3,971</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$1,774            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$10,741            Audience Research &amp; Public Opinion: \$3,547            Evaluation: \$0            Other: \$78,321</p>											

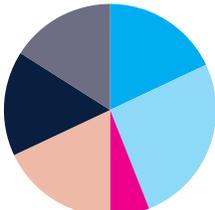
# Morocco

**Population: 32,987,206**  
**FY13 PD Actuals: \$1,995,103**  
**FY14 PD Base: \$1,971,020**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
44.40%	67.10%	76.10%	57.60%	\$5,500	55	Not Free	136	51.00%	16.60%	129	1,293
 <p>Support for Mission Initiatives: \$499,261            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$63,877            Media/Press Activities: \$149,250            Supplementing PA Programs: \$43,265            Digital Outreach: \$72,022            Cultural Programs (Post Generated): \$283,045            Educational Initiatives (Excluding English Lang.): \$850</p> <p>Support for English Lang. Teaching/Learning: \$20,549            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$153,374            Speaker Programs (Post Generated): \$29,797            American Centers: \$116,910            American Spaces (Not Centers): \$36,620            Support for Information Resource Centers: \$1,931            Books &amp; Publications: \$136,629</p> <p>Supplementing IIP Programs: \$34,602            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$31,467            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$321,654</p>											

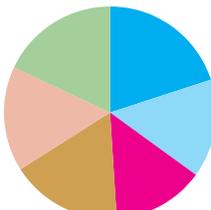
# Oman

**Population: 3,219,775**  
**FY13 PD Actuals: \$476,783**  
**FY14 PD Base: \$453,539**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
40.30%	86.90%	90.20%	81.80%	\$29,800	50	Not Free	141	68.80%	18.00%	155	980
 <p>Support for Mission Initiatives: \$127,051            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$34,866            Media/Press Activities: \$14,517            Supplementing PA Programs: \$0            Digital Outreach: \$8,585            Cultural Programs (Post Generated): \$41,736            Educational Initiatives (Excluding English Lang.): \$47,135</p> <p>Support for English Lang. Teaching/Learning: \$8,800            Educational Advising &amp; Promoting Study in US: \$1,349            Exchanges (Post Generated): \$8,500            Supplementing ECA Programs: \$61,806            Speaker Programs (Post Generated): \$20,221            American Centers: \$750            American Spaces (Not Centers): \$32,879            Support for Information Resource Centers: \$13,670            Books &amp; Publications: \$15,836</p> <p>Supplementing IIP Programs: \$25,942            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$13,142</p>											

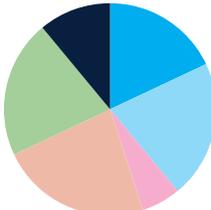
# Palestinian Territories

**Population: 4,547,431**  
**FY13 PD Actuals: \$3,446,156**  
**FY14 PD Base: \$2,935,260**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
59.60%	95.30%	97.90%	92.60%	\$2,900	178	Not Free	146	57.70%	27.40%	74	319
 <p>Support for Mission Initiatives: \$538,189                  Support for Foreign Assistance Programs: \$0                  Inform Policy Making: \$75,753                  Alumni Outreach: \$97,129                  Media/Press Activities: \$332,164                  Supplementing PA Programs: \$33,560                  Digital Outreach: \$85,087                  Cultural Programs (Post Generated): \$480,354                  Educational Initiatives (Excluding English Lang.): \$221,797</p> <p>Support for English Lang. Teaching/Learning: \$474,895                  Educational Advising &amp; Promoting Study in US: \$16,066                  Exchanges (Post Generated): \$38,686                  Supplementing ECA Programs: \$228,662                  Speaker Programs (Post Generated): \$123,588                  American Centers: \$176,174                  American Spaces (Not Centers): \$127,287                  Support for Information Resource Centers: \$348                  Books &amp; Publications: \$31,599</p> <p>Supplementing IIP Programs: \$129,160                  Public-Private Partnerships: \$41,617                  Align Resources with Strategic Priorities: \$0                  VIP Visits (Press Support): \$3,486                  Audience Research &amp; Public Opinion: \$14,424                  Evaluation: \$46,401                  Other: \$130,750</p>											

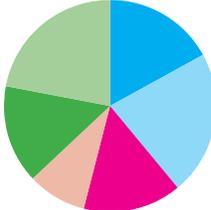
# Qatar

**Population: 2,123,160**  
**FY13 PD Actuals: \$855,095**  
**FY14 PD Base: \$822,189**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.90%	96.30%	96.50%	95.40%	\$102,100	1	Not Free	100	86.20%	78.66%	153	944
 <p>Support for Mission Initiatives: \$114,883                  Support for Foreign Assistance Programs: \$0                  Inform Policy Making: \$0                  Alumni Outreach: \$38,643                  Media/Press Activities: \$42,640                  Supplementing PA Programs: \$0                  Digital Outreach: \$77,019                  Cultural Programs (Post Generated): \$94,193                  Educational Initiatives (Excluding English Lang.): \$81,736</p> <p>Support for English Lang. Teaching/Learning: \$104,171                  Educational Advising &amp; Promoting Study in US: \$0                  Exchanges (Post Generated): \$5,128                  Supplementing ECA Programs: \$19,154                  Speaker Programs (Post Generated): \$12,312                  American Centers: \$4,822                  American Spaces (Not Centers): \$100,353                  Support for Information Resource Centers: \$0                  Books &amp; Publications: \$34,078</p> <p>Supplementing IIP Programs: \$18,581                  Public-Private Partnerships: \$47,551                  Align Resources with Strategic Priorities: \$0                  VIP Visits (Press Support): \$37,420                  Audience Research &amp; Public Opinion: \$0                  Evaluation: \$0                  Other: \$21,410</p>											

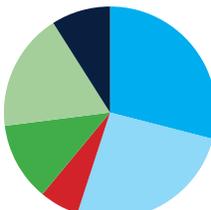
# Saudi Arabia

**Population: 27,345,986**  
**FY13 PD Actuals: \$1,992,987**  
**FY14 PD Base: \$2,010,620**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.90%	87.50%	90.80%	82.20%	\$31,300	44	Not Free	163	49.00%	21.38%	176	44,566
 <p>Support for Mission Initiatives: \$475,290                  Support for Foreign Assistance Programs: \$0                  Inform Policy Making: \$0                  Alumni Outreach: \$88,119                  Media/Press Activities: \$65,589                  Supplementing PA Programs: \$1,210                  Digital Outreach: \$111,509                  Cultural Programs (Post Generated): \$246,854                  Educational Initiatives (Excluding English Lang.): \$97,784</p> <p>Support for English Lang. Teaching/Learning: \$45,837                  Educational Advising &amp; Promoting Study in US: \$201,795                  Exchanges (Post Generated): \$290,000                  Supplementing ECA Programs: \$85,769                  Speaker Programs (Post Generated): \$54,414                  American Centers: \$0                  American Spaces (Not Centers): \$0                  Support for Information Resource Centers: \$0                  Books &amp; Publications: \$44,802</p> <p>Supplementing IIP Programs: \$54,109                  Public-Private Partnerships: \$64,871                  Align Resources with Strategic Priorities: \$0                  VIP Visits (Press Support): \$32,658                  Audience Research &amp; Public Opinion: \$0                  Evaluation: \$0                  Other: \$32,377</p>											

## Pie Chart Key—PD Spending Breakdown by Theme:

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

Syria									Population: 17,951,639 FY13 PD Actuals: \$280,992 FY14 PD Base: \$577,165		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
53.30%	84.10%	90.30%	77.70%	\$5,100	159	Not Free	176	22.50%	No Data	56	505
		Support for Mission Initiatives: \$8,559 Support for Foreign Assistance Programs: \$5,866 Inform Policy Making: \$0 Alumni Outreach: \$18,503 Media/Press Activities: \$0 Supplementing PA Programs: \$24,688 Digital Outreach: \$16,359 Cultural Programs (Post Generated): \$26,297 Educational Initiatives (Excluding English Lang.): \$11,989			Support for English Lang. Teaching/Learning: \$7,842 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$15,777 Speaker Programs (Post Generated): \$10,788 American Centers: \$11,734 American Spaces (Not Centers): \$7,072 Support for Information Resource Centers: \$0 Books & Publications: \$14,187			Supplementing IIP Programs: \$11,340 Public-Private Partnerships: \$14,774 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$22,204 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$53,220			

Tunisia									Population: 10,937,521 FY13 PD Actuals: No Data FY14 PD Base: \$877,079		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
39%	79.10%	87.40%	71.10%	\$9,900	119	Partly Free	138	39.10%	32.46%	116	459
		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

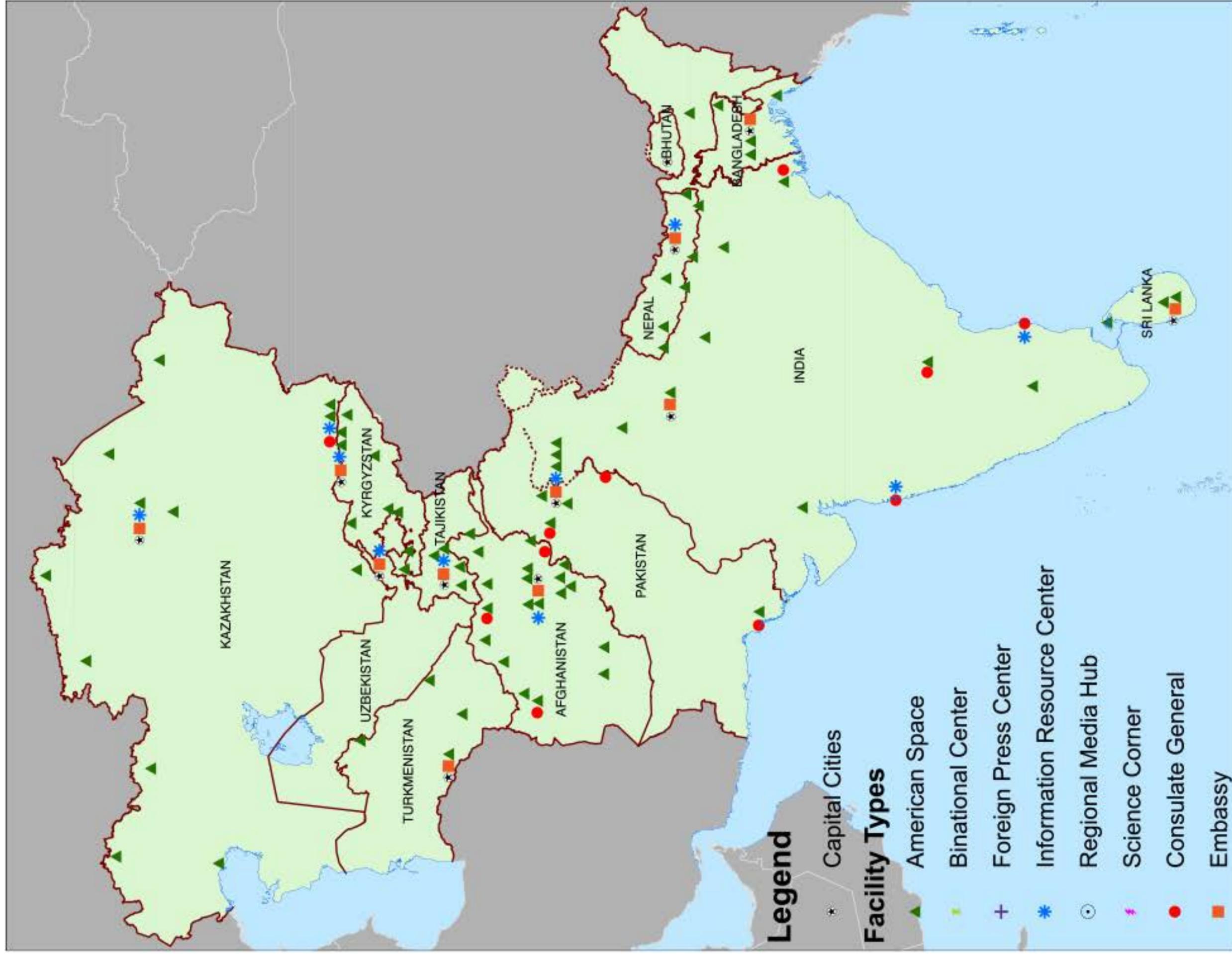
United Arab Emirates									Population: 5,628,805 FY13 PD Actuals: \$1,630,585 FY14 PD Base: \$2,138,378		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
34.40%	90.00%	89.50%	91.50%	\$29,900	48	Not Free	114	70.90%	67.75%	172	2,256
		Support for Mission Initiatives: \$324,411 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$4,946 Alumni Outreach: \$0 Media/Press Activities: \$6,852 Supplementing PA Programs: \$0 Digital Outreach: \$46,714 Cultural Programs (Post Generated): \$154,664 Educational Initiatives (Excluding English Lang.): \$161,324			Support for English Lang. Teaching/Learning: \$72,079 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$226,194 Supplementing ECA Programs: \$26,343 Speaker Programs (Post Generated): \$21,404 American Centers: \$0 American Spaces (Not Centers): \$87,827 Support for Information Resource Centers: \$20,967 Books & Publications: \$29,523			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$305 VIP Visits (Press Support): \$32,837 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$414,584			

Yemen									Population: 26,052,966 FY13 PD Actuals: \$1,389,403 FY14 PD Base: \$926,625		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
62.80%	65.30%	82.10%	48.50%	\$2,500	187	Not Free	169	14.90%	2.26%	69	353
		Support for Mission Initiatives: \$149,688 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$45,764 Media/Press Activities: \$0 Supplementing PA Programs: \$32,636 Digital Outreach: \$45,954 Cultural Programs (Post Generated): \$21,919 Educational Initiatives (Excluding English Lang.): \$32,015			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$2,608 Speaker Programs (Post Generated): \$4,569 American Centers: \$7,724 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$22,748			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$2,285 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$19,534 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$1,001,960			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

**U.S. PUBLIC  
DIPLOMACY  
IN THE SOUTH  
AND CENTRAL  
ASIA REGION**



Names and boundary representation are not necessarily authoritative

# SOUTH AND CENTRAL ASIA REGIONAL OVERVIEW

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The South and Central Asia region presents various public diplomacy challenges and opportunities for U.S. officials. Of the nearly 1.75 billion people in South and Central Asia, nearly half (800 million) are under the age of 30, more than 600 million people are Muslim, and 70 percent of the population live in rural areas. Literacy rates vary, as does Internet access (5 percent of Afghanistan and Turkmenistan's population use the internet, while 45 percent of Kazakhstan's population uses it). However, the region is enjoying increasing connectivity. On average, there are 92.6 mobile phone subscriptions per 100 people. Low standards for the news media limit professional and fair journalism; no country in the region received a free media ranking in 2013 from Freedom House.

Disparaging narratives about the U.S. can spread quickly in the region. In Afghanistan, that narrative is often one of U.S. abandonment after 2014; in Pakistan, it's that the U.S. is the core of all problems for Pakistanis; in India, it can be that the U.S. has failed them; and throughout Central Asia, there is a common narrative that outsiders cannot be trusted. Many of the countries naturally see Russia and China as strategic partners given their proximity. While Bangladesh and India had a largely positive view of the U.S. in 2013, at 76 percent and 55 percent respectively, only 14 percent of the Pakistanis had a favorable view of the U.S.

## U.S. FOREIGN POLICY GOALS

U.S. foreign policy goals vary country by country, but the themes are largely to advance regional economic cooperation and development in the region; support security and stability to advance U.S. interests; and promote democratic, accountable and inclusive governance. Broadly, in Afghanistan, Pakistan and India, U.S. foreign policy objectives are to advance strategic partnerships and promote stability so that each country plays a constructive role in the region.

## U.S. PUBLIC DIPLOMACY GOALS

U.S. public diplomacy supports the above foreign policy objectives through a mix of tools. The stated goals include enhancing connectivity, democratic reform and human rights in the region; building capacity to promote shared values and interests; and broadening and deepening connections with people at all levels.

There are American and locally engaged staffs at more than a dozen U.S. embassies and consulates in the region. They aim to target youth and strengthen domestic outreach to think tanks, universities and journalists. Much of this is done in the roughly 88 American Spaces (libraries, cultural centers, corners, information resource centers) in the region. Regional public diplomacy uses virtual exchanges, cultural and sports exchanges, and English language programs, such as the English Access Microscholarship Program (Access), to meet a growing demand for instruction. Youth and educational exchanges such as the Youth Leadership Program, FLEX program, YES program, Fulbright and Humphrey Fellowships are popular means to connect with emerging leaders, as is the International Visitor Leadership Program, which will aim to be more flexible and responsive to U.S. foreign policy goals in coming years. There are more than 70,000 alumni in the region; Pakistan has the largest cohort at more than 14,000 people.

