UNITED STATES
ADVISORY COMMISSION
ON PUBLIC DIPLOMACY

2016
COMPREHENSIVE ANNUAL REPORT
ON PUBLIC DIPLOMACY
& INTERNATIONAL BROADCASTING

FOCUS ON FY 2015 BUDGET DATA
Transmittal Letter

September 20, 2016

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 2016 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities.

ACPD is a bipartisan panel created by Congress in 1948 to formulate and recommend policies and programs to carry out the public diplomacy functions vested in U.S. government entities and to appraise the effectiveness of those activities. It was reauthorized in January 2013 to complete the Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities and to produce other reports that support more effective efforts to understand, inform and influence foreign audiences. This report itemizes major public diplomacy and international broadcasting activities conducted by the State Department and the Broadcasting Board of Governors (BBG). It is based on data collected from all public diplomacy bureaus and offices at the State Department, the Public Affairs Sections (PAS) of each U.S. embassy worldwide and all BBG entities. This year we visited our embassies in Brazil, Chile, Kazakhstan, Pakistan, Sri Lanka and the United Arab Emirates to assess their current activities, challenges and opportunities more in-depth.

The 2016 report was researched, verified and written by ACPD Members and staff with the close help and coordination of public diplomacy and BBG officials. The information focuses mainly on fiscal year 2015 actual funds spent, as fiscal year 2015 provided the most complete accounting of public diplomacy and broadcasting activity at the time this was compiled. Wherever possible, the report also examines fiscal year 2016 planned spending, strategy and activities, in addition to fiscal year 2017 budget requests. Using the 2013 and 2014 reports as benchmarks, this 2016 iteration provides some early indications of budgeting and programming trends. In addition to the $1.1 billion in core PD spending at the State Department, this year we also investigated the $215 million of supplemental funding applied to public diplomacy operations worldwide for fiscal year 2015. We again examine more closely two public diplomacy priorities for the White House and Congress: countering violent extremism and countering negative Russian influence in Europe and Central Asia. The report reinforces ACPD’s work in the last three years on research and evaluation for public diplomacy and broadcasting, the organizational structure of public diplomacy at the U.S. Department of State and the career trajectories and education of public diplomacy professionals.

We are proud to produce such a voluminous document of record each year with our very limited resources of roughly $434,000 each year for operation and salary costs for two full time employees. We also enjoy the opportunity to get such a close look at the various informational, educational and cultural activities in play worldwide. 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, especially the new team that arrived at the BBG this last year. We hope that by making more than 50 recommendations and by bringing increasing transparency to the budgets, infrastructures and strategies that allow for these activities, we can more robustly support their ongoing work. With the end of the Obama Administration a short four months away, we hope that new leadership at the State Department and the BBG will continue on the course of impressive reforms we’ve seen since we first issued this report in 2014.

Respectfully Submitted,

Sim Farar, Vice Chair
(California)

William J. Hybl, Vice Chair
(Colorado)

Lyndon L. Olson, Vice Chair
(Texas)

Penne Korth Peacock
(Texas)

Anne Wedner
(Illinois)

Georgette Mosbacher
(New York)
2016 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on Fiscal Year 2015 Budget Data

Edited by:
Katherine Brown, Ph. D.
Executive Director, U.S. Advisory Commission on Public Diplomacy

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

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

The U.S. Advisory Commission on Public Diplomacy (ACPD) is grateful to State Department and Broadcasting Board of Governors (BBG) leadership who helped us with the collection of strategy documents, budget data and program descriptions. We are thankful for the help from Under Secretary for Public Diplomacy and Public Affairs Rick Stengel and the Policy, Planning and Resources Office (R/PPR) leadership who helped us access vital information. This leadership includes, but is not limited to, Romesh Ratnesar, Roxanne Cabral, John McIntyre, Patricia Kabra, Rodney Reynolds and Tania Chomiak-Salvi. Many thanks also to Educational and Cultural Affairs Bureau (ECA) leadership: Evan Ryan, Mark Taplin, Rick Ruth and the rest of the team. We would like to especially thank Alyson Grunder and Ed Kemp who spent much time with us through the months in collecting copious amounts of ECA budget and program data. The International Information Programs Bureau (IIP) continued to support ACPD in guiding this report's process, in addition to other publications ACPD has produced. Thank you to Macon Phillips, Jean Manes, Jonathan Henick, Tom Smitham, Tom Cochran and Stephanie Sutton and to IIP’s special assistants Christopher Olen, Afua Riverson and Vanessa Smith. We thank John Kirby, Susan Stevenson and their Public Affairs Bureau (PA) team. We are also grateful to Michael Lumpkin and his colleagues in the new Global Engagement Center (formerly the Center for Strategic Counterterrorism Communications), especially Wes Carrington and William Terry.

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: Angela Aggeler, Melissa Clegg-Tripp, Liza Davis, Robin Diallo, Walter Douglas, Elizabeth Fitzsimmons, Nini Forino, Gonzo Gallegos, Todd Haskell, Robert Hilton, David Hodge, Jake Jacanin, Adele Ruppe, Larry Schwartz, Maggie White, and Benjamin Ziff. We received extraordinary support this year from the public diplomacy professionals in the South and Central Asia bureau and would like to particularly thank Ellen Delage, Vitessa Del Prete, Merium Khan, Meredith Gloger, Jenn Miller and Ajay Rao. We’re also grateful to Loretta Milburn, Javier Rodriguez, Rekio Benton, Reta Champion and Ashley Williams for their consistent executive support in completing this report and supporting ACPD operations.

At the Broadcasting Board of Governors (BBG), we greatly appreciate the time of CEO John Lansing, Rob Fallon, Sonja Gloecke and Kathryn Neeper gave to compiling the data on the BBG’s services. At Radio Free Asia, thank you to Libby Liu and her team; at Radio Free Europe/Radio Liberty, thank you to Martins Zvaners and his colleagues; at Middle East Broadcast Network, thank you to Deirdre Klein; at the Office of Cuba Broadcasting, thank you to Irvin Rubenstein; and at Voice of America, thank you to Kelu Chao.

ACPD had a small team to support this report’s completion. Raymond Tripp provided critical support and we profusely thank him for his time, insights and attention to detail. Siobhan Oat-Judge offered brilliant help during our travel to South and Central Asia. Thank you to Laurence Wohlers for his help in updating the section on strengthening our public diplomacy professionals. Thanks also to Jonathan Maxim, who created the beautiful and informative infographics found throughout the report. We are ever grateful to ACPD’s program support assistant, Michelle Bowen, who helps to keep our office running smoothly.

We’re also grateful for the guidance we receive in researching this report from the professional staff members at the Committee on Foreign Relations at the U.S. Senate and the Committee on Foreign Affairs at the U.S. House of Representatives, including Brooke Eisele, Thomas Hill, Janice Kaguyutan, Christen Mogavero and Brandon Yoder. Paul Grove, Janet Stormes and Jason Wheelock of the Senate Appropriations Committee have also been essential to helping us clarify and organize budget information this year.

ACPD visited six countries this past year to collect information for this report and see public diplomacy programs up close. Thank you very much to Aleisha Woodward and Chaz Martin at the U.S. Mission in Kazakhstan; to Jeff Sexton, Christina Tomlinson, Nolen Johnson and Li Ping Lo at the U.S. Mission in Pakistan; to Alica Lejlic and David Duerden at the U.S. Mission in the United Arab Emirates; to Abigail Dressel at the U.S. Mission in Brazil; to Mike Hammer and Marianne Scott at the U.S. Mission in Chile; and to the U.S. Mission in Sri Lanka. 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.
METHODOLOGY

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

The Office of Policy Planning and Resources (R/PPR) helped us with understanding the big picture of public diplomacy at the State Department and gave ACPD access to the PD-RAM database, which allows for the country-by-country breakdown of cost, program themes and program activities. The PD leadership at the regional and functional bureaus also gave ACPD access to bureau/regional foreign policy and public diplomacy plans from fiscal year 2015 and, when available, fiscal year 2016.

For the Educational and Cultural Affairs Bureau (ECA), the information was taken from open source program descriptions, interviews, and ECE budget information that could be itemized by cost-per-program and, wherever possible, cost-per-participant. While there is no simple apples-to-apples method to compare program costs, we do provide a “cost per day” metric for some programs. This adjusts the costs of programs to more easily compare the financial investment in programs that vary in lengths (e.g., one week vs. one year). However, this metric still does not account for the great diversity in ECA programming which has a range of requirements that can impact program costs including translation services, insurance, English language tutoring, and domestic and international travel.

At the International Information Programs Bureau (IIP), open source information was also used, in addition to interviews, cables and budget data as it pertained to fiscal year 2015 and fiscal year 2016 programs. For the Public Affairs Bureau (PA), ACPD focused on activities that directly or indirectly engage with foreign audiences. The PA leadership provided their budget information and interviews were conducted to understand the division of labor in the bureau. For the Global Engagement Center (GEC), unclassified material on programs and budget information was provided, and we also conducted interviews with various leaders within the unit. For the analytical section of the report, ACPD also interviewed a host of external experts on the topics of countering violent extremism and countering Russian influence.

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

ACPD traveled to Brazil, Chile, Kazakhstan, Pakistan, Sri Lanka and the United Arab Emirates to conduct interviews with embassy officials and public diplomacy program beneficiaries. These countries were selected because of the strategic influence each has in their respective regions.
HOW TO READ THIS REPORT

The majority of this report is meant to be a reference guide and a point of inquiry for questions on public diplomacy (PD) and international broadcasting activities worldwide. It focuses on the most recent actual budget data available, which is from fiscal year 2015. Wherever possible, we also provide fiscal year 2016 planned and fiscal year 2017 requested budget data. The bulk of the analysis can be found in the report’s opening section.

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

SAMPLE ECA PROGRAM PROFILE

<table>
<thead>
<tr>
<th>TECHWOMEN (2011)</th>
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<tr>
<td><strong>Program Length</strong>: 5 weeks</td>
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| Geographic Reach: Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan and Zimbabwe |
| **Female/Male Split**: 100%/0% |
| **FY 2013 Spending**: $2,450,000 |
| **FY 2014 Spending**: $3,200,000 |
| **FY 2015 Spending**: $2,500,000 |
| **FY 2016 Estimate**: $2,900,000 |
| **FY 2017 Requested**: N/A |

**Description**: TechWomen selects participants from target countries across Africa, Central Asia and the Middle East to take part in a peer mentoring experience with American women at leading science and technology companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the fields of science and technology, increase the trade capacity of the participating countries and promote economic advancement and enable women to reach their full potential in the science and tech industry. U.S.-based programming takes place in the fall. In the following spring, a delegation of American mentors travel to Africa. Central Asia and the Middle East to join TechWomen alumni in conducting outreach programming focused on specific science and tech issues and careers for young women and girls. With funding obligated in fiscal year 2015, the 90 participants will come in 2016 from Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, the Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, and Zimbabwe.

Supplemental funding has been added into the “Total Reported” budget figures for U.S. Missions abroad to provide readers with a sense of the scale of additional funding received by posts from the Educational and Cultural Exchanges budget (ECE) or non-PD budgets. ECE funding broken down by posts is not available for 2014 or 2015 so readers need to be additional cautious when comparing 2013 country data, which generally includes ECE funding, to 2014 and 2015 data which does not. Other supplemental funding includes:

- **D&CP .7 Carryover**: Prior year funding held over and spent in following fiscal years.
- **Economic Support Funds**: The Economic Support Fund is aid designated to promote economic or political stability in areas where the United States has special strategic interests.
- **Overseas Contingency Operations**: Funds activities in conflict areas related to extraordinary and temporary national security needs. Primarily used in Afghanistan, Pakistan, and Iraq to fund both military and civilian costs.
- **Representation funds**: D&CP allocated to offices to facilitate official receptions and representational activities for foreign contacts.
• **Middle East Partnership Initiative (MEPI):** MEPI funds support organizations and individuals in their efforts to promote political, economic, and social reform in the Middle East and North Africa.

• **President’s Emergency Plan for AIDS Relief (PEPFAR):** Initiative to help save the lives of those suffering from HIV/AIDS around the world. Frequently used to fund public information campaigns.

• **IIP Other:** International Information Programs Bureau funding to posts for American Spaces, customer relationship management systems.

• **PA Other:** Public Affairs funding to support Media Hub activities, TV coops, and other international messaging activities.

• **Recycling:** Funds collected at post from programs charging a fee have to be returned to the Department for accounting before being returned to post.

Supplemental funding types are highlighted in the regional heat maps (example below) in the field directed activities chapters.

**SAMPLE COUNTRY PROFILE**

Contextual data is largely drawn from The World Bank's online datasets. Refugee, poverty, urbanization, and age demographics are from *The World Factbook*. Additionally, media freedom ratings are drawn from Freedom House’s (FH) *Freedom of the Press* report.
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PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING IN 2015-2016: OVERVIEW AND RECOMMENDATIONS

Under the auspices of ECA’s Jazz Ambassadors and Cultural Center for Music, the legendary trumpeter and composer Wynton Marsalis visited Uruguay with representatives of the Lincoln Center Orchestra to perform a varied program of events that included a masterclass at the Teatro Solis, a press conference, a concert to a full house at the Teatro Solis and an official reception at the residence of the U.S. Embassy in Montevideo.
The U.S. Advisory Commission on Public Diplomacy (ACPD) believes strongly that people, such as youth, journalists, civil society and religious leaders, cannot be excluded from the conduct of international relations and that U.S. foreign policy decisions must consider their growing influence worldwide. This is especially critical today, as the world is awash with ideological conflict that is at once challenging our national security and the liberal world order. Just as public diplomacy is essential for fighting the ideology of our foes, it is also important for sustaining the health of our alliances. Forming relationships with critical foreign audiences requires commitment, patience and the strategic investment of limited resources to inform, engage and influence foreign publics over the long term. We continue to witness, in the United States and overseas, a committed and tireless corps of public diplomacy professionals who are actively working to advance American foreign goals policy through informational, educational and cultural activities. Likewise, we are encouraged to meet talented journalists and storytellers throughout the world as part of the Broadcasting Board of Government’s 72 services network.

The United States Congress has charged ACPD with compiling this report each year to bring transparency to the combined $1.849 billion core public diplomacy and U.S. international media budgets and to help illuminate the efficiency of various strategies and tools. Our overarching and persistent concern continues to be whether or not the proper structures and processes are in place to support the strategic and long-term application of public diplomacy and U.S. international media programs. Ensuring that robust infrastructure exists at the State Department and Broadcasting Board of Governors (BBG) to effectively conduct these activities requires consistent and tireless investment in the details, such as databases that can help personnel plan strategies and tactics and track their results; the ability to use that feedback to course correct future activities; training programs to keep professionals sharp; and cutting-edge virtual and physical platforms to inform, develop and maintain relationships with foreign citizens.

This 2016 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities itemizes major public diplomacy and international broadcasting activities conducted by the State Department and BBG. It is based primarily on fiscal year 2015 actual budget data and program descriptions collected from the BBG, every public diplomacy bureau at the State Department, seven regional and 11 functional bureaus in the State Department, and Public Affairs Sections (PAS) at U.S. embassies worldwide. Two-thirds of this report serves as a reference document for worldwide strategies and tactics to advance U.S. foreign policy through information and engagement programs, divided by agency and global region. As mandated, it includes the cost per participant for the over 90 academic, professional, youth, cultural and sports programs; the cost and focus of public diplomacy activities at roughly 180 missions abroad; and the cost and programs for 72 international broadcasting services.

We also provide analysis on the gradual improvements in public diplomacy and international broadcasting activities we have seen since we released the 2015 report on September 22, 2015. We identify the top 10 programs, activities and infrastructure advances of the last year and make more than 50 recommendations, which are meant to iteratively strengthen and modernize public diplomacy and broadcasting strategy and tactics. Half of these are enduring recommendations, meaning that they have not changed in the last two years. Below are the major themes of this year’s report:

The significant need for more sustainable PD budgeting and spending: In fiscal year 2015, the State Department spent $1.105 billion of its core public diplomacy funding and BBG spent $743.908 million, amounting to $1.849 billion. While this is an increase from the $1.759 billion spent in fiscal year 2013 and the $1.803 billion in fiscal year 2014, it is still just 3.56 percent of the entire International Affairs Budget. At the State Department, we believe it is imperative that the two main public diplomacy budgets [Educational and Cultural Exchange (ECE) budget and PD funds in the Diplomatic and Consular Programs budget (D&CP)] work together to more efficiently plan for their allocation to various programs and public affairs sections worldwide. This coordination is further complicated by the roughly 12 supplemental funds — such as Economic Support Funds (ESF), Overseas Contingency Operations (OCO) — that are administered through embassy Public Affairs Sections and are detailed in the regional chapters of this report. If you account for total reported spending, as we show in seven maps throughout this report, it amounts to approximately $215 million. In some cases, this emphasizes the extra stress and burden placed on public affairs officers to disburse funding that does not go toward core public diplomacy informational, education and cultural programs. It is essential that the Under Secretary has a transparent look at all funding channeled through PD sections in order to adequately staff and resource posts.

• Afghanistan, Pakistan and Iraq PD: In the case of Pakistan, Afghanistan and Iraq, we’ve seen a dangerous dependence on the short-term, supplemental funding so that a fraction of current PD operations are paid for from the core Diplomatic and Consular Programs (D&CP) and Educational and Cultural Exchange (ECE) budgets. As just one example of this unsustainable practice, the $19.5 million Fulbright program
in Pakistan is paid for with ESF money that is passed through the U.S. Agency of International Development (USAID); the ECE budget — currently at more than $590 million — would need more than an additional $30 million to absorb and maintain current program levels in Pakistan. We strongly encourage more sustainable funding streams for Afghanistan, Pakistan and Iraq so that the missions can plan future programs while setting appropriate expectations with the respective publics.

The view from South and Central Asia, South America and the Persian Gulf: This past year, we made field visits to Brazil, Chile, Kazakhstan, Pakistan, Sri Lanka and the United Arab Emirates. The South Asian, Central Asian, South American and Persian Gulf regions grapple with various foreign policy challenges in which public affairs and public diplomacy play critical roles to the integrated mission strategies. Strategically minded leadership in the missions in Brazil, Chile, Kazakhstan and Pakistan in particular helped to drive public diplomacy activities to advance U.S. goals. A break down of their programs, budgets and our recommendations for their future are detailed in the spotlight reports on each country in the corresponding regional chapters.

Public diplomacy’s role in countering violent extremism (CVE): A dimension of CVE work is engaging foreign publics to help inoculate and prevent them from turning to violent extremism via informational, cultural and educational programs. We continue to believe that the administration’s public diplomacy structures for CVE must have the agility to constantly adapt to the changing nature and the urgency of the threat. In the past year, propelled by the White House Countering Violent Extremism (CVE) Summit in February 2015, there have been a few key changes in the U.S. government’s approach to countering violent extremism, one of which includes the replacement of the Center for Strategic Counterterrorism Communications (CSCC) with the Global Engagement Center (GEC). The joint CVE plan between USAID and the State Department this last year has also provided some much-needed clarity in the respective roles of various offices in CVE. In addition to the Global Engagement Center which is focused on coordinating messaging and identifying credible state and non-state partners worldwide to amplify those messages, there must, however, be an organizational center for how to align public diplomacy tools to meet various global, regional and local CVE strategies that target widely different audiences.

Public Diplomacy & Countering Negative Russian Influence: Russia’s influence in the Europe, Eurasia, and Central Asia regions persists and our embassies are still under tremendous pressure to push back. U.S. allies and nongovernmental institutions continue to search for ways to expose and counter this influence and modest progress appears to have been made. In developing a strategy, beginning to better tailor messaging to local audiences, coordination between the military and diplomats, and in the expansion of BBG programming. Due to the sensitivity of some of this work, public information on U.S. activities is limited.

Promoting volunteerism and philanthropy alongside entrepreneurship and innovation: After three years of travel to 18 missions worldwide, ACPD believes emphatically that philanthropy and volunteerism are themes that we should highlight even more to foreign audiences in order to illustrate them as American enduring values. While entrepreneurial business cultures in the U.S. may be admired abroad, they can sometimes be received as emphasizing the individual above society, which does not resonate with the many foreign communities we aim to engage with. Our reasoning for wanting to amplify this message is because volunteerism and philanthropy is so baked already into public diplomacy programming: We applauded in-country activities, such as the speakers program and youth councils that promote volunteerism and philanthropy alongside innovation and entrepreneurship, as it is essential to underscore U.S. shared values of community with other societies. We hope that this message can also be carried in Voice of America programming.

Audience research and program evaluation investments: Evaluating progress on long-term public diplomacy and international broadcasting activities’ goals takes time, but that should not be an excuse to delay investing in the databases, tools and experts that can determine success or failure of public diplomacy activities today. Since 2014, some progress has been made at both the State Department and the BBG. Increasing the budget, human resource and database capacity to systemically complete this work is taking time and it is critical that steady progress continue into the new administration. Serious audience research, analytics and impact evaluations continue to be stymied by the Privacy Act of 1974 and the Paperwork Reduction Act of 1980. The State Department has also faced restrictions in hiring full-time experts and the lengthy security clearance processes for new hires has delayed getting some of those experts on board in a timely manner. ACPD continues to make it a priority to help advance the measurement and evaluation capacity at the State Department and BBG so that understanding the outcomes of their work can become more systematic and we can support Congress in understanding which programs best advance U.S. foreign policy goals and which fall short.

Re-organizing public diplomacy’s structural apparatus at the State Department: In May 2016, ACPD released the paper, “Re-Imagining Public Diplomacy’s Organizational Structure at U.S. Department of State,” on the need for structural reform within the public diplomacy apparatus. We believe it is necessary in order to move public diplomacy closer to the decision-making and strategic planning processes at the State Department, as nearly
three years of our research has found that the status quo is not sufficient to meet PD professionals’ needs in Washington, and the field. Such change will take time, but we also believe there are five core steps that can be taken in the near-term: stand-up a small, nimble Global Strategic Priorities Unit to coordinate strategies and implementation on global issues; strengthen the functional administrative back office for the PD family of bureaus; and create a task force of career officials to review how PD tools can better serve global, regional and bilateral strategies.

**Strengthening PD personnel:** If properly trained, re-sourced and empowered, PD professionals are best positioned to coordinate and give strategic coherence to U.S. government interagency efforts in the field, to shape Washington’s understanding of the foreign public environment, and to innovate effectively in a fast-changing communications era. This is especially important as the State Department aims to recruit and retain new generations of public diplomacy professionals who come of age in an increasingly interconnected and wired world, and are eager to apply their knowledge and experience to connect with global youth on behalf of the United States. This year, we give an update to our 2015 report “Getting the People Part Right II,” in which we find that the State Department has taken several positive steps that reflect a number of the report’s recommendations. More needs to be done before PD officers can aspire to the same degree of career path certainty that other State officers have long enjoyed. However, there have been several steps in the right direction.

**Changing the conversation on public diplomacy and U.S. international media with Congress:** In order to make a compelling argument to Congress and the American taxpayers for maintaining and increasing investment in public diplomacy for the sake of U.S. national security, State Department public diplomacy offices’ and BBG’s communication on progress and setbacks must deepen and expand, as should the evidence that these activities matter. The general conversation surrounding public diplomacy on Capitol Hill also needs to change. Public diplomacy activities do not exist in a vacuum; they contribute significantly to strengthening international networks of state and non-state actors that the U.S. needs to advance foreign policy goals. Briefings about public diplomacy therefore should be less about individual programs and their goals, and more about how various informational, educational and cultural programs align to advance strategies in pursuit of larger foreign policy goals. We also believe that the role that various BBG agencies play in a bilateral or regional relationship should be highlighted and that services should brief Members of Congress together to explain where they work to address specific needs and reinforce one another.

ACPD is heartened by the progress of the last two years. Yet we are mindful that a new administration will commence in four short months and we hope that progress on these fronts does not just continue, but accelerates. We would like to see a new Under Secretary for Public Diplomacy and Public Affairs be appointed soon after the start of a new administration and commit to a four-year term in order to focus on management issues and re-investing in the infrastructure that governs what our professionals can do worldwide. We also strongly encourage him or her to focus acutely on management issues to ensure that the infrastructure and processes are sound so that our PD pr in the field can focus less on identifying workarounds for their daily operations, and more on building relationships with the global change makers of this century.
ACPD's Top 10 of 2015–2016

ACPD especially applauds several programs and areas of progress in the last year at the State Department and the Broadcasting Board of Governors that we have witnessed first-hand. Specifically:

1. Progress in data-driven public diplomacy at the State Department: The State Department continues to move toward more systemic methods for audience research, analytics and impact evaluations. As one example, it is planning on increasing its evaluation budget in fiscal year 2017 by 413 percent from $1.5 million to $7.7 million in the Policy, Planning and Resource’s (R/PPR) Evaluation and Measurement Unit. Likewise, the International Information Programs Bureau (IIP) is hoping to increase its analytics budget in its fiscal year 2018 request to increase to $1.2 million. The establishment of a new Director of Research for the Under Secretary this next fiscal year will also be a positive step forward in supporting PD offices in Washington and public affairs sections abroad to incorporate more audience research to their strategic planning and track the impact of their work.

2. Modernizing public diplomacy professionals’ roles: The Under Secretary for Public Diplomacy’s yearlong project to rewrite the global job descriptions for locally employed staff (LE Staff) is impressive. The new structure will eradicate outdated and arbitrary divisions between information and culture and reorganize staff around target audiences. Consistent with this work, ACPD hopes that reforms outlined in the 2015 report, “Getting the People Part Right II,” will continue to take hold within the Public Diplomacy enterprise.

3. Leadership and research reforms at the Broadcasting Board of Governors: At the Broadcasting Board of Governors, significant reform is taking place under a new Chief Executive Officer who has infused the agency with a renewed focus on coordination among the five services, Internet freedom, and data-driven programming. In fiscal year 2017, for instance, the Office of Research and Assessment (ORA) research budget will increase by 30 percent. Also under new leadership, ORA has worked to refine its impact model to be more efficient and user-friendly for the 72 services, providing a model that could be useful to the State Department.

4. The Ambassador’s Fund for Cultural Preservation: Established by Congress with a small budget of $5.75 million a year, the U.S. Ambassadors Fund for Cultural Preservation awards grants through U.S. embassies for the preservation of cultural heritage of developing countries. The program had approximately 36 active projects in 2015 in 30 countries from Algeria to Bolivia to Kyrgyzstan to Montenegro to Pakistan. The fund offers U.S. ambassadors the chance to support cultural heritage preservation projects inside their assigned countries and advance diplomatic objectives through showing respect for a country’s history, culture and identity. ACPD has seen these projects in Algeria, Pakistan and Ukraine and witnessed the profound effect it has had on local publics when they realize that Americans actively recognize how their culture enriches global society. It is a small program with outsized impact that we hope will continue.

5. Public diplomacy campaigns in the field: ACPD was very impressed to see public affairs officers in the field who demonstrate exemplary public diplomacy campaign planning. With careful, strategic organizing, they were able to align various PD informational, cultural and educational tools to reach key local audiences and work closely to advance bilateral and global goals. This was especially the case in Kazakhstan and Chile. In Kazakhstan, this was the “One Victory” campaign to emphasize the U.S. and Kazakhstan’s cooperation during World War II and remind the public of their shared history. In Chile, this was the campaign in preparation for the October 2015 “Our Ocean” conference, which strengthened the U.S.-Chile bilateral relationship while also promoting global environmental themes. We see these campaigns as best practices and hope they can be modeled at other embassies worldwide, and also in Washington.

6. A new approach to Countering Violent Extremism: In the past year, propelled by the White House CVE Summit in February 2015, there have been some key, constructive changes in the U.S. government’s approach to countering violent extremism. Earlier this year, the Global Engagement Center replaced the Center for Strategic Counterterrorism Communications to better coordinate messaging between U.S. government agencies working to undermine Daesh and other violent extremists’ messaging, and identify credible, third party voices to amplify those messages. The role of public diplomacy in CVE is just one dimension and it’s critical that the right strategies and informational, cultural and educational tools are adapted to local environments and that embassies are properly supported. Under the new Joint Strategy on Countering Violent Extremism, State and USAID will develop tools to assist embassies to identify drivers of extremism, in addition to engaging local partners and designing effective programs. In addition, the CSO is working to support research needs of critical posts. The GEC is also working with specific posts to train...
local influencers from religious communities, the news media, the private sector and civil society. Last, we understand the Under Secretary for Public Diplomacy is working to establish CVE expertise at posts, in the same mode as the Community Engagement Office at the U.S. Mission in Pakistan (see: Pakistan spotlight).

7. **EducationUSA’s Opportunity Program:** A standout initiative to reach non-elites for admission to study in the United States is EducationUSA’s Opportunity Students program, which is overseen by the Educational and Cultural Affairs (ECA) bureau. At a cost of roughly $20,000 per year in each country, this program supports select students who have the academic abilities to excel in an American higher institution, but could not attend without significant financial aid. Students selected for the program receive intense mentoring and counseling in preparation for their applications, in addition to funds to pay for their application fees. Those who receive full financial aid packages from American universities then receive small grants that pay for the students’ visas, airfares and a small stipend to settle into the United States. This is a low cost, high impact program that we witnessed first hand in Chile and Brazil, which gives very talented students an opportunity they would not normally receive within their home country, while also working to enrich American higher education institutions.

8. **The Global Entrepreneurship Summit (GES):** With two completed in the past two years – 2015 in Nairobi and 2016 in Palo Alto – the Global Entrepreneurship Summit has become a preeminent brand for the U.S. and an unparalleled opportunity to connect with new audiences around the world, particularly youth, women and minority communities. The summit links strategic audiences with the United States, while also giving social and business entrepreneurs the tools, networks, and platforms to connect with each other, promote innovative ideas worldwide and solve shared global challenges. It also serves as an umbrella for the many entrepreneurship programs the State Department runs, in addition to those across the U.S. government. Additionally, the summit has created a model for working with the private sector that can be replicated across the department. Since 2015, GES has linked over $1 billion of new capital with global entrepreneurs. The 2016 summit alone brought together 693 entrepreneurs, 433 investors, and 20 foreign government officials from 170 countries. The 2017 summit will take place in a city to be determined in India.

9. **Presidential Young Leaders Initiatives:** President Obama’s signature public diplomacy effort has been the Young Leaders Initiatives: Young African Leaders Initiative (YALI), launched in 2010; Young Southeast Asian Leaders Initiative (YSEALI), launched in 2013; Young Leaders of the Americas Initiative (YLAI), launched in 2015; and Young Transatlantic Innovation Leaders Initiative (YTILI), which launched this year. They have combined on- and offline public diplomacy tools to connect youth in strategic regions around the world with the United States, and with each other. Each initiative is unique to the needs of the region, but all of them offer professional and/or academic development, grant opportunities, and access to digital platforms that allow participants to network with one another. Reaching nearly half a million young leaders, these initiatives have become well-known brands that signal the U.S. government’s commitment to investing in the next generation of leaders to youth, governments, and the non-governmental community alike. ACPD reviewed the programs in-depth last year and we are happy to see the coordination between the White House, ECA, Bureau of International Information Programs (IIP), Bureau of Public Affairs (PA), and the regional bureaus, and applaud this initiative all together.

10. **Smithsonian Collaboration with IIP for More Engaging American Spaces:** In the last three years, from Brazil to Vietnam, ACPD has witnessed first-hand significant improvements in how American Spaces look and the impact they are having on local audiences. This is due to an acute focus on ensuring that these spaces are engaging platforms to communicate U.S. foreign policy issues and promote opportunities to visit, study and work in the U.S. In 2012, IIP and the Smithsonian Institution created the Model American Spaces Program to enhance their design and programming. Since then, IIP and the Smithsonian have transformed the appearance, technology and programming of 37 spaces to enhance visitor experience and functionality in support of public diplomacy objectives; all other American Spaces have access to the Smithsonian programming resources and American Spaces design concepts. ACPD also commends IIP for continuing to work with the Bureau of Diplomatic Security and the Bureau of Overseas Building Operations to ensure the open access of these spaces worldwide.

§
Public diplomacy (PD) activities at the State Department and U.S. international media (USIM) at the BBG continue to operate on compact budgets, although an increase in the fiscal year 2015 State Department combined base public diplomacy budgets [Diplomatic and Consular Programs Budget (D&CP) and Educational and Cultural Exchange Budget (ECE)] of roughly $35 million from fiscal year 2014 is welcome, as well as the $10 million increase at the Broadcasting Board of Governors (BBG). This amounts to $1.105 billion of base PD spending and $743.908 million of BBG spending, totaling $1.803 billion. The percentage of the State Department’s base public diplomacy budgets (D&CP and ECE) and the BBG’s budget bounced slightly in fiscal year 2015 from 3.53 percent to 3.56 percent of the total International Affairs (IA) Budget.

This year’s report however also illuminates not just base PD budget spending at the department, but also the self-reported supplemental funding that passes through Public Affairs Sections (PAS) worldwide for fiscal years 2014 and 2015. If you take this into consideration for fiscal year 2015, then approximately $1.320 billion in funds were administered through public diplomacy accounts: the $1.105 billion from the base budgets and $214.517 million in supplemental funding. This means that 2.76 percent of the IA budget was administered through Public Affairs Sections in fiscal year 2015, roughly the same as the 2.77 percent in fiscal year 2014. When combined with the $743.908 million of BBG spending, the total is $2.064 billion, or 3.97 percent of the total IA Budget. ACPD believes that the majority of supplemental funding has been reported, however, the State Department may be under-counting as much of this information is self-reported from PAS’s and the regional bureaus.

The slight changes in public diplomacy and U.S. international media spending were largely consistent with increases in the overall International Affairs (IA) Budget, which makes up just over 1 percent of the overall U.S. federal government’s budget. As a point of comparison, the Defense budget makes up roughly 15 percent it.

### FY 2013 ACTUAL

- D&CP - Public Diplomacy: $341.632 million
- D&CP - PD American Salaries: $130.136 million
- ECE: $574.000 million
- State Department Base PD Budgets Combined: $1.045 billion

**PD Base Budgets Percentage of Total State/USAID Budget:** 2.14% of $48.906 billion  
BBG: $713.486 million  
Total State Department PD & BBG: $1.759 billion  
**PD Base Budgets & BBG Budget Percentage of International Affairs Budget:** 3.38% of $52.019 billion

### FY 2014 ACTUAL (INCLUDES SUPPLEMENTAL PD FUNDING)

- D&CP - Public Diplomacy: $364.179 million  
- D&CP - PD American Salaries: $129.312 million  
- ECE: $574.439 million  
- State Department PD Base Budgets Combined: $1.070 billion  
- State Department PD Total Spending with Supplemental Funding: $1.298 billion

**PD Base Budgets Percentage of Total State/USAID Budget:** 2.28% of $46.853 billion  
**PD Total Spending Percentage of Total State/USAID Budget:** 2.77% of $46.853 billion  
BBG: $733.480 million  
Total State Department Base PD & BBG: $1.803 billion  
**PD Base Budgets & BBG Budget Percentage of International Affairs Budget:** 3.53% of $51.011 billion  
**PD Total Spending & BBG Percentage of International Affairs Budget:** 3.98% of $51.011 billion
FY 2015 ACTUAL (INCLUDES SUPPLEMENTAL PD FUNDING)

D&CP - Public Diplomacy: $377.347 million
D&CP - PD American Salaries: $133.029 million
ECE: $594.915 million
State Department PD Base Budgets Combined: $1.105 billion
State Department PD Total Spending with Supplemental Funding: $1.320 billion
PD Base Budgets Percentage of Total State/USAID Budget: 2.31% of $47.773 billion
PD Total Spending Percentage of Total State/USAID Budget: 2.76% of $47.773 billion
BBG: $743.908 million
Total State Department PD Base Budget & BBG: $1.849 billion
Total State Department PD Total Spending & BBG: $2.064 billion
PD Base Budgets & BBG Budget Percentage of International Affairs Budget: 3.56% of $51.988 billion
PD Total Spending & BBG Percentage of International Affairs Budget: 3.97% of $51.988 billion

FY 2016 PLANNED (SUPPLEMENTAL PD FUNDING NOT YET AVAILABLE)

D&CP - Public Diplomacy: $365.789 million
D&CP - PD American Salaries: $135.513 million
ECE: $590.900 million
State Department Base PD Budgets Combined: $1.092 billion
PD Base Budgets Percentage of Total State/USAID Budget: 2.16% of $50.655 billion
BBG: $749.587 million
Total State Department PD & BBG: $1.842 billion
PD Base Budgets & BBG Budget Percentage of International Affairs Budget: 3.37% of $54.713 billion

FY 2017 REQUESTED (SUPPLEMENTAL PD FUNDING NOT YET AVAILABLE)

D&CP - Public Diplomacy: $412.610 million
D&CP - PD American Salaries: $137.834 million
ECE: $639.773 million
State Department Base PD Budgets Combined: $1.190 billion
PD Base Budgets Percentage of Total State/USAID Budget: 2.38% of $50.075 billion
BBG: $777.843 million
Total State Department PD & BBG: $1.968 billion
PD Base Budgets & BBG Budget Percentage of International Affairs Budget: 3.63% of $54.268 billion
**GLOBAL: BASE PUBLIC DIPLOMACY SPENDING**

Diplomatic & Consular Programs Budget, .7 Funding.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>COUNTRY</th>
<th>D&amp;CP .7 SPENDING</th>
<th>% OF WORLDWIDE SPENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EUR</td>
<td>$66,264,260</td>
<td>26.55%</td>
</tr>
<tr>
<td>2</td>
<td>EAP</td>
<td>$47,116,266</td>
<td>18.88%</td>
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<tr>
<td>3</td>
<td>WHA</td>
<td>$43,803,240</td>
<td>17.55%</td>
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<tr>
<td>4</td>
<td>AF</td>
<td>$35,053,380</td>
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</tr>
<tr>
<td>5</td>
<td>NEA</td>
<td>$29,210,293</td>
<td>11.70%</td>
</tr>
<tr>
<td>6</td>
<td>SCA</td>
<td>$24,351,509</td>
<td>9.76%</td>
</tr>
<tr>
<td>7</td>
<td>PA</td>
<td>$2,184,443</td>
<td>0.88%</td>
</tr>
<tr>
<td>8</td>
<td>IO</td>
<td>$1,581,552</td>
<td>0.63%</td>
</tr>
</tbody>
</table>
2015 Base PD Budget

- Europe: $66M
- South & Central Asia: $24M
- Near East Asia: $29M
- East Asia Pacific: $47M
- Africa: $35M
# Global: Total Public Diplomacy Spending

Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Diplomacy Sections

<table>
<thead>
<tr>
<th>POSITION</th>
<th>BASE</th>
<th>REGION</th>
<th>TOTAL SPEND</th>
<th>% of Worldwide Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6</td>
<td>SCA</td>
<td>$120,588,241</td>
<td>25.20%</td>
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<tr>
<td>2</td>
<td>4</td>
<td>AF</td>
<td>$120,373,443</td>
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<td>3</td>
<td>1</td>
<td>EUR</td>
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<tr>
<td>4</td>
<td>2</td>
<td>EAP</td>
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<tr>
<td>5</td>
<td>5</td>
<td>NEA</td>
<td>$51,359,817</td>
<td>10.73%</td>
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<tr>
<td>6</td>
<td>3</td>
<td>WHA</td>
<td>$48,433,710</td>
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<tr>
<td>7</td>
<td>7</td>
<td>PA</td>
<td>$4,388,713</td>
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<tr>
<td>8</td>
<td>8</td>
<td>IO</td>
<td>$1,751,552</td>
<td>0.37%</td>
</tr>
</tbody>
</table>

*Western Hemisphere: $48M*
2015 Total Budget

- Europe: $70M
- South & Central Asia: $121M
- Near East Asia: $51M
- East Asia Pacific: $61M
- Africa: $120M
## GLOBAL PUBLIC DIPLOMACY SPENDING

### PUBLIC DIPLOMACY SPENDING IN THE FIELD

<table>
<thead>
<tr>
<th>FY 2013 Total</th>
<th>FY 2014 Total</th>
<th>FY 2015 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Funding</td>
<td>$230,313,739</td>
<td>$252,338,719</td>
</tr>
<tr>
<td>Average Funding</td>
<td>$1,258,545</td>
<td>$1,349,404</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>$1,390,609</td>
<td>$1,518,197</td>
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</table>

*Total funding from all reported sources. 2014 and 2015 numbers do not currently include Education and Cultural Exchange Funding (ECE) reallocated by country, but will be available in future reports.

### POST SPENDING RANKED BY FY 15 TOTAL SPENDING

The below rankings are sorted by total reported funding for FY 2015. In many cases, the rankings are not consistent across total reported funding ranks and D&CP funding ranks.

<table>
<thead>
<tr>
<th>Post Name</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>POST NAME</td>
<td>D&amp;CP All Sources</td>
<td>D&amp;CP All Sources</td>
<td>D&amp;CP All Sources</td>
</tr>
<tr>
<td>1 PAKISTAN</td>
<td>$2,452,214</td>
<td>$58,504,329</td>
<td>$2,182,889</td>
</tr>
<tr>
<td>2 AFGHANISTAN</td>
<td>$2,210,396</td>
<td>$63,834,454</td>
<td>$3,592,000</td>
</tr>
<tr>
<td>3 KENYA</td>
<td>$1,818,113</td>
<td>$23,006,700</td>
<td>$1,593,291</td>
</tr>
<tr>
<td>4 SOUTH AFRICA</td>
<td>$3,215,838</td>
<td>$20,184,504</td>
<td>$3,265,895</td>
</tr>
<tr>
<td>5 IRAQ</td>
<td>$1,447,381</td>
<td>$8,723,336</td>
<td>$1,428,887</td>
</tr>
<tr>
<td>6 INDIA</td>
<td>$6,573,157</td>
<td>$273,739,198</td>
<td>$3,998,867</td>
</tr>
<tr>
<td>7 JAPAN</td>
<td>$8,474,231</td>
<td>$16,983,144</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>8 ETHIOPIA</td>
<td>$926,939</td>
<td>$20,561,805</td>
<td>$9,929,613</td>
</tr>
<tr>
<td>9 MOROCCO</td>
<td>$1,995,103</td>
<td>$13,464,709</td>
<td>$2,797,918</td>
</tr>
<tr>
<td>10 MOZAMBIQUE</td>
<td>$2,159,958</td>
<td>$2,358,837</td>
<td>$5,578,920</td>
</tr>
<tr>
<td>11 CHINA</td>
<td>$6,383,297</td>
<td>$25,794,247</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>12 TANZANIA</td>
<td>$812,276</td>
<td>$15,060,554</td>
<td>$9,929,613</td>
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<tr>
<td>13 BOTSWANA</td>
<td>$768,997</td>
<td>$8,637,042</td>
<td>$9,929,613</td>
</tr>
<tr>
<td>14 BRAZIL</td>
<td>$7,656,699</td>
<td>$20,537,741</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>15 GERMANY</td>
<td>$6,547,724</td>
<td>$17,751,581</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>16 NIGERIA</td>
<td>$5,500,247</td>
<td>$20,561,805</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>17 CAMBODIA</td>
<td>$570,349</td>
<td>$3,270,938</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>18 INDONESIA</td>
<td>$4,334,519</td>
<td>$29,781,743</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>19 KOREA, REPUBLIC OF</td>
<td>$3,748,614</td>
<td>$10,910,950</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>20 CONGO, DEMOCRATIC REPUBLIC OF</td>
<td>$1,031,283</td>
<td>$4,178,311</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>21 RUSSIA</td>
<td>$4,564,144</td>
<td>$25,883,021</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>22 MEXICO</td>
<td>$4,910,983</td>
<td>$12,919,583</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>23 UGANDA</td>
<td>$872,124</td>
<td>$12,758,856</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>24 ISRAEL</td>
<td>$4,162,260</td>
<td>$10,730,684</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>25 MALAWI</td>
<td>$490,277</td>
<td>$2,088,106</td>
<td>$9,176,177</td>
</tr>
<tr>
<td>26 ZAMBIA</td>
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* D&CP = Direct and Committed Programmatic

2016 COMPREHENSIVE ANNUAL REPORT ON PUBLIC DIPLOMACY 23
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SINGAPORE
NICARAGUA
USNATO BRUSSELS
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NIGER
COSTA RICA
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D&CP

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U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY

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<td>182 PALAU</td>
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<td>183 NETHERLANDS ANTILLES</td>
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</table>

*Total funding from all reported sources. Due to lag in reporting of some funding types, FY15 data may not reflect
† Hub funding data is being disaggregated from post financial data overtime. Disaggregate data not available for all
posts in all years.

Note: Some post data was not reported.
EDUCATION AND CULTURAL AFFAIRS
PROGRAMS RANKED BY COST PER PARTICIPANT IN FY15 BUDGET

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

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Cost per Participant</th>
<th>Cost per Participant per Day</th>
<th>Length of Program in Weeks</th>
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<tbody>
<tr>
<td>1 U.S.-South Pacific Scholarship Program</td>
<td>$116,667</td>
<td>$109</td>
<td>152.6 (2015)</td>
</tr>
<tr>
<td>2 U.S.-Timor-Leste Scholarship Program</td>
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<td>$109</td>
<td>152.6 (2015)</td>
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<td>3 Mike Mansfield Fellowship Program</td>
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<td>4 Hubert H. Humphrey Fellowship Program</td>
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<td>5 American Arts Incubator</td>
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<td>6 Teachers of Critical Languages Program</td>
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<td>7 Fulbright Regional Network for Applied Research (NEXUS) Program:</td>
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<td>$73</td>
<td>101.7 (2014)</td>
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<td>8 Biennales</td>
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<td>11 Tunisia Community College Scholarship Program</td>
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<td>$165</td>
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<td>12 Fulbright U.S. Scholar Program</td>
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<td>14 English Language Fellows and Specialists</td>
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<td>16 Community College Initiative Program</td>
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<td>$140</td>
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<td>19 Global Media Makers</td>
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<td>20 American Music Abroad (AMA)</td>
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<td>32 Fulbright U.S. Student Program</td>
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<td>33 Afghanistan Junior Faculty Development Program (AJFDP)</td>
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<td>40 Teachers for Global Classrooms Program</td>
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<tr>
<td>Program Name</td>
<td>Cost per Participant</td>
<td>Cost per Participant per Day</td>
<td>Length of Program in Weeks</td>
</tr>
<tr>
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<td>53 American Film Showcase</td>
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<td>90 E-Teacher Scholarship Program</td>
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<tr>
<td>93 EducationUSA</td>
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<td>-</td>
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</table>
EDUCATIONAL AND CULTURAL AFFAIRS PROGRAM ORIGIN DATES
Program name organized by founding date

Footnotes
*IVLP Division (formerly known as the Regional Programs Division) was created in 1940
*IVLP Division (formerly known as the Regional Programs Division) was created in 1940.*
### BBG LANGUAGE SERVICES RANKED BY FY 2015 BUDGETS

<table>
<thead>
<tr>
<th>Service</th>
<th>Name</th>
<th>Total Budget with Program Delivery</th>
<th>Original Broadcast Hours Radio</th>
<th>Total Broadcast Hours Radio</th>
<th>Original Broadcast Hours TV</th>
<th>Total Broadcast Hours TV</th>
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<tbody>
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<td>N/A</td>
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<tr>
<td>2</td>
<td>VOA Persian Service</td>
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<td>N/A</td>
<td>N/A</td>
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<tr>
<td>3</td>
<td>MBN Radio Sawa</td>
<td>$18,758,000</td>
<td>168 hours/week</td>
<td>168 hours/week</td>
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</tr>
<tr>
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<td>VOA Mandarin Service</td>
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<td>125 hours/week</td>
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<tr>
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<td>RFE/RL Radio Farda</td>
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<td>10.5 hours/week</td>
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<tr>
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<td>48 hours/week</td>
<td>168 hours/week via internet; 105 hours/week via SW</td>
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<td>N/A</td>
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<tr>
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<tr>
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<td>VOA Indonesian Service</td>
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<td>9</td>
<td>MBN Alhurra Iraq</td>
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<td>VOA English to Africa Service</td>
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<td>74.5 hours/week</td>
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<td>8 hours/week</td>
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<td>RFE/RL Balkan Service</td>
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<td>50 hours/week</td>
<td>Regional 0.5 hour (30 minutes)/week; Bosnian 0.5 hour (30 minutes)/week; Macedonian 0.2 hour (12 minutes)/week</td>
<td>Regional 0.5 hour (30 minutes)/week; Bosnian 0.5 hour (30 minutes)/week; Macedonian 0.2 hour (12 minutes)/week</td>
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<tr>
<td>13</td>
<td>VOA French to Africa Service</td>
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<tr>
<td>15</td>
<td>VOA Tibetan Service</td>
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<td>42 hours/week</td>
<td>70 hours/week</td>
<td>3 hours/week</td>
<td>24 hours/week</td>
</tr>
<tr>
<td>16</td>
<td>VOA Russian Service</td>
<td>$3,764,000</td>
<td></td>
<td>4.47 hours/week</td>
<td></td>
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<tr>
<td>17</td>
<td>RFA Korean Service</td>
<td>$3,439,000</td>
<td>24.5 hours/week</td>
<td>35 hours/week</td>
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<tr>
<td>18</td>
<td>VOA Burmese Service</td>
<td>$3,266,000</td>
<td>17.5 hours/week</td>
<td>31.5 hours/week</td>
<td>3.5 hours/week</td>
<td>22.5 hours/week</td>
</tr>
<tr>
<td>19</td>
<td>RFE/RL Radio Svoboda</td>
<td>$3,264,000</td>
<td>19.5 hours/week</td>
<td>19.5 hours/week</td>
<td>4.5 hours/week</td>
<td>8.5 hours/week</td>
</tr>
<tr>
<td>20</td>
<td>VOA Hausa Service</td>
<td>$3,065,000</td>
<td>16 hours/week</td>
<td>16 hours/week</td>
<td>.25 hour (15 minutes)/week</td>
<td>.25 hour (15 minutes)/week</td>
</tr>
<tr>
<td>21</td>
<td>VOA Horn of Africa Service</td>
<td>$2,581,000</td>
<td>14.5 hours/week</td>
<td>29.00 hours/week</td>
<td></td>
<td></td>
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<tr>
<td>22</td>
<td>RFE/RL Radio Svoboda</td>
<td>$2,562,000</td>
<td>7.5 hours/week</td>
<td>28 hours/week</td>
<td>0.5 hours (30 minutes)/weekly (Belsat) 1.5 hours/weekly (Belsat)</td>
<td>1.5 hours/weekly (Belsat)</td>
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<tr>
<td>23</td>
<td>VOA Kurdish Service</td>
<td>$2,547,000</td>
<td>14 hours/week</td>
<td>21 hours/week</td>
<td>1.5 hours/week</td>
<td>1.5 hours/week</td>
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<tr>
<td>24</td>
<td>VOA Khmer Service</td>
<td>$2,186,000</td>
<td>10.5 hours/week</td>
<td>16 hours/week</td>
<td>1.2 hours/week</td>
<td>1.2 hours/week</td>
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<tr>
<td>25</td>
<td>RFA Burmese Service</td>
<td>$2,181,000</td>
<td>14 hours/week</td>
<td>28 hours/week</td>
<td>3 hours/week</td>
<td>10.5 hours/week</td>
</tr>
<tr>
<td>26</td>
<td>RFE/RL Radio Tavisupleba (Georgian), EKho Kavkaza (Russian)</td>
<td>$2,070,000</td>
<td>115 hours/week</td>
<td>126 hours/week</td>
<td>19 hours/week</td>
<td>19 hours/week</td>
</tr>
<tr>
<td>27</td>
<td>VOA Ukrainian Service</td>
<td>$1,920,000</td>
<td>N/A</td>
<td>N/A</td>
<td>2.5 hours/week</td>
<td>2.5 hours/week</td>
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<tr>
<td>28</td>
<td>RFE/RL Radio Azadliq</td>
<td>$1,868,000</td>
<td>3 hours/week</td>
<td>3 hours/week</td>
<td>2 hours/week</td>
<td>2 hours/week</td>
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<tr>
<td>29</td>
<td>RFA Vietnamese Service</td>
<td>$1,813,000</td>
<td>14 hours/week</td>
<td>14 hours/week</td>
<td>3 hours/week/week on web TV</td>
<td>3 hours/week/week on web TV</td>
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<tr>
<td>30</td>
<td>RFE/RL Radio Europa Libera</td>
<td>$1,739,000</td>
<td>11.1 hours/week</td>
<td>12.75 hours/week</td>
<td>3.7 hours/week</td>
<td>3.7 hours/week</td>
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<tr>
<td>31</td>
<td>VOA Vietnamese Service</td>
<td>$1,709,000</td>
<td>10.5 hours/week</td>
<td>10.5 hours/week</td>
<td>1 hour/week</td>
<td>1 hour/week</td>
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<tr>
<td>32</td>
<td>RFA Uyghur Service</td>
<td>$1,694,000</td>
<td>7 hours/week</td>
<td>14 hours/week</td>
<td>10 minutes/week/week on web TV</td>
<td>10 minutes/week/week on web TV</td>
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<tr>
<td>33</td>
<td>RFE/RL Radio Azatutyun</td>
<td>$1,659,000</td>
<td>20.6 hours/week</td>
<td>38 hours/week</td>
<td>7 hours/week</td>
<td>7 hours/week</td>
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<td>34</td>
<td>VOA Turkish Service</td>
<td>$1,606,000</td>
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<td>N/A</td>
<td>2.5 hours/week</td>
<td>2.5 hours/week</td>
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<td>Service Level</td>
<td>Service</td>
<td>Name</td>
<td>Total Budget</td>
<td>with Program Delivery</td>
<td>Original Broadcast Hours Radio</td>
<td>Total Broadcast Hours Radio</td>
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<td>---------</td>
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<td>--------------</td>
<td>-----------------------</td>
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<td>-------------------------------</td>
</tr>
<tr>
<td>35</td>
<td>VOA</td>
<td>Albanian Service</td>
<td>$1,595,000</td>
<td>N/A</td>
<td>N/A</td>
<td>3.67 hours/week</td>
</tr>
<tr>
<td>36</td>
<td>VOA</td>
<td>Somali Service</td>
<td>$1,544,000</td>
<td>18.5 hours/week</td>
<td>24.5 hours/week</td>
<td>.25 hour (15 minutes)/week</td>
</tr>
<tr>
<td>37</td>
<td>VOA</td>
<td>Swahili Service</td>
<td>$1,419,000</td>
<td>10.5 hours/week</td>
<td>16.5 hours/week</td>
<td>.33 hour (20 minutes)/week</td>
</tr>
<tr>
<td>38</td>
<td>RFE/RL</td>
<td>North Caucasus Languages Services</td>
<td>$1,377,000</td>
<td>7 hours/week</td>
<td>14 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>39</td>
<td>VOA</td>
<td>Central Africa Service</td>
<td>$1,332,000</td>
<td>9.5 hours/week</td>
<td>9.5 hours/week</td>
<td>N/A</td>
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<tr>
<td>40</td>
<td>VOA</td>
<td>Portuguese to Africa Service</td>
<td>$1,303,000</td>
<td>10 hours/week</td>
<td>10 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>41</td>
<td>VOA</td>
<td>Serbian Service</td>
<td>$1,233,000</td>
<td>N/A</td>
<td>N/A</td>
<td>3.75 hours/week</td>
</tr>
<tr>
<td>42</td>
<td>RFA</td>
<td>Lao Service</td>
<td>$1,174,000</td>
<td>6 hours/week</td>
<td>14 hours/week</td>
<td>1 hour/week of web TV</td>
</tr>
<tr>
<td>43</td>
<td>VOA</td>
<td>Cantonese Service</td>
<td>$1,153,000</td>
<td>9 hours/week</td>
<td>14 hours/week</td>
<td>1 hour/week</td>
</tr>
<tr>
<td>44</td>
<td>VOA</td>
<td>Swahili Service</td>
<td>$1,126,000</td>
<td>14 hours/week</td>
<td>28 hours/week</td>
<td>.10 hours (6 minutes)/week</td>
</tr>
<tr>
<td>45</td>
<td>VOA</td>
<td>Zimbabwe Service</td>
<td>$935,000</td>
<td>14.5 hours/week</td>
<td>14.5 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>46</td>
<td>RFA</td>
<td>Cambodian Service</td>
<td>$851,000</td>
<td>14 hours/week</td>
<td>14 hours/week</td>
<td>2.5 hours/week of web TV</td>
</tr>
<tr>
<td>47</td>
<td>RFE/RL</td>
<td>Radio Azatiq</td>
<td>$846,000</td>
<td>3.5 hours/week</td>
<td>3.5 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>48</td>
<td>VOA</td>
<td>Lao Service</td>
<td>$829,000</td>
<td>3.5 hours/week</td>
<td>3.5 hours per week</td>
<td>.09 hour (7 minutes)/week</td>
</tr>
<tr>
<td>49</td>
<td>VOA</td>
<td>Bosnian Service</td>
<td>$813,000</td>
<td>N/A</td>
<td>N/A</td>
<td>2.58 hours/week</td>
</tr>
<tr>
<td>50</td>
<td>VOA</td>
<td>Thai Service</td>
<td>$787,000</td>
<td>8.7 hours/week</td>
<td>8.7 hours/week</td>
<td>.28 hour (17 minutes)/week</td>
</tr>
<tr>
<td>51</td>
<td>VOA</td>
<td>Azerbaijani Service</td>
<td>$669,000</td>
<td>1.5 hours/week</td>
<td>2.2 hours/week</td>
<td>3.5 hours/week</td>
</tr>
<tr>
<td>52</td>
<td>MBN</td>
<td>Afi Darfur</td>
<td>$688,000</td>
<td>3.5 hours/week</td>
<td>10.5 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>53</td>
<td>VOA</td>
<td>Georgian Service</td>
<td>$565,000</td>
<td>3.5 hours/week</td>
<td>3.5 hours/week</td>
<td>.66 hour (40 minutes)/week</td>
</tr>
<tr>
<td>54</td>
<td>VOA</td>
<td>Armenian Service</td>
<td>$425,000</td>
<td>N/A</td>
<td>N/A</td>
<td>1.58 hours/week</td>
</tr>
<tr>
<td>55</td>
<td>VOA</td>
<td>Macedonian Service</td>
<td>$322,000</td>
<td>N/A</td>
<td>N/A</td>
<td>.92 hour (55 minutes)/week</td>
</tr>
<tr>
<td>56</td>
<td>VOA</td>
<td>Bambara Service</td>
<td>$157,000</td>
<td>4.5 hours/week</td>
<td>8 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>57</td>
<td>VOA</td>
<td>Afghan Service</td>
<td>$5,974,000</td>
<td>46.5 hours/week</td>
<td>58 hours/week</td>
<td>6.5 hours/week</td>
</tr>
<tr>
<td>58</td>
<td>VOA</td>
<td>Radio Deewa</td>
<td>$3,752,000</td>
<td>63 hours/week</td>
<td>168 hours/week</td>
<td>14 hours/week</td>
</tr>
<tr>
<td>59</td>
<td>VOA</td>
<td>Uzbek Service</td>
<td>$669,000</td>
<td>3.5 hours/week</td>
<td>7 hours/week</td>
<td>30 minutes/week</td>
</tr>
<tr>
<td>60</td>
<td>VOA</td>
<td>Urdu Service</td>
<td>$4,293,000</td>
<td>42 hours/week</td>
<td>91 hours/week</td>
<td>2.5 hours/week</td>
</tr>
<tr>
<td>61</td>
<td>VOA</td>
<td>Bangla Service</td>
<td>$1,225,000</td>
<td>8.1 hours/week</td>
<td>8.1 hours/week</td>
<td>.25 hour (15 minutes)/week</td>
</tr>
<tr>
<td>62</td>
<td>RFE/RL</td>
<td>Radio Azadi</td>
<td>$8,508,000</td>
<td>71 hours/week</td>
<td>84 hours/week</td>
<td>1.15 hours/week</td>
</tr>
<tr>
<td>63</td>
<td>RFE/RL</td>
<td>Radio Marshaal</td>
<td>$3,839,000</td>
<td>56.5 hours/week</td>
<td>63 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>64</td>
<td>RFE/RL</td>
<td>Radio Ozodi</td>
<td>$1,693,000</td>
<td>22.75 hours/week</td>
<td>63 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>65</td>
<td>RFE/RL</td>
<td>Radio Azatlyk</td>
<td>$719,000</td>
<td>5.5 hours/week</td>
<td>56 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>66</td>
<td>RFE/RL</td>
<td>Radio Azatlyk</td>
<td>$1,710,000</td>
<td>26.3 hours/week</td>
<td>49 hours/week</td>
<td>2 hours/week</td>
</tr>
<tr>
<td>67</td>
<td>RFE/RL</td>
<td>Radio Azatlyq</td>
<td>$1,552,000</td>
<td>N/A</td>
<td>N/A</td>
<td>0.42 hours (25 minutes)/week</td>
</tr>
<tr>
<td>68</td>
<td>RFE/RL</td>
<td>Radio Ozodlik</td>
<td>$1,516,000</td>
<td>19.5 hours/week</td>
<td>52.3 hours/week</td>
<td>N/A</td>
</tr>
<tr>
<td>69</td>
<td>OCB</td>
<td>Radio/Television Marti</td>
<td>$29,918,000</td>
<td>80 hours/week</td>
<td>168 hours/week</td>
<td>5 hours/week</td>
</tr>
<tr>
<td>70</td>
<td>VOA</td>
<td>Spanish Service</td>
<td>$2,834,000</td>
<td>27.30 hours/week</td>
<td>49 hours/week</td>
<td>5.40 hours/week</td>
</tr>
<tr>
<td>71</td>
<td>VOA</td>
<td>Creole Service (Haiti)</td>
<td>$1,198,000</td>
<td>12.25 hours/week</td>
<td>13.40 hours/week</td>
<td>N/A</td>
</tr>
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</table>
### Service name and types by origination date

#### Breaks in Services

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>NAME</th>
<th>OPEN DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>VOA</td>
<td>Turkish Service</td>
<td>1942 (closed in 1945, reopened in 1948)</td>
</tr>
<tr>
<td>VOA</td>
<td>Albanian Service</td>
<td>1943 (closed in 1945, reopened in 1951)</td>
</tr>
<tr>
<td>RFE/RL</td>
<td>Radio Europa Libera</td>
<td>1950 (to Romania, ended in 2008, Moldova-focused programs continue since 1998)</td>
</tr>
<tr>
<td>VOA</td>
<td>Vietnamese Service</td>
<td>1951 (also on air 1943-1946)</td>
</tr>
<tr>
<td>VOA</td>
<td>Thai Service</td>
<td>1962 (also on air 1942-1953)</td>
</tr>
<tr>
<td>VOA</td>
<td>Khmer Service</td>
<td>1962 (also on air 1955-1957)</td>
</tr>
<tr>
<td>VOA</td>
<td>Cantonese Service</td>
<td>1987 (also on air 1943-1945 and 1949-1963)</td>
</tr>
<tr>
<td>VOA</td>
<td>Horn of Africa Service</td>
<td>Amharic 1992, Tigrinya and Afaan Oromo 1996</td>
</tr>
<tr>
<td>VOA</td>
<td>Afghan Service</td>
<td>Dari–1980; Pashto–1982</td>
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### Service Origin Dates

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<thead>
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<th>ORIGIN DATES</th>
</tr>
</thead>
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<tr>
<td>VOA</td>
<td>Dari–1980; Pashto–1982</td>
</tr>
<tr>
<td>VOA</td>
<td>1942 (closed in 1945, reopened in 1948)</td>
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<tr>
<td>VOA</td>
<td>1943 (closed in 1945, reopened in 1951)</td>
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<tr>
<td>RFE/RL</td>
<td>1950 (to Romania, ended in 2008, Moldova-focused programs continue since 1998)</td>
</tr>
<tr>
<td>VOA</td>
<td>1951 (also on air 1943-1946)</td>
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<tr>
<td>VOA</td>
<td>1962 (also on air 1942-1953)</td>
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<tr>
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<tr>
<td>VOA</td>
<td>1987 (also on air 1943-1945 and 1949-1963)</td>
</tr>
<tr>
<td>VOA</td>
<td>Amharic 1992, Tigrinya and Afaan Oromo 1996</td>
</tr>
</tbody>
</table>

### Service Breaks

- **1940**: VOA MANDARIN SERVICE (FY’15 – $14.9M)
- **1941**: VOA RUSSIAN SERVICE (FY’15 – $3.7M)
- **1942**: RFE/RL AZATLYK (FY’15 – $0.7M)
- **1943**: VOA BANLGA SERVICE (FY’15 – $1.2M)
- **1944**: VOA THAI SERVICE (FY’15 – $0.8M)
- **1945**: RFE/RL AZADLIQ (FY’15 – $0.9M)
- **1946**: VOA SWAHILI SERVICE (FY’15 – $1.3M)
- **1947**: VOA LAO SERVICE (FY’15 – $0.8M)
- **1948**: VOA UZBEK SERVICE (FY’15 – $0.7M)
- **1949**: VOA PORTUGUESE SERVICE (FY’15 – $3.7M)
- **1950**: VOA URDU SERVICE (FY’15 – $1.4M)
- **1951**: VOA ARMENIAN SERVICE (FY’15 – $2.5M)
- **1952**: VOA AZERBAIJANI SERVICE (FY’15 – $6.0M)
- **1953**: VOA THAI SERVICE (FY’15 – $0.8M)
- **1954**: VOA BANLGA SERVICE (FY’15 – $1.6M)
- **1955**: VOA BHUTAN Service (FY’15 – $3.4M)
- **1956**: VOA CHINESE SERVICE (FY’15 – $1.2M)
- **1957**: VOA CANTONESE SERVICE (FY’15 – $0.8M)
- **1958**: VOA BANGLA SERVICE (FY’15 – $0.6M)
- **1959**: VOA KOREAN SERVICE (FY’15 – $0.9M)
- **1960**: VOA TAJIK SERVICE (FY’15 – $2.5M)
- **1961**: VOA UZBEK SERVICE (FY’15 – $0.7M)
- **1962**: VOA AFGHAN Service (FY’15 – $6.0M)
- **1963**: VOA TAJIK SERVICE (FY’15 – $2.8M)
- **1964**: VOA ARMENIAN SERVICE (FY’15 – $0.8M)
- **1965**: VOA BANLGA SERVICE (FY’15 – $1.3M)
- **1966**: VOA BANLGA SERVICE (FY’15 – $0.3M)
- **1967**: VOA RUSSIAN SERVICE (FY’15 – $0.4M)
- **1968**: VOA ARMENIAN SERVICE (FY’15 – $0.9M)
- **1969**: VOA ARMENIAN SERVICE (FY’15 – $0.7M)
- **1970**: VOA ARMENIAN SERVICE (FY’15 – $11.1M)
- **1971**: VOA ARMENIAN SERVICE (FY’15 – $1.2M)
- **1972**: VOA ARMENIAN SERVICE (FY’15 – $0.2M)
- **1973**: VOA ARMENIAN SERVICE (FY’15 – $0.6M)
- **1974**: VOA ARMENIAN SERVICE (FY’15 – $0.8M)
- **1975**: VOA ARMENIAN SERVICE (FY’15 – $-0.2M)}
<table>
<thead>
<tr>
<th>Service Name</th>
<th>Open Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>VOA Afghan Service</td>
<td>Dari–1980; Pashto–1982</td>
</tr>
<tr>
<td>VOA Horn of Africa Service</td>
<td>Amharic 1982, Tigrigna and Afaan Oromo 1996</td>
</tr>
<tr>
<td>VOA Mandarin Service</td>
<td>FY'15 - $14.9M</td>
</tr>
<tr>
<td>VOA Turkish Service</td>
<td>FY'15 - $5.9M</td>
</tr>
<tr>
<td>VOA Vietnamese Service</td>
<td>FY'15 - $3.2M</td>
</tr>
<tr>
<td>RFE/RL Radio Europa Libera</td>
<td>1950 (to Romania, ended in 2008; Moldova-focused programs continue since 1998)</td>
</tr>
<tr>
<td>VOA Albanian Service</td>
<td>1943 (closed in 1945, reopened in 1951)</td>
</tr>
<tr>
<td>VOA Turkish Service</td>
<td>1942 (closed in 1945, reopened in 1948)</td>
</tr>
</tbody>
</table>

**Legend**

- Standard Service Begin Date
- Service that has opened and closed
2016 RECOMMENDATIONS LIST

This is a list of all the major recommendations that the U.S. Advisory Commission on Public Diplomacy is making based on data it has collected and analysis it has conducted in the last three years. The recommendations are mainly bifurcated between the State Department and the Broadcasting Board of Governors. Sub-categories include the major areas of the report where ACPD put emphasis -- research and evaluation; supporting public diplomacy professionals; and potential structural reform – in addition to the six missions we visited this year in Brazil, Chile, Kazakhstan, Pakistan, Sri Lanka and the United Arab Emirates. We identify the target offices under each recommendation, and which ones are enduring recommendations in the color blue. These enduring recommendations from ACPD 2014 and 2015 reports indicate the continued work needed to steadily improve the quality of foreign public engagement and information activities to support U.S. foreign policy.

U.S. DEPARTMENT OF STATE SPECIFIC RECOMMENDATIONS

- **Promote values of U.S. philanthropy and volunteerism alongside entrepreneurship:** The U.S. Department of State should more actively promote Americans’ built-in sense of philanthropy alongside entrepreneurship as a core value through its messaging and continue to do so through its in-country programs, such as the speakers program and American Spaces. In the same way that U.S. public diplomacy promotes innovation and entrepreneurship, promoting volunteerism and philanthropy is essential to underscore U.S. shared values of community with other societies.
  - **Target Audience:** R, R/PPR, ECA, IIP, PA, Regional Bureaus

- **Guide Washington-directed activities to be responsive to field needs:** Given the copious administrative tasks and the multiple funding streams to Public Affairs Section (PAS) needs to manage, and that the effectiveness of PD is ultimately determined in the field, R/PPR should keep in mind how their priorities fit into the PAS’s local context and priorities and constantly remind ECA, IIP, PA, CSCC and the regional and the functional bureaus to think about the same. To meet local mission goals, it is essential that Public Affairs Sections have access to ECA programs that meet the needs of their local audiences. U.S. embassies consistently ask for more funding for English teaching and teacher training, youth exchanges, alumni engagement, culture and sports while keeping core programs such as Fulbright and the International Visitor Leadership Program (IVLP) strong. ACPD recommends that ECA continue to serve posts’ various needs depending on their local environments and that Washington-directed ECA activities remain responsive to the field.
  - **Target Audience:** R, R/PPR, ECA, IIP, PA, Regional Bureaus

- **Continue to encourage PD professionals to embrace risk and leadership to tolerate mistakes:** The Under Secretary for Public Diplomacy and Public Affairs regularly reminds PD professionals to “get caught trying.” As is the case with almost all bureaucracies, suggestions of limited or negative outcomes may inhibit future funding and administrative support. This creates a climate that inhibits risk-taking and inhibits honesty about setbacks when they arise. Such a culture stifles creativity and also keeps activities from successfully adjusting to rapidly changing environments.
  - **Target Audience:** R, R/PPR, ECA, IIP, PA, Regional Bureaus

- **Institutionalize dialogue between public diplomacy, Bureau of Overseas Building Operations and the Bureau of Diplomatic Security leadership:** We are encouraged by the regular dialogue between public diplomacy leadership, the Bureau of Overseas Building Operations (OBO) and the Bureau of Diplomatic Security (DS) through the new permanent working group to address several policy, planning and funding concerns with the remaining free-standing American Centers and the IRCs. We hope that these conversations will continue to be constructive and tackle the accessibility of these spaces on a case-by-case basis, especially in a new administration. A new “Sense of Congress” from Congress would communicate to Diplomatic Security and Bureau of Overseas Building Operations (OBO) that the Secretary of State should exercise his or her waiver authority under section 606(a)(2)(B) of the Secure Embassy Construction and Counterterrorism Act of 1999 (22 U.S.C. 4865(a)(2)(B)) in order to permit these spaces to remain separate from U.S. embassies abroad and to also ensure that Information Resource Centers (IRCs) on U.S. embassy, consulate and annex compounds remain open and accessible. This would help to simplify co-location waiver requests at the State Department and emphasize the need for a flexible, case-by-case approach that takes into consideration the centrality of public diplomacy to fulfilling U.S. policy objectives.
• **Target Audience:** R, R/PPR, ECA, IIP, PA; Senate Foreign Relations Committee, House Foreign Affairs Committee

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

  • **Target Audience:** R, R/PPR, IIP; Senate Foreign Relations Committee, House Foreign Affairs Committee

• **Conduct a thorough review of ECA programs:** There are currently 84 ECA programs. The norm is for programs to be added as the deliverables of various administrations, yet rarely do they replace other programs. Sometimes, new brands are created for existing program models. But the proliferation of programming can put added administrative strain on ECA, and especially the Public Affairs Sections at U.S. embassies who work to implement ECA-directed programs in the field. We recommend that the Policy Office complete an assessment of the brands and models of the current academic, professional and cultural programs to assess those that do or do not connect with foreign policy objectives. This involves making sure that programs are meeting the needs of critical foreign audiences and resonating with them, while also cutting back on duplicative overhead costs.

  • **Target Audience:** ECA; House and Senate Appropriations Committees, Senate Foreign Relations Committee, House Foreign Affairs Committee

• **Restore the International Information Programs Bureau’s Arabic translation services:** It would benefit Public Affairs Sections in the NEA region tremendously if IIP restored its Arabic translation services, in addition to creating content on commercial issues that would cater more to Gulf audiences.