**\*See Academic Programs:** Fulbright Students & Scholars (Afghanistan, Bangladesh, Bhutan, India, Kazakhstan, Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan, Uzbekistan); UGRAD Pakistan; UGRAD Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan); UGRAD South Asia (Bangladesh, India, Nepal, Pakistan); Afghanistan Junior Faculty Development Program (AJFDP); English Fellows; Access Microscholarships; EducationUSA (468,467 in-person and 1.5 million virtual contacts).

**\*See Professional & Cultural Programs:** National Security Language Initiative for Youth (NSLI-Y), Kennedy-Lugar Youth Exchange & Study (YES), Future Leaders Exchange (FLEX), Center Stage.

## U.S. PUBLIC DIPLOMACY SPENDING

In the region as a whole, according to the data available, U.S. public diplomacy spending in FY13 was focused on Education; Democracy, Good Governance and Rule of Law; and Women and Society. In terms of program activities, the most spending went toward American Centers and Spaces, Cultural Programs, and Support for Mission Initiatives. The least funded activities included Evaluation, Books and Publications, Speaker programs, and Supplementing D.C.-directed programs in from the Educational and Cultural Affairs and International Information Programs budgets.

Afghanistan, Bangladesh and Pakistan all spent funding on Countering Violent Extremism. In FY13, 28 percent of Afghanistan spending went toward CVE; in FY14, 31 percent did. In Pakistan, 5.9 percent of FY13 funds went toward CVE; in FY14, 4.8 percent went toward it. The majority of funds were spent strengthening people-to-people ties.

### U.S. PUBLIC DIPLOMACY SPENDING BY COUNTRY IN FY13

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
1	AFGHANISTAN	\$65.133 MILLION
2	PAKISTAN	\$49.232 MILLION
3	INDIA	\$6.57 MILLION
4	KAZAKHSTAN	\$1.73 MILLION
5	KYRGYZSTAN	\$1.34 MILLION
6	NEPAL (AND BHUTAN)	\$1.34 MILLION

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
7	BANGLADESH	\$1.30 MILLION
8	TAJIKISTAN	\$1.05 MILLION
9	SRI LANKA (AND MALDIVES)	\$906,556
10	TURKMENISTAN	\$764,074
11	UZBEKISTAN	\$659,339

In Afghanistan and Pakistan in FY13 and FY14, funds from the Diplomatic & Consular Programs (D&CP) budget was supplemented significantly by Economic Support Funds (ESF). The break down was:

### EDUCATIONAL EXCHANGES

In 2013, 121,100 students from the South and Central Asia region studied in the U.S., according to Open Doors Data. This translates to a 2.6 percent decrease from 2011 and this accounts for only 14 percent of the foreign students studying in the U.S. Indian students represent nearly 80 percent of all student exchanges from this region to the U.S.

Between 1949 and 2013, 11,578 students from the region have traveled to the U.S. on Fulbright fellowships and 5,852 Americans have held Fulbrights in the region. In FY13, 973 of the students were Americans in South and Central Asia and 689 were South and Central Asian students in the U.S.

## AFGHANISTAN

FY13 - \$65.133 MILLION

**CIVIL SOCIETY AND WOMEN - 30.6 PERCENT**  
\$3.383 MILLION (D&CP) + \$16.540 MILLION (ESF) = \$19.923 MILLION

### **SAMPLE PROGRAM: EMBASSY SCHOLARSHIP PROGRAM (\$3.169 MILLION)**

This grant provides 65 4-year full-ride scholarships at the American University of Afghanistan. 45 of the scholarships are for women undergraduates, 10 are for women MBA students, and the remaining 10 are for male or female alumni of State Department academic and English-language programs. Of the 65 scholarship recipients selected, 60 have successfully completed their first year of study and are now in their second year.

**COUNTERING VIOLENT EXTREMISM - 28.2 PERCENT**  
\$5.418 MILLION (D&CP) + \$12.929 MILLION (ESF) = \$18.346 MILLION

### **SAMPLE PROGRAM: AFGHAN NATIONAL POLICE (ANP) COMMUNITY OUTREACH PROGRAM (\$1.085 MILLION)**

The grantee, Sport and Youth Development Organization, aimed to build public confidence in police and prosecutors through community-police engagements that aim to strengthen the police's accountability and responsiveness. Key activities include sport participation, key leader engagements, and showing video dramas from the "Reaction 119" television show.

**PEOPLE TO PEOPLE TIES - 18 PERCENT**  
\$7.743 MILLION (D&CP) + \$4.005 MILLION (ESF) = \$11.749 MILLION

**OPERATIONS - 14.5 PERCENT**  
\$8.390 MILLION (D&CP) + \$1.042 MILLION (ESF) = \$9.432 MILLION

**BUILDING AFGHAN COMMUNICATIONS CAPACITY & EXPANDING MEDIA OUTREACH - 8.7 PERCENT**  
\$199,757 (D&CP) + \$5.484 MILLION (ESF) = \$5.684 MILLION

### **SAMPLE PROGRAM: ELECTION NEWS COVERAGE (\$592,920)**

The grantee, Hasht-e-Sobh Daily Newspaper, which targets urban elites, received funds to produce thorough, unbiased news articles, interviews, and investigative reports about corruption, human rights abuses, and the presidential and parliamentary elections. Hasht-e-Sobh has produced over 650 such articles, and their coverage will continue through the 2015 parliamentary elections.

FY14 - \$56.483 MILLION

**PEOPLE TO PEOPLE TIES - 42.1 PERCENT**  
\$8.570 million (D&CP) + \$15.202 million (ESF) = \$23.773 million

**COUNTERING VIOLENT EXTREMISM - 31 PERCENT**  
\$1.007 million (D&CP) + \$16.513 million (ESF) = \$17.520 million

**OPERATIONS - 9.6 PERCENT**  
\$4.490 million (D&CP) + \$918,179 (ESF) = \$5.408 million

**CIVIL SOCIETY AND WOMEN - 9.4 PERCENT**  
\$2.424 million (D&CP) + \$2.870 million (ESF) = \$5.294 million

**BUILDING AFGHAN COMMUNICATIONS CAPACITY & EXPANDING MEDIA OUTREACH - 7.9 PERCENT**  
\$0 (D&CP) + \$4.489 million (ESF) = \$4.489 million

In addition to the U.S. Embassy in Kabul, the U.S. mission in Afghanistan now has a Consulate in Herat and Mazar-e-Sharif; an Information Resource Center in Kabul; and 18 American Corners throughout the country (Asadabad, Bamyan, Charikar, Faizabad, Gardez, Ghazni, Herat, Jalalabad, Kabul, Kandahar, Kapisa, Khost, Kunduz, Lashkar Gah, Maimana, Mazar-E-Sharif, Qali-i-Naw, Sharana).

## PAKISTAN

### FY13 - \$49.232 MILLION

#### PEOPLE TO PEOPLE TIES - 41.7 PERCENT

\$2.960 million (D&CP) + \$17.393 million (ESF) = \$20.534 million

#### STRENGTHENING LOCAL PARTNERS - 28.7 PERCENT

\$12.426 million (D&CP) + \$1.720 million (ESF) = \$14.146 million

#### OPERATIONS - 11.6 PERCENT

\$4.239 million (D&CP) + \$1.495 million (ESF) = \$5.734 million

#### EXPANDING MEDIA OUTREACH - 11.5 PERCENT

\$199,757 (D&CP) + \$5.484 million (ESF) = \$5.684 million

#### COUNTERING VIOLENT EXTREMISM - 5.9 PERCENT

\$2.091 million (D&CP) + \$817,378 (ESF) = \$2.908 million

### FY14 - \$36.345 MILLION

#### PEOPLE TO PEOPLE TIES - 59.4 PERCENT

\$7.273 million (D&CP) + \$14.303 million (ESF) = \$21.576 million

#### STRENGTHENING LOCAL PARTNERS - 16.6 PERCENT

\$4.785 million (D&CP) + \$1.239 million (ESF) = \$6.024 million

#### OPERATIONS - 15.7 PERCENT

\$4.706 million (D&CP) + \$1.018 million (ESF) = \$5.723 million

#### COUNTERING VIOLENT EXTREMISM - 4.8 PERCENT

\$926,620 (D&CP) + \$818,257 (ESF) = \$1.745 million

#### ENHANCING PUBLIC MESSAGING - 3.5 PERCENT

\$778,754 (D&CP) + \$498,482 (ESF) = \$1.277 million

In addition to the U.S. Embassy in Islamabad, the U.S. mission in Pakistan has Consulates in Lahore and Karachi; an Information Resource Center in Islamabad; and seven American corners in Islamabad, Muzaffarabad, Rawalpindi, Karachi and Peshawar.

## INTERNATIONAL BROADCASTING IN THE SOUTH AND CENTRAL ASIA REGION

The BBG operates 12 services via the Voice of America and Radio Free Europe/Radio Liberty in the South and Central Asian region. Using radio, television, websites, and social media, the networks reach audiences speaking Bangla, Dari, Kazakh, Kyrgyz, Pashto, Russian, Tajik, Turkmen, Urdu and Uzbek. Two services target Afghanistan and two target the Afghanistan-Pakistan border region.

VOA's Bangla, Dari, Pashto, Urdu and Uzbek services that target the region cost \$20.844 million with program delivery. RFE/RL's services in Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, and Uzbek amounted to \$17.517 million with program delivery.

## VOICE OF AMERICA

Dari, Pashto, Bangla, Urdu, and Uzbek

### VOICE OF AMERICA'S RADIO AND TV ASHNA (DARI AND PASHTO)

FY13 \$6.118 MILLION (\$7.398 MILLION WITH PROGRAM DELIVERY)

**Origin:** Dari 1980; Pashto 1982

**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** Dari, 4 hours a day; Pashto, 4 hours a day; Special English, 4 hours a day

**TV Programming:** Two 30-minute newscasts a day, 6 days a week; one 30-minute weekly TV magazine

Targeting Dari and Pashto populations in Afghanistan, Pakistan, Iran, and those in the diaspora in the Middle East and Europe, the service has 6.1 million regular listeners and viewers within Afghanistan. It is one of the leading sources of daily news and information and programming focuses on health, science, entertainment, sports, and women's rights. With media freedoms uncertain in Afghanistan, VOA aims to provide consistent, professional local and international news and inform Afghans of the pace of reform and reconstruction efforts, women's and youth issues, business agriculture and technology, health, education, security, human rights and Western culture. Sample programs include "TV Ashna," which features interviews with Afghan and American policy makers, news, features, and reports from Afghanistan and other cities worldwide; "Karwan," a youth-oriented TV magazine focusing on social, cultural, and political issues in both Afghanistan and the U.S.; "Radio Ashna," which provides original news reports from Afghanistan, world news round-ups, business and economic features, and topics of interest to Afghan women and youth; and "The Late Night Literature Show," where Afghan singers and poets who reside in the U.S. discuss their work and take questions from listeners.

### VOICE OF AMERICA'S RADIO DEEWA (PASHTO)

FY13 \$2.648 MILLION (\$3.641 MILLION WITH PROGRAM DELIVERY)

**Origin:** 2006

**Delivery Method:** Radio (MW, SW, satellite); Television; Websites and Social Media

**Radio Programming:** 9 hours a day (repeated in a 24-hour stream), 7 days a week

**TV Programming:** One hour daily

VOA Deewa (Light) TV/Radio provides news and information to the Pakistan-Afghanistan border region, where more than 40 million Pashto-speaking Pakistanis and Afghans live. Deewa aims to provide professional news in a region that lacks local independent sources of information on regional, international and U.S. politics and where military narrative, jihadi agenda and extremist groups are dominant in the local state and private media market. Sample programs include "Radio Deewa," a news, current affairs and call-in show; call-in shows for listeners from Pakistan's Federally Administered Tribal Areas (FATA), Khyber Pakhtunkhwa, Balochistan Province, Karachi, and the Pashtun diaspora to discuss issues relating to youth, women's empowerment, and politics; "Sweet Woman," a daily morning show for women that focuses on covering and analyzing daily events in the region; and "Jump, Jump Camel," a program for children.

### VOICE OF AMERICA'S UZBEK SERVICE

FY13 \$628,000 (\$700,000 WITH PROGRAM DELIVERY)

**Origin:** 1972

**Delivery Method:** Radio (SW/affiliates in Kyrgyzstan and Northern Afghanistan), Television, Websites and Social Media

**Radio Programming:** 30 minutes per day

**TV Programming:** 30 minutes per week

Targeting audiences in Uzbekistan, Kyrgyzstan, Tajikistan, and ethnic Uzbek populations in Afghanistan and China, VOA Uzbek aims to provide professional news on political, economic and social issues in an area where access to free media is limited. It also aims to provide a platform for reconciliation among Uzbek, Kyrgyz and Tajik communities in the region and frequently produces special programs on issues relevant to ethnic

Uzbeks in northern Afghanistan and in western China. One program, “Exploring America,” covers U.S. foreign policy, U.S. relations with Uzbekistan and the rest of Central Asia, and segments on American life, education and culture.

### **VOICE OF AMERICA'S URDU SERVICE**

#### **FY13 \$4.847 MILLION (\$8.001 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1951

**Delivery Method:** Radio (MW/FM), Television, Websites and Social Media

**Radio Programming:** 12 hours a day, 7 days a week via MW; 30 minutes per day on Pakistan’s twelve FM PBC frequencies; other programming on several private affiliates

**TV Programming:** Six television products, along with Washington Bureau services

Targeting audiences in Pakistan, the Pakistani diaspora in the Middle East, Europe, and Urdu-speaking population in India, VOA Urdu reaches 5.3 percent of the audience in Pakistan, according to a June 2014 survey. Its programming on Express TV reaches an elite Pakistani audience and provides news on current events, health, education, politics and roundtable discussions on issues like U.S.-Pakistan relations. Sample programs include “Kahani Pakistani,” A flagship daily show that features stories on life in America, the Pakistani diaspora, U.S. election systems, health care, and related subjects; “Café DC,” which features interviews with Washington leaders on their daily lives and career experiences; “Urdu News Minute,” a one-minute international news brief that airs Monday through Friday; and “Zindagi 360,” an entertainment and lifestyle program aimed at teens and young adults in Pakistan and the Pakistani diaspora.

### **VOICE OF AMERICA'S BANGLA SERVICE**

#### **FY13 \$953,000 (\$1.104 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1958

**Delivery Method:** Radio (MW/SW, FM affiliates), Television, Websites and Social Media

**Radio Programming:** 30 minutes 6 days a week; 4 hours a week and 10 minutes daily on local affiliate.

**TV Programming:** 20 minutes a week.

VOA’s Bangla Service provides news and information on radio, television, and the Internet and reaches 5.3 million listeners weekly, according to a January 2014 survey. VOA’s main broadcasts reach Bangladesh, and the Bangla-speaking Indian States of West Bengal, Assam, Tripura as well as several Arab and Muslim countries in the Middle East, North Africa and Southeast Asia where Bangladeshi workers live. Sample programs include “Hello America,” which provides analysis of major social and political issues in the United States, Bangladesh, South Asia and the world; “Straight from America,” a weekly video magazine program; “Let’s Play Politics,” a weekly video feature on U.S. politics and the world of soccer; and “VOA 60 News,” a weekly roundup of the latest news from the U.S.

### **RADIO FREE EUROPE/RADIO LIBERTY**

**Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, Uzbek**

#### **RADIO FREE EUROPE/RADIO LIBERTY'S RADIO AZADI (PASHTO, DARI)**

##### **FY13 \$5.017 MILLION (\$6.272 MILLION WITH PROGRAM DELIVERY)**

**Origin:** Dari: 1985-1993; resumed 2002-present; Pashto: 1987-1993; resumed 2002-Present

**Delivery Method:** Radio (FM, AM, SW, satellite), Websites and Social Media

**Radio Coverage:** 71 hours weekly

**Television Coverage:** 25 minutes weekly

Radio Azadi reaches 43 percent of Afghan adults each week and is a popular and trusted media outlet in Afghanistan, according to RFE/RL research. As a surrogate national public broadcaster, Radio Azadi provides in-depth coverage of local issues and events affecting people’s daily lives. In 2014, they comprehensively covered the 2014 presidential elections as well as the withdrawal of international forces. Human rights, women’s issues, narcotics, and socio-economic issues are also a primary focus. Radio Azadi has developed a culture of live debates and discussions with authorities and experts. It seeks to tell the stories of real people, serving as a bridge between common people and the government. Every day Azadi receives hundreds of messages as well as comments via radio and social

media. Azadi is the only media outlet in Afghanistan that provides news alerts with content on mobile phones. Free SMS news alerts reach nearly 500,000 subscribers four times a day. Radio Azadi receives over 50 messages a day from citizen journalists. Radio Azadi's IVR (interactive voice response) project has approximately 45,000 subscribers. The Service has 26 correspondents in Prague, 53 in Kabul, and roughly 25 stringers in Afghanistan, three in Pakistan, and one in Iran. New additions to Radio Azadi's lineup includes a weekday regional news roundup of 3-4 minutes for Ariana TV, in addition to a discussion program with a live studio audience each month called "Together." "New Thoughts and the Colors of Life" is a feature programs that profiles youth and discusses issues of concern to young people in Afghanistan, while "In Search of Loved Ones" helps reunite families who have lost relatives to violence and war.