  • **Target Audience:** IIP

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**RESEARCH AND EVALUATION OF PUBLIC DIPLOMACY AND INTERNATIONAL BROADCASTING ACTIVITIES**

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

• **Further increase public diplomacy research and evaluation budget to 3 percent of total PD budgets:** The State Department is set to increase its evaluation budget in fiscal year 2017 with an increase of 413 percent from $1.5 million to $7.7 million in the R/PPR’s Evaluation and Measurement Unit. Likewise, IIP is hoping to increase its analytics budget in its fiscal year 2018 request that will go up to $1.2 million, which we strongly support. We also urge the Educational and Cultural Affairs Bureau to keep increasing their research and evaluation budget while standardizing requests for implementing partners to include impact and process evaluations as part of their work.

  • **Target Audience:** R, R/PPR, ECA, IIP, PA; BBG; House and Senate Appropriations Committees, Senate Foreign Relations Committee, House Foreign Affairs Committee

• **Continue to build research and evaluation leadership:** The new R/PPR director of research and evaluation will begin his tenure in fiscal year 2017. The position will provide more strategic leadership for audience research and understanding program impact throughout the enterprise. It will take time to develop this unit and change cultural norms within the State Department, but it is a positive step toward giving organizational legitimacy and authority to research, advocating for researchers’ needs and prioritizing research activities in ways that reflect strategic short-, middle- and long-term objectives.

  • **Target Audience:** R, R/PPR; Regional Bureaus

• **Increase cooperation and best practice sharing between State and BBG:** ACPD is encouraged to see that the Office of Research Assessment (ORA) is supporting the evaluation work at the State Department as well and is sharing data with R/PPR and the Intelligence and Research Bureau (INR), such as a joint
study on Russian speaking audiences. We hope that such cooperation will continue and that the BBG’s impact model can be considered at State as an applicable research design for public diplomacy.

- **Target Audience:** R/PPR, ECA, IIP, GEC; BBG’s ORA

- **Review Privacy Act and Paperwork Reduction Act Restrictions:** Two legal roadblocks remain in the pursuit of efficient audience research and impact evaluations. First, the Privacy Act of 1974 contains restrictions that may impact certain types of digital audience research and analytics in the International Information Programs Bureau and the Global Engagement Center as they relate to the identification of influential figures online. Second, the Paperwork Reduction Act of 1980 limits the State Department’s ability to conduct measurement research in a timely fashion as research officials must, with limited exceptions, submit each study involving requests for information from the public to the Office of Management and Budget (OMB) for its approval. These statutory restrictions hinder the ability to assess the impact of the department’s public diplomacy initiatives impact over time. While the Paperwork Reduction Act hindrance was addressed in the Senate’s 2016 State Department Authorization, the bill has not yet passed the House. ACPD recommends that the State Department join its efforts to work with Congress to update the laws.

- **Target Audience:** R, R/PPR; Senate Foreign Relations Committee, House Foreign Affairs Committee

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

- **Target Audience:** R/PPR, PA, IIP, GEC, Regional Bureaus

- **Increase audience research and analytics capacity in PA:** Presently, the PA Bureau does not have a central office to systematically collect metrics on its information activities and programs. ACPD recommends that the bureau, with support from the Under Secretary and R/PPR, develop its own capacity to better collect data on the reach of and reaction to PA messaging activities.

- **Target Audience:** PA

- **Further increase capacity for the IIP Analytics Office:** IIP’s Analytics Office has made considerable strides this last year in supporting audience research and strategic planning and evaluations for IIP products and campaigns. ACPD supports an increase in staff support and funding to expand the amount of analytics that can realistically be done given current legal restrictions.

- **Target Audience:** IIP

- **Link ECA alumni affairs more closely to PD program evaluation:** Alumni are a valuable constituency for understanding the long-term impact of exchange programs. We encourage strongly that the alumni office be more systematically linked with research and evaluation activities throughout the public diplomacy cone at the State Department.

- **Target Audience:** ECA

- **Further improve GEC’s audience research and analytics capacity:** To advance GEC’s research and evaluation work and understand the long-term outcomes of digital engagement, it must expand its team to include more data analysts and program evaluation specialists. Without hard data to measure the effectiveness of the GEC’s efforts, it is possible that the center is missing opportunities to increase its reach and influence. We understand that the staff size will nearly triple in 2018 and we look forward to its increased capacity.

- **Target Audience:** GEC

- **Establish the ACPD Subcommittee on Research and Evaluation in fiscal year 2017:** Pending re-authorization and with the addition of a new full time employee at ACPD, we plan to create a Subcommittee on Research and Evaluation to review State Department and BBG research agendas, methodologies and interpretations once a quarter. It will report on annual progress at State and BBG to Congress and provide objective feedback to ensure the methodology is rigorous and the research goals are achievable. The
subcommittee would be comprised of selected academics, market researchers and research professionals from private organizations. ACPD also plans to continue to consult with external legal experts on the restrictions of the Privacy Act and Paperwork Reduction Act and provide separate recommendations based on their analysis.

- **Target Audience:** R, R/PPR, ACPD

### STRUCTURAL REFORM FOR PUBLIC DIPLOMACY AT U.S. DEPARTMENT OF STATE

*Also see “Reimagining Public Diplomacy’s Organizational Structure at U.S. Department of State”: [http://www.state.gov/documents/organization/257329.pdf](http://www.state.gov/documents/organization/257329.pdf)

- **Create a global strategic priorities unit and emphasize the need for regional planning:** There is a tremendous need for a global strategic planning capacity in the public diplomacy family of bureaus, working with the public diplomacy and press offices in the regional bureaus and at posts, and making sure that it syncs with the department’s efforts toward greater strategic planning for multi-year goals and objectives. Currently, short-term priorities take up the vast majority of PD capacity, leaving very little time to get ahead of issues or to develop multi-month or multi-year strategic plans emphasizing long-term goals and objectives. We recommend the creation of a structured but dynamic capability for developing and implementing public diplomacy strategies that are rigorous, comprehensive and inclusive.
  - **Target Audience:** R, R/PPR; Regional Bureaus

- **Strengthen the PD administrative an administrative back office:** Currently existing in R/PPR, this capacity needs to acutely focus on defining policy; strengthening and allocating financial resources; streamlining administrative processes; developing technology platforms and databases; improving the quality of personnel and training; clearly articulating internal communications to PD professionals worldwide; and consistently producing audience segmentation research, process and impact evaluations. The Under Secretary for Public Diplomacy and Public Affairs also needs this office to forecast PD needs, streamline the administrative burdens placed on PAOs in the field, and coordinate with his or her counterparts in the rest of the department. Given the current fiscal environment, significant increases in staffing will be challenging. Personnel therefore may be reorganized to focus on streamlining and other process improvement initiatives while keeping the changes budget neutral.
  - **Target Audience:** R, R/PPR; Regional Bureaus

- **Create a task force to review PD services that can be co-located or consolidated:** Public diplomacy integration requires acute attention to detail, patience, flexibility and a keen awareness of the tension and anxiety such structural change can provoke. Congressional support for modernizing the organizational design of PD at the department will be important and there are many internal hurdles to clear and details to address. A task force led by career foreign service officers and civil servants who have extensive knowledge of the affected PD functions and management bureaus, would be critical to produce an iterative process that considers how different programs and services could potentially be co-located so that PD leaders could more easily identify and draw from tools necessary for their strategic plans. To better streamline efforts across the PD bureaus, we recommend the task force explore the areas where these types of resources can be better utilized to accomplish short- and long-term needs. The task force should look at potential areas of duplication and opportunities for co-location that may lead to better outcomes for communicating strategic objectives. However, it is imperative that a task force make decisions focused not only on money and what is legally permissible, but also on how the strategic communications objectives, such as audience, context and mission, are being met by the various functions within the State Department.
  - **Target Audience:** R, R/PPR, ECA, IIP, PA, Regional Bureaus; Senate Foreign Relations Committee, House Foreign Affairs Committee

- **Consider embedding regional representatives from IIP and ECA in regional bureaus:** ACPD encourages the consideration of embedding PD professionals who focus on regional issues for ECA and IIP within the regional bureaus so that they can work more closely with the relevant Deputy Assistant Secretaries for Public Diplomacy. Originally stood up to be a coordinating function for the regional bureaus, these roles can often inadvertently serve as gatekeepers to regional bureaus’ requests for programs and services, blocking the implementation of services they believe are most pertinent to advancing regional and bilateral strategies on-the-ground and to supporting posts’ needs. ACPD hopes that management
in ECA and IIP directs these roles to be more responsive and considerate of various field officers’ needs, offering them a menu of informational, educational and cultural activities they can select from to inform and influence their target audiences.

- **Target Audience:** R, R/PPR, ECA, IIP, PA, Regional Bureaus

- **Coordinate public diplomacy funds:** Public diplomacy at the State Department is funded primarily between two different buckets of funding: the Educational and Cultural Exchange (ECE) budget and the 0.7 funds in the Diplomatic and Consular Programs (D&CP) budget. In order to have a holistic look at how ECE funds affect 0.7 funds, and vice versa, it is imperative that the director of resources and the budget director have full access to data in both buckets. Since 0.7 funds are essential to implementing ECE programs, it is also important that these funds get the same kind of protection in the appropriations process as ECE does and that the Under Secretary for Management protects the public diplomacy budget line so that it matches the original budget request. We hope Congress will signal the need for PD’s separate budgets to work together to help the Under Secretary better align PD resources with strategic priorities through a spending plan.

  - **Target Audience:** R, R/PPR, ECA, IIP, PA; BBG; House and Senate Appropriations Committees, Senate Foreign Relations Committee, House Foreign Affairs Committee

- **Reframe conversations on public diplomacy with Congress:** ACPD hopes that PD professionals will continue to strengthen their engagement with Congress and frame their briefings on foreign policy issues by clearly articulating the issue, the PD strategy to support it, the target audiences, the resources and relevant PD tools and services allocated and the performance indicators. PD professionals in the regional bureaus in Washington especially should join their colleagues representing political and economic portfolios to explain how PD is advancing these foreign policy goals.

  - **Target Audience:** R, R/PPR, ECA, IIP, PA; BBG; House and Senate Appropriations Committees, Senate Foreign Relations Committee, House Foreign Affairs Committee

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

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

- **Be more involved with recruitment and selection processes:** While the State Department spends roughly $60,000 on recruitment per successful applicant, it does not recruit for PD skills and other skills specific to cones. Recruitment should not be an exclusive activity for the Bureau of Human Resources or diplomats in residence and PD leadership should actively engage in recruitment throughout the year. R/PPR should also identify questions for the written and oral exams to ensure PD skills are evaluated and that PD officers participate on the Board of Examiners to better assess Foreign Service candidates.

  - **Target Audience:** R, R/PPR

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

  - **Target Audience:** R, R/PPR

- **Continue to improve training and education of PD professionals:** The generalist nature of the hiring process places a considerable responsibility on the training and mentoring capacities of the State Department to prepare new entrants to function effectively. Education reform begins with establishing a meaningful standard for professional competency in public diplomacy positions, working closely with the Foreign Service Institute (FSI) to support entry-level practicums, ongoing coursework for foreign and civil service professionals, and developing modules on public diplomacy for non-PD courses and seminars.

  - **Target Audience:** R, R/PPR
• **Further examine public diplomacy advancement at State Department:** In the last seven years, no PD-coned officer has been promoted to Career Minister or Career Ambassador, while 22 Political-coned officers have been promoted to that level. In addition, only 4 percent of FSOs serving as Ambassadors are PD-coned, an increase from 3 percent in 2008. Yet this may change soon as 13 percent of Deputy Chiefs of Missions are PD-coned. R/PPR should continue to examine these numbers closely to identify opportunities where advancement can occur, while also exploring potential pathways for civil service officers working in PD to progress in their careers and contributions.

  * **Target Audience:** R, R/PPR

**SPOTLIGHT COUNTRY—UNITED ARAB EMIRATES (BUREAU OF NEAR EAST ASIAN AFFAIRS)**

• **Increase staff support for PAS Dubai:** The Public Affairs Sections in Dubai and Abu Dhabi require increased staffing resources in order to complete their missions of greater engagement in the northern Emirates, while also completing their regional mandates. The missions recently received an additional local employee in Abu Dhabi and gained a temporary EPAP position in Dubai, but additional staffing support is necessary.

  * **Target Audience:** R, R/PPR, NEA Regional Bureau, U.S. mission in UAE

• **Increase staff support for EducationUSA in the NEA region:** The regional director for EducationUSA in Dubai has a portfolio of 19 countries, 28 centers and 32 advisors in the Near East Asia region. This past year, 103,307 students from 19 countries in the Middle East and North Africa studied in American higher education institutions, an 11.5 percent increase from 2014. Given the large volume of students in the NEA region who need advising and support, we strongly recommend adding a second regional NEA director position and splitting the region between them.

  * **Target Audience:** ECA, NEA Regional Bureau, U.S. mission in UAE

• **Continue support for Sawab Center:** The government of the UAE has been a remarkable partner in countering violent extremism (CVE) through the one-year-old Sawab Center and the Hedayah CVE Center in Abu Dhabi, a center of excellence for countering violent extremism that works mainly to assist other countries afflicted by violent extremism in systematically addressing CVE issues. It is the first time that a coalition partner has proactively aimed to counter Da’esh’s messaging. The U.S. is actively supporting the Sawab Center effort and it will likely continue for at least another two years. The UAE has also invested considerable resources in the center and expanded its staff. ACPD believes it is an example for other such centers with allied partners worldwide.

  * **Target Audience:** R, R/PPR, NEA Regional Bureau, U.S. mission in UAE

• **Increase audience research support for the Dubai media hub:** The Dubai media hub needs consistent detailed audience research on the various media networks in the region. This research is of value beyond the hub and can support the embassy PAOs in the region to tailor their messages to the various audiences. This cost will be at least $50,000 a year, which is currently about 15 percent of their budget. We strongly recommend an increase in funding from Washington to support this audience research.

  * **Target Audience:** PA, Dubai Media Hub
• **Increase Base Budget:** In addition to the $1.5 million it receives for local public diplomacy activities, Public Affairs Section (PAS) Kazakhstan facilitates an additional $1.3 million of funding for regional activities. We recommend an increase of $700,000 to $2.2 million in its base budget in order to focus on strengthening ties with critical Kazakhstani populations. We also recommend an increase in the amount of local public diplomacy professionals serving in PAS Kazakhstan, especially in Almaty where locally employed staff levels have not changed since 2008.

  • **Target Audience:** R, R/PPR, SCA Regional Bureau, U.S. mission in Kazakhstan

• **Continue Strategic Planning Process:** PAS Kazakhstan has a sound strategic planning process where staff identifies major U.S. foreign policy goals and themes that would resonate with target audiences and then aligns various public diplomacy informational, educational and cultural tools to connect with the audiences. The “One Victory” campaign in 2015 was especially innovative and effective. The “25 Years Together” campaign has built on that success and expanded to incorporate almost every program PAS Kazakhstan carries out in 2016. This campaign approach to building relationships with local audiences should be a model for other public diplomacy missions abroad.

  • **Target Audience:** SCA Regional Bureau, U.S. mission in Kazakhstan

• **Modify Fulbright Programs for Kazakhstan:** Due to the Kazakhstani government’s Bolashak program, which funds the study of Kazakhstani students to the United States, the Fulbright Foreign Students program in Kazakhstan adds less value than in other countries. PAS Kazakhstan has two slots for Kazakhstani students on the Fulbright Foreign Students program, while Bolashak sends hundreds of students each year. Recruiting for the two slots, however, takes a considerable amount of resources from the PAS with questionable comparative return. We therefore recommend suspending the Fulbright Foreign Student program for Kazakhstani students and concentrating on additional Fulbright Visiting Scholars who can help develop research-based partnerships between U.S. and Kazakhstani universities.

  • **Target Audience:** ECA, SCA Regional Bureau, U.S. mission in Kazakhstan

• **Designate Two Priority American Spaces for Kazakhstan:** Kazakhstan is the hub within Central Asia and its two main cities have very different target audiences: Almaty is the cultural and commercial center; Astana is the governmental center. Youth in both cities matter for different strategic reasons, both of which have an effect on U.S. policy in the region. We recommend that there be two priority spaces so that youth and civil society leaders in Astana can benefit from the same level of interaction with the United States as cultural and economic leaders in Almaty.

  • **Target Audience:** IIP, SCA Regional Bureau, U.S. mission in Kazakhstan

• **Increase Funding for the U.S.-Central Asia Education Foundation (CAEF):** Almaty hosts 48 students from across Central Asia studying on U.S.-funded university scholarships, which are facilitated by the U.S.-Central Asia Education Foundation (CAEF) at KIMEP University. The program offers these students a U.S.-style education at a fraction of the cost of a U.S.-based exchange program. Funding is set to run out after the last group of Enterprise Fellows begins their undergraduate studies in the fall of 2017. We recommend identifying additional funding outside of the PAS budget to continue enrolling CAEF fellows from the five Central Asian Republics at CAEF’s operating cost of $1.7 million per year.

  • **Target Audience:** R, R/PPR, ECA, SCA Regional Bureau, U.S. mission in Kazakhstan
SPOTLIGHT COUNTRY—PAKISTAN (BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS)

- Increase Both Core Public Diplomacy Budgets for Pakistan as Relying on Economic Support Funds is Unsustainable: It is imperative that the base PD budget for Pakistan in the Diplomatic and Consular Program (D&CP) budget increase considerably and that additional funding be sought from Congress in the Educational and Cultural Exchange (ECE) budget for exchanges with Pakistan. The Fulbright program, which is currently boasted as being the largest in the world and is the flagship PD program in Pakistan, as well as other programs such as the English Access Microscholarship Program and alumni engagement, are sustained at their current surge levels by foreign assistance funding. Currently, in fiscal year 2016, approximately $55 million of temporary Economic Support Funds, Overseas Contingency Operations funds (ESF-OCO) and Public Diplomacy Overseas Contingency Operations (PD-OCO) funds carry PD activities. ESF-OCO funds for Pakistan have been in steady decline since their peak of 2010, and will decrease significantly again through fiscal year 2017. The ECE budget – currently at more than $590 million -- would need more than an additional $30 million to absorb and maintain current program levels in Pakistan. For the sake of sustaining relationships with the 19,000 alumni, leveraging the programs that exist to reach key mission goals, and creating new networks, there cannot be a steep decline in PD activity in Pakistan. A sustainable spending plan for Pakistan is essential for the mission to plan future programs while setting appropriate expectations with the Pakistani alumni and public.

  - **Target Audience:** R, R/PPR, ECA, SCA Regional Bureau, U.S. mission in Pakistan, House and Senate Appropriations Committees, Senate Foreign Relations Committee, House Foreign Affairs Committee

- Focus English Language Training on Teachers to Make It More Sustainable: The long-term normalization of the PD budget in Pakistan will need to include space for English language education and training. Pakistan has the largest English language program in the world with 3,000 current students supported by $2 million annually and $15 million in open grants. In order to promote long-term sustainability of quality English language teaching, we recommend a shift in the focus of efforts from teaching students to training Pakistani teachers charged with teaching English. In FY 2015, 450 teachers were trained, a number which could be doubled in order to reach more students in the long term, via a combination of virtual and in country face-to-face programs and exchanges.

  - **Target Audience:** ECA, SCA Regional Bureau, U.S. mission in Pakistan

- Expand Center for Excellence in Journalism in Karachi to Regional Journalists: In order to ensure the Center for Excellence in Journalism’s sustainability, and the sustainability of training programs for Pakistani journalists overall, we recommend additional funds be allocated for journalists not based in Karachi so they can travel to the center for coursework. Professional journalism in Pakistan is a critical U.S. public diplomacy goal and it is essential that this center get maximum use, which will also diminish costs for journalism exchange programs to the U.S.

  - **Target Audience:** R, R/PPR, PA, SCA Regional Bureau, U.S. mission in Pakistan

- Increase Interaction & Training for Local Staff: Since there is such high turnover among the American professionals, it is important the local Pakistani PD professionals in Islamabad, Karachi, Lahore and Peshawar feel connected to one another. We recommend that they gather for a retreat at least once a year, where they can also receive in-country skills training along with some of their American counterparts.

  - **Target Audience:** SCA Regional Bureau, U.S. mission in Pakistan

- Increase Audience Research for All Media and Public Diplomacy Outreach: The press and social media team at the embassy needs to have consistent audience research to better understand the changing attitudes of the Pakistani population and target their messages, video content and the mediums to deliver both accordingly. This consistent research will also greatly benefit the rest of the section in understanding how to best execute programming and monitor their progress.

  - **Target Audience:** R, R/PPR, SCA Regional Bureau, U.S. mission in Pakistan
**SPOTLIGHT COUNTRY—SRI LANKA (BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS)**

- **Increase base budget for greater civil society outreach:** The Public Affairs Section (PAS) in Colombo saw its budget decrease by 10 percent, from $675,910 to $608,027 in fiscal year 2016. Given this reduction, the amount of funding available for grants decreased 31 percent, from $202,510 to $139,668. Due to the need for greater civil society and youth outreach to contribute to critical mission goals of peace and reconciliation, an increase in the overall budget, which would allow a grants budget of at least $200,000 is critical. In addition, an increase in training and support for local Sri Lankan public diplomacy professionals is also important so that they can responsibly administer these grants. The budget for PAS Colombo is used for public diplomacy not only in Sri Lanka but also in Maldives, and as such seems low when compared to similar-sized PD operations. We strongly recommend an overall budget increase to roughly $750,000, which is still well below the median $1.9 million public diplomacy budgets for U.S. missions worldwide.

  - **Target Audience:** R, R/PPR, SCA Regional Bureau, U.S. mission in Sri Lanka

- **Aim for more consistent American and Sri Lankan staffing patterns in Colombo:** Because of the increasingly positive relationship with the Sri Lanka government, the workload for PAS has increased considerably but the staffing has not always kept up. When there are not enough American PD professionals serving at post, the workflow can break down. We understand that all American vacancies in the PAS have been filled for the remainder of 2016, and that PAS has added a new American public diplomacy position to cover Maldives, which will hopefully sustain in coming years. The new position should be added to the section's permanent staffing for future years.

  - **Target Audience:** R, R/PPR, SCA Regional Bureau, U.S. mission in Sri Lanka

- **Add an American Space in the south:** There are three American Spaces in Sri Lanka – the American Center in Colombo and two American Corners in the northern and central hubs of Kandy and Jaffna. These spaces have facilitated sustained interregional engagement that supports post-war reconciliation. Building upon well-established partnerships with NGOs in the South, the mission hopes to establish a fourth space in Matara, which ACPD strongly supports given that it receives a boost in its budgets for fiscal years 2017 and 2018 or additional funding from IIP. PAS has identified the public library in Matara as the ideal location for the space, as USAID funding following the 2004 tsunami equipped the facility with all necessary amenities. We strongly recommend additional funding to open a fourth American Space in the south.

  - **Target Audience:** IIP, SCA Regional Bureau, U.S. mission in Sri Lanka

**SPOTLIGHT COUNTRY—BRAZIL (BUREAU OF WESTERN HEMISPHERE AFFAIRS)**

- **Best practice: Impactful engagement with youth and alumni:** The U.S. mission in Brazil manages programs that ensure a strong network of youth and alumni stay connected to the United States and to each other. Of particular note is the 15-year-old Youth Ambassadors program and brand that have become “status symbols” and moments of opportunity for Brazil’s non-elites. It has tapped into an enormous well of enthusiasm among the Brazilian public to connect with the United States. In sum, there are roughly 10,000 Brazilian alumni of all USG programs who promote U.S.-Brazilian shared values, especially the environment, social inclusion and education. Through 25 chapters, they conduct dozens of volunteer activities and meet at an annual summit. The mission is exemplary in its ability to stay connected with these influencers while also ensuring they stay active and connected to each other.

  - **Target Audience:** R, R/PPR, WHA Regional Bureau, U.S. mission in Brazil

- **Strategically use PAS Brasilia for global priorities:** Because of its size and strategic importance, Brazil is a priority country for many foreign policy issues. The PAS is often contacted by multiple bureaus and offices within the department in order to promote their specific issues and/or amplify information campaigns to Brazilians, even though the issues may not resonate with Brazilian audiences or be the most strategic use of U.S. government time and resources. It is critical that the department works with bureaus and offices in a more targeted way to prioritize foreign policy objectives to appropriately target the countries with campaigns and initiatives that will have the most strategic policy resonance in advancing our objectives.

  - **Target Audience:** R, R/PPR, ECA, IIP, PA, WHA Regional Bureau, U.S. mission in Brazil
• **Increase training opportunities for local staff:** The local staff has sought training modules that are sometimes not available at the Foreign Service Institute, especially as it pertains to creating cutting-edge digital and video content. Training is a way to signal that our local staff members are valued and we strongly recommend more flexibility in how we deliver training opportunities to them.
  - **Target Audience:** R, R/PPR, WHA Regional Bureau, U.S. mission in Brazil

• **Increase resources for PAS Recife:** While the U.S. mission in Brazil is well resourced, it is important to keep in mind that each of the posts we visited serve upwards of 30 million Brazilians. Specifically, Recife has only one officer post and two local staff to serve 40 million Brazilians in a geographic area as large as France and Germany combined. There will be an opportunity to right size the staffing at the Consulate when they move to a new building in 2018. An increase of two local staff and another FSO should help to fortify the post so that multiple opportunities for growth can be leveraged.
  - **Target Audience:** R, R/PPR, WHA Regional Bureau, U.S. mission in Brazil

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**SPOTLIGHT COUNTRY—CHILE (BUREAU OF WESTERN HEMISPHERE AFFAIRS)**

• **Provide a cost-of-living increase to LE Staff:** Locally Employed Staff (LE Staff) at Public Affairs Section (PAS) Santiago are an impressive, enthusiastic and highly effective group of professionals who are committed to advancing U.S. foreign policy goals and objectives. They are key to many public diplomacy (PD) successes in Chile, providing critical continuity and follow-through on long-term initiatives. However, LE Staff have not received an increase in compensation (not even cost of living) in six years due to the Department's policy of prioritizing posts where compensation is significantly lower than the going-rate on the local economy. Although understandable at a macro-level, the no-end-in-sight to this policy is affecting morale as Santiago's PAS professionals routinely give 120 percent in effort but receive less and less each year in actual purchasing power.
  - **Target Audience:** R, R/PPR, WHA Regional Bureau, U.S. mission in Chile

• **Add an additional PAS American staff member:** The PAS could use the support of another American public diplomacy professional. A Public Diplomacy Associate was hired via the State Department’s Expanded Professional Associates Program (EPAP) to support the Ambassador with his public outreach. EPAP positions, however, are circumstantial and temporary. The staffer’s departure exposed the mounting workload that the small American staff has to absorb in her absence. An additional American staff member in PAS to support social media and special projects is necessary.
  - **Target Audience:** R, R/PPR, WHA Regional Bureau, U.S. mission in Brazil
• **Increase Research and Evaluation Budgets closer to 3 percent of overall budget:** In fiscal year 2017, the BBG research budget will increase to 1.4 percent with $10.5 million of $777.843 million. We strongly encourage Congress to fund the BBG research and evaluation above its request and for BBG to continue to increase this office’s allocation toward at least 3 percent in upcoming budget requests.
  - **Target Audience:** BBG leadership; House and Senate Appropriations Committees; Senate Foreign Relations Committee; House Foreign Affairs Committee

• **Continue to Increase VOA original, local news reportage in critical areas in Africa:** Voice of America is the only U.S. broadcasting agency that reports across Africa (with the exception of Darfur, parts of eastern Chad and Sudan, which MBN reaches) and it has filled a critical void in the last year, especially with its local reporting on the Ebola crisis, elections and political crises, and the actions of Boko Haram and al Qa’ida in the Islamic Maghreb. ACPD is encouraged by new delivery methods, affiliates and programs to expand VOA’s impact in a region where just 3 percent of the population lives in countries with fully free media, according to Freedom House. This is actively advancing broad U.S. foreign policy goals in the region, while also educating African audiences about the United States. We support further increases in the budget for VOA to expand its FM transmitters and to increase broadcasting in local languages, such as the Lingala language for the Democratic Republic of the Congo.
  - **Target Audience:** BBG leadership, VOA; House and Senate Appropriations Committees; Senate Foreign Relations Committee; House Foreign Affairs Committee

• **Continue to expand RFE/RL and VOA coverage in response to Russia’s expanding negative influence in Europe and Central Asia:** ACPD continues to understand that the RFE/RL and VOA staff in Eastern Europe and Central Asia face numerous constraints to produce daily content. Despite this, there have been rapid expansions to RFE/RL coverage in response to the crisis in Ukraine. The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America for expanded programming, which has resulted in the joint RFE/RL and VOA program “Current Time.” In Central Asia specifically, expanded programming in local languages would provide a compelling alternative source of information to the flood of Russian language content dominating the media space. To maximize the impact of their work, we strongly recommend that RFE/RL and VOA continue to increase their reach to key audiences. In particular, RFE/RL should continue to build on its digital media response team (DIGIM) platform, continue to seek new distribution streams for the “Current Time” project, and expand research on the best practices for getting their content to the impacted zones.
  - **Target Audience:** BBG leadership, VOA; House and Senate Appropriations Committees; Senate Foreign Relations Committee; House Foreign Affairs Committee
ACPD Analysis
PROMOTING PHILANTHROPY ALONGSIDE ENTREPRENEURSHIP

RECOMMENDATION:

ACTIVELY PROMOTE PHILANTHROPY ALONGSIDE ENTREPRENEURSHIP: We would like to see programming even more support the importance of both community as expressed through philanthropy and believe it is possible to do this by reaching out to engage local, grassroots philanthropic movements in the United States. The U.S. Department of State should also continuing to actively promote Americans’ built-in sense of philanthropy alongside entrepreneurship as a core value through its messaging and continue to do so through its in-country programs, such as the speakers program and American Spaces. In the same way that we promote innovation and entrepreneurship, promoting volunteerism and philanthropy is essential to underscore U.S. shared values of community with other societies.

ACPD would like to see programming support even more the importance of both community as expressed through philanthropy and we believe it is possible to do this by reaching out to engage local, grassroots philanthropic movements in the United States. As the commission has explored public diplomacy efforts in 10 regions the past three years—Southeast Asia, Eastern and Western Europe, Central and South America, South and Central Asia, North and Sub-Saharan Africa, and the Persian Gulf—certain themes have become a constant from post to post. In large measure, the State Department’s attempts to reinforce themes about entrepreneurialism and innovation have succeeded. Foreign publics have embraced and investigated these themes, especially through the network of more than 400 American Spaces, innovative exchange programs like TechCamps and the Young Leaders Initiatives, and the impressive success of the Global Entrepreneurship Summit.

While these themes of self-reliance, creativity and economic mobility speak to vast populations, alumni from exchanges, from Fulbright to the International Visitor Leadership Program, have found an important sense of community in the United States when they experience American life during their professional and academic experiences and homestays. Often, participants report they were surprised to learn that Americans value community, engage in volunteer efforts on a broad scale and develop cultural, healthcare and environmental efforts based solely on private philanthropic funding. Alumni from Vietnam to Brazil were energized to develop volunteer community efforts in their countries when they return. Additionally, many are looking for greater guidance in building fundraising expertise. The alumni consistently raved about the health of community organizations, cultural institutions and environmental organizations and hoped to reproduce that vitality at home.

The moment of reported “surprise” about American society offers an opportunity for public diplomacy to amplify further communitarian values alongside of the entrepreneurial narrative. While Americans know that a healthy community is the foundation of entrepreneurial success, foreign publics cannot appreciate the depth and richness of American community when official endorsement of these themes has not been supported and when most of the private-sector media images show Americans alone on solo adventures to save the world or find romance: family and community do not often grab the spotlight.

Such messaging is already happening and this recommendation is also rooted in programs we’ve been inspired by during our visits to U.S. embassies overseas. Youth councils throughout South America and YALI Mandela Fellows throughout Africa incorporate community service in their alumni activities once they return home. Another potential program example is the promotion of philanthropic giving circles, which can simultaneously highlight the importance of community, the role of women and democratic values. Giving circles are hyper local in focus and function as a model of democratic decision-making. Members all contribute equal sums and have an equal vote in how their own funds are used in supporting cultural, youth, development, health, artistic and environmental projects or programs in their own communities. These groups have spontaneously developed in many American cities in addition to Beijing and Shanghai, where women are coming together to fund important local priorities. In fact, the effort has garnered official Chinese interest with new professorships in philanthropy at universities in Beijing and Shanghai.

In an increasingly global context, the ability of the narrative of the lonely American entrepreneur or innovator needs some contextualizing. Most societies value the community in a more celebrated manner. In fact, communitarian values are also vital to the American
democratic experience. Programs and messaging of these shared values would create a dialogue about the importance of community in the United States. Further, it would serve to teach skills in civil society creation and to foster a demand for democratic political expression.

ACPD is hopeful that current programming that incorporates these messages expands worldwide on a comparable level as the push for entrepreneurism. The commission is also hopeful that new pilot programs beginning with American expert speakers program and supported with appropriate research from the outset will stimulate increasing conversations with foreign publics who may categorize Americans solely as pioneers and not also as volunteers and philanthropists.
In May 2016, the U.S. Advisory Commission on Public Diplomacy released the paper, “Re-Imagining Public Diplomacy’s Organizational Structure at U.S. Department of State,” on the need for structural reform within the public diplomacy apparatus. We believe it is necessary in order to move public diplomacy closer to the decision-making and strategic planning processes at the State Department, as nearly three years of our research has found that the status quo is not sufficient to meet PD professionals’ needs in Washington, D.C. and the field. Such change, however, would take concerted leadership and long-term commitment.

The PD structure functions well when its leadership has the resources, authority and support of the Secretary of State and the President. We therefore encourage the incoming administration and Under Secretary for Public Diplomacy and Public Affairs to acutely focus on management issues. We also urge the incoming under secretary to plan to serve through an entire presidential term.

However, we also believe there are five core steps that can be taken in the near-term: stand-up a small, nimble Global Strategic Priorities Unit to coordinate strategies and implementation on global issues; strengthen the functional administrative back office for the PD family of bureaus; and create a task force of career officials to review how PD tools can better serve global, regional and bilateral strategies. We also believe that PD professionals should change how they brief Congress on the role of public diplomacy as a set of tools that work to advance U.S. foreign policy goals.

1) CREATE A GLOBAL STRATEGIC PRIORITIES UNIT AND EMPHASIZE NEED FOR REGIONAL PLANNING

There is a tremendous need for a global strategic planning capacity in the public diplomacy family of bureaus in Washington that works with the public diplomacy and press offices in the regional bureaus and at posts, and makes sure that it syncs with the department’s efforts toward greater strategic planning for multi-year goals and objectives. Currently, short-term priorities take up the vast majority of PD capacity, leaving very little time to get ahead of issues or to develop multi-month or multi-year strategic plans emphasizing long-term goals and objectives.

We recommend the creation of a structured but dynamic capability for developing and implementing public diplomacy strategies that are rigorous, comprehensive and inclusive.

A Global Strategic Priorities Unit for the Office of the Under Secretary for Public Diplomacy and Public Affairs should work to develop and implement strategic plans for worldwide issues that affect more than one regional or functional bureau. These plans must be grounded in audience segmentation research and feedback from evaluations, as well as departments and regional bureau strategic goals. Too often Washington leadership calls on all posts to participate in a campaign that by nature would not resonate with all local audiences. By focusing efforts, the department could concentrate limited resources to provide meaningful change where it is needed.

The Global Strategic Priorities Unit should be nimble; able to flex and surge depending on long and short-term foreign policy priorities; and focused on coordinating efforts toward global issues that involve more than one regional bureau.

We also encourage that public diplomacy and press offices in the regional bureaus and non-PD functional bureaus—such as the Ocean and International Environmental and Scientific Affairs (OES); Counter Terrorism (CT); Democracy, Human Rights and Labor (DRL)—also increase their capacity for strategic planning for the effective implementation of activities using scarce resources. When an issue is specific to a region, the Deputy Assistant Secretary for Public Diplomacy for that regional bureau must take the lead and represent their interests at policy-making discussions in the State Department and at the National Security Council, in addition to congressional briefings and communication with outside stakeholders. When an issue is global, the designated strategic planners in regional and functional bureaus would serve as representatives to the Global Strategic Priorities Unit, with a particular emphasis on discerning the posts that are the most relevant for Washington-directed public diplomacy programs and campaigns. Accordingly, as new priorities are established, new funding must also be found or trade-offs identified. Regional and functional bureaus would retain reactionary press operations while giving bureaus, each with their own foreign policy objectives, a new and separate capacity to develop and coordinate their own campaigns. The point is to move toward more of a collaborative approach to discuss strategies to support post in their efforts to connect with foreign audiences to advance multi-layered foreign policy goals.
PROPOSED PUBLIC DIPLOMACY STRATEGIC PLANNING TABLE

Global—Global Strategic Priorities Coordinator
Coordinate strategy and implementation on transnational issues, such as countering negative Russian influence, health pandemics and other Secretary-led priorities. This unit would work with the strategic planners in the PD bureaus, regional bureaus, functional bureaus and posts to triage priorities. An essential role of this unit is not to create more taskings but to narrow the targeting of programs and to deconflict priorities when resources become overtaxed.