#### **RADIO FREE EUROPE/RADIO LIBERTY'S RADIO MASHAAL (PASHTO)**

**FY13 \$3.056 MILLION (\$3.672 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 2010

**Delivery Method:** Radio (AM/SW), Websites and Social Media

**Radio Coverage:** 56.5 hours weekly

Radio Mashaal provides news and local coverage to counter extremist propaganda in Pakistan's Federally Administered Tribal Areas (FATA) and along its border with Afghanistan. In-depth political reporting features local policy makers and tribal elders, including well-known moderate Pashtun personalities who reject violence and extremism. It broadcasts several programs that are unique in the region, dedicated to youth, women's issues, human rights and health care. Mashaal engages youth through weekly live debates in which they talk about current issues and challenges in their daily lives. As part of a joint project with the National Democratic Institute, Mashaal conducted roundtable discussions regarding ongoing reforms in the FATA. Listeners engage with Mashaal through Skype, Facebook and three toll-free numbers during live call-in shows. Mashaal's Facebook fan page receives 500 comments daily. Mashaal has a large number of feature programs

on topics such as empowering women, youth education, Pashtun culture, Pashtun heroes (introducing historic and national figures), political satire and Pashtun village center (Hujra). Mashaal holds daily chats with young people as part of the daily 1-hour music program. Two live weekly debates are held on political, social, economic issues.

#### **RADIO FREE EUROPE/RADIO LIBERTY'S RADIO OZODI (TAJIK)**

**FY13 \$1.520 MILLION (\$1.599 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (SW, satellite), Websites and Social Media

**Radio Coverage:** 3.25 hours daily

Radio Ozodi provides professional news and information in a largely government-controlled media environment. In recent years, the government has on several occasions blocked access to Radio Ozodi's ozodi.org and other major international media websites; it also withdrew accreditation for Radio Ozodi journalists. The outlet interviews political and civil society leaders and connects them with ordinary citizens. The Association of Internet Providers in Tajikistan ranked Radio Ozodi among the five most-read websites in Tajikistan in 2013. The Service's extensive coverage on human rights abuses, torture, and other civil rights violations are frequently quoted by international organizations. Ozodi provides a common platform for open discussion and the free flow of information among ordinary people, well-known experts, politicians and government officials. Google Hangouts, Skype, Facebook, MoiMir and other new media tools add a new vigor to Ozodi's radio programs. Sample programs include the 30-minute "News Journal," which is focused on daily events including domestic, international and regional news and features; a youth program called "Oyandasoz"; and "Voice of Migrants," which covers the human rights concerns of the 1 million Tajik citizens living and working in Russia.

## **RADIO FREE EUROPE/RADIO LIBERTY'S RADIO AZATLYK (TURKMEN)**

**\$763,000 (\$836,000 WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (SW, satellite), Websites and Social Media

**Radio Coverage:** 5.3 hours weekly

Radio Azatlyk offers Turkmen-speaking audiences professional and locally sourced information about themselves and their society. It is the only international media broadcaster with news from inside the country, with original video reporting and photojournalism on human rights, laws, official programs and procedures. According to Freedom House, the press in Turkmenistan is the least free in the world; Reporters Without Borders also ranks it as an “Enemy of the Internet.” RFE/RL has neither a bureau nor accredited journalists in Turkmenistan. Stringers and freelancers work under routine surveillance and, together with their families, are often subject to harassment and intimidation. Radio Azatlyk’s website is blocked, obliging visitors to use proxy servers to access the site. Radio Azatlyk audience members contact the Service to voice frustrations about their living conditions such as difficulty in finding medical care or having their homes demolished for construction projects. In many cases, Radio Azatlyk’s reporting has led officials to take steps to redress those grievances. Some of these video reports have been shared over 40,000 times on Azatlyk’s Facebook page, which now has the largest following of any Facebook page in the Turkmen language.

## **RADIO FREE EUROPE/RADIO LIBERTY'S RADIO AZATYK (KYRGYZ)**

**FY13 \$1.660 MILLION (\$2.020 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (nationwide FM, SW, satellite), TV (KTRK national channel, 4 affiliates), Websites and Social Media

**Radio Coverage:** 26.25 hours weekly

**Television Coverage:** 1.5 hours weekly; 15 min video news; 7-9 minute “Crossroads” program in Russian.

Radio Azattyk aims to connect Kyrgyz society with informed reporting and debate on topics that other media ignore, such as minority rights, government corruption and Islamic radicalism. A September 2012 Gallup survey found that Radio Azattyk reaches more than half of a key target audience, young Kyrgyz professionals, every week. A USAID-funded survey in May 2012 found that Radio Azattyk is the most reliable Kyrgyz-language news source. In light of the dominance of Russian media in the country promoting the Kremlin’s version of domestic and foreign policy, Azattyk has become a unique and alternative media platform. With the rising influence of radical Islam in society, the dominance of Russian politics and media, and growing anti-Western sentiments, Azattyk provides professional coverage of international events and life in foreign countries as well as analysis of Kyrgyz events with a regional and international perspective. It has a staff of 8 journalists in Prague, 21 in Bishkek, 17 stringers in Kyrgyzstan and abroad. Sample programs include “Inconvenient Questions,” a political talk show, and “Azattyk+,” a youth-oriented news and information show.

## **RADIO FREE EUROPE/RADIO LIBERTY'S RADIO AZZATYQ (KAZAKH)**

**FY13 \$1.602 MILLION**

**Origin:** 1953

**Delivery Method:** Websites and Social Media

Radio Azattyq provides a platform for audiences in Kazakhstan to share ideas and delivers professional news and information. The Kazakh news environment is not free; private and opposition media is regularly harassed and censored. It delivers multimedia content digitally via its Kazakh and Russian language websites, mobile platforms and social media. Targeting younger, urban professionals, college students, and journalists, Azattyq seeks to set the information agenda, offering objective news and perspectives in both Kazakh and Russian. It also aims to promote civic activism that brings real change into the lives of its audience. In 2013, investigations conducted by Azattyq correspondents on what appeared to be the resumption of the Soviet-era practice of using forced psychiatric confinement to silence dissidents attracted international attention. These

cases were taken up by the UN Human Rights Council and the US State Department and by international watchdogs such as Human Rights Watch and Reporters Without Borders. Azattyq's year-long coverage on the treaty to create the Eurasian Union with Russia and Belarus and analysis on possible implications of the new union on lives of ordinary citizens in Kazakhstan attracted the attention of various media organizations, including Chinese. It has a staff of five journalists in Prague, 10 in Almaty and 36 stringers.

**RADIO FREE EUROPE/RADIO LIBERTY'S RADIO OZODLIK (UZBEK)**

**FY13 \$1.501 MILLION (\$1.516 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1953

**Delivery Method:** Radio (SW and satellite), Websites and Social Media

**Radio Coverage:** 19.8 hours of original programming weekly

Radio Ozodlik is the only Uzbek-language surrogate broadcaster and is well-known as a trustworthy source of information in Uzbekistan. Ozodlik is a leader among other foreign broadcasters thanks to its wide network of contacts and sources in Uzbekistan, professional team, dedication to the mission and strategic focus on innovation and new media. In contrast to domestic media, Ozodlik provides uncensored news and analysis that challenges the government's policies, creates an atmosphere of open debate and provides an accurate account of world affairs. Its page in Russian provides accurate news about Uzbekistan to those who prefer using Russian online as well as Uzbek labor migrants in Russia. Programs feature the most important domestic news reports, regional and world stories, interviews and special programs ranging from culture to politics to the economy, in addition to the daily "Open Microphone" program, which airs listener opinions.

**SOUTH AND  
CENTRAL ASIA  
REGION COUNTRY  
BY COUNTRY  
DATA**

Afghanistan									Population: 31,822,848 FY13 PD Actuals: \$65,133,000 FY14 PD Base: \$1,777,000		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
64.20%	28.10%	43.10%	12.60%	\$1,100	215	Not Free	128	5.00%	1.45%	70	449
<p><b>DATA NOT AVAILABLE</b></p>		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

Bangladesh									Population: 166,280,712 FY13 PD Actuals: \$1,300,108 FY14 PD Base: \$1,001,532		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
51.10%	57.70%	62.00%	53.40%	\$2,100	194	Partly Free	144	5.00%	2.07%	67	3,828
		Support for Mission Initiatives: \$338,152 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$16,745 Media/Press Activities: \$53,714 Supplementing PA Programs: \$660 Digital Outreach: \$22,741 Cultural Programs (Post Generated): \$24,129 Educational Initiatives (Excluding English Lang.): \$29,842			Support for English Lang. Teaching/Learning: \$55,329 Educational Advising & Promoting Study in US: \$13,359 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$40,674 Speaker Programs (Post Generated): \$5,680 American Centers: \$141,667 American Spaces (Not Centers): \$173,385 Support for Information Resource Centers: \$9,141 Books & Publications: \$19,202			Supplementing IIP Programs: \$3,308 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$5,500 VIP Visits (Press Support): \$32,533 Audience Research & Public Opinion: \$502 Evaluation: \$4,703 Other: \$308,122			

India									Population: 1,236,344,631 FY13 PD Actuals: \$6,573,157 FY14 PD Base: \$5,874,594		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.60%	62.80%	75.20%	50.80%	\$4,000	169	Partly Free	140	11.40%	5.24%	71	96,754
		Support for Mission Initiatives: \$891,916 Support for Foreign Assistance Programs: \$216,482 Inform Policy Making: \$31,118 Alumni Outreach: \$168,947 Media/Press Activities: \$452,142 Supplementing PA Programs: \$21,157 Digital Outreach: \$212,337 Cultural Programs (Post Generated): \$908,651 Educational Initiatives (Excluding English Lang.): \$200,141			Support for English Lang. Teaching/Learning: \$223,052 Educational Advising & Promoting Study in US: \$31,528 Exchanges (Post Generated): \$64,750 Supplementing ECA Programs: \$408,787 Speaker Programs (Post Generated): \$326,936 American Centers: \$176,597 American Spaces (Not Centers): \$222,485 Support for Information Resource Centers: \$763,808 Books & Publications: \$496,806			Supplementing IIP Programs: \$51,217 Public-Private Partnerships: \$228,457 Align Resources with Strategic Priorities: \$38,265 VIP Visits (Press Support): \$174,309 Audience Research & Public Opinion: \$18,786 Evaluation: \$41,389 Other: \$202,094			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

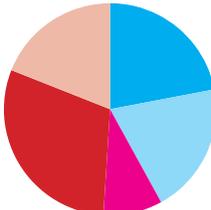
# Kazakhstan

Population: 17,948,816  
 FY13 PD Actuals: \$1,728,773  
 FY14 PD Base: \$1,144,975

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
41.20%	99.70%	99.80%	99.70%	\$14,100	96	Not Free	161	45.00%	4.53%	186	1,969
 <p><b>DATA NOT AVILABLE</b></p> <p>Support for Mission Initiatives: \$69,038          Support for Foreign Assistance Programs: \$27,103          Inform Policy Making: \$0          Alumni Outreach: \$58,782          Media/Press Activities: \$107,685          Supplementing PA Programs: \$197,402          Digital Outreach: \$61,475          Cultural Programs (Post Generated): \$169,815          Educational Initiatives (Excluding English Lang.): \$39,880</p> <p>Support for English Lang. Teaching/Learning: \$47,046          Educational Advising &amp; Promoting Study in US: \$76,080          Exchanges (Post Generated): \$6,763          Supplementing ECA Programs: \$58,569          Speaker Programs (Post Generated): \$23,383          American Centers: \$9,375          American Spaces (Not Centers): \$408,317          Support for Information Resource Centers: \$63,543          Books &amp; Publications: \$30,246</p> <p>Supplementing IIP Programs: \$143          Public-Private Partnerships: \$0          Align Resources with Strategic Priorities: \$0          VIP Visits (Press Support): \$0          Audience Research &amp; Public Opinion: \$0          Evaluation: \$0          Other: \$274,137</p>											

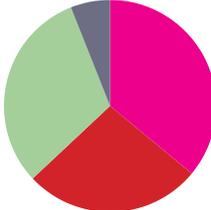
# Kyrgyzstan

Population: 5,604,212  
 FY13 PD Actuals: \$1,343,828  
 FY14 PD Base: \$987,800

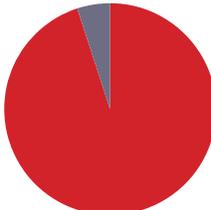
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
48.60%	99.20%	99.50%	99.00%	\$2,500	185	Not Free	106	39.90%	2.02%	121	261
 <p>Support for Mission Initiatives: \$76,560          Support for Foreign Assistance Programs: \$71,921          Inform Policy Making: \$0          Alumni Outreach: \$3,336          Media/Press Activities: \$0          Supplementing PA Programs: \$0          Digital Outreach: \$17,029          Cultural Programs (Post Generated): \$121,702          Educational Initiatives (Excluding English Lang.): \$23,124</p> <p>Support for English Lang. Teaching/Learning: \$293,689          Educational Advising &amp; Promoting Study in US: \$0          Exchanges (Post Generated): \$0          Supplementing ECA Programs: \$0          Speaker Programs (Post Generated): \$0          American Centers: \$0          American Spaces (Not Centers): \$279,871          Support for Information Resource Centers: \$0          Books &amp; Publications: \$3,938</p> <p>Supplementing IIP Programs: \$2,255          Public-Private Partnerships: \$0          Align Resources with Strategic Priorities: \$0          VIP Visits (Press Support): \$3,650          Audience Research &amp; Public Opinion: \$0          Evaluation: \$0          Other: \$446,752</p>											

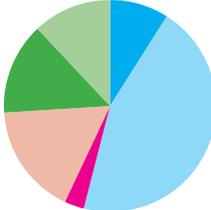
# Nepal

Population: 30,986,975  
 FY13 PD Actuals: \$1,336,052  
 FY14 PD Base: \$587,176

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
54.20%	57.40%	71.10%	46.70%	\$1,500	205	Partly Free	118	9.00%	6.53%	71	8,920
 <p>Support for Mission Initiatives: \$601,699          Support for Foreign Assistance Programs: \$3,720          Inform Policy Making: \$0          Alumni Outreach: \$14,297          Media/Press Activities: \$40,163          Supplementing PA Programs: \$1,179          Digital Outreach: \$57,278          Cultural Programs (Post Generated): \$54,666          Educational Initiatives (Excluding English Lang.): \$82,421</p> <p>Support for English Lang. Teaching/Learning: \$33,521          Educational Advising &amp; Promoting Study in US: \$0          Exchanges (Post Generated): \$500          Supplementing ECA Programs: \$12,241          Speaker Programs (Post Generated): \$15,537          American Centers: \$42,850          American Spaces (Not Centers): \$309,978          Support for Information Resource Centers: \$8,934          Books &amp; Publications: \$4,752</p> <p>Supplementing IIP Programs: \$4,540          Public-Private Partnerships: \$1,037          Align Resources with Strategic Priorities: \$0          VIP Visits (Press Support): \$4,770          Audience Research &amp; Public Opinion: \$0          Evaluation: \$0          Other: \$41,967</p>											

Pakistan									Population: 196,174,380 FY13 PD Actuals: \$49,232,000 FY14 PD Base: \$1,173,486		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
54.80%	54.90%	68.60%	40.30%	\$3,100	177	Not Free	159	15.30%	4.37%	70	4,772
 <p><b>DATA NOT AVILABLE</b></p>		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

Sri Lanka									Population: 21,866,445 FY13 PD Actuals: \$906,556 FY14 PD Base: \$549,244		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
39.60%	91.20%	92.60%	90%	\$6,500	145	Not Free	167	15.00%	7.09%	95	3,046
		Support for Mission Initiatives: \$38,288 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$14,579 Media/Press Activities: \$0 Supplementing PA Programs: \$26,807 Digital Outreach: \$74,586 Cultural Programs (Post Generated): \$46,097 Educational Initiatives (Excluding English Lang.): \$34,859			Support for English Lang. Teaching/Learning: \$19,288 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$9,344 Speaker Programs (Post Generated): \$10,792 American Centers: \$178,679 American Spaces (Not Centers): \$27,974 Support for Information Resource Centers: \$0 Books & Publications: \$18,342			Supplementing IIP Programs: \$4,762 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$402,159			