Regional—Deputy Assistant Secretary for PD in Regional Bureaus
Coordinate strategy and implementation on regional issues such as South China Sea (East Asia Pacific region) and Power Africa (Africa region). This group would work with the strategic planners in the global unit to help determine which posts in their region are relevant and have the capacity to help while also working with posts to triage regional and post priorities and communicate them. As point people for regional PD strategies, they should play a role in promoting PD concepts within the regional bureau’s chain of command and not just across PD elements.

Bilateral—Public Affairs Officer
Coordinate strategy and implementation on bilateral issues for the Integrated Country Strategy (ICS) and Public Diplomacy Implementation Plan (PDIP). The public affairs officer (PAO) should work with the strategic planners in the regional bureau to communicate local priorities and constraints for both regional and global strategic priorities, and be an active voice in country team meetings.

2) STRENGTHEN THE PD ADMINISTRATIVE BACK OFFICE

An administrative back office—currently the Office of Policy, Planning and Resources (R/PPR)—needs to acutely focus on defining policy; strengthening and allocating financial resources; streamlining administrative processes; developing technology platforms and databases; improving the quality of personnel and training; clearly articulating internal communications to PD professionals worldwide; and consistently producing audience segmentation research and process and impact evaluations.

The Under Secretary for Public Diplomacy and Public Affairs also needs this office to forecast PD needs, streamline the administrative burdens placed on PAOs in the field and coordinate with his or her counterparts in the rest of the department. Given the current fiscal environment, significant increases in staffing will be challenging. Personnel therefore may be reorganized to focus on streamlining and other process improvement initiatives while keeping the changes budget neutral.

PD BACK OFFICE ADMINISTRATIVE CORE FUNCTIONS

Policy—Currently in R/PPR
• This position provides strategic guidance on the use, conduct and future of public diplomacy and serves as the principal officer to update PD rules, regulations and guides including the Foreign Affairs Manual. The position would also ensure that PD interests are represented in the Quadrennial Diplomacy and Development Review (QDDR) and other long-term department planning initiatives.

Finance—Currently in R/PPR
• This position is a senior officer in charge of resources who works to help the Under Secretary better understand how the PD budgets are spent through its various channels. Moving forward, the director should also take primary responsibility for gathering data and compiling a joint spending plan for PD activities.

Operations—Currently separate units under Educational and Cultural Affairs (ECA) and Public Affairs (PA) bureaus
• The executive support function for all public diplomacy offices and bureaus: ECA, PA, International Information Programs (IIP) and the Global Engagement Center (GEC). This function separates out the short-term budget, personnel, purchasing and travel functions from longer-term planning. It is essential that it reduce administrative overhead and leverage shared resources.

Personnel and Training—In development as part of R/PPR and through R-funded FSI training; also bureau-focused within IIP, PA, and ECA
• At a macro level, the human resources staff of the department and manage personnel to support the overall needs of the service. To meet the various needs of public diplomacy today, identify training gaps at various levels, fund alternate delivery mechanisms, monitor how PD positions are being filled and identify the skill sets they will need in the future, the Under Secretary needs to be able to collaborate with human resources. This position will focus on those needs.
Technology—Currently separate units under IIP and ECA, but not PA
- Public diplomacy professionals, working domestically and overseas, have a compelling need to use modern IT devices, software, services and infrastructure to effectively achieve foreign policy goals, measure effectiveness and more efficiently use resources. However, current efforts are disparate and spread across a variety of different offices in R/PPR, IIP, ECA and the Bureau of Information Resource Management (IRM). By making investments in consolidating current software tools, improved customer relationship management (CRM) software and social media analytics, a director of technology can deliver more value to the field, mine valuable insights from existing data and improve the targeting of PD programs. In order to be effective, there needs to be a vision for PD technology needs along with a plan for investment in emerging technologies to benefit the organization and its operations.

Research and Evaluation—In development at R/PPR; also separate units in ECA and IIP
- This position will provide more strategic leadership for audience research and understanding program impact. This position and development of the existing unit into a full research and evaluation team will take time, but it is a positive step forward to give more organizational legitimacy and authority to research, advocate for researchers’ needs and prioritize research activities in ways that reflect strategic short-, middle- and long-term objectives. Internal policies, best practices, changes and other information needs to be effectively communicated to and absorbed in R/PPR by the PD workforce worldwide and the department as a whole.

Internal Communications—Does not exist formally
- The internal communications officer should oversee regular communication to officers working on PD issues to keep them updated on changes in programs and practices as well as to help them keep up to date on the latest developments on policy issues, technology, training opportunities and more. This role will also be critical in maintaining a two-way conversation with PD staff around the world to gather their successes, challenges and insights to shape decisions and help other staff.

3) COORDINATE PD FINANCIAL RESOURCES WITH GLOBAL, REGIONAL AND BILATERAL STRATEGIES

The PD budget is fundamental to ensuring that resources can better align with global, regional and bilateral strategies. PD activities, however, are funded primarily through two appropriations, supported by somewhat distinct statutory authorities: the Educational and Cultural Exchange Programs appropriation (ECE), supported largely by the Mutual Educational and Cultural Exchange Act of 1961 (Fulbright-Hays) and PD funds (known in State Department parlance as “0.7” funds) in the Diplomatic and Consular Programs (D&CP) budget, supported largely by the U.S. Information and Educational Exchange Act of 1948 (Smith-Mundt).

In fiscal year 2017, the requested State Department PD budget combined is $1.208 billion: $639.773 million (ECE), $550.444 million (PD line in D&CP and American salaries for PD coned officers) and $18.100 million in additional D&CP PD funds included in the Overseas Contingency Operations (OCO) request.

The ECE budget funds the 84 official educational and cultural programs administered from Washington through ECA. While appropriated separately, the D&CP appropriation funds international informational and countering violent extremism activities in Washington in addition to public diplomacy activities and locally employed staff (LE Staff) and third-country national (TCN) staff salaries in Public Affairs Sections worldwide. Educational and cultural programs are foundational for PD efforts globally and Public Affairs Sections worldwide use their limited D&CP funding to fund local personnel to ensure that ECE-funded programs are properly implemented. We believe that these different appropriations must be better coordinated so that PD leadership has a transparent look across these funds to manage resources between Washington and Public Affairs Sections, and to align those resources with strategic priorities at the global, regional and bilateral levels. We recommend that congressional appropriations committees articulate the different components of the PD budget together under the banner of public diplomacy spending and signal the need for a joint spending plan to coordinate the effective allocation of these resources within the State Department.

We also strongly advise that Congress includes as much flexibility as possible in the ECE and D&CP PD budgets so that educational, cultural and information activities can be more responsive to short-, near- and long-term foreign policy goals. Given both congressional and presidential priorities for ECA programs and longstanding restrictions on the use of ECE and D&CP funds, we recognize this will require an ongoing dialogue. Given the copious administrative tasks that Public Affairs Sections at embassies need to complete, and that the effectiveness of PD is ultimately determined in the field, any spending plan should include regional bureaus’ input on how programs and activities fit into the PAS’s local context and priorities. We also encourage the movement toward greater resourcing of audience segmentation research, digital analytics, and process and impact evaluations of public diplomacy activities to better aid in strategic planning. As stated in past ACPD reports,
we advise that funding for research and evaluation should make up roughly 3 percent of the total PD budget by 2021. The evaluation findings should be available to external stakeholders in order to transparently assess impact.

4) CONSIDER EMBEDDING REGIONAL REPRESENTATIVES IN THE IIP AND ECA BUREAUS TO THE REGIONAL BUREAUS

We also encourage the consideration of embedding PD professionals who focus on regional issues for ECA and IIP within the regional bureaus so that they can work more closely with the relevant Deputy Assistant Secretaries for Public Diplomacy. Originally stood up to be a coordinating function for the regional bureaus, these roles can often inadvertently serve as gatekeepers to regional bureaus’ requests for programs and services, blocking the implementation of services they believe are most pertinent to advancing regional and bilateral strategies on-the-ground and to supporting posts’ needs. We hope that management in ECA and IIP directs these roles to be more responsive and considerate of various field officers’ needs, offering them a menu of informational, educational and cultural activities they can select from to inform and influence their target audiences.

5) CREATE A TASK FORCE TO REVIEW PD SERVICES THAT CAN BE CO-LOCATED OR CONSOLIDATED

Public diplomacy integration requires acute attention to detail, patience, flexibility and a keen awareness of the tension and anxiety such structural change can provoke. Congressional support for modernizing the organizational design of PD at the department will be important and there are many internal hurdles to clear and details to address. A task force led by career foreign service officers and civil servants who have extensive knowledge of the affected PD functions and management bureaus would be critical to produce an iterative process that considers how different programs and services could potentially be co-located so that PD leaders could more easily identify and draw from tools necessary for their strategic plans. For instance, IIP and PA have fundamentally different missions: PA focuses on the news communicating news to global audiences, while IIP focuses on advocacy campaigns and communicating directly with foreign citizens. However, they use many of the same tools to meet these missions, such as websites, digital media accounts, translation services and video equipment.

Many of the key functions that target international media within public affairs are funded with public diplomacy D&CP money, the same funds that support IIP information production activities. Therefore, there is no reason they cannot cooperate. Our research has determined that there should be no legal rationale that these two entities must remain separate. To better streamline efforts across the PD bureaus, we recommend the task force explore the areas where these types of resources can be better utilized to accomplish short- and long-term needs. The task force should look at potential areas of duplication and opportunities for co-location that may lead to better outcomes for communicating strategic objectives. However, it is imperative that a task force make decisions focused not only on money and what is legally permissible, but also on how the strategic communications objectives, such as audience, context and mission, are being met by the various functions within the State Department.

6) REFRAME CONVERSATIONS ON PUBLIC DIPLOMACY WITH CONGRESS

We also hope that PD professionals will continue to strengthen their engagement with Congress and frame their briefings on foreign policy issues by clearly articulating the issue, the PD strategy to support it, the target audiences, the resources and relevant PD tools and services allocated, and the performance indicators. PD professionals in the regional bureaus in Washington especially should join their colleagues representing political and economic portfolios to explain how PD is advancing these foreign policy goals.
COUNTERING NEGATIVE RUSSIAN INFLUENCE IN EUROPE AND CENTRAL ASIA - UPDATE

In the last two years, ACPD Members and staff have traveled to Western and Eastern Europe and Central Asia, where we heard first-hand from a number of government, media and civil society representatives their serious concerns that Russia has designs to reunify majority ethnic Russian parts of former Soviet states after its incursions into South Ossetia, Crimea and Donetsk. Russia continues to invest in a multi-pronged strategy to sow discontent and doubt among European and Central Asian populations, international organizations, governments, and political parties to fracture support for sanctions against Russia and regional security initiatives. Its “poisoned well” approach tries to erode European, Central Asian, and global public opinion about the U.S., E.U., and their respective civil societies and media institutions. This approach allows Russia to generate doubt on single issues rather than clarify the much more complex and interconnected realities global citizens face. The most visible signs of these propaganda efforts are in the government-controlled Russian media. Misleading news reports and outright fabricated stories continue to saturate Russia, in addition to Russian speaking communities throughout Eastern Europe and Central Asia. Many of these audiences have no comparable alternatives to Russian-language television since local news broadcasts and entertainment programming are in the local vernacular. As a result, they watch almost exclusively Russian produced entertainment and news content.

Our concern is not with Russian influence as a whole. Russia has a right to communicate its position on world events alongside other state actors and to inform domestic and foreign publics about its affairs. However, we remain deeply concerned about Russia’s multi-pronged efforts to propagate and mislead, and sow mistrust among Russian, European, Central Asian, and global audiences. The best way to counter this propaganda is to foster mutual understanding, dispel misinformation, and acknowledge Russian contributions to the international community, such as U.S.-Russian cooperation on space and nuclear disarmament issues. In response, the U.S. needs to continue to employ traditional bilateral and multilateral diplomacy and public diplomacy tools in a coordinated fashion with U.S. allies to present a systemic challenge to Russia’s efforts. These tools must recognize that there are varying audiences that need tailored information, in addition to educational and cultural program options.

In 2016, U.S. allies and nongovernmental institutions continue to develop ways to expose and counter this influence, although resources remain modest. Below ACPD outlines our recommendations on this issue from our 2015 Comprehensive Annual Report and updates them with progress of the last year.

DEVELOP A STRATEGY TO COUNTER ALL FORMS OF NEGATIVE RUSSIAN INFLUENCE IN EUROPE AND CENTRAL ASIA

2015 Recommendation: Russia’s efforts go far beyond media propaganda and U.S. efforts to reach Russian-speaking populations should go well beyond messaging. A strong public diplomacy strategy from Washington should be rooted in a broader Department strategy to use security, diplomatic, economic tools alongside informational, educational, and cultural tools. The development of a strategy in Washington should include all relevant regional and functional bureaus and interagency representatives with policy interests related to the impact of harmful Russian activities. It will also highlight where U.S. embassies can work together in the region. A multilateral approach to enlist the help of U.S. allies is also essential, especially since external state and non-state actors may have more credible voices in countering Russian influence in the media, civil society and political spaces. To localize efforts and make sure they resonate with local audiences, it is also vital that affected embassies produce an annual, integrated strategy to employ simultaneous informational, educational and cultural tools to counter negative Russian influence as embassies promote U.S. policies and values.

2016 Update: Due to classification issues, public information on the U.S. strategy remains sparse. Yet we are heartened to see progress under all four pillars of the U.S. National Strategy on Russia: countering Russia’s malign influence, supporting United States allies and regional alliances, cooperating with Russia where we can, and keeping the door open to future cooperation through people-to-people engagement. This last pillar includes public diplomacy and U.S. international media efforts that must work in concert with diplomatic and military efforts. We hope that regional, integrated strategies become a norm to reinforce each other’s informational, educational and cultural activities to counter negative Russian influence.

EXPAND CURRENT MESSAGING EFFORTS TO REFLECT AT LEAST THREE MAJOR AUDIENCE SEGMENTS

2015 Recommendation: Currently, U.S. messages focus largely on Russia’s incursion into Ukraine. While this messaging is well suited to audiences in frontline
states, other European and Central Asian audiences may dismiss the same messages. Instead, the State Department should begin to tailor its messaging to reflect at least three audience segments including: frontline populations, and both supportive and skeptical populations in partner nations.

2016 Update: According to the Deputy Assistant Secretary for Public Diplomacy in Europe and Eurasia’s testimony before the Senate Foreign Relations Committee in November 2015, the State Department now divides audiences into three main segments: Western and Central Europe; Russian-speaking citizens in Eastern Europe and Eurasia; and Russians in Russia. We also understand from interviews, that the department has done more to tailor messaging to local audiences. We understand that this work still largely falls on the shoulders of field officers and we would encourage the Department to consider producing messaging for these three major segments centrally and then pushing them out to the field for further localization to minimize the burden on our public diplomacy professionals. We also applaud the U.S. mission in Kazakhstan for their initiatives in audience segmentation research and for leading regional disinformation efforts with Central Asian news media.

REVIEW PD PROGRAMS IN FRONTLINE STATES TO INCREASE PROGRAM PARTICIPATION AMONG KEY AUDIENCE SEGMENTS, ESPECIALLY RUSSIAN MINORITIES

2015 Recommendation: Ethnic Russians in frontline states largely feel that they have been excluded and ignored by their capitals. Though some countries have taken steps to connect and engage these populations, the United States should provide beneficial programming, such as English-language activities and opportunities to participate in cultural, educational and professional development exchanges, such as IVLPs, to these Russian minorities. Treating them as an integral part of U.S. programming will send a strong signal to host governments that they should also treat these segments as an integral part of their populations.

2016 Update: Our U.S. missions in Estonia, Latvia, and Lithuania have engaged and grown ties among Russian speakers in three key spaces: schools, media, and professional networks. English teachers and English speakers are some of the most sought after resources we offer to Russian speakers, particularly those who live outside the capitals. To support free and effective media in Baltic region, the missions continue to host workshops for Baltic journalists who are interested in developing their investigative skills and professional contacts. As one example, the State-Department funded Digital Communication Network, composed of digital communicators (journalists, designers, activists) working in Russian language media in frontline states convene workshops, share best practices, and grow their network of practitioners. The U.S. mission in Kazakhstan also has created innovative programs to support the professionalization of Central Asian journalists and to create content on social media and through effective public diplomacy campaigns that undermines Russian disinformation. We hope that there will be increased financial support to these missions to maximize their use of informational, educational and cultural tools. (See: Kazakhstan Spotlight Report in South and Central Asia Region chapter.)

PROVIDE ADDITIONAL SUPPORT TO COUNTRIES IN CRISIS

2015 Recommendation: The management of limited staffing resources in Public Affairs Sections is challenging worldwide. Yet critical threat posts especially need adequate staffing to deliver effective messaging and programming. Often this means the increase of Information Officers at post who can focus on countering disinformation with local news media.

2016 Update: Outside of Ukraine, we have not seen any expansion in the number of officers at missions in relevant countries, although there has been a slight increase in local staff in Kazakhstan. We continue to encourage an expansion of public diplomacy professionals’ in the two regions to focus on innovative and integrated public diplomacy campaigns to counter negative Russian influence.

POSTS WITH INCREASED U.S. MILITARY OPERATIONS NEED APPROPRIATE SUPPORT FROM THE MILITARY TO SUPPORT THEIR PUBLIC AFFAIRS REQUIREMENTS

2015 Recommendation: Increased military training exercises, equipment movements, and other operations are critical to showing U.S. support for NATO allies. However, some of the frontline posts that U.S. military teams visit, for example Latvia and Estonia, are staffed with only one or two public diplomacy officers. Even at larger posts it is near impossible for PD officers to provide quality support to their own missions as well as to visiting military officers, whose public affairs officers have varying degrees of experience in the field. The department should work with regional military commands to develop a regional military media support cell that can help support the increased tempo of military activity in the region. [Note: This is a separate issue from Military Information Support Operation units that work closely with some Public Affairs Sections worldwide.]

2016 Update: The tempo of U.S. military training
operations remains high and the demands on U.S. missions remain. While there is increased coordination between the military and diplomats, there has not been visible progress on creating experienced regional or forward-deployed public affairs officers to support in-country military messaging. There have been some discussions to change this but there is no progress yet to report.

**RETAIL A PD FOOTPRINT IN RUSSIA**

**2015 Recommendation:** The Kremlin has closed almost all American public diplomacy facilities in the country and it actively prevents their reopening. To continue to show U.S. commitment to the Russian people, the United States should ensure that public diplomacy programs sustain in spite of these attempts to block them. This includes maintaining the current PD funding level for the U.S. mission in Moscow at $4.55 million in addition to the still functioning exchange programs, such as Fulbright scholarship and the International Visitor Leadership Program.

**2016 Update:** EUR has worked diligently to fully staff the public diplomacy section in Moscow and has maintained funding levels at roughly $5 million. With the closure of all 29 American spaces, it is imperative that the United States invest in a permanent PD platform on the Embassy grounds. This would not only serve as a platform for programs but also as an enduring sign of our commitment to the Russian people.

**CONTINUE TO EXPAND RFE/RL AND VOA COVERAGE IN RESPONSE TO RUSSIA’S EXPANDING NEGATIVE INFLUENCE IN EUROPE AND CENTRAL ASIA.**

**2015 Recommendation:** ACPD continues to understand that the RFE/RL and VOA staff in Eastern Europe and Central Asia face numerous constraints to produce daily content. Despite this, there have been rapid expansions to RFE/RL and VOA coverage in response to the crisis in Ukraine. The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America for expanded programming, which facilitated the launch of the joint RFE/RL and VOA program Current Time. In Central Asia too, expanded programming in local languages would provide a compelling alternative source of information to the flood of Russian language content dominating the media space. To maximize the impact of their work, we strongly recommend that RFE/RL and VOA continue to increase their reach to key audiences. In particular, RFE/RL should continue to build on its new Digital Media Response Team (DIGIM) platform, the International Broadcasting Bureau (IBB) should continue to seek new distribution streams for the Current Time project, and IBB should expand research on the best practices for getting content to the impacted zones. We recommend that VOA and RFE/RL continue to increase viewership by looking for new platforms and channels to distribute their material.

**2016 Update:** Following Russian aggression in Crimea and eastern Ukraine, BBG language services at VOA and RFE/RL continue to add or expand to the more than 35 new programs to reach audiences in Ukraine, Russia, elsewhere in the former Soviet space, and globally. The foundation of this fact-based response to Russian disinformation is the daily Russian-language television news program Current Time, produced through strategic cooperation between BBG networks (VOA and RFE/RL). Current Time is now on air in nine countries via 25 media outlets, including in Central Asia, and is expanding to serve as a broader brand for much of BBG’s new programmatic efforts. At the same time, digital engagement continues to surge. In 2015 RFE/RL’s Facebook engaged users doubled to 115 million and in just the first five months of 2016 has already registered over 100 million engaged users. Since 2015, VOA’s Russian Facebook page experienced exponential growth of average weekly engagement actions (over 100%), which are now at more than 8,500 per week (new fans, likes, comments, shares). The VOA Russian website averages over 350,000 weekly visits. In 2016, Current Time video has been viewed some 60 million times just on Facebook.
PUBLIC DIPLOMACY AND COUNTERING VIOLENT EXTREMISM - UPDATE

Countering violent extremists’ propaganda and adapting to the threat as it evolves in the information space continues to be a real challenge. Public diplomacy represents just one dimension of CVE, mainly through helping to inoculate and prevent foreign citizens from turning to violent extremism via informational, cultural, and educational programs.

In the past year, propelled by the White House Countering Violent Extremism Summit in February 2015, there have been a few key changes in the U.S. government’s approach to CVE.

- First, the Bureau for Counter Terrorism became the Bureau for Counter Terrorism and Countering Violent Extremism (CT-CVE) and has taken the lead within the State Department, at the Secretary of State’s direction, for CVE efforts.

- Second, the White House transformed the Center for Strategic Counterterrorism Communications (CSCC) at the State Department into the Global Engagement Center (GEC) on March 14, 2016 under Executive Order 13721. The GEC focuses on using data analysis technologies to target people who are most vulnerable to recruitment by violent extremist organizations, and on developing partner networks to be credible voices with that audience. The GEC continues to operate under the Under Secretary for Public Diplomacy and Public Affairs while working closely with the Bureau of CT-CVE.

- Third, the State Department and U.S. Agency for International Development released the Joint Strategy on Countering Violent Extremism, which outlines five objectives to: expand international partnerships, support partner governments in their CVE work, use foreign assistance tools, amplify local and credible voices, and strengthen government and NGOs capacities to reverse the cycle of radicalization.¹

Countering violent extremism requires a mix of diplomacy, public diplomacy and traditional development tools to identify radicalization signs and intervene early. There has been some much-needed clarity in the various roles of CVE efforts this past year and the State Department has requested $186.7 million for CVE programming worldwide for fiscal year 2017, which is 33 percent more than the fiscal year 2015 request. The GEC provides a critical information function to coordinate anti-Da’esh, anti-extremist messaging within the government and amplify third party voices that are more credible than the United States, but public diplomacy educational and cultural activities can also be better aligned to help meet global, regional and local CVE strategies. In 2015, ACPD made several recommendations consistent with other offices on how to support public diplomacy’s role in CVE efforts in Washington and in U.S. missions overseas. Below are the recommendations and the updates that have taken place this past year.

CREATE A “CENTER OF GRAVITY” FOR PUBLIC DIPLOMACY (PD) TO SUPPORT CVE STRATEGY

2015 Recommendation: For public diplomacy professionals to effectively advance U.S. foreign policy efforts to counter violent extremism, there needs to be a clear CVE strategy across the U.S. government. Once that is clearly established, we recommend a cell to provide a “center of gravity” at the State Department and coordinate near-term messaging and communications with longer-term PD activities. This group would work to provide clear guidance and support to the field. To ensure that PD tactics are in synch with and advancing the larger CVE strategy, the working group should include representatives from the Office of the Under Secretary of State for Civilian Security, Democracy and Human Rights (J); the Office of the Special Presidential Envoy for the Global Coalition to Counter ISIL; the Office of the Under Secretary for Public Diplomacy and offices in the “R” family, including the Center for Strategic Counterterrorism Communications (CSCC); and the regional bureaus. Outside the State Department, the cell should include the Broadcasting Board of Governors, USAID and intelligence community and coordinate its efforts closely with the National Security Council. Currently, CSCC runs a whole-of-government strategic messaging coordination cell, which is important. But research; best practices for on-the-ground programming; guidance to working together on a joint, global strategic communications plan at embassies, and clear lines of funding for CVE efforts must also be established.

¹ Specifically, these objectives are: “Expand international political will, partnerships and expertise to better understand the drivers of violent extremism and mobilize effective interventions; encourage and assist partner governments to adopt more effective policies and approaches to prevent and counter the spread of violent extremism, including changing unhelpful practices where necessary; employ foreign assistance tools and approaches, including development, to reduce specific political or social and economic factors that contribute to community support for violent extremism in identifiable areas or put particular segments of a population at high risk of violent extremist radicalization and recruitment to violence; empower and amplify locally credible voices that can change the perception of violent extremist groups among key demographic segments; strengthen the capabilities of government and non-governmental actors to isolate, intervene with and promote the rehabilitation and reintegration of individuals caught in the cycle of radicalization to violence.”
**2016 Update:** In 2016, the State Department and the U.S. Agency for International Development, in an effort to clarify roles, established the Joint Strategy for Countering Violent Extremism. The strategy outlines five objectives to expand international partnerships to: support partner governments in their CVE work, use foreign assistance tools, amplify local and credible voices, and strengthen government and NGOs’ capacities to reverse the cycle of radicalization. The GEC, established under Executive Order 13721 on March 14, 2016, similar to the Center for Strategic Counterterrorism Communications (CSCC) before it, is mandated to coordinate, integrate and synchronize government-wide communications activities directed at foreign audiences abroad in order to counter the messaging and diminish the influence of international terrorist organizations abroad. The GEC is an interagency entity that works under the direction of the President and the Secretary of State, and is led by the Special Envoy and Coordinator for the GEC. It is the lead coordinator, integrator and synchronizer for U.S. government CVE messaging abroad. For example, the GEC coordinates among various CVE-focused entities, such as the CT-CVE bureau, USAID, the Departments of Defense and Homeland Security, and the intelligence community (IC). The Under Secretary of State for Public Diplomacy is the lead PD coordinator for CVE. ACPD believes it is still critical that there is a position in Washington to support the Under Secretary and to identify and then organize relevant PD assets to support CVE strategies and also push expertise to posts working in local environments affected by violent extremism. We understand that position will likely exist in the form of a PD liaison in the Bureau for Counter Terrorism and Countering Violent Extremism.

**LEVERAGE EXTERNAL AND INTERNAL EXPERTISE**

**2015 Recommendation:** The administration should consider pulling together a small advisory group—composed of former CVE-focused government officials, social scientists, tech industry representatives and non-governmental CVE experts—with whom current officials responsible for CVE strategy and tactics can interact and consult with on a regular basis. Additionally, State Department public diplomacy and BBG officials need to better leverage the expertise within the government, utilizing reporting from the intelligence community to match local trends with appropriate on-the-ground programs. Embassies should also continue to work with outside organizations that can tap into local networks of community leaders, teachers and public figures who are more likely to resonate with intended audiences.

**2016 Update:** While there is no established advisory group, there has been an acute re-focus on leveraging external expertise and partnerships. The GEC regularly engages with private industry, academia, and think tanks, to inform its strategy and thematic messaging campaigns. For example, the GEC is involved with the Tech Terror working group, which brings together leaders from the tech sector to discuss the use of technology to combat terrorism and violent extremism. The GEC also participates in the “Madison-Valley-Wood” working group that gathers leaders from Madison Avenue, Silicon Valley and Hollywood to foster new ideas to counter violent extremism ideology. The GEC’s Partnership Office regularly engages with influencers worldwide, from local leaders to influential government personnel. GEC is also involved with the Peer-to-Peer Challenging Extremism program, which brings together students and professors from many universities across the globe to challenge the deceptive propaganda that is often targeted directly at impressionable youth.

**ESTABLISH A FOUNDATION OF KNOWLEDGE FOR CVE**

**2015 Recommendation:** A core challenge to current CVE efforts is that a solid and shared foundation of knowledge about extremism and its root causes, in addition to past effective and ineffective efforts, has not been fully established. While the threat has morphed based on new environments, there is much to learn from previous attempts to counter extremism on- and off-line, both inside the United States and internationally. A comprehensive review from an external partner, such as a think tank, working with critical offices such as CSO, CSCC and the CT bureau, would support leadership in making decisions based on feedback loops of history and research. This would include not just information activities online, but educational and cultural programs and connections with program alumni.

**2016 Update:** A solid and shared foundation of knowledge about extremism and its root causes is still in development. The Bureau of Conflict and Stabilization Operations (CSO) has become a central place for research, analysis and monitoring and evaluation of CVE activities and the drivers of extremism. On the messaging front, the GEC is working to establish a global, digital library of CVE messaging and content that will be available to the wider network of partners. There have also been initiatives like the Center for Strategic and International Studies’ (CSIS) CVE Commission, which is working to establish the “knowns” and “unknowns” in CVE research and prescriptive pathways forward, which will become public in November 2016. We recommend that as these platforms further develop, there also be a major initiative to change how diplomats and civil service officers are professionally educated on CVE at the Foreign Service Institute (FSI).

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2 *Ibid*
Provide Personnel with the Technology to Understand CVE Trends

2015 Recommendation: Analytics tools necessary to understand trends in real time are essential. CSCC is working to develop an electronic “dashboard,” which will function as a real-time social media-monitoring tool to allow analysts to track trends and developments. This will help CSCC counter disinformation, but it is important that such a platform be expanded to support CVE practitioners globally to use real-time data to understand trends.

2016 Update: The President’s executive order that established the GEC grants it expanded hiring authorities, allowing it to hire public and private sector leaders and experts. The Data Analytics Office is expected to have 37 staff members by 2018 and the current staff is using big data analytics technologies to target the right audience and understand the impact of GEC activities. This includes analyzing violent extremists’ activity online and through social media, as well as assessing the impact of counter-messaging efforts on foreign audiences. The GEC uses government tools like DARPA’s Quantitative Crisis Response system, and Silicon Valley technologies like Crimson Hexagon. These tools and technologies help tailor campaigns and messages to the right audiences and then measure the effect those messages are having. ACPD strongly encourages these tools to be expanded to the field so that professionals working on the frontline of these issues can have access to them.

Broaden the Congressional View of CVE to Understand How PD Is—or Is Not—Supporting It

2015 Recommendation: In order for Congress to understand where and how public diplomacy and international broadcasting activities fit within the larger CVE strategy for the U.S. government, we recommend that professional staff members from the House Foreign Affairs and Senate Foreign Relations committees work with their counterparts in the Armed Services, Select Intelligence and Homeland Security committees to examine interagency collective efforts to counter violent extremism.

2016 Update: Since the GEC was established earlier this year, it has been taking the initiative to engage with relevant staffers, members, and committees in Congress to explain its new partners-first, data-driven strategy and get feedback. It is important, however, that all elements of the joint State CVE effort brief various congressional offices together to ensure that the full spectrum of CVE efforts is communicated and reinforced on the Hill. Briefing this way is also more likely to encourage cooperation between the various, relevant committees on Capitol Hill.

Add CVE Expertise to Critical Missions Abroad

2015 Recommendation: As the State Department recognizes, CVE efforts on the ground are critical. Every city presents distinct challenges that only local leaders can influence, which requires officials who can carry out global policy directives in local contexts. Ideally, missions in critical countries should have CVE experts who work from public affairs or political sections to coordinate efforts within and between missions. This allows experts to better share lessons learned and tailor local CVE efforts.

2016 Update: Under the new joint strategy, State and USAID will develop tools to assist embassies to identify drivers of extremism, in addition to engaging local partners and designing effective programs. In addition, the CSO is working to support research needs of critical posts. The Under Secretary for Public Diplomacy is also working to establish CVE expertise at posts, in the same mode as the Community Engagement Office at the U.S. mission in Pakistan (see: Pakistan spotlight report in the South and Central Asia Bureau). Lastly, the GEC is working with specific posts to train local influencers from religious communities, the news media, the private sector and civil society.

Acknowledge that Both Responsibility and Success with CVE Ultimately Lie with Local Actors

2015 Recommendation: The U.S. government has unique convening power in bringing international players to the table, but local actors—community and religious leaders, parents, families and educators—are essential to CVE efforts. Support and attention from heads of state and international government officials alone is insufficient. Sometimes foreign leaders can use their attendance at U.S.-organized events to “check the box” on working with the United States to counter extremism. This is especially important to remember as the administration convenes additional high-level international summits. If other summits are to be held on CVE, it is critical to include ground-level working groups and civil society leaders.

2016 Update: The new joint strategy largely acknowledges this and the GEC was designed to specifically focus on partner-driven messaging and content. The executive order establishing the GEC rests on the foundation that the U.S. government has a good message to tell, but that it is not always the most credible voice to tell it. These diverse voices exist worldwide through governmental and non-governmental platforms. The GEC purposely does not publicize who their partners are so as not to diminish their credibility. It is critical that U.S. government officials at post are also properly
resourced and trained to maintain and fortify networks with these essential voices.

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In July 2016, the Under Secretary for Public Diplomacy and Public Affairs testified to the Committee on Foreign Affairs at the U.S. House of Representatives that the “virtual caliphate is shrinking...there is now six times as much anti-ISIL content on the Internet as pro-ISIL content...0.0124 percent of Twitter’s content is pro-ISIL content...[pro-ISIL] videos are being taken down so quickly that we don’t even get to monitor them.” Although we cannot hope to fully eradicate extremism, the U.S. government, with the cooperation and support of partners in the international community, can reduce the space in which extremism thrives, in part by adapting messaging, communication, and in-person interaction with local populations. As the current and future administrations formulate and strengthen public diplomacy programs to support CVE, it is important to target audiences on a global scale based on the common factors that lead to extremism, not on geographic location or religion. It is also critical to remember that not all programs implemented in Muslim communities are necessarily CVE programs.

U.S. INTERNATIONAL MEDIA’S ROLE IN CVE: U.S. international media also has a role to play in delivering meaningful content to audiences living with and confronting extremist violence through its five networks. The Broadcasting Board of Governors (BBG) works with the inter-agency community and distributes the Da’esh Daily Report to highlight Da’esh related content. Since October 2015, Voice of America has had an Extremism Watch Desk that serves as a hub for all the networks to monitor and amplify content that exposes Da’esh’s true nature and discredits propaganda and has language capabilities in Kurdish, Persian, Russian and Turkish. The U.S. International Media Coordinating Council, created by the new Chief Executive Officer at the BBG, also provides its collective 3,000 affiliates with content to counter recruitment propaganda. At the Middle East Broadcasting Network (MBN), the new Raise Your Voice Campaign is a multi-platform initiative that includes five television shows, one radio show, an interactive website and Facebook page, along with a digital team to engage audiences on social media properties. The platforms provide a forum for activists, youth and others to engage in dialogue on religious freedom and freedom of expression. Networks’ coverage of Da’esh has also provided critical information to Central Asian audiences through Radio Free Europe/Radio Liberty (RFE/RL) where news about the extremists had been censored, and to Kurdish populations via Voice of America (VOA). These are just some examples of the collective efforts.

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RESEARCH AND EVALUATION OF PUBLIC DIPLOMACY AND INTERNATIONAL BROADCASTING ACTIVITIES - UPDATE

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

RECOMMENDATIONS:

**FURTHER INCREASE PUBLIC DIPLOMACY RESEARCH AND EVALUATION BUDGET TO 3 PERCENT OF TOTAL PD BUDGETS:** The State Department is set to increase its evaluation budget in fiscal year 2017 with an increase of 413 percent from $1.5 million to $7.7 million in the R/PPR’s Evaluation and Measurement Unit. Likewise, IIP is hoping to increase its analytics budget in its fiscal year 2018 request that will go up to $1.2 million, which we strongly support. We also urge the Educational and Cultural Affairs Bureau to keep increasing their research and evaluation budget while standardizing requests for implementing partners to include impact and process evaluations as part of their work.

- Target Audience: R, R/PPR, ECA, IIP, PA; BBG; Senate and House Foreign Affairs Committee; Senate and House Appropriations Committees

**CONTINUE TO BUILD RESEARCH AND EVALUATION LEADERSHIP:** The new R/PPR director of research and evaluation will begin his tenure in fiscal year 2017. The position will provide more strategic leadership for audience research and understanding program impact throughout the enterprise. It will take time to develop this unit and change cultural norms within the State Department, but it is a positive step toward giving organizational legitimacy and authority to research, advocating for researchers’ needs and prioritizing research activities in ways that reflect strategic short-, middle- and long-term objectives.

- Target Audience: R, R/PPR; Regional Bureaus

**REVIEWS PRIVACY ACT AND PAPERWORK REDUCTION ACT RESTRICTIONS:** Two legal roadblocks remain in the pursuit of efficient audience research and impact evaluations. First, the Privacy Act of 1974 contains restrictions that may impact certain types of digital audience research and analytics in the International Information Programs Bureau and the Global Engagement Center as they relate to the identification of influential figures online. Second, the Paperwork Reduction Act of 1980 limits the State Department’s ability to conduct measurement research in a timely fashion as research officials must, with limited exceptions, submit each study involving requests for information from the public to the Office of Management and Budget (OMB) for its approval. These statutory restrictions hinder the ability to assess the impact of the department’s public diplomacy initiatives impact over time. While the Paperwork Reduction Act hindrance was addressed in the Senate’s 2016 State Department Authorization, the bill has not yet passed the House. ACPD recommends that the State Department join its efforts to work with Congress to update the laws.

- Target Audience: R, R/PPR; SFRC, HFAC

**INCREASE COOPERATION AND BEST PRACTICE SHARING BETWEEN STATE AND BBG:** ACPD is encouraged to see that the Office of Research Assessment (ORA) is supporting the evaluation work at the State Department as well and is sharing data with R/PPR and the Intelligence and Research Bureau (INR), such as a joint study on Russian speaking audiences. We hope that such cooperation will continue and that the BBG’s impact model can be considered at State as an applicable research design for public diplomacy.

- Target Audience: R/PPR, BBG’s ORA

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

- Target Audience: R/PPR, PA, IIP, GEC, Regional Bureaus
OVERVIEW

Evaluating progress on long-term public diplomacy and international broadcasting activities’ goals takes time, but that should not be an excuse to stop investing today in the databases, tools and experts that can determine longitudinal success or failure of public diplomacy activities. As we reviewed in our September 2014 report, “Data-Driven Public Diplomacy: Progress Toward Measuring the Impact of Public Diplomacy and International Broadcasting Activities,” some ad hoc measures existed to measure select programs and activities, but the infrastructure was not sufficient to assess long-term progress, which has made it difficult to provide Congress with analysis on the efficiency and impact of public diplomacy activities in a timely manner.

Since 2014, some solid progress has been made at both the State Department and the BBG. Increasing the budget, human resource and database capacity to systemically complete this work is taking time and it is critical that steady progress continue into the new administration. We strongly urge State Department and BBG leadership to accelerate and not abandon these efforts.

At the Broadcasting Board of Governors (BBG), significant reform is taking place under a new chief executive officer (CEO) who has infused the agency with a renewed focus on data-driven programming. There is a stronger tradition of audience research at the BBG, which is primarily directed by the BBG’s Office of Research Assessment (ORA) and incorporated in the operations of Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN) and the Office of Cuba Broadcasting (OCB). In fiscal year 2016 it was $8.3 million (OPR: $1.9 million; ORA: $6.3 million), or 1.1 percent of the $751.5 million budget, a drop from $8.533 million in fiscal year 2015. Thanks to new BBG leadership, the budget will increase to 1.4 percent with $10.5 million (OPR: $1.9 million; ORA: $8.6 million) of the total BBG $777.843 million budget. The Office of Research and Assessment has also worked to refine its impact model to be more efficient and user friendly for the 72 services, providing a model that could be useful to the State Department.

At the State Department, steady advancements have been made. However serious audience research, analytics and impact evaluations continue to be stymied by the Privacy Act and Paperwork Reduction Act and provide separate recommendations based on their analysis.
Act of 1974 and the Paperwork Reduction Act of 1980. The State Department has also faced restrictions in hiring full-time experts and the lengthy security clearance processes for new hires has delayed getting some of those experts on board in a timely manner. To improve research to the scale, depth and frequency necessary for data-driven programming, R/PPR’s Evaluation and Measurement Unit is set to increase its evaluation budget in fiscal year 2017 with an increase of 413 percent from $1.5 million to $7.7 million. Likewise, the Bureau of International Information Programs (IIP) is hoping to increase its analytics budget in its fiscal year 2018 request that will go up to $1.2 million, which ACPD strongly supports. The Bureau of Educational and Cultural Affairs’ (ECA) evaluation budget is expected to go up from $1.5 million to $1.85 million in fiscal year 2017. The Global Engagement Center’s increased budget to $21.5 million in fiscal year 2017 will also help their professionals get access to the critical audience research and analytics tools they need to counter violent extremism.

It is essential that the fiscal year 2018 budget request and congressional budget justifications outline an overall increase in funding for this work across the public diplomacy family of bureaus and establish the vision for its implementation. We hope that by 2020, the budget at the Department for this work will increase to roughly 3 percent of the total budget, which is the accepted standard at the USAID and U.S.-based philanthropies.

Public diplomacy must have accurate information about the attitudes, ideas, and preferences of target audiences. Survey research means that instead of having to depend on local interlocutors or readings of trends in local public opinion, public diplomacy practitioners can draw on scientific, methodologically rigorous research. Such information is essential in crafting new public diplomacy campaigns, targeting select audiences with the messages that will resonate with them, and it will assist in the key function of providing feedback on the success of campaigns. ACPD is happy to see that the Under Secretary for Public Diplomacy and Public Affairs and his Policy, Planning and Resources Office (R/PPR) believe this polling and analysis must be an integral part of our public diplomacy globally.

In order to maintain momentum, the Under Secretary, Assistant Secretaries, Deputy Assistant Secretaries and public affairs officers (PAOs) must emphasize consistently that audience research, analytics and evaluations matter to the daily conduct of public diplomacy.\(^4\) All leaders must overcome a stubborn culture of risk-aversion to ensure that realistic evaluations are produced and emphasize that it is essential to evaluate public diplomacy and international media critically to allow leadership to redirect strategy and resources accordingly. It helps tremendously that the current Under Secretary continues to regularly encourage risk taking for public diplomacy professionals.

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

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

The Office of Policy, Planning and Resources (R/PPR) continues to respond to recommendations from the U.S. Advisory Commission on Public Diplomacy (ACPD), Government Accountability Office (GAO), the Office of Management and Budget (OMB) and an R/PPR internal management review to expand research and the evaluation of public diplomacy activities. With a budget of roughly $1.592 million in fiscal year 2015 and $1.5 million in fiscal year 2016, R/PPR will build on the existing Research and Evaluation Unit (R/PPR/REU) and expand its capacity to conduct impact evaluations of major public diplomacy initiatives, particularly those involving more than one bureau or post, and work to build a cycle of PD program design, monitoring and evaluation. It is expecting a 413 percent budget increase for research and evaluation in fiscal year 2017, up to $7.7 million.

Due to hiring complications, the research director is not yet in place but they expect one to start by fiscal year 2017. In the interim, they have hired two contractors, rounding the current staff out to five professionals who conduct market research, program analysis and impact evaluations. In addition to conducting its own impact evaluations, the REU is building its capacity to consult and advise on R-family bureau evaluations. This oversight is designed to ensure evaluations are in accordance with departmental policies and best practices; provide information on evaluation outcomes to State offices, OMB and Congress; and provide guidance to PAOs, both at post and in Washington, on evaluation policy, tools, procedures and reporting.

Additionally, R/PPR should continue to expand its research capabilities in order to arm PAOs with the same type of research used by political, information, product studies via marketing, and other communications campaigns. This research aims to be actionable and provide concrete, tactical guidance on audience targeting (or

\(^4\) Strategic planning based upon data will increasingly become important to the department through a State Department hub for analytics, data science and knowledge management as outlined in the 2015 QDDR and this should support the Under Secretary for Public Diplomacy and Public Affairs’ efforts to create a hub for analytics and data science to apply to PD. The State Department’s QDDR also advocated for the need to enhance “the use of data, diagnostics and technology,” which requires “smart investments in the technology, knowledge management and diagnostics that allow us to leverage data throughout the department.”
a standard operating procedure for how to build a plan for monitoring and evaluation and how to implement it.

Much of the work of REU for the next year will be changing how regional PD leadership thinks about and approaches research and evaluation in its own work and how they will promote the practices to the field. We note that the Bureau of Western Hemisphere Affairs (WHA) in particular has been a trailblazer and an example for other regional bureaus as they have worked actively with the Research and Evaluation Unit to find ways to conduct impact evaluations on its activities in the region.

EDUCATIONAL AND CULTURAL AFFAIRS BUREAU (ECA) EVALUATION PROGRESS

The Bureau of Educational and Cultural Affairs (ECA) undertakes a variety of research and evaluation through its Evaluation Division, individual program offices, and analytics of its online social media and web platforms. ECA implementing partners and grantees also collect evaluative data on the programs they manage.

ECA Evaluation Division

Established in 1999, the evaluation division is mandated to assess the long-term impact of select educational and cultural exchange programs through evaluations as well as measure shorter-term performance on an on-going basis. The division also provides guidance on strategic planning and setting goals and indicators for the bureau’s exchange programs. Its budget has averaged $1.26 million between fiscal years 2013 and 2016. The fiscal year 2017 request includes a slight increase to $1.85 million of the $639.773 million Educational and Cultural Exchange (ECE) budget request. This amount would equate to roughly 0.29 percent of the total budget. Although ECA also requires evaluations as a critical component of its grants and implementing partners conduct process and impact evaluations of its programs.

- **Performance Measurement Initiative (PMI):** Over the last 12 years, the ECA evaluation division has used the PMI’s E-GOALS database to understand the short-term impact of such programs as the International Visitor Leadership Program (IVLP) and longer exchanges, such as various programs under Fulbright and the Youth Exchange and Study Program (YES). E-GOALS surveys ask about participants’ understanding of U.S. policies and American society, in addition to their individual sense of leadership, academic and professional development as a result of ECA programs. More than 61,000 respondents have been surveyed before, immediately after, and usually one year after their program ended. PMI surveying has been used for more than 110 IVLP projects and more than 60 Professional Fellows Projects. In fiscal year 2016, as a result of its biennial strategic planning process, PMI began to include more than 200 participants from the Young Southeast Asian Leaders Initiative (YSEALI). In a positive step toward longitudinal studies, the ECA Evaluation Division will also review 10 years of PMI collected data on the Critical Language Scholarship Program to aggregate and analyze trends.

- **Long-term evaluations:** The ECA evaluation division commissions one to two long-term evaluations per year on select programs that are chosen in consultation with ECA leadership. These evaluations may look at programs that are relatively new, those that are linked to specific foreign policy goals or initiatives, and those that are priorities for the Under Secretary for Public Diplomacy and Public Affairs. The evaluations rely on surveys, interviews, focus groups and document analysis. These long-term evaluations tend to validate findings that ECA receives through its programs’ built-in feedback components, including M&E data collected by implementing partners. ECA program managers use evaluation findings to continually adjust ECA Bureau programs. For example, in fiscal year 2016, the division completed the Benjamin A. Gilman International Scholarship evaluation, which found that Gilman scholars’ academic and career trajectories resulted in a greater international focus as a result of their study abroad experiences. As a result, ECA has responded to student demand and expanded study abroad opportunities in the Gilman Program to include overseas internship opportunities. ECA also lowered the minimum duration of an eligible study abroad program from four weeks to two weeks, to better accommodate the needs of many students from community colleges. And ECA is working to expand sharing of career opportunities for individuals with international experiences and interests to respond to the desire that students have for satisfying careers in which they can use their international knowledge and interests, including foreign language skills. The ECA Evaluation Division is still completing commissioned evaluations of the English Access Microscholarship Program and the Fulbright “From Lab to Market” enrichment seminar. The division commissioned a new evaluation of the African Women’s Entrepreneurship Program (AWEP) is an IVLP project conducted annually for women entrepreneurs from Africa and the fieldwork for it was completed in August 2016.
ECA Implementing Partners

In addition to the evaluation division’s work, ECA also gets feedback and program impact data through the evaluation efforts of implementing partners. Every ECA Notice of Funding Opportunity (NOFO) requires that potential grantees include measurement and evaluation plans within their grant proposal. These measurement and evaluation plans range widely, depending on the size, experience and capacity of the implementing partners. Grants selection panels are charged with considering the plans as part of their overall judgment and ultimate selection of proposals. Recent examples of innovative evaluation efforts by implementing partners include: the Institute for International Education’s (IIE) multiple surveys of Fulbright Program participants throughout their exchange experience and as alumni to gauge program satisfaction and track various learning metrics; the Aspen Institute’s landscape analysis of the Chris Stevens Initiative that will help develop evaluation questions of the program; and the International Research and Exchanges Board’s (IREX) review of the Community Solutions Program (CSP). From time to time, the evaluation division conducts trainings for ECA staff on how to judge M&E plans when serving on grants panels and ACPD strongly encourages that these trainings become more systemic.

Office of Public Affairs and Strategic Communications (PASC) Analytics

ECA’s Office of Public Affairs and Strategic Communications (PASC) routinely collects metrics and analytics on the performance of ECA’s more than 150 social media platforms, using tools such as CrowdTangle, Hootsuite, Google Analytics, Iconosquare and native social media platform analytics. The data helps ECA understand the reach of its social media content and broader campaigns across platforms, while allowing the public affairs team to create outreach strategies to respond to trends. ECA also manages eight websites and uses Google analytics and SiteImprove tools to track target audiences, locations and the impact of campaigns. This data is then shared with the field so that posts can understand the interest in specific programs, resources, news and other information across the websites. Last, ECA uses Zendesk and Google Apps to monitor in-bureau video, photography, design and website requests to better prioritize projects and allow for a long-term perspective on the topics receiving the most communications resources, as well as evaluating team workloads and request response times, in the context of ECA’s priority programs and foreign policy support.

Various ECA program offices are also collecting data on both program procedures and outcomes. For instance, the ECA Office of International Visitors (OIV) is developing a mobile evaluation site called “Exchanges IMPACT” that it plans to use with its almost 5,000 participants each year. The user-friendly mobile site supports program surveys that will measure participants’ satisfaction with the program and attitude changes over the course of their itinerary in the U.S. and when they return home. In addition, this past year, a Franklin Fellow in the ECA Citizens Exchanges Office developed a logic model for considering the extent to which professional, sports and cultural programs support the goal of countering violent extremism.

ACPD encourages ECA leadership to thoroughly track all of these interconnected evaluation efforts and systemically uses them to create feedback loops for the overall efficiency of its internal operations and programs. We also urge it to increase its total research and evaluation budget to closer to 3 percent of the ECE budget and to coordinate more research with the Evaluation and Measurement Unit in the Under Secretary for Public Diplomacy and Public Affairs’ Policy, Planning and Resources Office (R/PPR).

INTERNATIONAL INFORMATION PROGRAMS (IIP) BUREAU ANALYTICS PROGRESS

The IIP bureau is building an analytics team with the goal of making data analysis an integral part of all of its communications initiatives. It has nearly doubled the Analytics Office’s budget, with a further budget increase request to $1.2 million in fiscal year 2018, and begun to build an infrastructure for the rapidly advancing field of digital communications analysis. Recently, IIP hired a new data chief and continues to add personnel to build a diverse team that consists of audience research specialists, social scientists, coders with a machine learning background and developers, as well as new analytical tools that access a broad range of data sources, such as foreign and domestic social media platforms and sources of online news. The office focuses on four core areas of research:

- **Audience research:** This unit analyzes existing, open source audience research; creates custom surveys, focus groups and in-depth interviews; examines media landscapes; reviews advertising and market research; and looks at influencer analysis, where possible due to Privacy Act restrictions.

- **Conversation research:** This section analyzes existing conversations on social media as they pertain to specific policy issues, in addition to hashtag and branding research on social media.

- **Effectiveness of digital outreach:** This unit reviews social media business intelligence research; tags content to conduct a thematic analysis; measures impact and influence of campaigns; conducts link analysis and optimization; analyzes MailChimp/e-mail analysis and optimization; monitors conversations; and assesses analytics and website performance.
PUBLIC AFFAIRS (PA) BUREAU EVALUATION PROGRESS

There continues to be no central monitoring and evaluation team within the PA bureau, although several offices track traditional and social media for planning purposes.\(^2\) In accordance with QDDR directive for the Department to strengthen its planning and performance management, however, PA requested a new position for a bureau-wide program evaluator to ensure PA programs are aligned with department policy and priorities, and to conduct research and analysis to determine the impact of PA programs and outreach. PA expects to fill this position in early fiscal year 2017, and hopes to further build out the capacity for evaluation and impact analysis as part of the strategic planning process. There is no lack of daily media monitoring throughout the bureau, whose Rapid Response Unit completes daily content analysis on global media trends and advises on how to respond. The only office within PA that has a designated analytics capacity is the Office of Digital Engagement (ODE). ODE uses a variety of native platform and commercial tools Facebook Insights, Twitter Analytics, Engagor, etc.) to assess how much online attention its messaging on social media receives. ODE feeds this data to PA leadership in weekly and other ad hoc reports to assess the efficiency of messaging and appropriately tailor engagement efforts to target audiences. (Note: as explained in the chapter on the Public Affairs Bureau, ODE administers the department’s flagship social media accounts, while the majority of the department’s social media properties are maintained and tracked outside of Washington by embassy staff). ODE also evaluates different tactics for sharing information through social media and digital sharing platforms.

GLOBAL ENGAGEMENT CENTER DATA ANALYTICS PROGRESS

\(^*\)Formerly Center for Strategic Counterterrorism Communications (CSCC)

GEC’s Data Analytics Office is one of the core five offices that make up the Global Engagement Center’s core mission (See: Global Engagement Center summary; the other four offices are Network Engagement, Partnerships, Content/Production and Resources). The purpose of the office is to develop, test and evaluate themes, messages and messengers. This requires using advanced data-analytics models to optimize operational outcomes for better decision-making while also identifying, combining and managing various sources of data from across the U.S. government and external partners.

\(^5\) In 2015, ACPD worked with the PA Bureau to examine how to best conduct audience research, analytics and evaluations, while incorporating it into their strategic planning. This resulted in PA’s adoption of the ABCDE model (developed as part of the Foreign Service Institute’s (FSI) Marketing College) which emphasizes front-end research of (A) audience, (B) their desired behavior,(C) messaging content, (D) message delivery, and (E) evaluation for the bureau. Efforts to provide consistent strategies and a common language to define realistic goals and objectives across bureaus are critical to developing impactful and measurable programming. We look forward to PA’s continued progress in this area.
The center seems to be pursuing an adequate staff size for this work. There are currently 13 staffers focused on this effort and they expect the staff to nearly triple to 37 people by fiscal year 2018. This office uses big data analytics technologies to understand audiences’ and their activities’ impact. This includes assessing violent extremists’ activity online and through social media, as well as assessing the impact of counter-messaging efforts on foreign audiences. The unit uses government tools, like DARPA’s Quantitative Crisis Response system, and Silicon Valley technologies, like Crimson Hexagon.

Should the GEC acquire the $21.5 million it requested in the fiscal year 2017, we hope that a considerable amount go toward these in-house technologies and that it develop a clear strategy for how to use data to better target their work and understand its impact. In order for the GEC to pursue a robust data analytics operation, the State Department must continue to join its efforts to work with Congress to update the authorities in the Privacy Act of 1974.

**BROADCASTING BOARD OF GOVERNORS (BBG) EVALUATION PROGRESS**

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

In recognition that impact is about more than only audience reach, BBG established an impact model that it started to employ in 2014 and has improved upon greatly in 2016. The model uses a mix of quantitative and qualitative measures to examine the effectiveness of BBG’s activities to inform, engage and connect audiences and be influential in the short-, medium- and long-term with publics, local media, and governments. The new impact model is contextual and therefore complex, and will be applied to all of BBG’s broadcast areas. Mechanisms to more effectively capture qualitative data have been added to the model, such as a clearinghouse to collect and input anecdotes to the model. The model works to inform the performance goals that support BBG’s strategic objectives and the agency’s overall strategic plan.

Essential to the impact model’s success, however, is the quality and scale of quantitative and qualitative data. In fiscal year 2014, $7.5 million of the BBG’s $726.5 million budget, or 1.0 percent, went toward research and evaluation via the Office of Research and Assessment ($6.6 million) and the Office of Performance Review ($0.9 million). In fiscal year 2015, the combined budget was $7.9 million (OPR: $2.1 million; ORA: $5.9 million), or 1.1 percent of the $742.067 million total budget. In fiscal year 2016 it was $8.3 million (OPR: $1.9 million; ORA: $6.3 million), or 1.1 percent of the $751.500 million budget. In fiscal year 2017, it will increase to 1.4 percent with $10.5 million (OPR: $1.9 million; ORA: $8.6 million) of the total BBG $777.843 million budget. Relying on general information from Gallup’s global database, which is not catered to BBG’s specific needs, is not an adequate replacement. We strongly encourage Congress to fund the BBG research and evaluation above its request and for BBG to continue to increase this office’s allocation toward at least 3 percent in upcoming budget requests.

ACPD is encouraged to see that the ORA is supporting the evaluation work at the State Department as well and is sharing data with the Under Secretary for Public Diplomacy and Public Affairs’ Office of Policy, Planning and Resources (R/PPR) and the Intelligence and Research Bureau (INR), such as a joint study on Russian speaking audiences. We hope that such cooperation will continue and that the BBG’s Impact Model can be considered at State as an applicable research design for public diplomacy.
The U.S. Advisory Commission on Public Diplomacy has devoted considerable attention to how we support our PD professionals out of a conviction that the success or failure of our public diplomacy activities rests heavily on how we nurture, support and lead the professionals we charge with conducting them. If properly trained, resourced and empowered, they are best positioned to coordinate and give strategic coherence to U.S. government interagency efforts in the field, to shape Washington's understanding of the foreign public environment, and to innovate effectively in a fast-changing communications era. This is especially important as the State Department aims to recruit and retain new generations of public diplomacy professionals who come of age in an increasingly interconnected and wired world, and are eager to apply their knowledge and experience to connect with global youth on behalf of the United States.

In 2015, we released a report on the Department of State’s systems for recruiting, training, promoting, and generally supporting its public diplomacy professionals. The report, entitled “Getting the People Part Right II,” was the commission’s second analysis of the human resources dimension of public diplomacy since the integration of the former U.S. Information Agency into the State Department in 1999. It was an update to the report the commission originally completed in 2008.

The 2015 report noted several improvements in the integration of PD into the department’s mainstream work, most notably in the conduct of day-to-day press activities. However, it also found that the department continues to pay insufficient attention to designing systems and processes that reflect the reality that public diplomacy professionals face on the ground, that they have a different audience than traditional diplomats and therefore need, at least partially, a different skillset. As a result, the report made a number of recommendations aimed at targeting PD skills in the recruitment and testing phase, developing those skills through training, and consistently rewarding through career advancement those who successfully demonstrate PD effectiveness during their careers. In particular, the report emphasized that the conduct of PD within the State Department was weakened by the lack of holistic oversight and direction for its human resources dimension. We emphasized that no one office was charged with understanding how the integration of the department’s various management and personnel systems came together to nurture—or detract from—PD professionalism.

The report provided key findings in five areas and made 19 recommendations.

Since then, the department has taken several positive steps that reflect a number of the report’s recommendations, which we describe more below. More needs to be done before PD officers can aspire to the same degree of career path certainty that consular officers have long enjoyed. However, there have been several steps in the right direction.

Last, we are impressed with R/PPR’s yearlong project to rewrite the global job descriptions for locally employed staff (LES). The new structure will eradicate outdated and arbitrary divisions between information and culture and reorganize staff around target audiences. If implemented, the new system will also likely lead eventually to a rethinking our understanding of the role of our PD American professionals as well.

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THE STRUGGLE TO DEFINE PUBLIC DIPLOMACY’S MISSION AND PRIORITIES

The 2015 report cited a sample of more than 50 PD professionals at the State Department revealed an underlying sense of frustration that, while PD is closer to policymaking than ever before, there is no collective understanding within the department on the mission and conduct of long-term PD and how it contributes to statecraft. There is more clarity on the public affairs function, since senior leadership is inevitably focused on short-term messaging and crises. A comprehensive and inclusive strategy development process can mitigate the problems of blurred lines of authority for PD within the department and the multiplicity of objectives that can weaken PD effectiveness. Holistic resource support for PD officers, most feasibly based in within the Under Secretary for Public Diplomacy and Public Affairs’ Office of Policy, Planning and Resources (R/PPR), is also vital to strengthening PD implementation capacity.

2015 Recommendations:

- Create a structured but dynamic process for developing and implementing public diplomacy strategies that is rigorous, comprehensive and inclusive that is overseen and facilitated by strategic planners in R/PPR;
• Strengthen R/PPR as the office with a holistic oversight of the entire range of supporting resources for public diplomacy.

2016 Update:
• R/PPR has created a new position staffed by an experienced PD professional that is charged with bringing a strategic planning focus to Foreign Service human resources questions. The position is helping to emphasize those mundane personnel and resource issues, which can have real consequences for PD operational capacity.
• There is yet to be an effort to build a true foundation for developing and implementing public diplomacy strategies in a comprehensive and ambitious way.

MODERN U.S. PUBLIC DIPLOMACY STAFFING

There are currently nearly 1,500 PD foreign service officers who represent 19.5 percent of the foreign service. Public Diplomacy and Public Affairs is currently the fourth largest cone in the State Department, slightly behind the consular and economic cones and slightly ahead of the management cone. Yet as many as one-third of PD-coned officers at any given moment are not in PD assignments and the vast majority of PD officers are presently at entry and mid-level grades.

2015 Recommendations:
• Strengthen and institutionalize R/PPR’s oversight role over PD human resources questions;
• Develop a comprehensive approach to developing in-cone expertise at mid- and senior levels;
• Define the PD function’s personnel requirements;
• Define a career path for civil service officers.

2016 Update:
• The additional R/PPR position also serves to more consistently engage the rest of the department on human resources needs specific for PD, such as on assignment questions where the responsible regional bureau specialists do not always have a full grasp of the complexities of PD work. The position works to better collaborate with regional bureaus in matching PD officers with appropriate and career-enhancing assignments.
• R/PPR is leading efforts to communicate with PD officers about career advancement issues. This includes regular cables that address topics such as bidding and better drafting of personnel evaluations, a well-received seminar for mid-level PD officers on bidding on senior management positions, and an enhanced mentoring program.

2015 Recommendations:
• Identify public diplomacy-relevant skills for now and the future;
• Increase targeted recruitment for PD professionals;
• Review the foreign service oral exam to add questions demonstrating PD-like skills;
• Create a program to establish cultural, educational or artistic “fellows in residence;”
• Develop incentives and encouragement for PD officials to serve on the Board of Examiners (BEX) earlier in their careers.

2016 Update:
• We note only modest progress on recruitment. There is an on-going effort at the Board of Examiners, not solely confined to PD, to make the written exam questions more practical and less academic. This is particularly important to PD, as there is little in the academic world that is directly relevant to what PD professionals do.
TRAINING AND EDUCATION OF PD PROFESSIONALS

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

2015 Recommendations:

• Establish a meaningful standard for professional competency in public diplomacy positions;
• Develop an ambitious set of goals for ensuring that all PD officers are fully acquainted with the latest thinking in the fields of marketing, cross-cultural communications, strategic planning and research;
• Design a more robust practicum for entry-level officers;
• Develop a module on public diplomacy for non-PD courses and seminars, especially for training for consular, economic, political and management officers, in addition to Deputy Chiefs of Missions and Chiefs of Missions;
• Set aside funding for civil service officer training;
• Encourage more mentoring.

2016 Update:

• Progress has been slow in creating a meaningful standard for professional competency in the public diplomacy function, for recruiting more aggressively based on those skillsets, and for establishing an aggressive program of continuing education for PD professionals.
• Currently, the marketing college seminar remains the only course that aspires to upgrading specific skills and most PD professionals do not even take it. We recognize that such an approach to education and training is not historically a part of the department’s thinking, and therefore that such innovation will take time to be accepted. However, particularly given the growing recognition that PD experience and skill levels have declined considerably, as chronicled in last year’s report, this should be a priority for the next administration.
• More mentoring has been encouraged, although not systematically.
• There has been no funding set aside for civil service officer training.

PUBLIC DIPLOMACY FSO ADVANCEMENT INTO LEADERSHIP POSITIONS

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

2015 Recommendation:

• Use the advancement slow down to increase training and build the professional knowledge foundation for PD.

2016 Update:

• This has been done through several efforts outlined above.
U.S. Undersecretary of State for Public Diplomacy Rick Stengel introduces Silicon Valley Bank Chief Executive Officer Greg Becker who, in turn, was to introduce U.S. Secretary of State John Kerry to deliver welcoming remarks to attendees at the Global Entrepreneurial Summit on June 22, 2016, after arriving on the campus of Stanford University in Palo Alto, California. [State Department photo]
OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R)

The Under Secretary for Public Diplomacy and Public Affairs reports directly to the Secretary of State and leads America’s public diplomacy (PD) outreach, which supports the achievement of U.S. foreign policy goals and objectives, advances national interests and enhances 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.

By law, the under secretary has primary responsibility for assisting “the Secretary and the Deputy Secretaries in the formulation and implementation of U.S. public diplomacy policies and activities, including international educational and cultural exchange programs, information, and international broadcasting.” The under secretary directly oversees the bureaus of Educational and Cultural Affairs (ECA), Public Affairs (PA), and International Information Programs (IIP), as well as the Global Engagement Center (GEC) and an Office of Policy, Planning, and Resources (R/PPR). Among other things, the under secretary:

- Serves as the principal adviser to the Secretary and deputy secretaries on all PD matters, including the allocation and oversight of PD resources to all regional and functional bureaus and other offices;
- Directs the formulation of and coordinates department policies and positions on public affairs and PD issues, supervises the execution of such policies within the Department of State and represents the department on such matters with other agencies of the U.S. government;
- Prepares an annual PD strategic plan, in consultation with posts and department bureaus; and
- Provides guidance to all department personnel who conduct and implement PD policies, programs and activities.

The under secretary’s office staff currently comprises 13 positions:

- One chief of staff/executive assistant, who oversees office operations;
- Five senior advisors (strategic communications, countering violent extremism, press and speechwriting, entrepreneurship and global youth issues*);
- One military advisor on detail from the Department of Defense;
- Four special assistants with coordination responsibility for specific bureaus, offices and policy issues; and
- Two staff assistants and two office management specialists, who provide administrative and logistical support.

SPECIAL ADVISOR FOR GLOBAL YOUTH ISSUES*

FY 2014 Actual: $0; FY 2015 Actual: $500,000; FY 2016 Planned: $500,000 (held by R/PPR*)

Given the central role that youth engagement plays in PD’s efforts to advance foreign policy goals, in 2014 the department moved the special advisor for Global Youth Issues from the Office of the Under Secretary for Civilian Security, Democracy and Human Rights (J) to the Office of the Under Secretary for Public Diplomacy and Public Affairs (R), reporting to the chief of staff. The special advisor serves as the department’s principal representative on youth issues and leads efforts to coordinate and amplify global youth policy and initiatives among the regional and functional bureaus. The special advisor’s budget, established in fiscal year 2015 after the position was moved to the Under Secretary for Public Diplomacy and Public Affairs’ front office, covers travel expenses and funds special youth-focused initiatives implemented through posts and other department offices, such as a women and youth forum for 150 young entrepreneurs during the 2015 Global Entrepreneurship Summit and support for the Young Leaders of the Americas pilot program to engage young leaders from Latin America and the Caribbean.
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."

R/PPR’s core functions are split between two managing director portfolios with the following responsibilities:

1) Resources

- Provide financial oversight of the execution of all PD budgets funded through the Diplomatic and Consular Programs (D&CP) and/or Educational and Cultural Exchange (ECE) appropriations.
- Allocate all PD resources from the D&CP appropriation to the regional and functional bureaus and other offices.
- Resource strategic plans through data-driven budget and personnel decisions.
- Provide coordination and project management for information technology investments.
- Serve as a central resource and advocate for PD professionals throughout the department, including on issues related to internal structures, hiring, training, promotions and career development.

2) Policy and Planning

- Draft, issue, and monitor compliance with policy guidance on PD programs and activities.
- Develop strategic plans and the tools needed to determine the optimal application of PD resources for advancing U.S. foreign policy goals.
- Enhance research and performance-evaluation capacities for PD functions worldwide.
- Lead coordination of PD strategies and activities among ECA, IIP, PA, GEC and the regional and functional bureaus as well as the interagency community, as needed.
- Engage external stakeholders on public diplomacy issues.

2015–2016 PROGRESS - The office made important progress on a number of key issues the past year, including:

- Releasing a formal evaluation policy that, for the first time, establishes requirements for evaluating the impact of PD programs;
- Creating a data-based system to evaluate PD Oversees Staffing Model rankings, capturing the levels of importance and difficulty of conducting PD outreach at each mission;
- Instituting a functional bureau strategic planning process for use of PD funding;
- Developing and managing a department-wide social media strategy;
- Rolling out new templates for the PD Country Context (PDCC) and annual Public Diplomacy Implementation Plan (PDIP) that require posts to link PD programs to the Integrated Country Strategy (ICS) and identify target audiences, partners and expected outcomes; and
- Piloting a completely redesigned Mission Activity Tracker (MAT).

The fiscal year 2016 budget increase is enabling R/PPR to create an integrated Resources Data Warehouse Platform that consolidates a multitude of data streams to allow for more seamless reporting, analytics and projections from one source. The requested increase in fiscal year 2017 would allow R/PPR to build out the capacity of its newly retooled Research and Evaluation Unit (REU) to develop constructive research and impact evaluations that drive prioritization decisions and ensure PD programs better reflect strategic objectives and audiences.
FY 2016 BUDGET: $9.620 MILLION

Resources
- Global Youth** $500,000
- Personnel-Related Expenses $100,000

Policy and Planning
- Evaluation $1,487,000
- Mission Activity Tracker $3,000,000
- Other Strategic Planning Tools $3,100,000
  (PDIP, PDRP, PDCC, Data Warehouse)
- Digital Outreach $700,000
- Personnel-Related Expenses $733,000

FY 2015 BUDGET: $7.950 MILLION

Resources
- Global Youth** $500,000
- Personnel-Related Expenses $75,000

Policy and Planning
- Evaluation $1,591,995
- Mission Activity Tracker $3,946,600
- Other Strategic Planning Tools $542,405
  (PDIP, PDRP, PDCC)
- Digital Outreach $731,200
- Personnel-Related Expenses $563,170

FY 2014 BUDGET: $6.758 MILLION

Resources
- Personnel-Related Expenses $60,000

Policy and Planning
- Evaluation $2,003,000
- Mission Activity Tracker $3,235,000
- Other Strategic Planning Tools $965,976
  (PDIP, PDRP, PDCC)
- Digital Outreach $34,000
- Personnel-Related Expenses $460,000

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1 As explained in the 2014 report, R/PPR had a $5.72 million increase (+85 percent) from FY 2013 to FY 2014. That year, the evaluation unit returned from IIP to R/PPR and the office assumed responsibility for the Mission Activity Tracker (MAT). The additional $5.72 million covers the contractual costs associated with evaluation unit’s work and all those associated with the daily operation of the Mission Activity Tracker (MAT).
The PD strategic planning cycle uses a suite of tools to link the work of embassy Public Affairs Sections (PAS) to foreign policy objectives. The tools are designed to promote strategic planning through audience research, program implementation, resourcing and evaluation on an annual cycle. Together, the tools compile data about the public diplomacy operating environment, activities and the primary State Department objectives and themes being addressed. They are intended to give public affairs officers (PAOs) an overview of the financial and personnel resources, engagement platforms, and management tools.

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

Public Diplomacy Country Context (PDCC)

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

The Public Diplomacy Resource Profile (PDRP)

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

Public Diplomacy Implementation Plan (PDIP)

The Public Diplomacy Implementation Plan (PDIP) is an annual strategic planning tool for posts to link public diplomacy audiences, programs and activities with Integrated Country Strategy (ICS) goals and objectives at every post. The PDIP provides a common structure and format for Public Affairs Sections to report their strategic plans for significant educational, cultural, public and media engagement programs and activities to advance foreign policy goals. Posts can revise the PDIP throughout the year as needed. Washington users can extrapolate information about regional and thematic plans for public diplomacy from posts’ published PDIPs.

Public Diplomacy Resource Allocation Module (PD-RAM)

The Public Diplomacy Resource Allocation Module (PD-RAM) is a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) and the Office of Policy, Planning and Resources (R/PPR) to public affairs officers (PAO) and financial management officers (FMO) worldwide. PD-RAM offers the means to plan, track and report on the resources devoted to public diplomacy programs conducted overseas. PD-RAM is a tool that enables posts and bureaus to budget PD resources by program type and strategic themes and then track actual expenditures using those same categories. In addition to helping the department’s top managers assess the connection between PD budgets and strategic goals, the tool makes it easier for field PAOs and FMOs to manage and evaluate PD program expenditures.