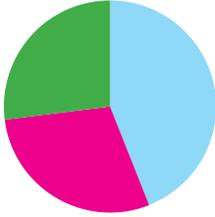
Tajikistan									Population: 8,051,512 FY13 PD Actuals: \$1,053,396 FY14 PD Base: \$419,960		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
53.10%	99.70%	99.80%	99.60%	\$2,300	189	Not Free	123	13.00%	0.56%	92	312
		Support for Mission Initiatives: \$93,355 Support for Foreign Assistance Programs: \$4,908 Inform Policy Making: \$0 Alumni Outreach: \$1,322 Media/Press Activities: \$0 Supplementing PA Programs: \$509 Digital Outreach: \$292,671 Cultural Programs (Post Generated): \$37,460 Educational Initiatives (Excluding English Lang.): \$2,555			Support for English Lang. Teaching/Learning: \$24,849 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$33,133 Speaker Programs (Post Generated): \$9,026 American Centers: \$6,270 American Spaces (Not Centers): \$413,111 Support for Information Resource Centers: \$1,348 Books & Publications: \$8,487			Supplementing IIP Programs: \$11,468 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$2,684 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$112,241			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

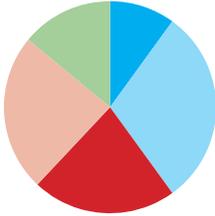
# Turkmenistan

Population: 5,171,943  
 FY13 PD Actuals: \$764,074  
 FY14 PD Base: \$432,955

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.60%	99.60%	99.70%	99.50%	\$9,700	122	Not Free	177	5.00%	0.22%	117	178
 <p>Support for Mission Initiatives: \$13,135            Support for Foreign Assistance Programs: \$4,401            Inform Policy Making: \$0            Alumni Outreach: \$5,105            Media/Press Activities: \$9,902            Supplementing PA Programs: \$35,582            Digital Outreach: \$21,865            Cultural Programs (Post Generated): \$52,882            Educational Initiatives (Excluding English Lang.): \$20,031</p> <p>Support for English Lang. Teaching/Learning: \$29,874            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$3,520            Supplementing ECA Programs: \$28,306            Speaker Programs (Post Generated): \$13,846            American Centers: \$18,541            American Spaces (Not Centers): \$329,126            Support for Information Resource Centers: \$62,849            Books &amp; Publications: \$2,711</p> <p>Supplementing IIP Programs: \$9,665            Public-Private Partnerships: \$48,797            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$52,480</p>											

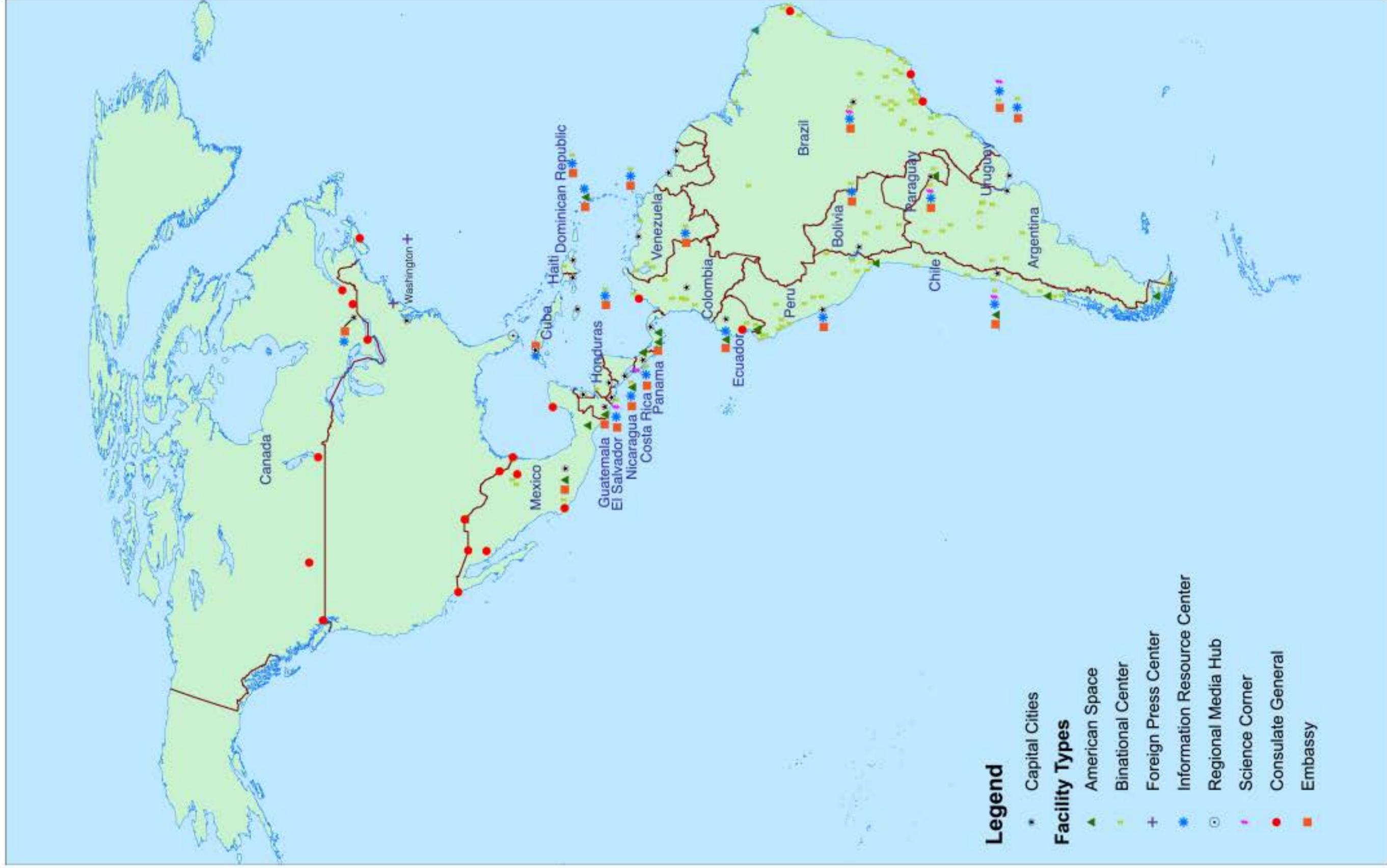
# Uzbekistan

Population: 28,929,716  
 FY13 PD Actuals: \$659,339  
 FY14 PD Base: \$566,558

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
25.10%	99.40%	99.60%	99.20%	\$3,800	171	Not Free	166	30.20%	2.93%	71	554
 <p>Support for Mission Initiatives: \$160,102            Support for Foreign Assistance Programs: \$19,733            Inform Policy Making: \$0            Alumni Outreach: \$6,946            Media/Press Activities: \$30,966            Supplementing PA Programs: \$36,214            Digital Outreach: \$32,765            Cultural Programs (Post Generated): \$138,733            Educational Initiatives (Excluding English Lang.): \$17,280</p> <p>Support for English Lang. Teaching/Learning: \$19,464            Educational Advising &amp; Promoting Study in US: \$26,009            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$5,415            Speaker Programs (Post Generated): \$4,759            American Centers: \$5,895            American Spaces (Not Centers): \$95,936            Support for Information Resource Centers: \$23,563            Books &amp; Publications: \$26,034</p> <p>Supplementing IIP Programs: \$5,341            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$2,303            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$1,871</p>											



**U.S. PUBLIC  
DIPLOMACY  
IN THE WESTERN  
HEMISPHERE  
REGION**



**Legend**

• Capital Cities

**Facility Types**

▲ American Space

■ Binational Center

+ Foreign Press Center

★ Information Resource Center

○ Regional Media Hub

◆ Science Corner

● Consulate General

■ Embassy

Names and boundary representation are not necessarily authoritative

## WESTERN HEMISPHERE REGIONAL OVERVIEW

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While U.S. public diplomacy in the region varies by country, it supports the larger foreign policy goals of promoting democracy and security; advancing inclusive prosperity; youth education; energy security; and freedom of expression. More than 56 percent of the region has access to the Internet, with a large disparity between North and South America. In South America, democratic and media freedoms have spread but remain uneven. While 15 countries were determined Free by Freedom House, Cuba, Mexico, Venezuela, Honduras, Ecuador, and Paraguay are actually classified as Not Free.

Challenges to U.S. public diplomacy in the Western Hemisphere include negative perceptions about the United States due to past policies pursued in the region, including U.S. drug policy; uncertainty about immigration policy; and actively anti-American elements in the region like the Bolivarian Alliance for the Peoples of Our America (ALBA). In Cuba, Venezuela, Nicaragua and Bolivia, where bilateral relations are especially difficult, the U.S. missions employ public diplomacy to connect with everyday people and advance mission goals. The Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs provides careful guidance and support to PD officers in the field.

### U.S. FOREIGN POLICY GOALS

While each country has a strategic plan that outlines the goals for bilateral relations, the United States' top foreign policy goals for the region include: promoting democracy, security, and peace in the Americas; advancing prosperity and socially inclusive economic growth; educating youth and developing workforces; harnessing the energy resources of the region while fighting climate change; and promoting freedom of expression.

Through a whole-of-government approach the U.S. is focusing on building capacity in institutions and individuals while encouraging economic development for those most at risk. The U.S. approach to citizen security in the hemisphere emphasizes community-based approaches and partnerships to address shared challenges like transnational organized crime and the lack

of economic and social opportunity, which pose serious threats to the safety of the region's citizens. The United States also cooperates with its partners in the region on small business development, trade facilitation, workforce development, and sustainable business practices. Expanding prosperity includes the region's participation in 12 free trade agreements spanning the length of the hemisphere, as well as the Trans-Pacific Partnership and the re-commitment to North Atlantic Free Trade Agreement (NAFTA). The United States also seeks to increase energy security in the region, while focusing on preventing and mitigating climate change. New energy discoveries increasingly place the Americas at the center of the global energy map, and many countries are also developing more renewable energy.

Promoting and defending freedom of expression in the Americas is central to advancing U.S. common values. U.S. policy works with governments and civil society to address threats to democracy and human rights, including restrictions on freedom of expression, and discrimination or violence. U.S. also works to expand educational opportunity to ensure have the knowledge, skills, and self-reliance they need to compete in a globalized world so all citizens share in the region's prosperity.

### U.S. PUBLIC DIPLOMACY GOALS

The public diplomacy goals for the region are to support the above foreign policy objectives via outreach that explains U.S. policies to foreign publics and develops the foundation for support for U.S. initiatives. Public diplomacy also maintains the credibility of the United States as a partner in regional growth and prosperity irrespective of immediate government-to-government relations. Public diplomacy programs aim to contribute to the positioning of the United States as a partner of choice and a trusted ally by facilitating people-to-people connections.

There are American and locally engaged staffs at 28 U.S. embassies and consulates in the Western Hemisphere, including the U.S. Interests Section in Havana. In countries where U.S. bilateral relations are difficult,

public diplomacy constitutes a significant focus of the U.S. mission.

U.S. Public Diplomacy in the region is particularly focused on youth outreach, particularly through English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Much of this is done in the 154 American Spaces (libraries, cultural centers, information resource centers) in the region, especially in Binational Centers and through EducationUSA spaces. Person-to-person contact and exchanges, such as the Fulbright and Humphrey programs, the International Visitor Leadership Program, and American Speaker and Cultural Programs, remain the most effective forms of public diplomacy in the Western Hemisphere.

\*See Academic Programs: Fulbright Students & Scholars (Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela); Fulbright Regional Network for Applied Research (NEXUS) Program; Fulbright-Fogarty Fellowships in Public Health; UGRAD Western Hemisphere: Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Nicaragua, Panama, Venezuela; EducationUSA WHA - 1.16 million and 1.37 million virtual contacts; “100,000 Strong”

\*See Professional and Cultural Programs: American Youth Leadership Program; Youth Ambassadors; National Youth Science Foundation/ National Youth Science Camp; Center Stage

### U.S. PUBLIC DIPLOMACY SPENDING

Brazil and Mexico were the highest funded public diplomacy missions in the Western Hemisphere in FY13, funded at \$7.7 million and \$4.9 million respectively. Colombia, Argentina, Canada, Venezuela, Chile and Peru ranged from \$2.8 million to \$2.2 million; Bolivia, Ecuador, Haiti, Uruguay, Dominican Republic and Panama ranged from \$1.7 million to \$1 million. The other 14 countries received less than \$1 million. The U.S.

Interest Section in Havana, which is limited in its engagement with the Cuban people, spent \$413,870.

According to available data, the majority of public diplomacy spending went to support Culture, Sports, and American Society; Education; and Youth Engagement. The focus on education and youth engagement is consistent with foreign policy goals for the region. The only post to specifically report spending on Countering Violent Extremism and Counterterrorism was Canada (approx. \$275,000).

The activities vary by country. The most common program spending categories were to Support for Mission Initiatives and produce Cultural Programs. American Spaces, Digital Outreach, Media and Press Activities all were less significant but fairly common funding labels across the region. The smallest amount of spending went toward Audience Research and Public Opinion Polling, in addition to Books and Publications. The large mix of program spending by strategy and activity, may mean that individual posts were not spending on certain categories or that the data collection tool is flawed and there is not a consistent definition the categories in the Mission Activity Tracker (MAT).

### U.S. PUBLIC DIPLOMACY SPENDING BY COUNTRY IN FY13

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
1	BRAZIL	\$7.657 MILLION
2	MEXICO	\$4.911 MILLION
3	COLOMBIA	\$2.813 MILLION
4	ARGENTINA	\$2.581 MILLION
5	CANADA	\$2.581 MILLION
6	VENEZUELA	\$2.509 MILLION
7	CHILE	\$2.237 MILLION
8	PERU	\$2.204 MILLION
9	BOLIVIA	\$1.658 MILLION
10	ECUADOR	\$1.601 MILLION
11	HAITI	\$1.208 MILLION
12	URUGUAY	\$1.184 MILLION
13	DOMINICAN REPUBLIC	\$1.114 MILLION
14	PANAMA	\$1.050 MILLION
15	COSTA RICA	\$948,500

RANK	COUNTRY	FY13 PD ACTUAL EXPENDITURES
16	HONDURAS	\$771,258
17	NICARAGUA	\$715,438
18	PARAGUAY	\$702,834
19	BARBADOS	\$580,882
20	TRINIDAD AND TOBAGO	\$506,894
21	CUBA	\$413,870
22	GUATEMALA	\$383,700
23	SURINAME	\$119,010
24	BELIZE	\$94,917
25	GUYANA	\$90,306
26	CURAÇAO	
27	EL SALVADOR	
28	GRENADA	

## U.S. PUBLIC DIPLOMACY IN CUBA

PD in Cuba focuses on promoting the free flow of information within Cuba and between the U.S. and Cuba, including Internet freedom and freedom of the press. In FY13, the U.S. Interest Section in Havana (USINT) spent \$413,870 on public diplomacy programs, which was divided almost neatly between six core strategic goals of promoting democracy (19.3 percent); civil society (18.7 percent); education (18.3 percent); culture, sports, and American society (18 percent); human rights (15 percent); and diversity (10.7 percent). The U.S. Interest Section in Havana focuses on programs and outreach that can improve perceptions of the U.S., especially among youth via social and traditional media and exchange programs. It also informs the public through outreach activities involving consular issues related to visas and immigration, and supports academic exchanges, English language teaching and activities at the Information Resource Center in Havana. PD officers build capacity among independent librarians and independent journalists to facilitate development of community programs and media activities, while providing a platform for dialogue among civil society groups. Public Diplomacy engagements on artistic and academic exchanges, and Cuban participation in international visitor leadership programs, are currently tolerated. The Government of Cuba is suspicious of U.S. motives and activities, in addition to the Cubans who participate in them. The Cuban government is open to

collaborating with U.S. NGOs or U.S. visitors hosted by Cuban quasi-NGOs, as long as USINT involvement is limited. Visiting Americans' schedules are tightly controlled by the Cuban government, but USINT offers briefings for those groups on U.S.-Cuban relations. The State Department has proposed greater academic and scientific exchanges with the Government of Cuba, which continues to consider the possibility.