Overseas Staffing Model Category (OSM) - Updating Public Diplomacy Component

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

**Mission Activity Tracker (MAT)**

**FY 2014 Actual: $3.235 million; FY15 Actual: $3.946 million; FY 2016 Planned: $3 million**

Launched on October 1, 2007, the Mission Activity Tracker (MAT) is a performance management tool designed to track and measure public diplomacy activities in the field. MAT is the platform for embassy Public Affairs Sections to gather data, measure performance and illustrate the diversity of public diplomacy activities worldwide. MAT also serves as a source of data for department managers (OIG, regional PD desk officers and others). In 2014, R/PPR began a complete redesign of MAT, by consulting with select posts and several Washington offices. The resulting design improved the user experience, captured better data and enabled users at posts and in Washington to quickly access information on a wide range of PD activities. Specifically, the new MAT will link activities to mission goals established by the post’s Integrated Country Strategy (ICS), which represents the country team's objectives and informs the Public Diplomacy Implementation Plan (PDIP). The updated MAT connects PD activities with larger foreign policy strategic objectives and local mission goals and aids public diplomacy officers design more strategically relevant programs.

**Functional Bureau PD Strategy**

R/PPR continues to build on the recent launch of the public diplomacy strategic planning process for functional bureaus looking to work with posts to implement PD initiatives in support of specific U.S. foreign policy goals. The functional bureaus, in consultation with regional bureaus, developed plans identifying key bureau goals and the specific audiences, messages and programs planned to achieve those goals, as well as how to measure the impact of their efforts. This initiative strengthens the ability of public diplomacy to support foreign policy imperatives by improving coordination across bureaus. One example is working with the Bureaus of Energy Resources and Western Hemisphere Affairs in aligning and deconflicting activities related to the Vice President's Caribbean Energy Security Summit.

**RESEARCH AND EVALUATION**

**FY 2014 Actual: $2.003 million; FY 2015 Actual: $1.592 million; FY 2016 Planned: $1.5 million; FY 2017 Request: $7.7 million**

The Office of Policy, Planning, and Resources (R/PPR) established the Research and Evaluation Unit (REU) in response to recommendations from the U.S. Advisory Commission on Public Diplomacy (ACPD), Government Accountability Office (GAO), the Office of Management and Budget (OMB) and an R/PPR internal management review. R/PPR expanded its capacity to conduct evaluations of major public diplomacy initiatives, particularly those involving more than one bureau or post. It is also working to build a cycle of PD program design, monitoring and evaluation. In addition to conducting its own evaluations, the REU consults and advises on R-family bureau evaluations to ensure they are designed and implemented in accordance with departmental policies, procedures and evaluation best practices. REU also shares information on evaluation outcomes with State offices, OMB and Congress and provides both general guidance and individualized assistance to PAOs, both at post and in Washington, on evaluation policy, procedures and reporting. R/PPR increased the number of social scientist evaluators on staff from one to four in fiscal year 2016 and assigned an FSO on the Policy and Planning staff to act as an evaluation adviser. R/PPR is expanding its research capabilities to arm PAOs with the same type of research used by political, information, product marketing and other communications campaigns. The research employs a variety of techniques (e.g., surveys, focus groups, in-depth interviews, social network analyses and ethnography) and aims to be actionable and provide concrete, tactical guidance on audience targeting (segmentation), messaging, media and platforms. The research is done at the request of, and in close consultation with, posts or Washington offices and includes both original and curated research conducted by other agencies and institutions. REU professionals also work directly with PAOs to help them integrate research into strategic planning (e.g., PDIPs and ICSs) and translate it into tactical, in-the-field action. REU produced more than 60 audience research reports the past year.

**DIGITAL DIPLOMACY**

**FY 2014 Actual: $34,000; FY 2015 Actual: $731,200; FY 2016 Planned: $700,000**

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

While the public diplomacy bureaus play a leading role in...
the use of digital engagement, the vast majority of State Department social media accounts are maintained and administered by overseas posts and tracked by digital media coordinators within the regional bureaus’ PD offices. These positions, established and funded by the Under Secretary for Public Diplomacy and Public Affairs, serve as key points of contact for overseas digital media practitioners and as conduits of information between Washington and the field for coordinating digital campaigns. At present, R/PPR, IIP and the regional bureaus’ PD offices are leading the deployment of an enterprise-grade software worldwide to manage the State Department’s entire social media presence and collect and measure social media output and engagement.
WASHINGTON-DIRECTED ACTIVITIES

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

Photo taken at the 2016 Emerging Young Leaders Ceremony at the U.S. Department of State, April 20, 2016.
Credit: Kelsey Brannan, ECA/PASC, U.S. Department of State
The Bureau of Educational and Cultural Affairs (ECA) builds lasting partnerships for the United States around the world through people-to-people exchanges. The broad foreign policy goals ECA helps to implement include: promotion of mutual understanding between the people of the United States and of foreign countries; fostering alternatives to violent extremism; encouraging democratic values, strong civil society institutions and human rights; and advancing U.S. global competitiveness and the transition to climate-resilient societies. ECA programs are guided by a functional bureau strategy based on global engagement directives from the President and the National Security Council, the Department of State Quadrennial Diplomacy and Development Review (QDDR), the strategic plan of the Undersecretary of State for Public Diplomacy and Public Affairs and congressional consultation. In January 2016, the ECA Strategic Planning Working Group released its 2016–2018 Functional Bureau Strategy after a consultative, whole-of-Bureau process.

In fiscal year 2016, there are five operational priorities for ECA programs. They include:

- Exchanges for young professionals to engage a new generation of leaders;
- English language teaching, especially for youth, to facilitate interaction with American culture and information and offer educational opportunities;
- Rapid response capabilities to react flexibly to foreign policy developments and crises;
- Alumni networks that maximize the investment made in almost 1 million alumni of U.S. government exchange programs;
- Digital technology, social media and virtual exchanges to enhance outreach and efficiency.

About 55,000 people take part in ECA-funded exchange programs every year, including opportunities for 10,000 Americans to travel abroad. Almost 275,000 visitors come annually to the United States on privately funded J-1 visa programs that ECA oversees, with 86 percent of these visitors under 30 years of age. ECA supports a network of approximately 400 EducationUSA advising centers worldwide to provide foreign students interested in studying in the United States with accurate, comprehensive and current information about how to apply to U.S. colleges and universities. More than 970,000 international students come to study at U.S. higher education institutions each year. The Department of Commerce estimates that international students in the United States contributed $30.5 billion to the U.S. economy in 2014–2015, mainly from foreign students’ personal and family sources. Further, the International Visitor Leadership Program (IVLP) injects $52 million annually into the U.S. hospitality and airline industries through international visitors taking part in exchanges with the citizen diplomat network.

This ECA overview is separated into seven offices:

- Office of Policy and Evaluation
- Office of Academic Exchange Programs
- Office of Citizen Exchanges
- Office of English Language Programs
- Office of Global Education Programs
- Office of International Visitors
- Office of Private Sector Exchange

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ECA’s Policy offices and divisions take a cross-bureau approach to ensure that ECA programs sustain long-term engagement with program alumni, are evaluated for program impact and effectiveness, pilot new modes and platforms of engagement and interaction and are aligned with the State Department’s foreign policy priorities and global engagement objectives.

OFFICE OF ALUMNI AFFAIRS
FY 2013 Actual – $2.81 million; FY 2014 Actual – $5.63 million; FY 2015 Actual – $6.62 million; FY 2016 Enacted - $5.51 million; FY 2017 Request – $5.5 million

The Office of Alumni Affairs, established in 2004, seeks to maximize ECA’s investment in people-to-people connections by turning individual exchanges into enduring
relationships. More than one million people have participated in ECA programs since they began 75 years ago. Forty-eight are current members of the U.S. Congress and more than 458 are current and former heads of state and government. They include U.S. Senator Mitch McConnell (American Council of Young Political Leaders, 1979); former U.S. Representative Gabrielle Giffords (Fulbright, 1993); former Prime Minister of Australia Julia Gillard (IVLP 2006); Olympic Gold Medalist in Beach Volleyball Misty May-Treanor (Sports Exchanges 2010) and Bangladeshi Nobel Peace Prize recipient Muhammad Yunus (Fulbright 1965). The Office of Alumni Affairs supports alumni outreach by regional bureaus and U.S. embassies through project funding, regional workshops and knowledge management. The office also engages directly with alumni to facilitate networking and projects that build on the experience gained during their exchanges. Over the past decade, it has supported more than 1,200 projects involving over 425,000 international exchange alumni, such as alumni-led girls education trainings, conflict resolution workshops, outreach to underserved communities or other activities that promote shared values with the United States. Moving forward, the office will work to create a richer “by alumni, for alumni” network of civic engagement, further enhance its virtual programs and develop more public-private partnerships that leverage private resources.

POLICY UNIT

FY 2014 Actual – $0; FY 2015 Actual – $0; FY 2016 Planned - $0; FY 2017 Request – $0

The Policy Unit supports ECA’s efforts to link programs closely to foreign policy goals and to provide flexible and rapid response to international developments. It serves the bureau as a mini think-tank, exploring strategies for using exchanges as a policy tool and providing analysis and responsiveness to requests and inquiries from interagency partners and Congress. The unit regularly convenes policy dialogs that give ECA program offices opportunities to engage with State Department and interagency policymakers and explore how exchanges can be a relevant and effective foreign policy tools. It also works with the Evaluation Division 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. The Policy Unit also coordinates responses to department and National Security Council (NSC) taskings requiring input from multiple ECA program offices.

EVALUATION DIVISION

FY 2013 Actual – $1.32 million; FY 2014 Actual – $1.22 million; FY 2015 Actual – $1.25 million; FY 2016 Enacted – $1.25 million; FY 2017 Request – $1.85 million

In existence since 1999, ECA’s Evaluation Division provides guidance to program offices on developing and measuring programmatic goals, conducts performance measurement on priority ECA programs, and works in collaboration with independent, externally contracted agencies to carry out long-term impact studies of selected programs. Performance measurement is conducted internally through short-term studies via the Evaluation Division’s data collection system, E-GOALS. In the past 10 years, over 58,000 responses have been collected from exchange program participants who have been surveyed before, immediately after and approximately one year after their ECA-sponsored exchange experience though the E-GOALS database. The data captured in these surveys allows the Evaluation Division to inform program officers, grantees, implementing partners, ECA leadership, and key stakeholders on the immediate impacts of the programs, and the findings serve as guidance for program improvement. The Evaluation Division also commissions one to two long-term evaluations per year on selected programs, in consultation with ECA leadership and program managers. These evaluations generally look at programs that relate to a particular priority area of foreign policy. The independent evaluations are developed through mixed-method approaches.

ECA COLLABORATORY

FY 2014 Actual – $0; FY 2015 Actual – $0; FY 2016 Enacted – $0.200 million; FY 2017 Request – $0.398 million

The Collaboratory designs, pilots and spreads innovative approaches to educational and cultural diplomacy. Through this work, the Collaboratory plays a role in adapting public diplomacy to the demands of a networked world. Its work includes developing new programmatic tools for the department (like the MOOC Camp initiative), cultivating best practices for the use of technology in exchanges and linking public diplomacy practitioners with experts from other sectors. The Collaboratory also works to advance new work methods, such as human-centered design, that allow State Department teams to better perform in today’s rapidly changing environment.

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

- Participants: 4,000 (FY 2014); 5,000 (FY 2015)

**Virtual Exchange Pilots (2013):** A small number of virtual exchange pilot programs aim to demonstrate models for reaching new audiences and extending U.S. engagement with predominantly young, non-elite audiences around the globe. Past programs include a Global Virtual Comedy Club with the Kennedy Center to commemorate the 25th Anniversary of the Americans with Disabilities Act, “Mission Mars: Virtual Field Trip” with NASA and an entirely virtual IVLP program coordinated with the IVLP office and Embassy Reykjavik.

- Participants: 22,050 (FY 2014); 5,000 (FY 2015)

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**CULTURAL HERITAGE CENTER (1983)**

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.

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

FY 2013 Actual: $5.750 million; FY 2014 Actual: $5.750 million; FY 2015: $5.750 million; FY 2016 Planned: $5.750

The U.S. Ambassadors Fund for Cultural Preservation awards grants through U.S. embassies for the preservation of cultural heritage of developing countries. The program had approximately 36 active projects in 2015.

**Participant Countries:** Algeria, Armenia, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Burma, Cambodia, China, Dominican Republic, Egypt, Ethiopia, Honduras, Jordan, Kyrgyzstan, Laos, Lebanon, Madagascar, Mali, Montenegro, Nepal, Pakistan, Peru, Rwanda, Samoa, Sri Lanka, Turkmenistan, Ukraine and Venezuela

**CULTURAL ANTIQUITIES TASK FORCE (CATF) (2004)**

FY 2014 Actual: $995,000; FY 2015 Actual: $1.000 million; FY16 Planned: $1.000 million

The Cultural Antiquities Task Force (CATF) addresses the worldwide problem of damage to and looting of cultural heritage sites through projects that bolster law enforcement efforts to combat illicit trafficking. It was created by P.L.108-199. The task force had approximately 10 active programs in 2015.

**CULTURAL PROPERTY PROTECTION PROGRAM (1970)**

FY 2014 Actual: $128,000; FY 2015 Actual: $130,000; FY 2016 Planned: $130,000

The Cultural Property Protection Program coordinates U.S. government activities governed by the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and the Convention on Cultural Property Implementation Act, which empowers the Department of State to consider requests from governments party to the convention to impose import restrictions on archaeological or ethnological material. The program also houses the Cultural Property Advisory Committee, whose role is to advise the President (or his designee) on appropriate U.S. action in response to requests from state parties for assistance in protecting their cultural heritage.

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

ECA Funding – FY 2014 Actual: $174,000; FY 2015 Actual: $500,000; FY 2016 Planned: $0

Bureau of Near Eastern Affairs (NEA) Funding – FY 2014 Actual: $700,000; FY 2015 Actual: $0; FY 2016 Planned: $0

The Iraqi Institute for the Conservation of Antiquities
and Heritage provides Iraqi heritage practitioners with modern education in the preservation of museum collections, historic architecture and archaeological sites. Since 2009, nearly 200 practitioners from Iraq have attended the U.S.-sponsored programs. It is funded by the Department of State and private donors and is implemented by a consortium of leading U.S. preservation institutions. The program was temporarily suspended for security reasons in fiscal year 2015 but restarted in fiscal year 2016.

**FUTURE OF BABYLON PROJECT (2009)**

*FY 2014 Actual: $3.667 million; FY 2015 Actual: $500,000; FY 2016 Planned: $0*

The Future of Babylon Project develops a sustainable site management plan for long-term preservation of the ancient site of Babylon and undertaking stabilization and preservation of ancient structures at risk. The site management plan has been completed. Current State Department-funded work at the site focuses on emergency stabilization and conservation of high-priority heritage structures identified by the management plan as being at risk. These include the Ishtar Gate and Nabu-sha-Khari temple. It is implemented by a leading international preservation organization in collaboration with the Iraqi antiquities authority. The fiscal year 2014 expenditures represent cumulative funding provided beginning in 2009. Fiscal year 2015 funding was provided by NEA.

**HERITAGE AT RISK (2013)**

*FY 2014 Actual: $115,820; FY 2015 Actual: $115,820; FY 2016 Planned: $120,367*

Heritage at Risk undertakes 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 man-made disasters. It coordinates the State Department’s response among the relevant U.S. embassies; its geographic and functional bureaus; and executive branch agencies to ensure U.S. government actions mitigate risk and damage to irreplaceable cultural heritage.

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

*FY 2014 Actual: $756,000; FY 2015 Actual: $900,000; FY 2016 Planned: $0*

Planning for Safeguarding Heritage Sites in Syria and Iraq develops comprehensive documentation of the current condition and future preservation needs of cultural heritage sites in Syria and Iraq and develops plans to make recommendations for short- and long-term preservation efforts, which could be undertaken as separate projects when conditions and funding permit. This is a collaborative project between the Cultural Heritage Center (CHC) and Bureau of Near Eastern Affairs (NEA), with subject matter expertise provided by CHC and funding provided by NEA. It is staffed by 17 paid staff, two paid cost share staff, seven volunteer and six cost share volunteers.
Academic Exchange Programs

FY 2014 Actual: $316.5 million; FY 2015 Actual: $335.6 million; FY 2016 Enacted: $309.5 million; FY 2017 Request: $326.3 million

FULBRIGHT PROGRAM (1946)

Program receives some foreign funding.

**Program Length:** Year-long

**Avg. Cost per Day:** $58 (2015)

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

**Female/Male Split:** 52%/48%

<table>
<thead>
<tr>
<th>FY</th>
<th>Actual</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<tr>
<td>2013</td>
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**Description:** Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program and its components provide opportunities for Americans and citizens of more than 155 countries, who are chosen for their academic achievement and leadership potential to study, teach or conduct research abroad and develop ties that build mutual understanding. The program does not exist in countries where the U.S. does not have diplomatic representation (e.g., Iran, North Korea, Syria), or is represented via an embassy in another country (e.g., Bhutan, Somalia).

FOREIGN PARTICIPANTS

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

Program receives some foreign funding.

**Program Length:** 10 months

**Avg. Cost per Day:** $50 (2015)

**Geographic Reach:** Afghanistan, Algeria, Argentina, Austria, Bangladesh, Belgium, Brazil, Burma, China, Colombia, Egypt, Finland, France, Germany, India, Indonesia, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Libya, Malaysia, Mauritania, Mexico, Mongolia, Morocco, Nigeria, Pakistan, Palestinian Territories, Philippines, Russia, Saudi Arabia, South Korea, Spain, Taiwan, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Uruguay, Uzbekistan, Venezuela, Vietnam and Yemen
Female/Male Split: 69%/31%

FY 2013 Actual: $7,820,000  # of Proj/Partic.: 391  Cost per: $20,000
FY 2014 Actual: $5,868,116  # of Proj/Partic.: 412  Cost per: $14,243
FY 2015 Actual: $5,900,000  # of Proj/Partic.: 399  Cost per: $14,787
FY 2016 Estimate: $5,900,000  # of Proj/Partic.: N/A  Cost per: N/A

Description: The Fulbright Foreign Language Teaching Assistant (FLTA) Program provides 10-month fellowships to early career teachers of English from abroad to assist in the teaching of their native language (such as Arabic, Chinese and many others) to American post-secondary students while taking courses in American Studies and English teaching.

FULBRIGHT FOREIGN STUDENT PROGRAM (1946)

Program receives some foreign funding.  

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

Female/Male Split: 47%/53%

FY 2013 Actual: $92,000,000  # of Proj/Partic.: 3,929  Cost per: $23,416
FY 2014 Actual: $92,000,000  # of Proj/Partic.: 3,788  Cost per: $24,287
FY 2015 Actual: $68,400,000  # of Proj/Partic.: 3,949  Cost per: $17,321
FY 2016 Estimate: $69,200,000  # of Proj/Partic.: N/A  Cost per: N/A

Description: The Fulbright Foreign Student Program, created in 1946, provides scholarships to foreign graduate students, young professionals and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process. In fiscal year 2013, there were 1,936 new grants and 1,993 renewals at the cost of roughly $23,000 a participant.
**FULBRIGHT JUNIOR FULBRIGHT DEVELOPMENT PROGRAMS (NEAR EAST ASIA REGION ONLY) (2012)**

**Program Length:** 10 weeks  
**Avg. Cost per Day:** $403 (2015)

**Geographic Reach:** Egypt, Lebanon and Tunisia

**Female/Male Split:** 67%/33%

<table>
<thead>
<tr>
<th></th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual: $695,000</td>
<td>20</td>
<td>$34,750</td>
</tr>
<tr>
<td>FY 2014 Actual: $660,000</td>
<td>24</td>
<td>$27,500</td>
</tr>
<tr>
<td>FY 2015 Actual: $1,523,286</td>
<td>54</td>
<td>$28,209</td>
</tr>
</tbody>
</table>

Description: The Fulbright Junior Faculty Development Programs (JFDP) in the Middle East and North Africa were launched in 2012 after the success of the Fulbright Visiting Scholar Program for Iraq. The JFDP model brings young scholars in priority fields to U.S. institutions for an intensive 10-week program focusing on faculty development, research and cultural engagement activities. The aim is to build professional capacity at home universities, while developing linkages with U.S. institutions and expanding the scholars’ knowledge of U.S. higher education and culture. The Near East Asia Programs Branch of the Office of Academic Exchange Programs (ECA/A/E/NEA) determines which countries will participate each year based on availability of funds, priorities in the region, security issues on the ground and capacity at post. JFDP was first launched in 2012 with Libya. Since that time the following countries have participated: Libya (fiscal years 2012 and 2013), Lebanon (fiscal years 2014 and 2015), Palestinian Territories (fiscal year 2014), Egypt and Tunisia (fiscal year 2015).

**FULBRIGHT VISITING SCHOLAR PROGRAM (1946)**

**Program receives some foreign funding.**  
**Program Length:** 10 months  
**Avg. Cost per Day:** $95 (2015)

**Geographic Reach:** Albania, Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Benin, Bhutan, Bolivia, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Canada, Chile, China, Colombia, Poland, Program, part, Cost, per, Number, Participation, FY 2013 Actual: $26,970,000 | 930 | $29,000 |
| FY 2014 Actual: $27,000,000 | 900 | $30,000 |
| FY 2015 Actual: $21,900,000 | 777 | $28,185 |
| FY 2016 Estimate: N/A | N/A | N/A |

Description: 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 fiscal year 2013, it had 930 participants and cost roughly $29,000 per scholar.
FULBRIGHT VISITING SCHOLAR PROGRAM FOR IRAQ (2010)


Geographic Reach: Iraq

Female/Male Split: 44%/56%

FY 2013 Actual: $989,800  |  # of Proj/Partic.: 32  |  Cost per: $30,931
FY 2014 Actual: $602,823  |  # of Proj/Partic.: 14  |  Cost per: $43,059
FY 2015 Actual: $850,000  |  # of Proj/Partic.: 22  |  Cost per: $38,636

Description: The Fulbright Visiting Scholar Program for Iraq, launched in 2010, brings scholars in selected fields to U.S. institutions for approximately 10 weeks of faculty development, research, and other guided study activities designed to support them in building the capacity of universities in their home countries, and to advance their education. The program for Iraq is funded from post resources through a grant to the Council for International Exchange of Scholars (CIES) to administer the program for Iraqi scholars each year. In fiscal year 2015, ECA/A/E/NEA provided additional funds to cover the costs of scholars focused on cultural preservation.

U.S. PARTICIPANTS

FULBRIGHT ENGLISH TEACHING ASSISTANT (ETA) PROGRAM (1949)

Program receives some foreign funding.


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

Female/Male Split: 72%/28%

FY 2013 Actual: $21,735,000  |  # of Proj/Partic.: 1,035  |  Cost per: $21,000
FY 2014 Actual: $22,554,000  |  # of Proj/Partic.: 1,074  |  Cost per: $21,000
FY 2015 Actual: $22,500,000  |  # of Proj/Partic.: 1,073  |  Cost per: $20,969
FY 2016 Estimate: $22,500,000  |  # of Proj/Partic.: 1,075  |  Cost per: $20,930

Description: Fulbright English Teaching Assistant Program (ETA) places recent U.S. college graduates as English language teaching assistants in schools or universities overseas, improving foreign students’ English language abilities and knowledge of the United States while increasing their own language skills and knowledge of the host country.
FULBRIGHT MTV UNIVERSITY (MTVU) FELLOWSHIP (2007)

**Program Length:** 9 months

**Avg. Cost per Day:** $78 (2015)

**Geographic Reach:** Open to all countries with U.S. Student programs. Recent participants traveled to Chile, Dominican Republic, Mongolia, Serbia and South Africa

**Female/Male Split:** 60%/40%

<table>
<thead>
<tr>
<th>FY</th>
<th>Actual</th>
<th># of Proj/Partic.:</th>
<th>Cost per:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$115,000</td>
<td>5</td>
<td>$23,000</td>
</tr>
<tr>
<td>2014</td>
<td>$140,890</td>
<td>5</td>
<td>$28,178</td>
</tr>
<tr>
<td>2015</td>
<td>$103,560</td>
<td>5</td>
<td>$20,712</td>
</tr>
<tr>
<td>2016</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

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

**Program receives some foreign funding.**

**Program Length:** 24 months

**Avg. Cost per Day:** $73 (2014)

**Geographic Reach:** Open to all Western Hemisphere countries. Recent participants were from Brazil, Canada, Chile, Colombia, Ecuador, Guatemala, Jamaica, Mexico, Peru and United States

**Female/Male Split:** 55%/45%

<table>
<thead>
<tr>
<th>FY</th>
<th>Actual</th>
<th># of Proj/Partic.:</th>
<th>Cost per:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$750,000</td>
<td>20</td>
<td>$37,500</td>
</tr>
<tr>
<td>2014</td>
<td>$1,040,000</td>
<td>20</td>
<td>$52,000</td>
</tr>
<tr>
<td>2015</td>
<td>$0 (Program is using two-year funding)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

FULBRIGHT SPECIALIST PROGRAM (2001)

**Program receives some foreign funding.**

**Program Length:** 2–6 weeks

**Avg. Cost per Day:** $219 (2015)

**Geographic Reach:** Albania, Algeria, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cote d’Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Gambia, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Korea, Kosovo, Kuwait, Kyrgyz Republic, Laos, Latvia, Liberia, Lithuania, Luxembourg, Macau, Macedonia, Malawi, Malaysia, Maldives, Malta, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Oman, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Swaziland, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Trinidad and Tobago, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia and Zimbabwe
DESCRIPTION: The Fulbright Specialists Program provides grants for U.S. faculty and professionals to lecture, lead seminars or workshops and consult with institutions abroad on educational issues for periods of two-to-six weeks, based on requests from host country institutions to posts and Fulbright commissions.

FULBRIGHT U.S. SCHOLAR PROGRAM (1946)

PROGRAM RECEIVES SOME FOREIGN FUNDING.

PROGRAM LENGTH: 10 months

AVERAGE COST PER DAY: $141 (2015)

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

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

Program receives some foreign funding.

Program Length: 10 months  

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

Female/Male Split: 67%/33%

FY 2013 Actual: $43,400,000  
# of Proj/Partic.: 1,882  
Cost per: $23,061

FY 2014 Actual: $48,200,000  
# of Proj/Partic.: 1,921  
Cost per: $25,091

FY 2015 Actual: $49,000,000  
# of Proj/Partic.: 1,912  
Cost per: $25,628

FY 2016 Estimate: $49,000,000  
# of Proj/Partic.: 2,000  
Cost per: $24,500

Description: The Fulbright U.S. Student Program, created in 1946, provides fellowships to U.S. graduating college seniors, graduate students, artists and early career professionals selected through open, merit-based competition for study and research abroad for one academic year. The average cost per student for Fulbright U.S. Student programs in fiscal year 2013 was approximately $23,000 for nearly 2,000 participants. In fiscal year 2013, 871 of them were college seniors or graduate students.

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

Program Length: 9 months  

Geographic Reach: Bangladesh, Botswana, Brazil, China, Kenya, Malawi, Peru, South Africa, Thailand, Uganda, Zambia, Ghana, Zimbabwe

Female/Male Split: 33%/67%

FY 2013 Actual: $115,000  
# of Proj/Partic.: 5  
Cost per: $23,000

FY 2014 Actual: $92,000  
# of Proj/Partic.: 4  
Cost per: $23,000

FY 2015 Actual: $70,000  
# of Proj/Partic.: 3  
Cost per: $23,333

FY 2016 Estimate: N/A  
# of Proj/Partic.: N/A  
Cost per: N/A

Description: The Fulbright-Fogarty Fellowships in Public Health provide fellowships to American students and scholars for research at National Institutes of Health affiliated centers. Programs are targeted geographically at Sub-Saharan Africa, Asia, or South America.

FULBRIGHT-NATIONAL GEOGRAPHIC DIGITAL STORYTELLING FELLOWSHIP (2014)

Program Length: 9 months  

Geographic Reach: Fiji, Indonesia, Japan, Jordan, Kazakhstan, Kiribati, Russia, Sweden and Turkey
### Female/Male Split: 60%/40%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014</td>
<td>$150,000</td>
<td>5</td>
<td>$30,000</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$157,000</td>
<td>5</td>
<td>$31,400</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$150,000</td>
<td>5</td>
<td>$30,000</td>
</tr>
<tr>
<td>FY 2017</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>$1,080,000</td>
<td>24</td>
<td>$45,000</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$936,000</td>
<td>24</td>
<td>$39,000</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$825,000</td>
<td>18</td>
<td>$45,833</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$825,000</td>
<td>24</td>
<td>$34,375</td>
</tr>
<tr>
<td>FY 2017</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** The J. William Fulbright-Hillary Rodham Clinton Fellowship sends American early-career professionals and doctoral students to developing countries for 10 months to serve as special assistants to leaders in public policy fields in host government ministries and institutions.

### OTHER FULBRIGHT-FUNDED PROGRAMS

### GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (UGRAD) (2002)

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>$8,072,006</td>
<td>271</td>
<td>$29,786</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$7,733,130</td>
<td>255</td>
<td>$30,326</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$5,600,000</td>
<td>253</td>
<td>$22,134</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$5,600,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** The Global Undergraduate Exchange Program (UGRAD) offers scholarships for a semester or a full academic year of non-degree study in the United States to undergraduate emerging student leaders from underrepresented sectors of selected countries in different global regions. The program also includes community service and professional development activities. Figures above are for all base funded UGRAD programs—Western Hemisphere, East Asia, Eurasia/Central Asia, and Near East/South Asia/Sub Saharan Africa. A previous iteration of program existed in 1992 under a different name.
**GLOBAL UNDERGRADUATE EXCHANGE PROGRAM PAKISTAN (UGRAD-PAKISTAN) (2010)**

Program Length: Academic semester (5 months)  

**Geographic Reach:** Pakistan

**Female/Male Split:** 56%/44%

**FY 2013 Actual:** $7,924,043  
# of Proj/Partic.: 380  
Cost per: $20,853

**FY 2014 Actual:** $5,393,234  
# of Proj/Partic.: 250  
Cost per: $21,573

**FY 2015 Actual:** $6,360,922  
# of Proj/Partic.: 282  
Cost per: $22,556

**FY 2016 Estimate:** $5,575,000  
# of Proj/Partic.: 224  
Cost per: $24,888

**FY 2017 Requested:** N/A  
# of Proj/Partic.: N/A  
Cost per: N/A

**Description:** The Global Undergraduate Exchange Program with Pakistan (UGRAD-Pakistan) offers one-semester, non-degree scholarships to study in the United States to outstanding undergraduate emerging student leaders from under-represented socio-economic and geographic sectors throughout Pakistan. The program provides participants with leadership and professional development training and opportunities to include community service and other enrichment activities designed to help them understand the United States and U.S. citizens inside and outside the classroom. (UGRAD-Pakistan has been administered by the International Exchanges and Research Board since its inception in 2010.)

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

Program receives some foreign funding.  
Program Length: 5–6 weeks  

**Geographic Reach:** Afghanistan, Algeria, Angola, Argentina, Armenia, Azerbaijan, Bangladesh, Belarus, Belgium, Bolivia, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Chad, Chile, China, Colombia, Costa Rica, Cote d’Ivoire, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Georgia, Ghana, Greece, Guatemala, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Madagascar, Malawi, Malaysia, Mali, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Singapore, Slovak Republic, South Africa, South Sudan, Spain, Sri Lanka, Sudan, Sweden, Syria, Taiwan, Tajikistan, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia and Zimbabwe

**Female/Male Split:** 61%/39%

**FY 2013 Actual:** $7,985,250  
# of Proj/Partic.: 650  
Cost per: $12,285

**FY 2014 Actual:** $8,599,570  
# of Proj/Partic.: 602  
Cost per: $14,285

**FY 2015 Actual:** $8,600,000  
# of Proj/Partic.: 550  
Cost per: $15,636

**FY 2016 Estimate:** $8,600,000  
# of Proj/Partic.: 622  
Cost per: $13,826

**FY 2017 Requested:** N/A  
# of Proj/Partic.: N/A  
Cost per: N/A

**Description:** The Study of the U.S. Institutes for Student Leaders and Scholars allows undergraduate students, foreign university faculty and educators from multiple world regions to participate in five- to six-week academic seminars at U.S. universities focusing on topics in U.S. studies. The program includes community service and leadership development and aims to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas. This program does receive some limited foreign funding. Only nine participants received foreign support.

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**TUNISIA UNDERGRADUATE SCHOLARSHIP PROGRAM (TUNISIA UGRAD) (2013)**

**Program Length:** Academic year (9 months)  
**Avg. Cost per Day:** $140 (2014)

**Geographic Reach:** Tunisia
Female/Male Split: 55%/45%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>$4,624,402</th>
<th># of Proj/Partic.: 132</th>
<th>Cost per: $35,033</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 Actual</td>
<td>$4,620,448</td>
<td># of Proj/Partic.: 124</td>
<td>Cost per: $37,262</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
<td>N/A</td>
<td># of Proj/Partic.: N/A</td>
<td>Cost per: N/A</td>
</tr>
</tbody>
</table>

Description: The Tunisia Undergraduate Scholarship Program (Tunisia UGRAD) offers scholarships to outstanding students from underrepresented sectors and parts of Tunisia for one academic year of non-degree, undergraduate study at accredited four-year institutions in the United States. The program aims to provide participants with a deeper understanding of American culture, as well as globally applicable skills and expertise to help them contribute to the economic growth and development of their country.

SPECIAL ACADEMIC EXCHANGES

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (AJFDP) (2010)

Program Length: 10 weeks  

Geographic Reach: Afghanistan

Female/Male Split: 20%/80%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>$500,000</th>
<th># of Proj/Partic.: 20</th>
<th>Cost per: $25,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 Actual</td>
<td>$500,000</td>
<td># of Proj/Partic.: 22</td>
<td>Cost per: $22,727</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
<td>$250,000</td>
<td># of Proj/Partic.: 10</td>
<td>Cost per: $25,000</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>N/A</td>
<td># of Proj/Partic.: N/A</td>
<td>Cost per: N/A</td>
</tr>
</tbody>
</table>

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

AMERICAN OVERSEAS RESEARCH CENTERS (ORCS) (1981)

This program receives its annual appropriation from the U.S. Congress passed through ECA. It is not administered by ECA.

Program Length: 3-6 months  

Geographic Reach: United States

Female/Male Split: 54%/46%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>$3,999,912</th>
<th># of Proj/Partic.: 232</th>
<th>Cost per: $17,241</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 Actual</td>
<td>$3,999,825</td>
<td># of Proj/Partic.: 225</td>
<td>Cost per: $17,777</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
<td>$4,000,000</td>
<td># of Proj/Partic.: 230</td>
<td>Cost per: $17,391</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>$4,000,000</td>
<td># of Proj/Partic.: N/A</td>
<td>Cost per: N/A</td>
</tr>
</tbody>
</table>

Description: Through the Council of American Overseas Research Centers (CAORC), ECA provides funding for 20 Overseas Research Centers (ORCs)—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 through study of the cultures of countries where the ORCs are located.
**FULBRIGHT ECONOMICS TEACHING PROGRAM (FETP) (1994)**

**Program Length:** 2 years  
**Avg. Cost per Day:** $27 (2015)

**Geographic Reach:** Vietnam

**Female/Male Split:** 52%/48%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
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<tr>
<td>FY 2013</td>
<td>$1,900,000</td>
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<td>$19,000</td>
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<tr>
<td>FY 2014</td>
<td>$1,900,000</td>
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</tr>
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<td>FY 2015</td>
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<tr>
<td>FY 2016 Estimate</td>
<td>$1,900,000</td>
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<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

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

**Program Length:** N/A  
**Avg. Cost per Day:** N/A

**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual/Estimate</th>
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<th>Cost per</th>
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<tr>
<td>FY 2016 Estimate</td>
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</tr>
</tbody>
</table>

**Description:** The Center for Middle Eastern-Western Dialogue 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.

**MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)**

See page page 133.

**NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (1995)**

**Program Length:** N/A  
**Avg. Cost per Day:** N/A

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
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<tr>
<td>FY 2016 Estimate</td>
<td>$450,000</td>
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</tr>
</tbody>
</table>

**Description:** The National Clearinghouse on Disability and Exchange is 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.
SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (2006)

Program was merged into Study of the U.S. Institutes (SUSI) in FY 2015.
Program Length: 5 weeks  Avg. Cost per Day: $357 (2014)

Female/Male Split: 73%/28%

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<thead>
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<tr>
<td>FY 2014</td>
<td>$500,000</td>
<td>40</td>
<td>$12,500</td>
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</tbody>
</table>

Description: Now a part of the Study of the U.S. Institute (SUSI). 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.