## SAMPLE U.S. PUBLIC DIPLOMACY PROGRAMS

### 100,000 STRONG IN THE AMERICAS

100,000 Strong in the Americas was launched by President Obama in 2011 to expand and enrich study in the Americas, foster trade and business ties, strengthen bilateral relations, and prepare young people for the 21st century global workforce. Forty-five thousand U.S. students study in Latin America and the Caribbean each year, according to the 2014 Open Doors Report; 72,000 Latin American and Caribbean students study in the United States each year, plus more than 28,000 Canadian students. The goal of 100,000 Strong in the Americas is that 100,000 students study in each direction by 2020. The State Department has established a public-private partnership with NAFSA: Association of International Educators, the world's largest nonprofit association dedicated to international education, and Partners of the Americas, a leading voluntary and development agency with over 45 years of experience in the Americas. The resulting Innovation Fund, largely supported by private sector donations, gives competitive grants to partnerships of U.S. and regional colleges and universities to build capacity for study abroad programs and make international study more broadly available. There has been no corresponding increase in State Department funds for EducationUSA or English-language instruction at Western Hemisphere posts to support students who want to study in the U.S.

### YOUTH AMBASSADORS

Youth Ambassadors is the State Department's flagship youth exchange in the Western Hemisphere. Begun by the Public Affairs Section in Brazil in 2002, the

program, now centrally administered by ECA, sends outstanding, underprivileged high school students to the United States for a three-week program of study, home stays, community service, and travel. The program brings together more than 400 high school students and adult mentors from 25 countries across the Americas each year to promote mutual understanding, increase leadership skills, and prepare youth to make a difference in their communities. The three-week exchanges are focused on civic education, community service, and youth leadership development.

## EDUCATIONAL EXCHANGES

From 1948 to 2013, 35,863 Fulbright students and scholars from the Western Hemisphere studied in the United States, while 14,549 Americans studied in the

region. In 2013, 962 Fulbrighters from the region went to the U.S. and 430 Americans went to the Western Hemisphere.

2013 Open Doors Data reported that the majority of Western Hemisphere students who come to the U.S. were from Canada (27,357), followed by Mexico (14,199), Brazil (10,868), Colombia (6,543), Venezuela (6,158), Peru (2,539), Jamaica (2,499), Chile (2,349), Ecuador (2,299), and Argentina (1,847). In 2014, those numbers were considerably higher: Canada (28,304), followed by Mexico (14,779), Brazil (13,286), Colombia (7,083), Venezuela (7,022), Peru (2,607), Ecuador (2,578), Jamaica (2,502), Chile (2,432), and Argentina (1,902). The Dominican Republic, the Bahamas, Trinidad and Tobago, Honduras, Panama, El Salvador, Guatemala, Costa Rica and Bolivia all had more than 1,000 students in the U.S. in 2014.

## INTERNATIONAL BROADCASTING IN THE WESTERN HEMISPHERE REGION

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The BBG has three services in the Western Hemisphere: Voice of America's Spanish Service, Voice of America's Creole Service, and the Office of Cuba Broadcasting (OCB). VOA spent \$4.522 million on programming for the entire region. OCB, as a separate network, spent \$26.293 million (\$27.655 with program delivery), \$15.957 of which was spent on news delivery via Radio/TV Martí. The services reach audiences via radio, television, the Internet and social media. The Spanish Service employs a "U.S. Bureau" strategy that supplies content and news to affiliates from Mexico to Chile who look to VOA's reporting on the United States, the region, and the world.

### OFFICE OF CUBA BROADCASTING'S RADIO/TELEVISION MARTI (SPANISH) FY13 \$15.957 MILLION (THE TOTAL OCB COST WAS \$27.655 MILLION WITH PROGRAM DELIVERY)

**Origin:** 1985

**Delivery Method:** Radio, Television, Websites and Social Media, SMS, emails

**Radio Programming:** 107 hours per week on AM, SW, DVDs and flash drives

**TV Programming:** 12 hours per week on Satellite, DVDs and flash drives

**Internet:** martinoticias.com, SMS, emails

Radio and TV Martí offer multiple channels of access to uncensored information and entertainment from within Cuba and from the U.S., Latin America, and the world. Under the Martí brand and its video, audio and online products and services, the Office of Cuba Broadcasting seeks to offer information not otherwise easily available to Cubans, and to help empower them to participate in the exchange of information and perspectives. The programming is based out of OCB's offices in Miami. Due to an OFAC license obtained in 2012, OCB was able to begin hiring Cuban journalists inside Cuba and has assembled a large network of journalists inside the country who file via internet, SMS, and phone.

OCB estimates that SMS messages and email distributions reach one million Cubans, which makes up almost 10 percent of the country's 11.7 million population. The

Martí's website, martinoticias.com, receives an average of 69,000 visits per week, though BBG cannot determine with certainty how many of these visitors come from the island. Nearly half of its Twitter followers are in Cuban communities outside of Cuba—31.1 percent follow from the U.S., 18.8 percent are from Venezuela and 8.8 percent are from Cuba, although the Internet penetration rate in Cuba is less than 5 percent. The Cuban government jams TV and Radio Martí and, though anecdotal evidence suggests the programs attract an audience, BBG cannot conduct research in Cuba, so there is no definitive answer as to how many Cubans receive the radio or television signals. Sample programs include “In Your Own Words,” which features interviews with Cuban dissident leaders, and “From Inside,” which highlights reports from Cuban journalists.

**RECOMMENDATION:** In FY13, the OMB request for OCB was \$23.594 million, but Congress allocated \$26.881 million for it. In FY14, OCB's funding increased to \$27.043 million, which was above the request. Simultaneously, the research and evaluation budget for IBB consistently falls below one percent of the total BBG budget when the industry standard for research and evaluation at foundations is 5 percent of the total budget. ACPD recommends that FY16 and future budgets fund OCB, at the average, requested \$23 million level. Should Congress want to appropriate an additional \$3 million to broadcasting, we recommend it be directed to the Office of Research and Assessment in the IBB budget so that the BBG can more systematically measure the impact of its various services.

**VOICE OF AMERICA SPANISH SERVICE**  
**FY13 \$2.76 MILLION WITH PROGRAM DELIVERY**

**Origin:** 1979  
**Delivery Method:** Radio, Television, Websites and Social Media

**Radio Programming:** 8 programs; numerous daily radio packages  
**TV Programming:** Two broadcast programs and numerous daily television packages

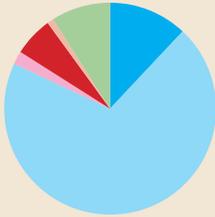
VOA Spanish targets audiences in the 19 Spanish-speaking countries of Latin America. BBG research shows it has a measured weekly reach of 26.5 million people through its affiliate stations. The Service's “U.S. Bureau” Strategy focuses on partnering with stations that are interested in receiving news about the United States and delivers content via radio, television, and new media that focuses on U.S. and international news. Programming also highlights U.S. culture with entertainment and sports news, in addition to music programs. In addition to full television and radio programs, the service produces numerous complete television and radio packages each day for use in affiliate stations' newscasts. The service also participates live in leading affiliate radio and television stations' news and informational programming. The Voanoticias.com website features news, sports, technology, health, science, and entertainment, and focuses on social media content via Twitter, Facebook and YouTube. Sample programs include El Mundo al Día, Foro Interamericano, Buenos Días América, A Fondo, “Top Ten USA,” and Informativos.

**VOICE OF AMERICA CREOLE SERVICE**  
**FY13 \$1.171 MILLION (\$1.204 MILLION WITH PROGRAM DELIVERY)**

**Origin:** 1987  
**Delivery Method:** Radio, Websites and Social Media  
**Radio Programming:** 17 hours a week

The VOA Creole Service is targeted toward Haiti and provides 17 hours a week of radio programming to local affiliates, offering news and programs about Haiti, the United States, and the world, including U.S.-Haiti relations. BBG research finds it has a measured weekly reach of 25 percent of the population.

# SPOTLIGHT COUNTRY: MEXICO

Mexico									Population: 120,286,655 FY13 PD Actuals: \$4,910,983 FY14 PD Base: \$4,750,496		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.00%	93.50%	94.80%	92.30%	\$15,600	88	Not Free	153	42.60%	33.50%	86	14,199
		Support for Mission Initiatives: \$715,355 Support for Foreign Assistance Programs: \$18,491 Inform Policy Making: \$0 Alumni Outreach: \$64,724 Media/Press Activities: \$275,177 Supplementing PA Programs: \$28,124 Digital Outreach: \$433,353 Cultural Programs (Post Generated): \$326,229 Educational Initiatives (Excluding English Lang.): \$70,917			Support for English Lang. Teaching/Learning: \$94,194 Educational Advising & Promoting Study in US: \$177,626 Exchanges (Post Generated): \$801,110 Supplementing ECA Programs: \$243,273 Speaker Programs (Post Generated): \$391,110 American Centers: \$352,785 American Spaces (Not Centers): \$252,760 Support for Information Resource Centers: \$40,499 Books & Publications: \$140,210			Supplementing IIP Programs: \$81,716 Public-Private Partnerships: \$89,679 Align Resources with Strategic Priorities: \$30,852 VIP Visits (Press Support): \$67,355 Audience Research & Public Opinion: \$16,028 Evaluation: \$75,601 Other: \$85,936			

The U.S. mission in Mexico, with 29 U.S. government agencies, is the largest U.S. mission worldwide where the U.S. has not recently been engaged in active warfare. With nine consulates; one American Center in Mexico City, the Benjamin Franklin Library; four binational centers in Guadalajara, Veracruz, Monterrey and Saltillo; and two Franklin (American) Corners in Ciudad Juarez and Tuxtla Gutierrez, it has multiple platforms to engage the Mexican public.

The shared border between the U.S. and Mexico, and the resulting mass movement of people and goods (reaching over \$1 billion a day), means that public diplomacy plays a vital role in the advancement of U.S. national security goals. There are three principal foreign policy goals for the U.S.-Mexico bilateral relationship: enhance the economic relationship; support rule of law in Mexico; and, with 1 million U.S. citizens in Mexico and the largest U.S. consular section in the world, enhance ties between the Mexican and American people. Trying to change the message from one of security to one of economic prosperity and cooperation between the United States and Mexico has been a principal priority. Last year, Mexico and the U.S. created the Joint Communications Strategy in order to coordinate their responses to the public on issues that affect the U.S.-Mexican relationship.

For the Public Affairs Section, meeting these goals requires both broad public messaging and programs focused on expanding educational opportunity; engaging

new audiences, particularly youth, through culture and music; and supporting rule of law and human rights by empowering underserved communities.

In August 2014, ACPD traveled to Monterrey and Mexico City to examine public diplomacy activities first-hand. We found a dedicated Public Affairs Section mission that is intently focused on tying public diplomacy activities into the mission's Integrated Country Strategy and on the Merida Initiative, which is the U.S.-Mexico agreement to fight organized crime and associated violence while advancing human rights and respect for rule of law. PD resources are dedicated to support both the Bilateral Forum on Higher Education, Innovation, and Research and President Obama's 100,000 Strong Initiative to increase the amount of Latin American students studying in the U.S. As a result, public diplomacy focuses on empowering and engaging at-risk youth, bringing expert speakers from the U.S. who can speak to rule of law and human rights issues, and providing open and accessible platforms for English language instruction to help prepare Mexican students for study in the U.S.

## BREAK DOWN IN SPENDING

In FY13, the mission spent \$4.9 million on public diplomacy activities. The majority of the funds were allocated toward the goals of Education (69.8 percent), followed by Culture, Sports and American Society (12 percent); Youth Engagement (8.5 percent); Human Rights (6.5

percent); Environment and Climate Change (2.3 percent); and Civil Society (0.8 percent). The plurality of tools used to contribute to those goals were post-generated exchanges (16.3 percent) and general support for mission initiatives (14.6 percent). The other 23 activities were fragmented into small amounts between 0.3 to 8.8 percent of the spending.

## CONNECTING PUBLIC DIPLOMACY TACTICS TO FOREIGN POLICY STRATEGY

The Public Affairs Officer has enacted a “concept paper” system, which asks PD staff to prepare a clear proposal for any proposed activity, tie it to the “Integrated Country Strategy-Mission Objective Achieved” and explain in detail how it advances the work of the public diplomacy section. Within the section is also a Policy Outreach Team, which works mainly to maintain U.S. Mission priorities such as empowering youth and entrepreneurship and supporting the Mexican government in their rule of law initiatives, which benefit U.S. national security. This has included a Tech Camp to support civil society organizations; LGBT outreach and other human rights initiatives.

**RECOMMENDATION:** ACPD found the proposal process to be a best practice to keep mission activities focused on foreign policy initiatives and to cut back on wasteful spending. We recommend a similar system to be adopted in other Public Affairs Sections worldwide

## BINATIONAL CENTER (BNC)

The Western Hemisphere region has a network of more than 130 Binational Centers, which are autonomous educational and cultural institutions that promote mutual understanding between the United States and host countries in Latin America. They provide English teaching, academic advising, maintain libraries with information about the United States, and conduct cultural activities and alumni outreach and are the leading American spaces in the region.

The Consulate-supported Binational Center in Monterrey supports English-language teaching and is run by a local board of American expatriates, on

which the PAO is the Consulate’s representative. The BNC has four branches in the Monterrey area, which together accommodate 3,000 students a month for classes; 5,000 students are registered at any one time in the programs. The increase in their student population from 2009-2013 was 49 percent. The program content is determined by the BNC leadership and cultural events are determined in cooperation with the U.S. consulate. An EducationUSA center is also in the library to help support Mexican students prepare for U.S. college applications. Their English language programs range from basic to collegiate-level. There is also an Access to English Language program for underserved youth. Classes are complemented with instruction on Mexican and U.S. culture. In 2013, the number of students increased by 17 percent, which was 11 percent more than the amount of students budgeted for. Upon comparing 2009 to 2013, the average increase in registration for the BNCs’ combined branches was 85 percent.

In 2013, the binational center received three grants from the State Department: \$40,000 dollars from the U.S. Embassy for scholarships for 28 students to study in its Collegiate English Program, which prepares them to be successful in undergraduate or graduate studies; \$52,000 dollars from ECA to administer four Access Microscholarship programs for two years; and \$138,298 from IIP for the center’s rehabilitation, technology and equipment upgrades.

**RECOMMENDATION:** BNCs are a successful and cost-effective implementation of the American spaces at-large initiative and the BNC in Monterrey is especially well-run with a robust array of English-language programming to meet different needs, an inviting facility, in addition to a space for education advising to recruit students to U.S. universities. Because it is not an official American Center, it is not subject to tight security restrictions and can be open and accessible to the Mexican public. Given the different security protocols, IIP may consider conversion of American Centers into BNCs where the environment permits. In addition, ACPD strongly encourages the continuation of U.S. mission in Mexico support to the center’s development

## **BENJAMIN FRANKLIN LIBRARY (AMERICAN CENTER)**

Open since 1942, the Benjamin Franklin Library (BFL) in Mexico City is the Embassy's lead public outreach platform. It is one of 60 priority spaces for the International Information Programs Bureau and one of the ten most-strategically important American Spaces in the Western Hemisphere. In 2013, the library received roughly 54,000 visitors, which was a 59 percent increase from 2012. The library provides English language instruction, EducationUSA advising, and had more than 150 activities in 2013 that were focused not only on attracting audiences to the Library in order for them to develop a love and habit for reading and learning, but also on supporting the Integrated Country Strategy goals aimed at empowering youth and entrepreneurship; protecting journalists; and supporting science, technology, engineering and mathematics education.

In 2020, the library will be uprooted from its downtown, central location in Mexico City and onto the new embassy compound (NEC) in an upper-class elite neighborhood due to the New Embassy Security Act of 1998 which mandates that all U.S. government spaces relocate to an embassy compound once construction is completed.

**RECOMMENDATION:** ACPD is concerned about the library's continued availability to the public in the new embassy compound that is removed from the city center. In order to maintain a steady stream of visitors and be an effective engagement platform, we strongly encourage the Bureau of Diplomatic Security and the Bureau of Overseas Building Operations (OBO) to design the library so it has an outward-facing, storefront appeal and maintains IIPs open access principles.

## **YOUTH PROGRAMS**

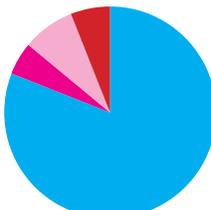
The U.S. Mission in Mexico runs two main youth programs: the Youth Council and Jovenes in Accion

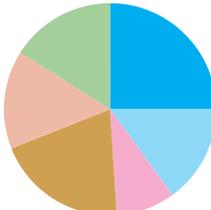
(Youth in Action). The Embassy and five consulates each have a youth council consisting of young leaders from each of the six consular regions. These youth councils are means of dialogue and exchange with key audiences, empowering young leaders and civil society, and increasing understanding of U.S. culture and values. In 2014, Mission Mexico held a country-wide youth council summit aimed at creating a network of these young leaders and teaching them the skills to manage and run their own programs; throughout the year, the youth participate in a range of activities such as a model U.S. Senate, where they learn about the intricacies of democracy and passing legislation. The groups also regularly hold conversations that affect mutual interests between the U.S. and Mexico, including human rights and the environment.

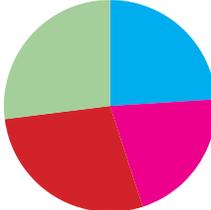
Jovenes en Accion (Youth in Action) was created in 2009 as a public-private partnership run by the U.S. and Mexican governments with support from private sector organizations. With an annual cost of \$1.2 million (or \$11,000 per participant), it aims to give potentially at-risk Mexican high school students the opportunity to build life skills such as leadership, team-building, project management, and English-language skills through community service projects executed as teams. The teams travel to the U.S. for a four-week exchange experience where they build the plans for their community service projects that support vulnerable communities and focus on topics such as health, tolerance, and human rights. For one year after their return, they implement their projects and receive mentoring from U.S. embassy and consulate officials. They present their projects to the U.S. and Mexican governments upon completion.

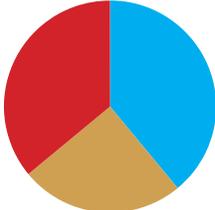
**RECOMMENDATION:** The Youth Council and Jovenes en Accion programs are innovative ways to empower Mexican youth and get them involved early in their communities and governments so they can work toward their country's prosperity and stability, both of which are in U.S. interests. ACPD recommends the further development of these programs and that they be a model for other youth programs worldwide.

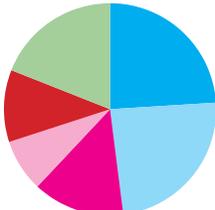
**WESTERN  
HEMISPHERE  
REGION COUNTRY  
BY COUNTRY  
DATA**

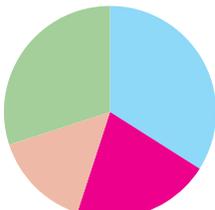
Argentina									Population: 43,024,374 FY13 PD Actuals: \$2,581,066 FY14 PD Base: \$2,460,800		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
30.60%	97.90%	97.80%	97.90%	\$18,600	75	Partly Free	55	75.00%	47.90%	159	1847
		Support for Mission Initiatives: \$444,054 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$54,996 Media/Press Activities: \$151,049 Supplementing PA Programs: \$3,885 Digital Outreach: \$197,860 Cultural Programs (Post Generated): \$484,862 Educational Initiatives (Excluding English Lang.): \$56,179			Support for English Lang. Teaching/Learning: \$291,119 Educational Advising & Promoting Study in US: \$7,000 Exchanges (Post Generated): \$65,962 Supplementing ECA Programs: \$59,232 Speaker Programs (Post Generated): \$40,374 American Centers: \$34,156 American Spaces (Not Centers): \$334,994 Support for Information Resource Centers: \$81,766 Books & Publications: \$38,115			Supplementing IIP Programs: \$18,058 Public-Private Partnerships: \$191,053 Align Resources with Strategic Priorities: \$8,578 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$19,774			

Bahamas									Population: 321,834 FY13 PD Actuals: \$237,293 FY14 PD Base: \$221,300		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
40.60%	95.60%	94.70%	96.50%	\$32,000	43	Free	No Data	73.30%	52.20%	76	1629
		Support for Mission Initiatives: \$49,703 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$7,040 Media/Press Activities: \$56,514 Supplementing PA Programs: \$7,040 Digital Outreach: \$14,076 Cultural Programs (Post Generated): \$48 Educational Initiatives (Excluding English Lang.): \$5,562			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$1,499 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$14,532 American Centers: \$0 American Spaces (Not Centers): \$13,329 Support for Information Resource Centers: \$0 Books & Publications: \$4,229			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$14,076 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$49,845			

Barbados									Population: 289,680 FY13 PD Actuals: \$580,882 FY14 PD Base: \$598,884		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
32.00%	99.70%	99.70%	99.70%	\$25,100	60	Free	No Data	75.00%	42.20%	108	193
		Support for Mission Initiatives: \$152,202 Support for Foreign Assistance Programs: \$29,994 Inform Policy Making: \$0 Alumni Outreach: \$15,217 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$38,330 Cultural Programs (Post Generated): \$40,756 Educational Initiatives (Excluding English Lang.): \$24,158			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$14,473 Speaker Programs (Post Generated): \$1,748 American Centers: \$0 American Spaces (Not Centers): \$11,380 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$2,655 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$249,988			

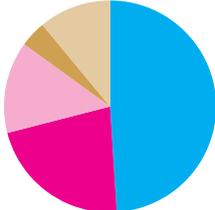
Belize									Population: 340,844 FY13 PD Actuals: \$94,917 FY14 PD Base: \$96,902		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
56.30%	76.90%	76.70%	77.10%	\$8,800	127	Free	29	31.70%	23.60%	53	333
		Support for Mission Initiatives: \$10,079 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$10,079 Digital Outreach: \$0 Cultural Programs (Post Generated): \$10,079 Educational Initiatives (Excluding English Lang.): \$0				Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$10,079 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$10,079 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$44,521		

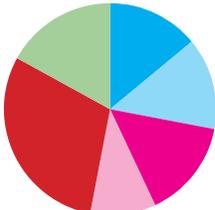
Bolivia									Population: 10,631,486 FY13 PD Actuals: \$1,657,800 FY14 PD Base: \$1,547,099		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
53.10%	91.20%	95.80%	86.80%	\$5,500	155	Partly Free	94	39.50%	17.20%	98	1024
		Support for Mission Initiatives: \$210,391 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$56,739 Media/Press Activities: \$465,449 Supplementing PA Programs: \$7,851 Digital Outreach: \$78,070 Cultural Programs (Post Generated): \$172,332 Educational Initiatives (Excluding English Lang.): \$65,561				Support for English Lang. Teaching/Learning: \$44,702 Educational Advising & Promoting Study in US: \$15,073 Exchanges (Post Generated): \$22,061 Supplementing ECA Programs: \$101,141 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$203,703 Support for Information Resource Centers: \$3,757 Books & Publications: \$51,431			Supplementing IIP Programs: \$31,112 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$75,823 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$6,740 Evaluation: \$0 Other: \$45,873		

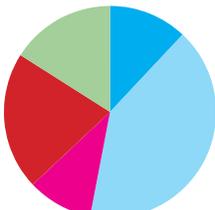
Brazil									Population: 202,656,788 FY13 PD Actuals: \$7,656,696 FY14 PD Base: \$5,030,208		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
40.30%	90.40%	90.10%	90.70%	\$12,100	105	Partly Free	111	42.20%	26.40%	135	10,868
		Support for Mission Initiatives: \$1,110,148 Support for Foreign Assistance Programs: \$2,209 Inform Policy Making: \$0 Alumni Outreach: \$125,803 Media/Press Activities: \$481,693 Supplementing PA Programs: \$241,032 Digital Outreach: \$395,474 Cultural Programs (Post Generated): \$523,054 Educational Initiatives (Excluding English Lang.): \$1,777,118				Support for English Lang. Teaching/Learning: \$549,461 Educational Advising & Promoting Study in US: \$30,118 Exchanges (Post Generated): \$187,402 Supplementing ECA Programs: \$241,514 Speaker Programs (Post Generated): \$262,540 American Centers: \$147,587 American Spaces (Not Centers): \$742,422 Support for Information Resource Centers: \$217,946 Books & Publications: \$101,855			Supplementing IIP Programs: \$27,794 Public-Private Partnerships: \$102,303 Align Resources with Strategic Priorities: \$118,376 VIP Visits (Press Support): \$28,717 Audience Research & Public Opinion: \$16,056 Evaluation: \$41,460 Other: \$154,719		

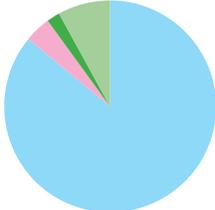
**Pie Chart Key—PD Spending Breakdown by Theme:**

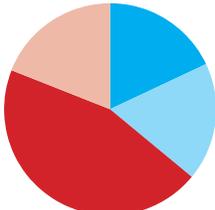
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Canada									Population: 34,834,841 FY13 PD Actuals: \$2,581,058 FY14 PD Base: \$2,602,001		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
28.20%	99.00%	99.00%	99.00%	\$43,100	19	Free	18	83.00%	52.70%	78	27,357
		Support for Mission Initiatives: \$695,510 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$97,529 Media/Press Activities: \$273,007 Supplementing PA Programs: \$297 Digital Outreach: \$314,776 Cultural Programs (Post Generated): \$305,423 Educational Initiatives (Excluding English Lang.): \$109,786			Support for English Lang. Teaching/Learning: \$48 Educational Advising & Promoting Study in US: \$91,469 Exchanges (Post Generated): \$178,190 Supplementing ECA Programs: \$86,154 Speaker Programs (Post Generated): \$88,753 American Centers: \$0 American Spaces (Not Centers): \$82,065 Support for Information Resource Centers: \$121,982 Books & Publications: \$18,318			Supplementing IIP Programs: \$69,257 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$1,544 VIP Visits (Press Support): \$11,534 Audience Research & Public Opinion: \$15,631 Evaluation: \$0 Other: \$19,786			

Chile									Population: 17,363,894 FY13 PD Actuals: \$2,236,731 FY14 PD Base: \$1,935,799		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
37.00%	98.60%	98.60%	98.50%	\$19,100	73	Partly Free	58	59.20%	54.90%	134	2,349
		Support for Mission Initiatives: \$370,875 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$25,747 Media/Press Activities: \$92,537 Supplementing PA Programs: \$102,092 Digital Outreach: \$81,156 Cultural Programs (Post Generated): \$156,723 Educational Initiatives (Excluding English Lang.): \$197,870			Support for English Lang. Teaching/Learning: \$36,186 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$14,972 Supplementing ECA Programs: \$63,098 Speaker Programs (Post Generated): \$237,183 American Centers: \$37,210 American Spaces (Not Centers): \$498,341 Support for Information Resource Centers: \$8,829 Books & Publications: \$10,661			Supplementing IIP Programs: \$53,850 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$4,337 VIP Visits (Press Support): \$2,847 Audience Research & Public Opinion: \$0 Evaluation: \$11,637 Other: \$230,782			

Colombia									Population: 46,245,297 FY13 PD Actuals: \$2,812,655 FY14 PD Base: \$2,507,899		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
43.30%	93.60%	93.50%	93.70%	\$11,100	110	Partly Free	126	61.60%	37.20%	104	6,543
		Support for Mission Initiatives: \$372,375 Support for Foreign Assistance Programs: \$23,957 Inform Policy Making: \$0 Alumni Outreach: \$81,203 Media/Press Activities: \$85,766 Supplementing PA Programs: \$3,271 Digital Outreach: \$128,941 Cultural Programs (Post Generated): \$75,729 Educational Initiatives (Excluding English Lang.): \$68,219			Support for English Lang. Teaching/Learning: \$53,090 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$60,578 Supplementing ECA Programs: \$59,617 Speaker Programs (Post Generated): \$95,211 American Centers: \$56,881 American Spaces (Not Centers): \$57,000 Support for Information Resource Centers: \$33,280 Books & Publications: \$27,192			Supplementing IIP Programs: \$36,757 Public-Private Partnerships: \$59,870 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$83,686 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$1,370,031			

Costa Rica									Population: 4,755,234 FY13 PD Actuals: \$948,500 FY14 PD Base: \$908,425		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
41.00%	96.30%	96.00%	96.50%	\$12,900	102	Free	21	43.10%	40.80%	146	1,074
		Support for Mission Initiatives: \$295,418 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$54,979 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$84,939 Cultural Programs (Post Generated): \$105,352 Educational Initiatives (Excluding English Lang.): \$121,241			Support for English Lang. Teaching/Learning: \$76,168 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$18,029 Speaker Programs (Post Generated): \$34,789 American Centers: \$24,997 American Spaces (Not Centers): \$29,038 Support for Information Resource Centers: \$14,241 Books & Publications: \$13,582			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$75,725			

Cuba									Population: 11,047,251 FY13 PD Actuals: \$413,870 FY14 PD Base: \$360,698		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
29.90%	99.80%	99.80%	99.80%	\$10,200	118	Not Free	170	23.20%	No Data	18	76
		Support for Mission Initiatives: \$35,231 Support for Foreign Assistance Programs: \$74,691 Inform Policy Making: \$0 Alumni Outreach: \$8,565 Media/Press Activities: \$35,234 Supplementing PA Programs: \$9,720 Digital Outreach: \$52,895 Cultural Programs (Post Generated): \$22,940 Educational Initiatives (Excluding English Lang.): \$26,856			Support for English Lang. Teaching/Learning: \$7,022 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$489 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$8,605 American Centers: \$0 American Spaces (Not Centers): \$4,850 Support for Information Resource Centers: \$45,590 Books & Publications: \$14,927			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$14,029 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$5,538 Evaluation: \$0 Other: \$45,293			

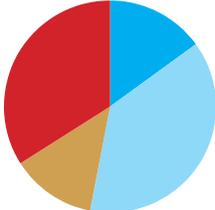
Curaçao									Population: 146836 FY13 PD Actuals: No Data FY14 PD Base: No Data		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
36.00%	No Data	No Data	No Data	\$15,000	91	No Data	No Data	94.00%	No Data	128	4
		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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

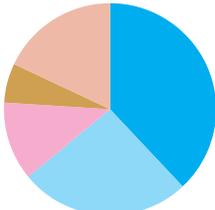
# Dominican Republic

Population: 10,349,741  
 FY13 PD Actuals: \$1,113,932  
 FY14 PD Base: \$1,060,598

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.50%	90.10%	90.00%	90.20%	\$9,700	123	Partly Free	80	45.60%	27.40%	88	1,803
 <p>Support for Mission Initiatives: \$211,261            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$29,509            Media/Press Activities: \$181,810            Supplementing PA Programs: \$0            Digital Outreach: \$69,037            Cultural Programs (Post Generated): \$166,967            Educational Initiatives (Excluding English Lang.): \$7,843</p> <p>Support for English Lang. Teaching/Learning: \$222,876            Educational Advising &amp; Promoting Study in US: \$7,006            Exchanges (Post Generated): \$32,874            Supplementing ECA Programs: \$66,847            Speaker Programs (Post Generated): \$24,383            American Centers: \$0            American Spaces (Not Centers): \$45,398            Support for Information Resource Centers: \$29,915            Books &amp; Publications: \$6,895</p> <p>Supplementing IIP Programs: \$2,032            Public-Private Partnerships: \$5,161            Align Resources with Strategic Priorities: \$4            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$4,313</p>											

# Ecuador

Population: 15,654,411  
 FY13 PD Actuals: \$1,600,929  
 FY14 PD Base: \$1,604,007

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
47.10%	91.60%	93.10%	90.20%	\$10,600	116	Not Free	95	74.40%	30.90%	111	2,299
 <p>Support for Mission Initiatives: \$113,640            Support for Foreign Assistance Programs: \$14,876            Inform Policy Making: \$0            Alumni Outreach: \$39,753            Media/Press Activities: \$123,851            Supplementing PA Programs: \$6,786            Digital Outreach: \$78,666            Cultural Programs (Post Generated): \$164,194            Educational Initiatives (Excluding English Lang.): \$72,486</p> <p>Support for English Lang. Teaching/Learning: \$173,205            Educational Advising &amp; Promoting Study in US: \$6,133            Exchanges (Post Generated): \$45,491            Supplementing ECA Programs: \$93,946            Speaker Programs (Post Generated): \$44,279            American Centers: \$0            American Spaces (Not Centers): \$112,757            Support for Information Resource Centers: \$45,918            Books &amp; Publications: \$39,077</p> <p>Supplementing IIP Programs: \$73,739            Public-Private Partnerships: \$5,089            Align Resources with Strategic Priorities: \$9,593            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$4,345            Evaluation: \$0            Other: \$328,863</p>											

# El Salvador

Population: 6,125,512  
 FY13 PD Actuals: No Data  
 FY14 PD Base: \$880,099

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
48.90%	84.50%	87.10%	82.30%	\$7,500	137	Partly Free	38	24.50%	24.50%	136	1,172
 <p>Support for Mission Initiatives: No Data            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$0            Media/Press Activities: \$0            Supplementing PA Programs: \$0            Digital Outreach: \$0            Cultural Programs (Post Generated): \$0            Educational Initiatives (Excluding English Lang.): \$0</p> <p>Support for English Lang. Teaching/Learning: \$0            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$0            Speaker Programs (Post Generated): \$0            American Centers: \$0            American Spaces (Not Centers): \$0            Support for Information Resource Centers: \$0            Books &amp; Publications: \$0</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$0</p>											