TIBETAN SCHOLARSHIP PROGRAM (1988)


Geographic Reach: India and Nepal

Female/Male Split: 75%/25%

<table>
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<th>Year</th>
<th>Actual Cost</th>
<th>Projects/Participants</th>
<th>Cost per</th>
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<tr>
<td>FY 2017</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: 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.

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


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

Female/Male Split: N/A

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Cost</th>
<th>Projects/Participants</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>$435,000</td>
<td>4</td>
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<tr>
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<td>FY 2015</td>
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<td>$350,000</td>
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<td>$116,667</td>
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<tr>
<td>FY 2017</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: The U.S.-South Pacific Scholarship Program supports merit-based scholarships to students from sovereign island nations of the South Pacific for U.S. degree study in fields related to development of the region.
CENTER FOR CULTURAL & TECHNICAL INTERCHANGE (EAST-WEST CENTER) (1960)

This program receives its annual appropriation from the U.S. Congress passed through ECA. It is not run by ECA. Program receives some foreign funding.

Geographic Reach: Afghanistan, Australia, Bangladesh, Bhutan, Brunei, Burma, Cambodia, China, Cook Islands, Fiji, French Polynesia, Guam, Hong Kong, India, Indonesia, Iran, Japan, Kiribati, Korea, Lao, Malaysia, Marshall Islands, Micronesia, Mongolia, Nauru, Nepal, New Zealand, Niue, Northern Marianas, Pakistan, Palau, Papua New Guinea, Philippines, Russia, Samoa, Singapore, Solomon Islands, Sri Lanka, Taiwan, Thailand, Timor-Leste, Tonga, Tuvalu, Vanuatu, and Vietnam

Female/Male Split: 49%/51%

FY 2013 Actual: $15,900,251
FY 2014 Actual: $16,699,480
FY 2015 Actual: $16,700,000
FY 2016 Estimate: $16,700,000
FY 2017 Requested: N/A

Description: The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 to strengthen understanding and relations between the United States and the countries of the Asia Pacific region. Located in Honolulu, Hawaii, the center carries out its mission through programs of cooperative study, training and research.


Program Length: 4–5 years

Geographic Reach: Timor-Leste

Female/Male Split: 50%/50%

FY 2013 Actual: $435,000
FY 2014 Actual: $435,000
FY 2015 Actual: $350,000
FY 2016 Estimate: $350,000
FY 2017 Requested: N/A

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

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI) (2014)

See page page 134.
Office of Citizen Exchanges

FY 2013 Actual: $9.500 million; FY 2014 Actual: $10.200 million; FY 2015 Planned: $10.200 million; FY 2016 Estimated: N/A

CULTURAL PROGRAMS DIVISION - INBOUND, SHORT-TERM PROGRAMS

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 (e.g., linguistic, cultural and socioeconomic) in connecting with different audiences. All cultural diplomacy programs correspond to U.S. foreign policy objectives. There are 14 programs and all of them are public-private partnerships.

CENTER STAGE (2010)


Geographic Reach: Algeria and Tanzania
Female/Male Split: N/A

| FY 2014 Actual: $1,000,000 | # of Proj/Partic.: 53 | Cost per: $18,868 |
| FY 2016 Estimate: $1,350,000 | # of Proj/Partic.: N/A | Cost per: N/A |
| FY 2018 Requested: N/A | # of Proj/Partic.: N/A | Cost per: N/A |

Description: Center Stage invites performing artists from high-priority countries to the United States to perform and conduct engagement activities. They tour 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 and Vietnam. It is a public-private partnership. Season 3 tours (summer–fall 2016) will include artists from Algeria and Tanzania. Program is funded every other year. Next round of funding is in fiscal year 2016.

GLOBAL MEDIA MAKERS (2015)

Program Length: 2 years  Avg. Cost per Day: $1,020 (2016)

Geographic Reach: Egypt, Jordan, Lebanon, Morocco and Turkey
Female/Male Split: N/A

| FY 2016 Spending: $1,000,000 | # of Proj/Partic.: 28 | Cost per: $35,714 |
| FY 2017 Request: $1,000,000 | # of Proj/Partic.: N/A | Cost per: N/A |

Description: Global Media Makers is an innovative mentoring initiative that connects visual storytellers from around the world with leading U.S. entertainment professionals through tailored mentorships, workshops and master classes. For the first year of this program, 14 film, television and new media makers were selected from Egypt, Jordan, Lebanon, Morocco and Turkey. Global Media Makers Fellows engaged in comprehensive filmmaker education, business training and professional networking opportunities. Selected participants traveled to Los Angeles for five weeks (May 2 to June 4, 2016) to work on projects with a team of American mentors and receive state-of-the-art training and industry access to support conceptual development of independent, authentic and compelling content for distribution in their home countries and foster creative cross-pollination between filmmakers from diverse countries. Six months following the L.A.-based programs, mentors will travel to the region to meet with fellows and conduct workshops for local filmmakers.
INTERNATIONAL WRITING PROGRAM (IWP) (2006)

Program receives some foreign funding. 
Program Length: 5–90 days Avg. Cost per Day: $105 (2014)

Geographic Reach: Afghanistan, Argentina, Armenia, Australia, Burma, China, Colombia, Cuba, Egypt, Germany, Ghana, Greece, Hong Kong, Iceland, India, Iraq, Israel, Lithuania, Malaysia, Netherlands, New Zealand, Romania, Saudi Arabia, Singapore, South Africa, South Korea, South Sudan, Sudan, Syria, Taiwan, Turkey, United States and Venezuela

Female/Male Split: 59%/41%

FY 2013 Actual: $520,416 # of Proj/Partic.: 117 Cost per: $4,448
FY 2014 Actual: $500,000 # of Proj/Partic.: 100 Cost per: $5,000
FY 2015 Actual: $680,000 # of Proj/Partic.: N/A Cost per: N/A
FY 2016 Estimate: $720,000 # of Proj/Partic.: N/A Cost per: N/A

Description: Through the 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 and 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 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.

MUSEUMS CONNECT (2007)

Program receives some foreign funding. Program is being phased out. 

Geographic Reach: Cambodia, China, Colombia, Honduras, India, Jamaica, Mexico, Mongolia, Morocco and Romania

Female/Male Split: 65%/35%

FY 2013 Actual: $1,050,000 # of Proj/Partic.: 115 Cost per: $9,130
FY 2014 Actual: $920,000 # of Proj/Partic.: 90 Cost per: $10,222
FY 2015 Actual: $828,000 # of Proj/Partic.: 80 Cost per: $10,350
FY 2016 Estimate: $1,150,000 # of Proj/Partic.: N/A Cost per: N/A

Description: The Museums Connect “Building Global Communities” program brings together U.S. and international communities, especially youth, women and other underserved groups, through collaborative museum-led exchange projects that support foreign policy objectives, such as women's empowerment, social inclusion, civic engagement and environmental protection.

ONEBEAT (2011)


Geographic Reach: Brazil, Colombia, Egypt, India, Indonesia, Kosovo, Lebanon, Malaysia, Nigeria, Russia, Senegal, Serbia, Taiwan, Turkey, United States, Venezuela and Zimbabwe

Female/Male Split: 44%/56%

FY 2013 Actual: $1,050,000 # of Proj/Partic.: 50 Cost per: $21,000
FY 2015 Actual: $1,300,000 # of Proj/Partic.: 50 Cost per: $26,000
FY 2017 Requested: N/A # of Proj/Partic.: N/A Cost per: N/A

Description: OneBeat brings accomplished foreign musicians to the United States to work with their American counterparts to compose new music, create recordings and videos, and develop practices of music as civic engagement. OneBeat has a U.S.-based month-long program consisting of a residency and tour. During the residency, participants
form small collaborative ensembles that improvise, compose and record original work and prepare for performances and educational workshops. The groups then tour cities within the United States to perform the music they have developed during the residency, work with local musicians and conduct social outreach workshops with local youth. Musicians from approximately 40 countries are determined biennially in consultation with regional bureaus and are eligible to apply in an open application process. It is a public-private partnership. The program is funded every other year so the last round of funding was in fiscal year 2015 and the next is in fiscal year 2017.

**CULTURAL PROGRAMS DIVISION - OUTBOUND, SHORT-TERM PROGRAMS**

*To be consistent with other ECA program data measurements, the estimated cost per traveler on the exchange is provided in this section. 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. We hope to have reliable audience information in future reports to give the reader a more accurate measure of cost per audience member.*

**AMERICAN ARTS INCUBATOR (2013)**

Program receives some foreign funding.

|-------------------------|----------------------------------|

**Geographic Reach:** Cambodia, Colombia, Guatemala, Russia, Thailand

<table>
<thead>
<tr>
<th>Female/Male Split: 60%/40%</th>
</tr>
</thead>
</table>

**FY 2013 Actual:** $250,000  
# of Proj/Partic.: 4  
Cost per: $62,500

**FY 2014 Actual:** $250,000  
# of Proj/Partic.: 4  
Cost per: $62,500

**FY 2015 Actual:** $300,000  
# of Proj/Partic.: 5  
Cost per: $60,000

**FY 2016 Estimate:** $500,000  
# of Proj/Partic.: 6  
Cost per: $83,333

**Description:** The American Arts Incubator encourages resilient communities by addressing local community issues, such as social inclusion, youth engagement, human rights, women's empowerment and/or the environment, through collaborative new media and digital art projects that engage youth, artists and underserved community members. Designed after the entrepreneurial “incubator” models popular with Silicon Valley start-ups, six American artists travel abroad to six countries for approximately four weeks each to conduct workshops, develop projects and lead micro grant programs. One foreign artist from each country is also selected to participate in an intensive workshop focused on community engagement and arts entrepreneurship in the U.S. for one to two weeks. Fiscal year 2013, 2014, and 2015 funding supported programming in the East Asia Pacific region while 2016 funding expanded support to the Western Hemisphere and Eurasia regions. It is a public-private partnership.

**AMERICAN FILM SHOWCASE (2011)**

Program Length: 7-10 days  

**Geographic Reach:** Algeria, Argentina, Belarus, Benin, Bosnia and Herzegovina, Botswana, Brazil, Colombia, Ecuador, Egypt, Estonia, Ethiopia, France, Georgia, Germany, Haiti, India, Indonesia, Israel, Japan, Jordan, Kazakhstan, Kuwait, Mongolia, Namibia, Oman, Palestinian Territories, Peru, Qatar, Russia, Singapore, Tajikistan, Thailand, Tunisia, Turkey, Turkmenistan, Ukraine, Zimbabwe

<table>
<thead>
<tr>
<th>Female/Male Split: N/A</th>
</tr>
</thead>
</table>

**FY 2013 Actual:** $1,300,000  
# of Proj/Partic.: 50  
Cost per: $26,000

**FY 2014 Actual:** $1,500,000  
# of Proj/Partic.: 80  
Cost per: $18,750

**FY 2015 Actual:** $1,800,000  
# of Proj/Partic.: 100  
Cost per: $18,000

**FY 2016 Estimate:** $1,950,000  
# of Proj/Partic.: 100  
Cost per: $19,500
Description: The 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 (USC) School of Cinematic Arts arranges touring programs with the State Department to showcase the films and their filmmakers at U.S. embassy-organized events, including international film festivals. An annual application process determines the 35–40 participating countries. AFS supports incoming foreign filmmakers for USC-based workshops. It is a public-private partnership.

AMERICAN MUSIC ABROAD (AMA) (2011)

Program Length: 2–6 weeks

Geographic Reach: Algeria, Angola, Argentina, Azerbaijan, Bangladesh, Barbados, Belarus, Belize, Benin, Bermuda, Bolivia, Bosnia, Botswana, Brazil, Bulgaria, Burma, Cambodia, Cameroon, China, Colombia, Congo, Costa Rica, Cote d'Ivoire, Cyprus, Democratic Republic of the Congo, Djibouti, Dominican Republic, East Timor, Ecuador, Egypt, El Salvador, Equatorial Guinea, Estonia, Ethiopia, Fed States of Micronesia, Fiji, The Gambia, Georgia, Ghana, Greece, Guatemala, Guinea Bissau, Guyana, Honduras, Hungary, India, Indonesia, Jerusalem, Jordan, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Latvia, Libya, Liberia, Lithuania, Macedonia, Malaysia, Malta, Marshall Islands, Mauritania, Mauritius, Mexico, Moldova, Montenegro, Morocco, Mozambique, Namibia, Nepal, New Zealand, Nicaragua, Niger, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Rep of the Congo, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Slovenia, Solomon Islands, South Africa, South Korea, Swaziland, Taiwan, Tajikistan, Tel Aviv, Thailand, Togo, Tunisia, Turkmenistan, Uganda, Ukraine, United States, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia, and Zimbabwe

Female/Male Split: 15%/85%

FY 2013 Actual: $1,500,000  # of Proj/Partic.: 48  Cost per: $31,250
FY 2014 Actual: $1,500,000  # of Proj/Partic.: 51  Cost per: $29,412
FY 2015 Actual: $1,292,000  # of Proj/Partic.: 38  Cost per: $34,000
FY 2016 Estimate: $1,340,000  # of Proj/Partic.: N/A  Cost per: N/A

Description: American Music Abroad (AMA) focuses on investing in youth leadership and strengthening civil society by sending approximately 8-11 American music groups in genres such as urban/hip-hop, gospel, bluegrass and jazz to more than 40 countries annually to conduct public concerts, interactive performances with local musicians, lecture demonstrations, workshops and jam sessions with diverse audiences. AMA activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music first-hand. Participating countries are determined in consultation with the regional bureaus and embassies overseas. This iteration began in 2011, but the touring of musical ensembles has run decades under various names, since “Jazz Ambassadors” in the 1950’s.

ARTS ENVOY PROGRAM (2012)

Program Length: 5 days–6 weeks

Geographic Reach: Argentina, Austria, Azerbaijan, Bangladesh, Bolivia, Bosnia and Herzegovina, Botswana, Burkina Faso, Cameroon, Canada, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Dominican Republic, Ecuador, Ethiopia, Georgia, Honduras, Israel, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Lesotho, Liberia, Lithuania, Micronesia, Moldova, Namibia, Okinawa, Oman, Palestinian Territories, Paraguay, Qatar, Republic of Congo, Romania, Russia, Saudi Arabia, Slovak Republic, Slovenia, South Africa, Swaziland, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam and Zimbabwe

Female/Male Split: 30%/70%

FY 2013 Actual: $1,600,000  # of Proj/Partic.: 240  Cost per: $6,667
FY 2014 Actual: $1,500,000  # of Proj/Partic.: 390  Cost per: $3,846
FY 2015 Actual: $1,550,000  # of Proj/Partic.: N/A  Cost per: N/A
FY 2016 Estimate: $2,430,000 (Funding for exchanges in both 2016 and 2016)
Description: The Arts Envoy Program gives U.S. missions worldwide an opportunity to develop customized cultural programming to support U.S. foreign policy mission objectives and connects 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, arts professionals and general audiences.

NEXT LEVEL (2013)

Program receives some foreign funding.

Program Length: 2–3 weeks
Avg. Cost per Day: $1,758 (2015)

Geographic Reach: Algeria, Brazil, Colombia, Croatia, Indonesia, and Tunisia

Female/Male Split: 30%/70%

<table>
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<tr>
<th>Fiscal Year</th>
<th>Actual Costs</th>
<th># of Projects/Participants</th>
<th>Cost per</th>
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<tr>
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<td>26</td>
<td>$30,769</td>
</tr>
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</table>

Description: Next Level aims to encourage civil society development and provide economic and professional development opportunities to youth and 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 to six countries and implement four interrelated workshops on beat/music making, break dancing and rapping. Each overseas component lasts for two to three weeks and includes workshops and performances on topics including music production, artists' entrepreneurship and conflict resolution strategies. Each workshop 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. Fiscal year 2014 funding programs were with the Bureau of African Affairs (with entrepreneurship, youth leadership development focus); the Bureau of Western Hemisphere Affairs (with violence prevention, youth empowerment, entrepreneurship focus) and the Bureau of East Asian Pacific Affairs (with youth empowerment, anti-human trafficking focus).

BIENNALES (1988)

Program Length: 7–8 months

Geographic Reach: United States

Female/Male Split: N/A

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual Costs</th>
<th># of Projects/Participants</th>
<th>Cost per</th>
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<td>6</td>
<td>$16,667</td>
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<tr>
<td>FY 2015</td>
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<tr>
<td>FY 2016 Estimate</td>
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</tbody>
</table>

Description: The Biennales initiative 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. Fiscal year 2013 funding supported the 2014 Architecture Biennale with U.S. representation arranged by Storefront Art and Architecture, which developed the Office U.S. Exhibition. The Office U.S. Exhibition incorporated U.S. high school and undergraduate students to participate in the exhibition, in addition to running several virtual programs that engaged underserved communities in the United States and in Europe. Fiscal year 2014 funding supported the 2015 Venice Art Exhibition. The United States was represented by MIT’s List Visual Arts Center and artist Joan Jonas’ multi-media installation. ECA partners with the National Endowment of the Arts, which is selecting the U.S. representation for this public-private partnership. In fiscal years 2013 and 2014, the program received $577,000 and $2.5 million respectively from the private sector.
DANCEMOTION USA (2010)

Program receives some foreign funding.
Program Length: 18 days (3 tours; each tour is 18 days)  Avg. Cost per Day: $1,720 (2014)

Geographic Reach: Cote d’Ivoire, Dominican Republic, Ethiopia, Haiti, Panama, Singapore, Thailand, Tunisia and Vietnam

Female/Male Split: N/A

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>$1,500,000</td>
<td>50</td>
<td>$30,000</td>
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<tr>
<td>FY 2014</td>
<td>$1,300,000</td>
<td>42</td>
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</tr>
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<td>FY 2015</td>
<td>$1,300,000</td>
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<td>N/A</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>$1,150,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: DanceMotion USA provides performances and educational dance workshops for 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 9 countries that have limited engagement with Americans to present workshops on a variety of dance and expressive 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).

PROFESSIONAL FELLOWS DIVISION


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 (e.g., 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 average cost share for Professional Fellows cooperative agreements is $90,000 or 15 percent per program.

COMMUNITY SOLUTIONS (2010)


Geographic Reach: Albania, Bangladesh, Bolivia, Brazil, Bulgaria, Burma, Cambodia, Colombia, Costa Rica, Czech Republic, Dominican Republic, Democratic Republic of Congo, El Salvador, Estonia, Egypt, Ghana, Guinea, Haiti, Hungary, Indonesia, Israel, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Laos, Latvia, Lebanon, Liberia Libya, Lithuania, Macedonia, Maldives, Malaysia, Malawi, Moldova, Mongolia, Morocco, Mozambique, Nepal, Palestinian Territories, Paraguay, Papua New Guinea, Peru, Philippines, Romania, Rwanda, Sierra Leone, Singapore, Slovakia, South Sudan, Sri Lanka, Sudan, Syria, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uzbekistan, Vietnam, Zambia, and Zimbabwe

Female/Male Split: 51%/49%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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</tr>
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<td>FY 2015</td>
<td>$2,300,000</td>
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<td>$23,000</td>
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<td>FY 2016 Estimate</td>
<td>$2,300,000</td>
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<td>$23,000</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: Community Solutions is a global exchange program that serves as a longer, four-month version of the Professional Fellows Program and 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 2015, Community Solutions fellows came from 37 countries and all geographic regions. Current program themes include accountability and transparency, environmental issues, tolerance and conflict resolution, and women and gender issues.

**CONGRESS-BUNDESTAG STAFF EXCHANGE (1983)**

**Program Length:** 8-14 days  
**Avg. Cost per Day:** $889 (2015)

**Geographic Reach:** Germany

**Female/Male Split:** 50%/50%

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
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<td>10</td>
<td>$8,000</td>
</tr>
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<td>FY 2017 Estimate</td>
<td>$80,000</td>
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<tr>
<td>FY 2017 Requested</td>
<td>$80,000</td>
<td>N/A</td>
<td>N/A</td>
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</tbody>
</table>

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

**FORTUNE/U.S. STATE DEPARTMENT GLOBAL WOMEN’S MENTORING PARTNERSHIP (2006)**

**Program Length:** 4 weeks  
**Avg. Cost per Day:** $548 (2015)

**Geographic Reach:** Argentina, China, Egypt, El Salvador, Ghana, Guatemala, India, Kenya, Mexico, Nigeria, Poland, South Korea, Ukraine, Uruguay and Zimbabwe

**Female/Male Split:** 100%/0%

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<tr>
<td>FY 2014</td>
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<td>FY 2015</td>
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<td>FY 2016</td>
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<td>N/A</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** 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 up to 25 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, D.C., a mentorship assignment for two weeks at a U.S.-host company and a final wrap-up session in New York City.
**J. CHRISTOPHER STEVENS VIRTUAL EXCHANGE (STEVENS INITIATIVE) (2014)**

- Program receives some foreign funding.
- Program Length: Administrative grant (ongoing)  
  Avg. Cost per Day: N/A

**Geographic Reach:** Virtual  
**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th>Year</th>
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<th>Cost per:</th>
</tr>
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<tr>
<td>FY 2015</td>
<td>$5,000,000</td>
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</tr>
<tr>
<td>FY 2016</td>
<td>$8,455,938</td>
<td>N/A</td>
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</table>

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

**JAPAN-U.S. FRIENDSHIP COMMISSION (CULCON) (1968)**

- Program receives some foreign funding.
- Program Length: Administrative grant (ongoing)  
  Avg. Cost per Day: N/A

**Geographic Reach:** Japan  
**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th># of Proj/Partic.:</th>
<th>Cost per:</th>
</tr>
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<tbody>
<tr>
<td>FY 2013</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$278,220</td>
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<tr>
<td>FY 2015</td>
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<tr>
<td>FY 2016</td>
<td>$278,220</td>
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<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** ECA makes an annual transfer of funds to the Japan-U.S. Friendship Commission to continue as the secretariat for the U.S.-Japan Conference of Cultural and Educational Interchange (CULCON), a bi-national advisory panel to both governments that focuses official and public attention in 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.

**MIKE MANSFIELD FELLOWSHIP PROGRAM (1994)**

- Program Length: 1 year  

**Geographic Reach:** Japan  
**Female/Male Split:** 20%/80%

<table>
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<tr>
<th>Year</th>
<th>Actual</th>
<th># of Proj/Partic.:</th>
<th>Cost per:</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>$1,520,000</td>
<td>10</td>
<td>$152,000</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$1,518,000</td>
<td>10</td>
<td>$151,800</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$1,100,000</td>
<td>10</td>
<td>$110,000</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$1,518,000</td>
<td>10</td>
<td>$151,800</td>
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<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Description: Mike Mansfield Fellowship Program was established by Congress in 1994 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.

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

**Program Length:** 1 month  
**Avg. Cost per Day:** $271 (2015)

**Geographic Reach:** Argentina, Bolivia, Brazil, Chile, Costa Rica, Ecuador, Mexico, and Trinidad and Tobago

**Female/Male Split:** 50%/50%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
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<tbody>
<tr>
<td>FY 2013</td>
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<td>$8,125</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$130,000</td>
<td>16</td>
<td>$8,125</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$130,000</td>
<td>16</td>
<td>$8,125</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>$130,000</td>
<td>16</td>
<td>$8,125</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>$130,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: National Youth Science Foundation/National Youth Science Camp is an annual science camp for American high school students and selected students from the Western Hemisphere, which aims to bring together students from the 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.

PROFESSIONAL FELLOWS “ON-DEMAND” PROGRAM (2012)

**Program Length:** 2 weeks–1 month  
**Avg. Cost per Day:** $681 (2015)

**Geographic Reach:** Armenia, Azerbaijan, Belarus, Bulgarian, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Poland, Romania, Slovakia, Slovenia, Tajikistan and Ukraine

**Female/Male Split:** 56%/44%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<tbody>
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<td>FY 2013 Actual</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>$400,000</td>
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<td>$10,526</td>
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<tr>
<td>FY 2015 Actual</td>
<td>$1,243,000</td>
<td>80</td>
<td>$15,538</td>
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<td>FY 2016 Estimate</td>
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<td>$12,500</td>
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<tr>
<td>FY 2017 Requested</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: The Professional Fellows “On-demand” Program builds upon the Professional Fellows model to allow for a quick response to address urgent foreign policy priorities worldwide. Once approved, an on-demand exchange program can be immediately announced and the exchange can take place within three to six months. Programmatic details and timelines are developed as appropriate for specific projects and specific foreign policy goals, geared towards tangible outcomes.
PROFESSIONAL FELLOWS PROGRAM (2009)

Program Length: 5 weeks  

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

Female/Male Split: 55%/45%

FY 2013 Actual: $6,780,000  # of Proj/Partic.: 402  Cost per: $16,866
FY 2014 Actual: $7,644,000  # of Proj/Partic.: 458  Cost per: $16,690
FY 2015 Actual: $8,000,000  # of Proj/Partic.: 514  Cost per: $15,564
FY 2016 Estimate: $8,000,000  # of Proj/Partic.: 600  Cost per: $13,333
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

Description: The Professional Fellows Program brings worldwide emerging leaders to the United States for intensive fellowships designed to broaden their professional expertise in the fields of legislative process and governance, civic engagement, NGO management, economic empowerment and entrepreneurship and journalism. 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, D.C., 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).

TECHWOMEN (2011)

Program Length: 5 weeks  

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

Female/Male Split: 100%/0%

FY 2013 Actual: $2,450,000  # of Proj/Partic.: 78  Cost per: $31,410
FY 2014 Actual: $3,100,000  # of Proj/Partic.: 99  Cost per: $31,313
FY 2015 Actual: $2,500,000  # of Proj/Partic.: 90  Cost per: $27,778
FY 2016 Estimate: $2,800,000  # of Proj/Partic.: 90  Cost per: $31,111
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

Description: TechWomen selects participants from target countries across Africa, Central Asia and the Middle East to take part in a peer mentoring experience with American women at leading science and technology companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the fields of science and technology, increase the trade capacity of the participating countries and promote economic advancement and enable women to reach their full potential in the science and tech industry. U.S.-based programming takes place in the fall. In the following spring, a delegation of American mentors travel to Africa, Central Asia and the Middle East to join TechWomen alumnae in conducting outreach programming focused on specific science and tech issues and careers for young women and girls. With funding obligated in fiscal year 2015, the 90 participants will come in 2016 from Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, the Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan and Zimbabwe.

Program Length: 1 month

Geographic Reach: China (Tibet)

Female/Male Split: 49%/51%

<table>
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<tr>
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<th>Cost per</th>
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<td>$12,326</td>
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<tr>
<td>FY 2014</td>
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<td>$13,372</td>
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<td>FY 2015</td>
<td>$575,000</td>
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<td>$14,024</td>
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<td>FY 2016</td>
<td>$575,000</td>
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</tr>
<tr>
<td>FY 2017</td>
<td>$575,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: The Ngwang Choephel Fellows Program provides general support to non-governmental organizations outside of China to promote activities that preserve Tibetan cultural traditions and enhance sustainable development and environmental conservation in Tibetan communities in China. Program themes 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 in Chengdu.

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

Program Length: 3 weeks

Geographic Reach: South Korea

Female/Male Split: 50%/50%

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<td>$7,798</td>
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<td>$7,799</td>
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<td>$156,000</td>
<td>20</td>
<td>$7,800</td>
</tr>
<tr>
<td>FY 2017</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: The U.S. Congress-Korea National Assembly Youth Exchange, created in 1981 by Former Representative Benjamin Gilman (R-NY) and the Republic of Korea (RoK) National Assembly, introduces 20 university students and recent graduates from the United States and the Republic of Korea to the political process, society and culture of the other country. The Korean participants spend two and a half weeks in the United States and the American participants spend two weeks in the RoK. In fiscal year 2016, ECA awarded Meridian International Center $156,000 to implement the program.
TRADITIONAL PUBLIC-PRIVATE PARTNERSHIPS PROGRAM (TPPP)

AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (LATE 1950S)

Program Length: 2 weeks  

Geographic Reach: N/A

Female/Male Split: 44%/56%

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th># of Proj/Partic.</th>
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<tbody>
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<td>$10,200</td>
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<tr>
<td>FY 2014 Actual</td>
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<td>$10,929</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
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<td>$11,333</td>
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<td>FY 2016 Estimate</td>
<td>$306,000</td>
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<td>$10,929</td>
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<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

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

Program Length: 2 weeks  

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

Female/Male Split: 52%/48%

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<tbody>
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</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
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</tr>
</tbody>
</table>

Description: American Council of Young Political Leaders (ACYPL) sponsors approximately 25, two-week reciprocal study tours for delegations of seven to 12 American and foreign young political leaders to learn about each other’s political systems and institutions.

INSTITUTE FOR REPRESENTATIVE GOVERNMENT (1988)

Program Length: 10 days  
Avg. Cost per Day: $1,626 (2015)

Geographic Reach: Columbia, El Salvador, Panama, Tunisia and Ukraine

Female/Male Split: 43%/57%

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<td>FY 2015 Actual</td>
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<td>$16,262</td>
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<td>FY 2016 Estimate</td>
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<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: Institute for Representative Government sponsors legislators from around the world to travel to the U.S. on 10-day study tours to examine U.S. legislative practices at the federal and state levels.
PARTNERS OF THE AMERICAS (1962)

Program Length: 1–2 weeks  

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

Female/Male Split: 47%/53%

FY 2013 Actual: $367,110  
# of Proj/Partic.: 60  
Cost per: $6,119

FY 2014 Actual: $367,110  
# of Proj/Partic.: 60  
Cost per: $6,119

FY 2015 Actual: $367,110  
# of Proj/Partic.: 60  
Cost per: $6,119

FY 2016 Estimate: $367,110  
# of Proj/Partic.: 60  
Cost per: $6,119

FY 2017 Requested: N/A

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

SISTER CITIES INTERNATIONAL (LATE 1950S)

Program Length: Administrative grant (ongoing)  
Avg. Cost per Day: N/A

FY 2013 Actual: $400,285

FY 2014 Actual: $400,285

FY 2015 Actual: $400,285

FY 2016 Estimate: $400,285

FY 2017 Requested: N/A

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

SPORTS DIPLOMACY DIVISION

FY 2013 Actual: $5.4 million; FY 2014 Actual: $3.776 million; FY 2015 Actual: $5.540 million; FY 2016 Planned: 5.5 million; FY 2017 Estimated: N/A

The Sports Diplomacy Division, formerly known as SportsUnited, leverages the universal passion for sports to transcend linguistic and sociocultural differences and bring together people from different countries on sports exchange programs with foreign policy themes. Through Sports Diplomacy programs, ECA uses sports as the platform to address foreign policy priorities with new audiences worldwide. The exchanges are designed to show young people that the assets needed to succeed in sports—leadership, teamwork, and respect for diversity—are skills that translate in the classroom, workplace, and society. The Sports Diplomacy programs allow ECA to reach underserved communities with messages of inclusion, gender equality, disability rights, health and wellness, and environmentalism as well as create sports and professional opportunities for marginalized populations. The exchanges exposes foreign participants to American values while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans gain knowledge of foreign cultures, build relationships in the sports sectors overseas, and learn about the challenges facing young people, women, and people with disabilities overseas. The programs incorporate both short-term and month-long inbound exchange programs through the visitor and mentorship programs, short-term outbound exchanges through the envoy program, and two-way exchanges through our grant programs. Four sports programs define ECA's Sports Diplomacy work: the Sports Envoy program, the Sports Visitors program, the International Sports Programming Initiative (ISPI), and the two key components of the Global Sports Mentoring Program (GSMP): the espnW GSMP to empower women and the Sport for Community GSMP to empower people with disabilities.
**EMPOWERING WOMEN AND GIRLS THROUGH SPORTS INITIATIVE (2012)**

**Program Length:** Envoys: 4-14 days; Visitors: 12-14 days; Mentoring program with espnW: 1 month (in fiscal year 2015 two four-week programs)

**Avg. Cost per Day:** $1,338 (2015)

**Geographic Reach:** Egypt, France, India, Indonesia, Jordan, Kenya, Kuwait, Mexico, New Zealand, Qatar and Vietnam

**Female/Male Split:** 71%/29%

**FY 2013 Actual:** $1,200,000

**FY 2014 Actual:** $907,500

**FY 2015 Actual:** $1,030,000

**FY 2016 Estimate:** $1,030,000

**FY 2017 Requested:** N/A

**Description:** The Empowering Women and Girls through Sports Initiative aims to inspire more women and girls to become involved in sports and experience the benefits of participation such as improved health, greater self-esteem and greater academic success. The initiative consists of three exchange components: sports visitor, sports envoy and sports mentorship. EspnW partners with SportsUnited on the mentorship component of the program, building off the successful models of the Fortune Most Powerful Women/State Department Global Mentoring Program and TechWomen. Additionally, ECA has convened key women in the American sports world such as athletes, coaches, managers and sports administrators to serve on the U.S. Department of State’s Council on Empowering Women and Girls through Sports. The 17 council members serve as advocates, mentors and envoys for the initiative. Since 2012, more than 212 female youth athletes or coaches from more than 19 countries have come to the U.S. through the visitors program, 66 female emerging leaders from 44 different countries have been hosted through the Global Sports Mentoring Program and over 47 female U.S. athletes and coaches have provided workshops to over 26 countries. In fiscal year 2015, Sport for Community Global Sports Mentoring Program had 15 participants and Empowering Women and Girls GSMP had 16 participants. These two programs are merged under one cooperative agreement starting in fiscal year 2015.

**GLOBAL SPORTS MENTORING PROGRAM (GSMP): ESPNW GSMP AND SPORT FOR COMMUNITY GSMP (2015)**

**Program Length:** 5 weeks;

**Avg. Cost per Day:** $589 (2016)

**Geographic Reach:** Argentina, Benin, Belarus, Brazil, Ecuador, Ethiopia, Guatemala, Jordan, Kazakhstan, Korea, Kosovo, Nepal, Macedonia, Moldova, Mexico, New Zealand, Pakistan, Paraguay, Philippines, Russia, Sri Lanka, Uganda, and Ukraine

**Female/Male Split:** 70%/30%

**FY 2016 Estimate:** $1,030,000

**FY 2017 Requested:** N/A

**Description:** With continued commitment to gender-balanced youth exchanges, ECA re-designed the Empowering Women and Girls through Sports Initiative grant to build on the success of the longer-term espnW Global Sports Mentoring Program. Starting in 2016, ECA shifted its official programmatic pillars to create the Global Sports Mentoring Program (GSMP). The GSMP is comprised of the espnW GSMP to empower women and the Sport for Community GSMP to promote disability rights. Through the continued MOU with espnW and pro bono support of American sports organizations and companies, the Sports Diplomacy Division manages this annual espnW mentoring program, a five-week mentorship in the United States for international female emerging leaders in the sports sector. Working with top adaptive sports organizations, the Sports Diplomacy Division manages the annual Sports for Community mentoring program, a five-week mentorship in the United States for international male and female emerging leaders in the disability sports sector. All of the participants focus on an action plan—a business strategy designed during the exchange—that aims to provide sustainable sports and professional opportunities for underserved people in their respective communities. Mentors also benefit from the cultural exchange and enhanced global network.
INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (2002)

Program Length: 2–3 weeks

Geographic Reach: Haiti, India, Kenya, Laos, Nepal, Nicaragua, Russia, Rwanda, Tanzania and Ukraine

Female/Male Split: N/A

FY 2013 Actual: $2,224,000 # of Proj/Partic.: 303 Cost per: $7,340
FY 2014 Actual: $1,669,000 # of Proj/Partic.: 229 Cost per: $7,288
FY 2015 Actual: $1,814,163 # of Proj/Partic.: 323 Cost per: $5,617
FY 2016 Estimate: $2,100,000 # of Proj/Partic.: 448 Cost per: $4,688
FY 2017 Requested: $2,100,000 # of Proj/Partic.: N/A Cost per: N/A

Description: International Sports Programming Initiative is an annual open grant competition through which 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, sport and health and sport and the environment. Since 2002, the State Department has awarded 113 International Sports Programming Initiative (ISPI) grants to U.S. non-profits to conduct programs in 10 countries around the world. There have been 862 Americans that have travelled overseas and 1,462 foreign participants that have travelled to the United States under ISPI.

SPORTS ENVOY PROGRAM (2005)

Program Length: 3–10 days

Geographic Reach: Benin, Bolivia, Botswana, Brazil, Bulgaria, Canada, Chile, Colombia, Fiji, Guatemala, Indonesia, Italy, Kazakhstan, Lithuania, Malaysia, Moldova, Morocco, Mozambique, New Zealand, Panama, Papua New Guinea, Philippines, Poland, Russia, Saudi Arabia, South Africa, Sri Lanka, Thailand and Venezuela

Female/Male Split: 51%/49%

FY 2013 Actual: $298,276 # of Proj/Partic.: N/A* Cost per: N/A*
FY 2014 Actual: $575,106 # of Proj/Partic.: N/A* Cost per: N/A*
FY 2015 Actual: $630,000 # of Proj/Partic.: 15,750 Cost per: $40
FY 2016 Estimate: $630,000 # of Proj/Partic.: N/A Cost per: N/A

Description: In collaboration with the U.S. national sports leagues and federations, along with the U.S. Olympic Committee, the Sports Diplomacy Division selects former or current professional athletes and coaches in various sports to serve as envos 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 300 U.S. athletes and coaches to over 80 countries.