Grenada									Population: 110,152 FY13 PD Actuals: No Data FY14 PD Base: \$0		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
41.00%	96.00%	No Data	No Data	\$13,800	97	Free	No Data	35.00%	26.40%	126	225
<p><b>DATA NOT AVILABLE</b></p>		Support for Mission Initiatives: No Data Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$0 Cultural Programs (Post Generated): \$0 Educational Initiatives (Excluding English Lang.): \$0			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$0 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$0 Support for Information Resource Centers: \$0 Books & Publications: \$0			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$0			

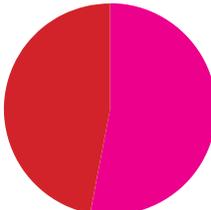
Guatemala									Population: 14,647,083 FY13 PD Actuals: \$1,004,161 FY14 PD Base: \$969,300		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
58.30%	75.90%	81.20%	71.10%	\$5,300	157	Partly Free	95	16.20%	14.90%	140	1,113
		Support for Mission Initiatives: \$27,198 Support for Foreign Assistance Programs: \$821 Inform Policy Making: \$0 Alumni Outreach: \$5,679 Media/Press Activities: \$724 Supplementing PA Programs: \$2,819 Digital Outreach: \$15,089 Cultural Programs (Post Generated): \$13,890 Educational Initiatives (Excluding English Lang.): \$2,433			Support for English Lang. Teaching/Learning: \$6,972 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$9,029 Speaker Programs (Post Generated): \$0 American Centers: \$7,149 American Spaces (Not Centers): \$6,866 Support for Information Resource Centers: \$12,918 Books & Publications: \$17,983			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$2,829 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$244,749			

Guyana									Population: 735554 FY13 PD Actuals: \$90,306 FY14 PD Base: \$90,900		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
50.00%	91.80%	92.00%	91.60%	\$8,500	129	Free	67	33.00%	18.60%	69	206
		Support for Mission Initiatives: \$26,191 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$914 Media/Press Activities: \$3,295 Supplementing PA Programs: \$2,146 Digital Outreach: \$2,901 Cultural Programs (Post Generated): \$2,096 Educational Initiatives (Excluding English Lang.): \$7,614			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$3,855 Exchanges (Post Generated): \$3,000 Supplementing ECA Programs: \$13,091 Speaker Programs (Post Generated): \$1,558 American Centers: \$0 American Spaces (Not Centers): \$610 Support for Information Resource Centers: \$0 Books & Publications: \$4,495			Supplementing IIP Programs: \$4,543 Public-Private Partnerships: \$0 Align Resoures with Strategic Priorities: \$1,046 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$13,152			

**Pie Chart Key—PD Spending Breakdown by Theme:**

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- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

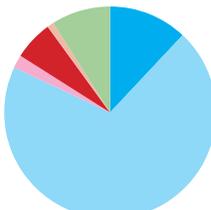
Haiti									Population: 9,996,731 FY13 PD Actuals: \$1,207,993 FY14 PD Base: \$1,219,900		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
51.60%	48.70%	53.40%	44.60%	\$1,300	209	Partly Free	47	85.00%	4.20%	69	934
 <p><b>DATA NOT AVILABLE</b></p>		Support for Mission Initiatives: \$204,350 Support for Foreign Assistance Programs: \$21,877 Inform Policy Making: \$0 Alumni Outreach: \$21,092 Media/Press Activities: \$0 Supplementing PA Programs: \$0 Digital Outreach: \$48,309 Cultural Programs (Post Generated): \$47,246 Educational Initiatives (Excluding English Lang.): \$9,840			Support for English Lang. Teaching/Learning: \$17,534 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$4,862 Supplementing ECA Programs: \$39,258 Speaker Programs (Post Generated): \$14,604 American Centers: \$0 American Spaces (Not Centers): \$21,895 Support for Information Resource Centers: \$6,892 Books & Publications: \$10,340			Supplementing IIP Programs: \$4,393 Public-Private Partnerships: \$5,553 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$730,149			

Honduras									Population: 8,598,561 FY13 PD Actuals: \$771,258 FY14 PD Base: \$676,200		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
56.00%	85.10%	85.30%	84.90%	\$7,500	137	Not Free	129	15.90%	14.60%	96	1,513
		Support for Mission Initiatives: \$133,474 Support for Foreign Assistance Programs: \$16,204 Inform Policy Making: \$0 Alumni Outreach: \$9,077 Media/Press Activities: \$27,128 Supplementing PA Programs: \$794 Digital Outreach: \$32,919 Cultural Programs (Post Generated): \$161,163 Educational Initiatives (Excluding English Lang.): \$44,875			Support for English Lang. Teaching/Learning: \$42,928 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$70,911 Speaker Programs (Post Generated): \$17,982 American Centers: \$0 American Spaces (Not Centers): \$108,221 Support for Information Resource Centers: \$15,687 Books & Publications: \$44,509			Supplementing IIP Programs: \$10,898 Public-Private Partnerships: \$17,073 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$10,105 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$7,309			

Jamaica									Population: 2,930,050 FY13 PD Actuals: \$809,045 FY14 PD Base: \$0		
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
50.10%	87.00%	82.10%	91.80%	\$9,000	126	Free	17	54.00%	23.10%	100	2,499
 <p><b>DATA NOT AVILABLE</b></p>		Support for Mission Initiatives: \$47,360 Support for Foreign Assistance Programs: \$88,063 Inform Policy Making: \$0 Alumni Outreach: \$33,523 Media/Press Activities: \$0 Supplementing PA Programs: \$47,672 Digital Outreach: \$108,594 Cultural Programs (Post Generated): \$188,632 Educational Initiatives (Excluding English Lang.): \$24,821			Support for English Lang. Teaching/Learning: \$4,070 Educational Advising & Promoting Study in US: \$0 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$20,503 Speaker Programs (Post Generated): \$90,483 American Centers: \$1,692 American Spaces (Not Centers): \$13,748 Support for Information Resource Centers: \$39,550 Books & Publications: \$18,121			Supplementing IIP Programs: \$11,892 Public-Private Partnerships: \$6,976 Align Resoures with Strategic Priorities: \$0 VIP Visits (Press Support): \$15,033 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$49,113			

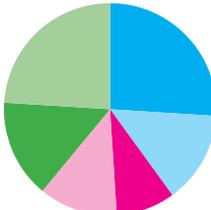
# Mexico

**Population: 120,286,655**  
**FY13 PD Actuals: \$4,910,983**  
**FY14 PD Base: \$4,750,496**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.00%	93.50%	94.80%	92.30%	\$15,600	88	Not Free	153	42.60%	33.50%	86	14,199
 <p>Support for Mission Initiatives: \$715,355            Support for Foreign Assistance Programs: \$18,491            Inform Policy Making: \$0            Alumni Outreach: \$54,724            Media/Press Activities: \$275,177            Supplementing PA Programs: \$28,124            Digital Outreach: \$433,353            Cultural Programs (Post Generated): \$326,229            Educational Initiatives (Excluding English Lang.): \$70,917</p> <p>Support for English Lang. Teaching/Learning: \$94,194            Educational Advising &amp; Promoting Study in US: \$177,626            Exchanges (Post Generated): \$801,110            Supplementing ECA Programs: \$243,273            Speaker Programs (Post Generated): \$391,110            American Centers: \$352,785            American Spaces (Not Centers): \$252,760            Support for Information Resource Centers: \$40,498            Books &amp; Publications: \$140,210</p> <p>Supplementing IIP Programs: \$81,716            Public-Private Partnerships: \$89,679            Align Resources with Strategic Priorities: \$30,852            VIP Visits (Press Support): \$67,355            Audience Research &amp; Public Opinion: \$16,028            Evaluation: \$75,801            Other: \$85,936</p>											

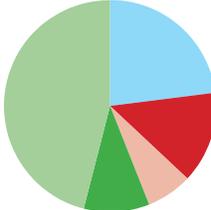
# Nicaragua

**Population: 5,848,641**  
**FY13 PD Actuals: \$715,438**  
**FY14 PD Base: \$565,591**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
51.70%	78.00%	78.10%	77.90%	\$4,500	166	Partly Free	71	13.70%	13.70%	112	434
 <p>Support for Mission Initiatives: \$18,001            Support for Foreign Assistance Programs: \$12,222            Inform Policy Making: \$0            Alumni Outreach: \$19,868            Media/Press Activities: \$41,531            Supplementing PA Programs: \$0            Digital Outreach: \$17,768            Cultural Programs (Post Generated): \$22,208            Educational Initiatives (Excluding English Lang.): \$16,471</p> <p>Support for English Lang. Teaching/Learning: \$24,497            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$11,720            Speaker Programs (Post Generated): \$14,301            American Centers: \$8,423            American Spaces (Not Centers): \$183,247            Support for Information Resource Centers: \$10,573            Books &amp; Publications: \$1,614</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$3,961            VIP Visits (Press Support): \$3,427            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$306,606</p>											

# Panama

**Population: 3,608,431**  
**FY13 PD Actuals: \$1,049,613**  
**FY14 PD Base: \$1,083,103**

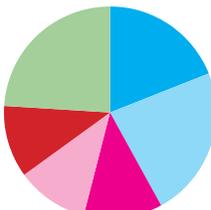
% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
44.70%	94.10%	94.70%	93.50%	\$16,500	81	Partly Free	87	42.80%	28.90%	163	1,234
 <p>Support for Mission Initiatives: \$199,369            Support for Foreign Assistance Programs: \$30,704            Inform Policy Making: \$0            Alumni Outreach: \$32,428            Media/Press Activities: \$27,828            Supplementing PA Programs: \$140,846            Digital Outreach: \$61,658            Cultural Programs (Post Generated): \$152,548            Educational Initiatives (Excluding English Lang.): \$42,215</p> <p>Support for English Lang. Teaching/Learning: \$94,839            Educational Advising &amp; Promoting Study in US: \$16,428            Exchanges (Post Generated): \$8,608            Supplementing ECA Programs: \$166,292            Speaker Programs (Post Generated): \$29,194            American Centers: \$2,497            American Spaces (Not Centers): \$1,341            Support for Information Resource Centers: \$2,778            Books &amp; Publications: \$3,872</p> <p>Supplementing IIP Programs: \$10,040            Public-Private Partnerships: \$407            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$9,012            Audience Research &amp; Public Opinion: \$5,000            Evaluation: \$1,160            Other: \$10,448</p>											

## Pie Chart Key—PD Spending Breakdown by Theme:

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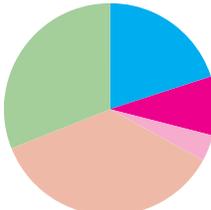
# Paraguay

**Population: 6,703,860**  
**FY13 PD Actuals: \$702,834**  
**FY14 PD Base: \$644,704**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.70%	93.90%	94.80%	92.90%	\$6,800	143	Not Free	105	23.60%	15.70%	104	395
 <p>Support for Mission Initiatives: \$78,557            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$29,031            Media/Press Activities: \$93,553            Supplementing PA Programs: \$0            Digital Outreach: \$41,863            Cultural Programs (Post Generated): \$98,440            Educational Initiatives (Excluding English Lang.): \$0</p> <p>Support for English Lang. Teaching/Learning: \$122,915            Educational Advising &amp; Promoting Study in US: \$9,777            Exchanges (Post Generated): \$19,159            Supplementing ECA Programs: \$41,071            Speaker Programs (Post Generated): \$5,169            American Centers: \$0            American Spaces (Not Centers): \$96,925            Support for Information Resource Centers: \$17,585            Books &amp; Publications: \$17,224</p> <p>Supplementing IIP Programs: \$25,765            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$6,000</p>											

# Peru

**Population: 30,147,935**  
**FY13 PD Actuals: \$2,203,751**  
**FY14 PD Base: \$2,025,800**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
46.50%	89.60%	94.90%	84.60%	\$11,100	112	Partly Free	104	34.10%	28.10%	98	2,539
 <p>Support for Mission Initiatives: \$635,501            Support for Foreign Assistance Programs: \$3,564            Inform Policy Making: \$0            Alumni Outreach: \$48,199            Media/Press Activities: \$190,105            Supplementing PA Programs: \$0            Digital Outreach: \$260,982            Cultural Programs (Post Generated): \$244,698            Educational Initiatives (Excluding English Lang.): \$162,535</p> <p>Support for English Lang. Teaching/Learning: \$95,468            Educational Advising &amp; Promoting Study in US: \$3,472            Exchanges (Post Generated): \$35,049            Supplementing ECA Programs: \$51,065            Speaker Programs (Post Generated): \$75,795            American Centers: \$13,666            American Spaces (Not Centers): \$205,700            Support for Information Resource Centers: \$43,028            Books &amp; Publications: \$35,107</p> <p>Supplementing IIP Programs: \$6,831            Public-Private Partnerships: \$15,471            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$35,571            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$41,942</p>											

# Suriname

**Population: 573,311**  
**FY13 PD Actuals: \$119,009**  
**FY14 PD Base: \$114,800**

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
43.80%	94.70%	95.40%	94.00%	\$12,900	101	Free	31	37.40%	19.20%	127	88
 <p><b>DATA NOT AVAILABLE</b></p> <p>Support for Mission Initiatives: \$52,634            Support for Foreign Assistance Programs: \$0            Inform Policy Making: \$0            Alumni Outreach: \$500            Media/Press Activities: \$2,502            Supplementing PA Programs: \$0            Digital Outreach: \$7,275            Cultural Programs (Post Generated): \$20,791            Educational Initiatives (Excluding English Lang.): \$0</p> <p>Support for English Lang. Teaching/Learning: \$0            Educational Advising &amp; Promoting Study in US: \$0            Exchanges (Post Generated): \$0            Supplementing ECA Programs: \$0            Speaker Programs (Post Generated): \$10,687            American Centers: \$42            American Spaces (Not Centers): \$16,199            Support for Information Resource Centers: \$0            Books &amp; Publications: \$2,250</p> <p>Supplementing IIP Programs: \$0            Public-Private Partnerships: \$0            Align Resources with Strategic Priorities: \$0            VIP Visits (Press Support): \$0            Audience Research &amp; Public Opinion: \$0            Evaluation: \$0            Other: \$6,129</p>											

# Trinidad and Tobago

Population: 1,223,916  
 FY13 PD Actuals: \$506,894  
 FY14 PD Base: \$520,799

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
32.40%	98.80%	99.20%	98.50%	\$20,300	70	Free	43	63.80%	39.60%	145	1,532
			Support for Mission Initiatives: \$45,824 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$0 Media/Press Activities: \$2,967 Supplementing PA Programs: \$31,669 Digital Outreach: \$9,343 Cultural Programs (Post Generated): \$21,321 Educational Initiatives (Excluding English Lang.): \$16,675			Support for English Lang. Teaching/Learning: \$0 Educational Advising & Promoting Study in US: \$28,746 Exchanges (Post Generated): \$0 Supplementing ECA Programs: \$23,603 Speaker Programs (Post Generated): \$0 American Centers: \$0 American Spaces (Not Centers): \$4,957 Support for Information Resource Centers: \$17,031 Books & Publications: \$4,963			Supplementing IIP Programs: \$35,883 Public-Private Partnerships: \$1,920 Align Resources with Strategic Priorities: \$14,895 VIP Visits (Press Support): \$4,805 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$242,292		

# Uruguay

Population: 3,332,972  
 FY13 PD Actuals: \$1,183,900  
 FY14 PD Base: \$1,147,200

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
37.00%	98.10%	97.60%	98.50%	\$11,100	112	Free	26	56.10%	45.90%	155	365
			Support for Mission Initiatives: \$310,075 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$26,343 Media/Press Activities: \$166,025 Supplementing PA Programs: \$0 Digital Outreach: \$35,516 Cultural Programs (Post Generated): \$100,868 Educational Initiatives (Excluding English Lang.): \$78,336			Support for English Lang. Teaching/Learning: \$46,921 Educational Advising & Promoting Study in US: \$11,084 Exchanges (Post Generated): \$15,346 Supplementing ECA Programs: \$69,795 Speaker Programs (Post Generated): \$88,732 American Centers: \$110 American Spaces (Not Centers): \$23,959 Support for Information Resource Centers: \$11,420 Books & Publications: \$36,404			Supplementing IIP Programs: \$0 Public-Private Partnerships: \$4,150 Align Resources with Strategic Priorities: \$0 VIP Visits (Press Support): \$27,434 Audience Research & Public Opinion: \$0 Evaluation: \$0 Other: \$31,380		

# Venezuela

Population: 28,868,486  
 FY13 PD Actuals: \$2,509,315  
 FY14 PD Base: \$2,431,801

% Youth <24	Literacy	Literacy Male	Literacy Female	GDP per Capita	GDP Rank	Freedom House	Press Freedom Index	% Internet Users	% Face-book Use	Mobile Phones Per 100	# of Students in US
47.00%	95.50%	95.70%	95.40%	\$13,600	99	Not Free	116	41.00%	32.80%	102	6,158
			Support for Mission Initiatives: \$350,658 Support for Foreign Assistance Programs: \$0 Inform Policy Making: \$0 Alumni Outreach: \$29,889 Media/Press Activities: \$105,436 Supplementing PA Programs: \$38,350 Digital Outreach: \$85,219 Cultural Programs (Post Generated): \$990,579 Educational Initiatives (Excluding English Lang.): \$26,569			Support for English Lang. Teaching/Learning: \$184,700 Educational Advising & Promoting Study in US: \$23,821 Exchanges (Post Generated): \$114,331 Supplementing ECA Programs: \$79,077 Speaker Programs (Post Generated): \$56,537 American Centers: \$5,776 American Spaces (Not Centers): \$149,290 Support for Information Resource Centers: \$11,045 Books & Publications: \$43,072			Supplementing IIP Programs: \$21,304 Public-Private Partnerships: \$0 Align Resources with Strategic Priorities: \$29,338 VIP Visits (Press Support): \$0 Audience Research & Public Opinion: \$1,899 Evaluation: \$0 Other: \$162,427		

## Pie Chart Key—PD Spending Breakdown by Theme:

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

# APPENDICES

## APPENDIX A: GLOSSARY OF TERMS

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**@america:** American Center in Jakarta, Indonesia

**AC:** American Centers

**AF:** Africa Bureau, Department of State

**BBG:** Broadcasting Board of Governors

**CSCC:** Center for Strategic Counterterrorism Communications, Department of State

**D&CP:** Diplomatic and Consular Programs Budget, Department of State

**EAP:** East Asia Pacific Bureau, Department of State

**ECA:** Educational and Cultural Affairs Bureau, Department of State

**ECE:** Educational and Cultural Affairs Budget

**EUR:** Europe Bureau, Department of State

**IA:** International Affairs Budget

**IBB:** International Broadcasting Bureau, Broadcasting Board of Governors

**IIP:** International Information Programs Bureau

**IVLP:** International Visitors' Leadership Program

**MBN:** Middle East Broadcast Network

**NEA:** Near East Asia Bureau, Department of State

**OCB:** Office of Cuba Broadcasting

**PA:** Public Affairs Bureau, Department of State

**PAO:** Public Affairs Officer

**PAS:** Public Affairs Section

**PD:** Public Diplomacy

**PD DAS:** Public Diplomacy Deputy Assistant Secretary (in regional bureaus)

**PDOD:** Directors of Public Diplomacy and Public Affairs (in regional and functional bureaus)

**PDIP:** Public Diplomacy Implementation Plan

**PDRP:** Public Diplomacy Resource Profile

**R:** Public Diplomacy and Public Affairs Cone at the State Department, also in reference to the Under Secretary

**R/PPR:** Office of Policy Planning and Resources for the Under Secretary for Public Diplomacy and Public Affairs

**RFA:** Radio Free Asia

**RFE/RL:** Radio Free Europe/Radio Liberty

**SCA:** South and Central Asia Bureau, Department of State

**USIA:** U.S. Information Agency (1953-1999)

**VOA:** Voice of America

**WHA:** Western Hemisphere Affairs Bureau, Department of State

## APPENDIX B: KEY TO DESCRIPTIONS OF PUBLIC DIPLOMACY THEMES REFLECTED IN COUNTRY BY COUNTRY DATA

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The Mission Activity Tracker (MAT) and Public Diplomacy Resource Allocation Module (PD-RAM) were the main sources for material for this report's country by country data and regional analyses. Below are the descriptions of the main themes referenced in the report. For the sake of space, ACPD grouped some themes together under the banner of Economic Statecraft, Science and Technology, Military and Security Cooperation and Reform, Democracy/Good Governance/Rule of Law, Religious Engagement, and Other. The themes are meant to align directly to the State Department's FY 2012-2016 Strategic Goals.

### **CULTURE/SPORTS/AMERICAN SOCIETY**

Activities that share U.S. values, cultural traditions, arts, sports, and/or other information about the United States (e.g. African-American history month, Hispanic heritage celebrations, etc.); activities designed to foster cross-cultural or mutual understanding and/or to demonstrate shared values and aspirations; activities that preserve and protect local cultural heritage (Does not include English teaching or academic programs; these should be tagged under Education.)

### **EDUCATION**

Activities related to formal academic or classroom study, schooling, and/or primary, secondary, or post-secondary education systems, study, or teaching; activities to promote study in the USA or Americans studying abroad; English teaching and learning activities.

### **ECONOMIC STATECRAFT**

Activities designed to harness the forces of global economics to strengthen U.S. leadership abroad and the U.S. economy at home, to advance the U.S. diplomatic agenda, and/or use diplomatic tools to meet U.S. economic goals. They may include the following sub-categories:

**Energy:** Activities to promote energy security and/or clean energy through a range of energy supply and conservation strategies and technologies. Entrepreneurship/job creation - Activities that identify, train, and/or promote entrepreneurs and small businesses; activities that focus on creating jobs for economic growth and prosperity; includes initiatives such as New Beginnings (the POTUS Cairo speech).

**Financial Sector:** Activities related to the flow of capital and the institutions, instruments, and regulatory framework that support financial transactions – debt, credit, banking services, business, personal and mortgage lending, venture capital, financial and investment services – and contribute to a stable economy.

**Innovation:** Activities to encourage fresh and creative approaches to solving problems; technological, scientific, or creative advancement; activities to commercialize inventions. Intellectual Property Rights (IPR)/anti-Piracy - Activities that promote effective protection for inventions and artistic creations (intellectual property) and highlight the integral role of IPR protection in promoting innovation, bringing new goods to market, fostering job growth, and other aspects of economic stability; activities and reforms to limit the trade in counterfeit products (e.g. medicines,) internet piracy, and pirated goods worldwide.

**Markets and Competitiveness:** Activities that highlight the benefits of rules-based, market economies, and/or emphasize the importance of a level playing field and the free flow of goods, services, investment, and opportunities for people in all nations; activities that break down barriers to trade and/or seek to change market-distorting practices (e.g. the abuse of exchange rates and regulatory practices and/or unfair subsidies); activities designed to address industrial policy and competitiveness issues including opening new markets for American companies and businesses and/or ensuring their competitiveness in foreign markets; activities that address bilateral, regional, and/or global economic market agendas.

**Regional Economic Integration:** Activities to promote the development of regional economic policies, standards, and structures. Science and Technology – Activities to promote sound science and technology policies; activities that enlist science, technology, or engineering-based solutions to problems; activities to promote STEM (science, technology, engineering, and math) education and/or research; information technology activities. Smart Sanctions - Activities that raise awareness of and support for sanctions against certain regimes and pirate enterprises by limiting specific commercial business, export, import, travel, and/or other commercial and financial activities.

**Sustainable Economic Growth & Well-Being:** Activities that promote broad-based, enduring economic growth; activities designed to help countries participate in the global economy to the benefit of their people; activities that support legal, regulatory, and policy reforms and investments that enhance widespread equitable economic opportunity; activities designed to eradicate poverty and expand opportunity, particularly for women and youth. Trade and Investment - Activities that break down trade and investment barriers to liberalize trade; activities that improve access for U.S. goods and services abroad and/or advance trade policies and initiatives such as the President’s National Export Initiative; activities that promote the free-flow of goods, services and investment; commercial diplomacy activities.

**Travel and Tourism:** Activities promoting the United States as a destination for travel and tourism. Women’s Empowerment - Activities promoting equal rights and opportunity for women and girls; activities that bolster participation and leadership opportunities for women in local and national government processes, civil society, business, and international and multilateral fora; activities to prevent violence against women and/to ensure their well-being.

## **SCIENCE AND TECHNOLOGY**

Activities to promote sound science and technology policies; activities that enlist science, technology, or engineering-based solutions to problems; activities to promote STEM (science, technology, engineering, and math) education and/or research; information technology activities. They may include the following sub-categories:

**Environment/Climate Change:** Activities that address pollution, recycling, and/or human impact on the natural world; activities to conserve the world’s ecosystems in a sustainable manner. This includes the President’s Global Climate Change Initiative and other activities to reduce climate change and alleviate its impact.

**Global Health:** Activities to promote healthy populations and foster sustainable, effective, and efficient public health systems and programs with the capacity to deliver essential health care and improve health outcomes. This includes the Global Health Initiative, the President’s Emergency Plan for AIDS Relief, and the President’s Malaria Initiative, as well as other investments in fighting tuberculosis and tropical diseases, promoting maternal and child health, and providing access to clean water and nutrition.

**Food Security/Agriculture:** Activities to reduce chronic hunger, raise the incomes of the rural poor, and/or reduce the number of women and children suffering from poor nutrition. This includes the President's Feed the Future Initiative and other efforts to improve the productivity and market access of small-scale farmers and food producers; policy, legal and regulatory reforms to promote agribusiness and to use science and technology to increase agricultural productivity.

## **MILITARY AND SECURITY COOPERATION AND REFORM**

Activities to forge military-to-military partnerships capable of meeting shared security challenges; legal, regulatory, and policy reforms in security sectors to support stable, accountable, democratic states. They may include the following sub-categories:

**Combating weapons of mass destruction/destabilizing conventional weapons:** Activities to prevent the proliferation of nuclear and other weapons of mass destruction (including destabilizing conventional weapons) and their delivery systems; this includes arms control and disarmament agreements and related treaties as well as U.N. Security Council Resolutions pertaining to these issues.

**Conflict Prevention & Mitigation:** Activities to break cycles of violent conflict and mitigate crises and conflict by addressing underlying causes and/or promoting reconciliation.

**Civilian Security:** Activities that promote the security of civilians during conflict, including activities to raise awareness of peacekeeping efforts and other policies and programs to bring sustainable peace; activities focused on the nexus between individual protection, respect for human rights, and rule of law; activities related to protection for especially vulnerable populations.

**Transnational Threats:** Crime, Narcotics, Trafficking in Person Activities designed to expose and bring to justice criminal threats such as terrorism, money laundering, piracy, and illegal trafficking in: narcotics, cultural property, protected and endangered species, conflict diamonds and minerals; law enforcement activities designed to minimize transnational crime; activities to train and educate local law enforcement officers and the general public on these threats.

## **COUNTERING VIOLENT EXTREMISM/COUNTERTERRORISM**

Activities that counter, discredit and delegitimize violent extremist voices and/or empower credible local voices; activities that advance the counterterrorism objectives of the United States; activities that seek to disrupt, dismantle, and defeat al-Qa'ida, its affiliates and other terrorist organizations and violent extremists.

## **DEMOCRACY/GOOD GOVERNANCE/RULE OF LAW**

Activities that promote good governance and democratic practices such as elections, healthy legislatures, and/or political competition and consensus building; activities that advocate adherence to the rule of law and the development of robust, independent legal and judicial systems with strong criminal justice systems; activities that focus on governance to achieve security, stability, and prosperity. They may include the following sub-categories:

**Diversity:** Activities that promote a society's inclusion of people of diverse races, religions, cultures, ages, and/or perspectives.

**Human Rights:** Activities to promote protection of human rights, including civil, political, and labor rights and equal protection under the law for minorities and marginalized groups regardless of race, religion, gender, sexual orientation, gender identity/expression, or other status; activities to promote the rights of persons with disabilities; activities that facilitate freedom of expression, freedom of assembly, free and independent media,

internet freedom, equal access to justice, freedom of association and the ability to organize and mobilize around constituent interests.

### **CIVIL SOCIETY**

Activities that promote the development of well-governed states, responding to the will of their people, typically carried out with non-governmental institutions and individual citizens.

### **WOMEN'S EMPOWERMENT**

Activities promoting equal rights and opportunity for women and girls; activities that bolster participation and leadership opportunities for women in local and national government processes, civil society, business, and international and multilateral fora; activities to prevent violence against women and/to ensure their well-being.

### **YOUTH ENGAGEMENT**

Activities to engage youth in dialogue and empower them to become agents of positive change in their communities; activities to address issues of particular importance to youth; activities to promote mutual understanding and long-term ties between American youth and youth around the world; activities to prepare young people to become responsible, engaged citizens; includes initiatives such as the President's Forum with Young African Leaders.

### **RELIGIOUS ENGAGEMENT**

Activities to promote freedom of religion and conscience; activities that engage religious minorities; activities to promote interfaith dialogue and understanding of the role of religion and faith in the United States; activities on issues of faith and religion. It may also include outreach to Muslim communities:

**Muslim Engagement:** Activities to foster positive perceptions of the United States by Muslim communities; activities that foster mutual understanding, mutual respect, and long-term relationships between Americans and Muslim communities around the world; activities that promote Muslim voices on shared interests and values.

### **OTHER (N/A)**

Activities that are miscellaneous and disconnected from the above themes may include:

**Consular Services:** Activities that inform non-U.S. citizens of visa policies and regulations (e.g., visa waiver; visa fees); activities that raise awareness of procedures for obtaining student and other specialized visas; activities to inform U.S. citizens participation in exchange programs of American Citizen Services and procedures available to them.

**Humanitarian Assistance/Disaster mitigation:** Activities that provide emergency relief in response to natural and man-made disasters; emergency operations that foster the transition from relief, through recovery, to development; activities that build the host nation's capacity to prepare communities for, and mitigate the consequences of, disasters and reduce the need for outside assistance.

## APPENDIX C: BUDGET INFORMATION EXAMINED

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This report examines the break down of three different budgets for public diplomacy and international broadcasting: the Diplomatic and Consular Programs (or D&CP) Public Diplomacy budget, the Educational and Cultural Exchange budget, and the Broadcasting Board of Governors (BBG) budget.

At the State Department, funding for public diplomacy comes from two budgets: the Diplomatic and Consular Programs (or D&CP) Public Diplomacy budget and the Educational and Cultural Exchange budget. The two are directly linked.

The ECE budget provides the resources for academic, professional, cultural and private exchange programming and supports non-ECA programs at U.S. missions worldwide. The D&CP account funds all American Foreign Service Officers and Locally Engaged Staff for Public Affairs Sections who are responsible for recruiting participants for the International Visitor Program, Fulbright, and other ECA programs. The

section of this report that details the ECE budget is the Educational and Cultural Affairs Bureau's section.

In addition to supporting Public Affairs Sections around the world, D&CP budget also supports other public diplomacy and public affairs offices at the State Department, including the Under Secretary's office; the Resources, Policy and Planning office; the International Information Programs Bureau; the Public Affairs Bureau; and the Center for Strategic Counterterrorism Communications.

The Broadcasting Board of Governors budget applies to the Voice of America (VOA); the Office of Cuba Broadcasting (OCB); Radio Free Europe/Radio Liberty (RFE/RL); Radio Free Asia (RFA); the Middle East Broadcasting Networks (MBN); the International Broadcasting Bureau (IBB) the Office of Technology, Services and Innovation; and the Broadcasting Capital Improvements fund. This report breaks down the cost per service, but there are also overhead and bureau costs involved in maintaining the five agencies.

# APPENDIX D: SOURCES

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## COUNTRY BY COUNTRY BACKGROUND

**FY13, FY14 Funding:** State Department's Public Diplomacy Resource Profile (PDRP)

**Regional Analysis:** State Department Regional Foreign Policy Plans and Speeches

**System of Government:** [CIA Factbook](#)

**Borders:** [CIA Factbook](#)

**Population/ World Rank:** [CIA Factbook](#)

**Youth Percentage (0-24):** [CIA Factbook](#)

**Literacy:** 93.5% (Male: 94.8% Female: 92.3%) [CIA Factbook](#)

**GDP per capita/World Rank:** 15,600 USD/ [88<sup>th</sup> CIA Factbook](#)

**Media Freedom:** [Freedom House Rank](#), [Reporters without Borders](#)

**Internet Users:** [www.internetworldstats.com/](http://www.internetworldstats.com/)

**Social Media Use:** <http://visualizing.info/cr/facebook/users/#m=9&cv=1&cn=13369344&cx=52224&cr=76&l=0>

**Mobile Phone Subscriptions:** <http://data.worldbank.org/indicator/IT.CEL.SETS.P2>

**Students in the U.S.:** [IIE Open Doors](#)

**U.S. Favorability:** [Pew Global Attitudes Project](#)

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