*Reporting of data has changed from reporting the number of envoys to the number of participants. Past year participant data is not available.
**SPORTS VISITOR PROGRAM (2003)**

**Program Length:** 10–14 days  
**Avg. Cost per Day:** $203 (2015)

**Geographic Reach:** Australia, Belarus, Benin, Brazil, Burkina Faso, Cameroon, China, Colombia, Cote d’Ivoire, Croatia, Egypt, Georgia, Israel, Jordan, Lithuania, Maldives, Mali, Pakistan, Poland, Qatar, South Korea, South Sudan, Sri Lanka, Sudan, Tajikistan, Tanzania and Ukraine

**Female/Male Split:** N/A

**FY 2013 Actual:** $1,230,000  
**# of Proj/Partic.:** 115  
**Cost per:** $10,696

**FY 2014 Actual:** $868,639  
**# of Proj/Partic.:** 296  
**Cost per:** $2,935

**FY 2015 Actual:** $630,000  
**# of Proj/Partic.:** 259  
**Cost per:** $2,432

**FY 2016 Estimate:** $1,200,000  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**Description:** Through the Sports Visitor Program, U.S. embassies nominate non-elite youth athletes, managers and coaches to travel to the United States for training in the technical aspects of sports, sports management and conflict resolution, as well as exposure to U.S. sports contacts and organizations. 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.

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**YOUTH PROGRAMS DIVISION**

**FY 13 Actual:** $67.0 million; **FY 14 Actual:** $67.3 million; **FY 15 Actual:** $63.6 million; **FY 16 Planned:** $66.9 million; **FY 17 Requested:** N/A

The Youth Programs Division focuses primarily on high-school youth aged 15–18 years old. In addition, it conducts one two-way exchange of young professionals with Germany, one exchange of U.S. vocational school graduates (aged 18–24) with Germany (both under the Congress-Bundestag Youth Exchange Program), and an Emerging Young Leaders Program for youth aged 16-24. High school exchange programs includes academic-year exchanges, six-week summer language exchanges for U.S. students, and year-round 3–4 week exchanges for American and foreign youth. The academic year programs cover 54 countries, and the short-term programs cover more than 140 countries. There are 13 youth programs, which range from $8,000 to $40,000 per participant.

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

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**AMERICAN YOUTH LEADERSHIP PROGRAM (2011)**

**Program Length:** 3–4 weeks  
**Avg. Cost per Day:** $405 (2015)

**Geographic Reach:** China, Cyprus, Ecuador, Ghana, Hong Kong and Thailand

**Female/Male Split:** 65%/35%

**FY 2013 Actual:** $1,500,000  
**# of Proj/Partic.:** 174  
**Cost per:** $8,621

**FY 2014 Actual:** $1,235,000  
**# of Proj/Partic.:** 127  
**Cost per:** $9,724

**FY 2015 Actual:** $1,215,000  
**# of Proj/Partic.:** 122  
**Cost per:** $9,959

**FY 2016 Estimate:** $0  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**Description:** The American Youth Leadership Program provides three-to-four week exchanges for groups of U.S. high school students and educators abroad. Fiscal years 2014 and 2015 projects were with Cyprus, China/Hong Kong, Ecuador, El Salvador, Ghana and Thailand. Future funding is still under review. The program was not funded in FY 2016.

Program has been merged into the FLEX program.

Program Length: Academic year  

Geographic Reach: Montenegro and Serbia

Female/Male Split: 73%/27%

<table>
<thead>
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<th>Year</th>
<th>Amount</th>
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<td>FY 2015 Actual</td>
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<td>FY 2016 Estimate</td>
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<td>N/A</td>
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</table>

Description: The American-Serbia and Montenegro Youth Leadership Exchange (A-SMYLE) provides competitively awarded scholarships to secondary school students from Montenegro and Serbia to spend up to one academic year in the United States, 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. As of fiscal year 2016, the A-SMYLE budget and participant numbers will have been merged into the FLEX program.

CONGRESS-BUNDESTAG YOUTH EXCHANGE (CBYX)—GERMANY (1983)

Program receives some foreign funding.

Program Length: Academic year  

Geographic Reach: Germany and United States

Female/Male Split: 64%/36%

<table>
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<tr>
<th>Year</th>
<th>Amount</th>
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<td>$5,634</td>
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<td>$5,634</td>
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<td>FY 2015 Actual</td>
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<td>$5,634</td>
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<td>FY 2017 Requested</td>
<td>N/A</td>
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</tbody>
</table>

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

EMERGING YOUNG LEADERS AWARD

Program Length: 3 weeks  
Avg. Cost per Day: $1,905 (2016)

Geographic Reach: Worldwide

Female/Male Split: 50%/50%

<table>
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<th>Year</th>
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<td>FY 2016 Estimate</td>
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Description: The Emerging Young Leaders Award recognizes youth (16-24) around the world for their efforts to create positive social change in challenging conditions. This new initiative supports goals established at the 2015 White House Summit on Countering Violent Extremism by focusing on young people who have taken action against the root causes of extremism and have built awareness of extremist narratives through community engagement and community-led intervention. In the 2016 inaugural year, the Emerging Young Leaders Award program recognized ten remarkable young leaders from Afghanistan, Burma, France, Georgia, Honduras, Indonesia, Kenya, Malta, Palestinian Territories, and Tunisia in an awards ceremony at the Department of State and with an intensive program to strengthen their knowledge, abilities, and networks. The 2017 award program has been reduced in funding by 50% to reflect more accurately the interpretation costs needed for non-English speaker award recipients. The award ceremony is held in April.
**FUTURE LEADERS EXCHANGE (FLEX) (1993)**

**Program Length:** Academic year  
**Avg. Cost per Day:** $87 (2015)

**Geographic Reach:** Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Tajikistan, Turkmenistan, and Ukraine

**Female/Male Split:** 77%/23%

- FY 2013 Actual: $18,470,000  
  # of Proj/Partic.: 802  
  Cost per: $23,030
- FY 2014 Actual: $18,470,000  
  # of Proj/Partic.: 768  
  Cost per: $24,049
- FY 2015 Actual: $18,117,437  
  # of Proj/Partic.: 779  
  Cost per: $23,257
- FY 2016 Estimate: $19,620,000  
  # of Proj/Partic.: 885  
  Cost per: $22,169
- FY 2017 Requested: N/A  
  # of Proj/Partic.: N/A  
  Cost per: N/A

**Description:** The Future Leaders Exchange (FLEX) sponsors competitively awarded scholarships for high school students from Europe and Central Asia 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. Fiscal year 2016 FLEX countries were: Armenia, Azerbaijan, Georgia, Estonia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Tajikistan, Turkmenistan and Ukraine. Belarus, Russia, and Uzbekistan no longer participate. 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. Recruitment and round-trip transportation account for approximately half of the per participant costs for the FLEX participants, while the remaining half is used for placement and monitoring costs while the students are in the United States.

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**GERMAN-AMERICAN PARTNERSHIP PROGRAM (GAPP)—GERMANY (1972)**

**Program receives some foreign funding.**  
**Program Length:** 3 weeks  
**Avg. Cost per Day:** $3 (2015)

**Geographic Reach:** Germany and United States

**Female/Male Split:** N/A

- FY 2013 Actual: $100,000  
  # of Proj/Partic.: 2,000  
  Cost per: $50
- FY 2014 Actual: $100,000  
  # of Proj/Partic.: 2,000  
  Cost per: $50
- FY 2015 Actual: $100,000  
  # of Proj/Partic.: 1,800  
  Cost per: $56
- FY 2016 Estimate: N/A  
  # of Proj/Partic.: N/A  
  Cost per: N/A

**Description:** The German-American Partnership Program (GAPP)—Germany provides limited financial support via grants for short-term linkages between American high schools and German secondary schools and departments. The German government provides the bulk of funding support. The program fosters the study of foreign languages and increases intercultural awareness and understanding among German and American youth through school-to-school linkages between American high schools and German departments and secondary schools with approximately 800 active partnerships. Each year, approximately 8,000 students and 1,000 teachers participate in exchanges throughout the United States and Germany. Each school exchange lasts approximately three weeks. The fiscal year 2015 grant covers the cost of subsidizing the airfares of approximately 1,800 German students whose schools participate in GAPP exchanges. The German government subsidizes airfare for the American students participating in GAPP.

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**KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (YES)—FOREIGN PARTICIPANTS (2002)**

**Program Length:** Academic year  
**Avg. Cost per Day:** $104 (2015)

**Geographic Reach:** Albania, Bahrain, Bangladesh, Bosnia and Herzegovina, Bulgaria, Cameroon, Egypt, Ghana, India, Indonesia, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Liberia, Libya, Macedonia, Malaysia, Maldives, Morocco, Mozambique, Nigeria, Pakistan, Palestinian Territories, Philippines, Qatar, Saudi Arabia, Senegal, Sierra Leone, South Africa, Suriname, Tanzania, Thailand, Tunisia, Turkey and Yemen
Female/Male Split: 61%/39%

FY 2013 Actual: $25,199,466  # of Proj/Partic.: 902  Cost per: $27,937
FY 2014 Actual: $24,974,674  # of Proj/Partic.: 904  Cost per: $27,627
FY 2015 Actual: $24,880,165  # of Proj/Partic.: 897  Cost per: $27,737
FY 2016 Estimate: $23,686,010  # of Proj/Partic.: 803  Cost per: $29,497
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

Description: The Kennedy-Lugar Youth Exchange and 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 because no single award recipient has a presence in each YES country.)

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (YES) ABROAD—U.S. STUDENT (2009)


Geographic Reach: Bosnia and Herzegovina, Ghana, India, Indonesia, Macedonia, Malaysia, Morocco, Philippines, Senegal, Thailand and Turkey

Female/Male Split: 80%/20%

FY 2013 Actual: $914,745  # of Proj/Partic.: 65  Cost per: $14,073
FY 2014 Actual: $914,745  # of Proj/Partic.: 65  Cost per: $14,073
FY 2015 Actual: $914,745  # of Proj/Partic.: 61  Cost per: $14,996
FY 2016 Estimate: $914,745  # of Proj/Partic.: 65  Cost per: $14,073
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

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

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


Geographic Reach: China, Estonia, India, Jordan, Korea, Moldova, Morocco, Russia, Taiwan, Tajikistan and Turkey

Female/Male Split: 64%/36%

FY 2013 Actual: $9,000,000  # of Proj/Partic.: 628  Cost per: $14,331
FY 2014 Actual: $9,000,000  # of Proj/Partic.: 620  Cost per: $14,516
FY 2015 Actual: $8,900,000  # of Proj/Partic.: 607  Cost per: $14,662
FY 2016 Estimate: $8,900,000  # of Proj/Partic.: 607  Cost per: $14,662
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

Description: The National Security Language Initiative for Youth (NSLI-Y) awards full, merit-based scholarships to American high school students to study strategically important languages—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. This program is part of the larger interagency National Security Language Initiative.
TECHGIRLS (2012)

**Program Length:** 3 weeks  
**Avg. Cost per Day:** $582 (2015)

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

**Female/Male Split:** 100%/0%

<table>
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<th>Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
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<td>$12,222</td>
</tr>
<tr>
<td>2017</td>
<td>N/A</td>
<td>N/A</td>
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</table>

**Description:** TechGirls offers secondary school girls (ages 15–17) from the Middle East and North Africa the opportunity to engage in an intensive, three-week exchange program in the United States focused on promoting the high-level study of technology. Exchange activities include a technology camp with American peers, site visits with technology companies, job shadowing, community service activities and home hospitality arrangements. Eligible countries include Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Territories and Tunisia. Due to the current security situation, Libya and Yemen have not been able to participate in the program over the past two years.

YOUTH AMBASSADORS (2002)

**Program Length:** 3 weeks  
**Avg. Cost per Day:** $357 (2015)

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

**Female/Male Split:** 49%/51%

<table>
<thead>
<tr>
<th>FY</th>
<th>Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$2,780,000</td>
<td>391</td>
<td>$7,110</td>
</tr>
<tr>
<td>2014</td>
<td>$3,025,000</td>
<td>426</td>
<td>$7,101</td>
</tr>
<tr>
<td>2015</td>
<td>$3,025,000</td>
<td>404</td>
<td>$7,488</td>
</tr>
<tr>
<td>2016</td>
<td>$3,025,000</td>
<td>404</td>
<td>$7,488</td>
</tr>
<tr>
<td>2017</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** Youth Ambassadors brings together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. In Mexico, the program is called “Jóvenes en Acción.” The program focuses on civic education, community service and youth leadership development, along with sub-themes such as entrepreneurship and environmental protection. The three-week exchanges include workshops, home-stays and cultural activities. Students return to their home communities and engage in community service projects. ECA took over funding the program in 2009.

YOUTH LEADERSHIP ON-DEMAND (2011)

**Program Length:** 3 weeks  
**Avg. Cost per Day:** $381 (2015)

**Geographic Reach:** Varies depending on need.

**Female/Male Split:** 62%/38%

<table>
<thead>
<tr>
<th>FY</th>
<th>Cost</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$835,000</td>
<td>104</td>
<td>$8,029</td>
</tr>
<tr>
<td>2015</td>
<td>$400,000</td>
<td>50</td>
<td>$8,000</td>
</tr>
<tr>
<td>2017</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** Youth Leadership On-demand provides high school students and adult educators from countries identified as department priorities the opportunity to explore civic education, youth leadership development and community service in the United States. Countries change by areas deemed to be the most urgent, critical national security interests. In fiscal year 2013, five programs were implemented by two grantees. The program was not funded in fiscal year 2014, but was funded again in fiscal years 2015 and 2016.
YOUTH LEADERSHIP PROGRAMS (1999)


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

Female/Male Split: 40%/60%

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual/Estimated Cost</th>
<th># of Proj/Participants</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual</td>
<td>$5,700,000</td>
<td>570</td>
<td>$10,000</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>$4,825,000</td>
<td>515</td>
<td>$9,369</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
<td>$4,790,000</td>
<td>487</td>
<td>$9,836</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>$4,790,000</td>
<td>487</td>
<td>$9,836</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Description: The collection of programs under the Youth Leadership Program umbrella offers one-way and reciprocal exchanges for groups of high school students and educators in single-country and regional projects from almost 90 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.
OFFICE OF ENGLISH LANGUAGE PROGRAMS

E-TEACHER SCHOLARSHIP PROGRAM (2004)


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

Female/Male Split: 67%/33%

FY 2013 Actual: $1,599,600  # of Proj/Partic.: 1,200  Cost per: $1,333
FY 2014 Actual: $1,775,004  # of Proj/Partic.: 1,356  Cost per: $1,309
FY 2015 Actual: $1,800,000  # of Proj/Partic.: 1,383  Cost per: $1,302
FY 2016 Estimate: $2,500,000  # of Proj/Partic.: 1,800  Cost per: $1,389
FY 2017 Requested: $2,500,000  # of Proj/Partic.: N/A  Cost per: N/A

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

ENGLISH ACCESS MICRO SCHOLARSHIP PROGRAM (2004)


Avg. Cost per Hour of Instruction: $4.44 (2015)

Geographic Reach: Afghanistan, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Chad, China, Colombia, Congo, Costa Rica, Cote D’Ivoire, Democratic Republic of Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, France, Germany, Germany, Ghana, Greece, Guatemala, India, Indonesia, Iraq, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Macedonia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, South Africa, Spain, Sri Lanka, Tanzania, Thailand, Timor-Leste, Togo, Turkey, Ukraine, Uruguay, Venezuela, Vietnam, Yemen and Zimbabwe

Female/Male Split: N/A

FY 2013 Actual: $26,784,000  # of Proj/Partic.: 18,000  Cost per: $1,488
FY 2014 Actual: $24,690,000  # of Proj/Partic.: 15,000  Cost per: $1,646
FY 2015 Actual: $23,970,669  # of Proj/Partic.: 15,000  Cost per: $1,598
FY 2016 Estimate: $24,970,510  # of Proj/Partic.: 15,000  Cost per: $1,665
FY 2017 Requested: $24,000,000  # of Proj/Partic.: N/A  Cost per: N/A
**Description:** The English Access Microscholarship Program exists in over 80 countries to build English language skills for students age 13–20 from disadvantaged sectors of society through after-school classes and intensive summer learning activities. The program began in Morocco in 2004 and country participation is determined each year by the Office of English Language Programs in coordination with the regional bureaus, posts and the Regional English Language Officers (RELOs) to address strategic priorities. *Average cost per instruction hour of $4.44 is also provided for English Access as classes may meet anywhere from once a week to three times a week.

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

*Program receives some foreign funding.*

**Program Length:** 10 months and 2 weeks to 4 months

**Avg. Cost per Day:** $225 (2015)

**Geographic Reach:** Afghanistan, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Congo, Costa Rica, Cote D’Ivoire, Democratic Republic of Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, France, Georgia, Germany, Guatemala, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Macedonia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, South Africa, Spain, Sri Lanka, Tanzania, Thailand, Timor-Leste, Togo, Turkey, Ukraine, Uruguay, Venezuela, Vietnam, Yemen and Zimbabwe

**Female/Male Split:** 69%/31%

<table>
<thead>
<tr>
<th>FY Year</th>
<th>Actual</th>
<th># of Proj/Partic.:</th>
<th>Cost per:</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual</td>
<td>$8,199,900</td>
<td>180</td>
<td>$45,555</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>$10,000,000</td>
<td>250</td>
<td>$40,000</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
<td>$10,000,000</td>
<td>250</td>
<td>$40,000</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>$10,500,000</td>
<td>250</td>
<td>$42,000</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** English Language Fellows 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 American English Webinar Series, online professional development sessions for English teachers worldwide delivered via webinar.

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**ENGLISH LANGUAGE TEACHING MATERIALS (1962)**

**Program Length:** N/A

**Avg. Cost per Day:** N/A

**Geographic Reach:** N/A

**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th>FY Year</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual</td>
<td>$770,000</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>$776,000</td>
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<tr>
<td>FY 2015 Actual</td>
<td>$785,000</td>
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<tr>
<td>FY 2016 Estimate</td>
<td>$758,000</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** English language materials for teachers and learners are available in multiple formats: print, video, audio, mobile app and online. Publication of the English Teaching Forum publication began in 1962.
OFFICE OF GLOBAL EDUCATIONAL PROGRAMS

BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (2001)

Program Length: 2 weeks, 4 weeks and 1 academic year  Avg. Cost per Day: $58 (2015)

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

Female/Male Split: 69%/31%

FY 2013 Actual: $12,100,000  # of Proj/Partic.: 2,700  Cost per: $4,481
FY 2014 Actual: $12,415,530  # of Proj/Partic.: 2,785  Cost per: $4,458
FY 2015 Actual: $12,500,000  # of Proj/Partic.: 1,663  Cost per: $7,517
FY 2016 Estimate: $12,500,000  # of Proj/Partic.: 2,850  Cost per: $4,386
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

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

COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (2013)


Geographic Reach: India, Indonesia and Pakistan

Female/Male Split: 33%/67%

FY 2013 Actual: $500,000  # of Proj/Partic.: 20  Cost per: $25,000
FY 2014 Actual: $2,720,000  # of Proj/Partic.: 120  Cost per: $22,667
FY 2015 Actual: $460,000  # of Proj/Partic.: 24  Cost per: $19,167
FY 2016 Estimate: $1,004,000  # of Proj/Partic.: 50  Cost per: $20,080
FY 2017 Requested: N/A  # of Proj/Partic.: N/A  Cost per: N/A

Description: The Community College Administrator Program provides professional development opportunities to foreign administrators from technical, vocational or community colleges and Ministry officials through a short-term exchange program to the United States. It began as a pilot initiative for Indonesian officials, teachers and administrators to develop a system of community colleges in Indonesia similar to those in the United States. In fiscal year 2014, awards began including participants from select countries from around the world.

COMMUNITY COLLEGE INITIATIVE PROGRAM (2007)


Geographic Reach: Bangladesh, Brazil, Colombia, Cote d'Ivoire, Egypt, Ghana, India, Indonesia, Kenya, Pakistan, South Africa, Turkey and Yemen
### Community College Initiative Program

**Female/Male Split:** 43%/57%

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual</td>
<td>$7,449,930</td>
<td>183</td>
<td>$40,710</td>
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<tr>
<td>FY 2014 Actual</td>
<td>$5,900,000</td>
<td>226</td>
<td>$26,106</td>
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<td>FY 2015 Actual</td>
<td>$9,487,000</td>
<td>242</td>
<td>$39,202</td>
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<tr>
<td>FY 2016 Estimate</td>
<td>$5,200,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** The Community College Initiative Program provides foreign participants from underserved regions and underrepresented groups with a one-year, non-degree academic program at a U.S. community college. The program is intended to build participants’ technical skills in applied fields, enhance their leadership capabilities and strengthen their English language proficiency. The program also provides opportunities for professional internships, service learning and community engagement activities. Fiscal year 2015 ECA budget (ECE) and Economic Support Funds (ESF) funding were used. ECE funding was approximately $6.187 million and ESF funding was approximately $3.300 million.

### Critical Language Scholarship (CLS) Program

**Program Length:** 8–10 weeks

**Avg. Cost per Day:** $257 (2015)

**Geographic Reach:** Azerbaijan, Bangladesh, China, India, Indonesia, Japan, Jordan, Korea, Morocco, Oman, Russia, Tajikistan and Turkey

**Female/Male Split:** 61%/39%

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual</td>
<td>$9,000,000</td>
<td>597</td>
<td>$15,075</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>$9,000,000</td>
<td>550</td>
<td>$16,364</td>
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<td>FY 2015 Actual</td>
<td>$9,000,000</td>
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<td>$16,364</td>
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<tr>
<td>FY 2016 Estimate</td>
<td>$9,000,000</td>
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<td>$16,216</td>
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<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

### EducationUSA (1998)

**Program Length:** Ongoing

**Avg. Cost per Day:** N/A

**Geographic Reach:** 177 Countries

**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual/Estimate</th>
<th># of Proj/Partic.</th>
<th>Cost per</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013 Actual</td>
<td>$11,648,000</td>
<td>3,195,781</td>
<td>$4</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>$12,241,000</td>
<td>3,600,000</td>
<td>$3</td>
</tr>
<tr>
<td>FY 2015 Actual</td>
<td>$12,241,000</td>
<td>4,000,000</td>
<td>$3</td>
</tr>
<tr>
<td>FY 2016 Estimate</td>
<td>$12,541,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>FY 2017 Requested</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Description:** EducationUSA is a global network of advising centers that operate within a wide variety of host institutions abroad including U.S. embassies and consulates; Fulbright commissions; American Spaces including binational centers; U.S. non-profit organizations; and local institutions such as universities, libraries and non-profit organizations. EducationUSA advisers are trained with support from ECA and Regional Educational Advising Coordinators (REACs). They promote U.S. higher education and provide international students and scholars with accurate, comprehensive and current information about academic study in the United States, application procedures, testing requirements, student visas, financial aid and the full range of accredited U.S. higher education institutions. EducationUSA staff work with U.S. higher education professionals to promote international student recruitment and study abroad. EducationUSA also administers the grant for Open Doors, an annual census of international students and scholars in the United States and...
of U.S. students studying abroad. In selected countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to U.S. colleges and universities. In 2015, EducationUSA centers advised over one and a half million youth in-person or through digital outreach activities.

**EDUCATIONUSA LEADERSHIP INSTITUTES (2015)**

**Program Length:** 2 weeks  
**Avg. Cost per Day:** $417 (2015)

**Geographic Reach:** Bangladesh, Bolivia, Botswana, Brazil, China, Colombia, Ecuador, Egypt, Ethiopia, Georgia, Ghana, India, Indonesia, Iraq, Jamaica, Japan, Kazakhstan, Kuwait, Malaysia, Mexico, Morocco, Nigeria, Pakistan, Peru, Philippines, Russia, Saudi Arabia, South Africa, Tanzania, Thailand, Tunisia, Turkey, Ukraine, United Arab Emirates and Vietnam

**Female/Male Split:** 49%/51%

**FY 2015 Actual:** $500,000  
**# of Proj/Partic.:** 80  
**Cost per:** $6,250

**FY 2016 Estimate:** N/A  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**FY 2017 Requested:** N/A  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**Description:** The EducationUSA Leadership Institutes provide a unique opportunity for representatives from participating countries to increase their understanding of U.S. higher education, enhance their expertise on specific topics in the field and help them develop the tools to build capacity within their own education systems while engaging with the U.S. higher education sector in effective, sustained ways to promote international student mobility to the United States. The institutes also contribute to capacity building among U.S. educational institutions and associations to collaborate with foreign counterparts. Since its inception in 2015, EducationUSA has welcomed 124 government officials and higher education administrators from 35 countries to the United States to participate in leadership institutes focused on U.S. graduate education, quality assurance and accreditation, higher education and industry/private-sector linkages and campus internationalization.

**FULBRIGHT DISTINGUISHED AWARDS IN TEACHING PROGRAM (2009)**

**Program receives some foreign funding.**

**Program Length:** Academic semester  
**Avg. Cost per Day:** $301 (2015)

**Geographic Reach:** Botswana, Chile, Finland, India, Israel, Mexico, Morocco, Netherlands, New Zealand, Singapore, South Korea, Taiwan, United Kingdom, United States and Vietnam

**Female/Male Split:** 81%/19%

**FY 2013 Actual:** $1,720,736  
**# of Proj/Partic.:** 32  
**Cost per:** $53,773

**FY 2014 Actual:** $2,282,418  
**# of Proj/Partic.:** 54  
**Cost per:** $42,267

**FY 2015 Actual:** $2,168,775  
**# of Proj/Partic.:** 54  
**Cost per:** $40,163

**FY 2016 Estimate:** $2,321,375  
**# of Proj/Partic.:** 56  
**Cost per:** $41,453

**FY 2017 Requested:** N/A  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

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

**HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (1978)**

**Program Length:** Year-long  
**Avg. Cost per Day:** $212 (2015)

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

**Female/Male Split:** 49%/51%

**FY 2013 Actual:** $11,549,853  
**# of Proj/Partic.:** 171  
**Cost per:** $67,543

**FY 2014 Actual:** $10,999,932  
**# of Proj/Partic.:** 146  
**Cost per:** $75,342

**FY 2015 Actual:** $11,000,000  
**# of Proj/Partic.:** 146  
**Cost per:** $75,342

**FY 2016 Estimate:** $11,000,000  
**# of Proj/Partic.:** 146  
**Cost per:** $75,342

**FY 2017 Requested:** N/A  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

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

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**INTERNATIONAL LEADERS IN EDUCATION PROGRAM (ILEP) (2006)**

**Program Length:** Academic semester  
**Avg. Cost per Day:** $234 (2015)

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

**Female/Male Split:** 45%/55%

**FY 2013 Actual:** $2,122,368  
**# of Proj/Partic.:** 64  
**Cost per:** $33,162

**FY 2014 Actual:** $2,153,472  
**# of Proj/Partic.:** 64  
**Cost per:** $33,648

**FY 2015 Actual:** $2,092,992  
**# of Proj/Partic.:** 67  
**Cost per:** $31,239

**FY 2016 Estimate:** $2,051,126  
**# of Proj/Partic.:** 64  
**Cost per:** $32,049

**FY 2017 Requested:** N/A  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

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

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**STUDY ABROAD CAPACITY BUILDING (2008)**

**Program Length:** N/A  
**Avg. Cost per Day:** N/A

**Geographic Reach:**

**Female/Male Split:** %/%

**FY 2013 Actual:** $0
**FY 2014 Actual:** $1,390,000
**FY 2015 Actual:** $0
**FY 2016 Estimate:** $800,000
**FY 2017 Requested:** N/A

**Description:** 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.
TEACHING EXCELLENCE AND ACHIEVEMENT PROGRAM (TEA) (1996)

**Program Length:** 6 weeks  
**Avg. Cost per Day:** $496 (2015)

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

**Female/Male Split:** 56%/44%

**FY 2013 Actual:** $3,206,160  
**# of Proj/Partic.:** 146  
**Cost per:** $21,960

**FY 2014 Actual:** $3,227,250  
**# of Proj/Partic.:** 150  
**Cost per:** $21,515

**FY 2015 Actual:** $3,335,460  
**# of Proj/Partic.:** 160  
**Cost per:** $20,847

**FY 2016 Estimate:** $3,335,460  
**# of Proj/Partic.:** 160  
**Cost per:** $20,847

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

TEACHER EXCHANGE PROGRAMS (1996)

**Program receives some foreign funding.**

**Program Length:** 6-Weeks to Academic Year  
**Avg. Cost per Day:** $181 (2014)

**Geographic Reach:** N/A

**Female/Male Split:** N/A

**FY 2013 Actual:** $12,100,000  
**# of Proj/Partic.:** 407  
**Cost per:** $29,730

**FY 2014 Actual:** $10,600,000  
**# of Proj/Partic.:** 370  
**Cost per:** $28,649

**FY 2015 Actual:** $9,000,000  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**FY 2016 Estimate:** N/A  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**Description:** 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; two of the programs started in 2006; and two others in 2009–2010. The average cost per participant in fiscal year 2014 was $28,649 with a range in cost by program from $21,150 to $56,591.

TEACHERS FOR GLOBAL CLASSROOMS PROGRAM (2010)

**Program Length:** 6-7 weeks  
**Avg. Cost per Day:** $473 (2015)

**Geographic Reach:** Colombia, Georgia, India, Morocco, Philippines, Senegal and United States

**Female/Male Split:** 76%/24%

**FY 2013 Actual:** $1,591,128  
**# of Proj/Partic.:** 72  
**Cost per:** $22,099

**FY 2014 Actual:** $1,691,920  
**# of Proj/Partic.:** 80  
**Cost per:** $21,149

**FY 2015 Actual:** $1,763,038  
**# of Proj/Partic.:** 82  
**Cost per:** $21,500

**FY 2016 Estimate:** $1,643,038  
**# of Proj/Partic.:** 76  
**Cost per:** $21,619

**FY 2017 Requested:** N/A

**Description:** The Teachers for Global Classrooms Program provides an international professional development opportunity for U.S. secondary teachers who aim to globalize teaching and learning in their U.S. classrooms and schools. Selected teachers complete a semester-long online course and workshop prior to their departure, spend two to three weeks in groups job-shadowing an international teacher in one of six host countries, and develop action plans to implement what they learned on their experience abroad in their home schools and communities.
TEACHERS OF CRITICAL LANGUAGES PROGRAM (2006)

Program Length: 10 months

Geographic Reach: China and Egypt
Female/Male Split: 70%/30%

FY 2013 Actual: $1,062,398 # of Proj/Partic.: 17 Cost per: $62,494
FY 2014 Actual: $1,245,002 # of Proj/Partic.: 22 Cost per: $56,591
FY 2015 Actual: $1,250,000 # of Proj/Partic.: 23 Cost per: $54,348
FY 2016 Estimate: $1,250,000 # of Proj/Partic.: 22 Cost per: $56,818

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

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (2013)

Program Length: Academic year
Avg. Cost per Day: $165 (2014)

Geographic Reach: Tunisia
Female/Male Split: 51%/49%

FY 2013 Actual: $4,625,000 # of Proj/Partic.: 107 Cost per: $43,224
FY 2014 Actual: $4,625,000 # of Proj/Partic.: 105 Cost per: $44,048
FY 2015 Actual: N/A # of Proj/Partic.: N/A Cost per: N/A
FY 2016 Estimate: N/A # of Proj/Partic.: N/A Cost per: N/A

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

OFFICE OF INTERNATIONAL VISITORS

INTERNATIONAL VISITOR LEADERSHIP PROGRAM (IVLP) (1940)

Program Length: 1–21 days

Geographic Reach: Global
Female/Male Split: 42%/58%

FY 2013 Actual: $90,514,527 # of Proj/Partic.: 4,855 Cost per: $18,644
FY 2014 Actual: $91,007,000 # of Proj/Partic.: 4,667 Cost per: $19,500
FY 2015 Actual: $89,665,000 # of Proj/Partic.: 4,869 Cost per: $18,415
FY 2016 Estimate: $89,665,000 # of Proj/Partic.: 4,800 Cost per: $18,680
FY 2017 Requested: $97,800,000 # of Proj/Partic.: N/A Cost per: N/A

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

The per participant costs for the International Visitor Leadership Program (IVLP) tend to be higher than other ECA programs for a number of reasons. First, participants are typically established professionals who spend three to five nights in each of four to five U.S. cities, necessitating extensive air and ground transportation and the use of hotels rather than less expensive, longer-term facilities. Additionally, IVLP encourages U.S. embassies to nominate non-English speaking participants and provides professional interpreters to accompany them throughout the program, thus allowing under-represented groups an opportunity to participate. Importantly, through Global Ties U.S., the IVLP provides support to a network of more than 90 community-based organizations across the United States that host program participants and introduce them to their local government and school officials, NGO and business representatives and other resources. IVLP support includes specialized training available for the Global Ties U.S. members and other private- and public-sector program partners—training that benefits the growing number of other State Department and ECA program offices that also engage with these partners. Virtually the entire IVLP budget is spent in the United States.

**IVLP DIVISION** (1940)

*Formerly known as the Regional Programs Division

**Program Length:** 3 weeks  
**Avg. Cost per Day:** $1,007 (2015)

**Geographic Reach:** Global

**Female/Male Split:** 44%/56%

**FY 2014 Actual:** $80,150,000  
**# of Proj/Partic.:** 3,728  
**Cost per:** $21,499

**FY 2015 Actual:** $80,000,000  
**# of Proj/Partic.:** 3,784  
**Cost per:** $21,142

**FY 2016 Estimate:** $80,000,000  
**# of Proj/Partic.:** 3,700  
**Cost per:** $21,622

**FY 2017 Requested:** $86,000,000  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**Description:** 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, countering violent extremism, refugee issues, interfaith relations, entrepreneurship, youth development, women’s empowerment, education and independent and responsible media.

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

**Program Length:** 1-10 days  
**Avg. Cost per Day:** $691 (2015)

**Geographic Reach:** Global

**Female/Male Split:** 37%/63%

**FY 2014 Actual:** $7,510,000  
**# of Proj/Partic.:** 939  
**Cost per:** $7,998

**FY 2015 Actual:** $7,500,000  
**# of Proj/Partic.:** 1,085  
**Cost per:** $6,912

**FY 2016 Estimate:** $7,500,000  
**# of Proj/Partic.:** 1,099  
**Cost per:** $6,824

**FY 2017 Requested:** $10,000,000  
**# of Proj/Partic.:** N/A  
**Cost per:** N/A

**Description:** The 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 10 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 U.S. government sources if funds are determined to be legally available.

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

See page page 134.
Private Sector Exchange

FY13 Actual – $0; FY14 Actual – $0; FY15 Actual – $0; FY16 Estimate – $0; FY17 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 Department of Homeland Security (DHS) transfer funds that are generated by SEVIS fees.

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total J-1 Visa Participants Worldwide</td>
<td>298,389</td>
<td>317,664</td>
<td>318,987</td>
</tr>
<tr>
<td>Total Private Sector J-1 Visa Participants Worldwide</td>
<td>276,179</td>
<td>300,752</td>
<td>298,234</td>
</tr>
</tbody>
</table>
**TOP 10 COUNTRIES FOR PRIVATE SECTOR EXCHANGE***

<table>
<thead>
<tr>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Germany – 20,785</td>
<td>Brazil – 20,441</td>
<td>Germany – 19,831</td>
</tr>
<tr>
<td>5. France – 12,045</td>
<td>France – 12,656</td>
<td>France – 12,356</td>
</tr>
<tr>
<td>6. Ireland – 10,876</td>
<td>Thailand – 9,890</td>
<td>Ireland – 10,202</td>
</tr>
<tr>
<td>7. South Korea – 9,127</td>
<td>Ireland – 9,739</td>
<td>South Korea – 8,536</td>
</tr>
<tr>
<td>8. Thailand – 7,811</td>
<td>South Korea – 8,678</td>
<td>Mexico – 7,788</td>
</tr>
<tr>
<td>10. Japan – 6,235</td>
<td>Spain – 7,050</td>
<td>Thailand – 6,505</td>
</tr>
</tbody>
</table>

*All J-1 exchanges, including government funded

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

**Alien Physician** – FY 2013 - 2,331; FY 2014 - 2,393; FY 2015 - 2,567
Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.

**Au Pair** – FY 2013 - 14,625; FY 2014 - 16,035; FY 2015 - 17,588
Participants and host families take part in a mutually rewarding, intercultural opportunity. Au pairs can continue their education while experiencing everyday life with an American family, and hosts receive reliable and responsible childcare from individuals who become part of the family.

**Camp Counselor** - FY 2013 - 18,889; FY 2014 - 19,776; FY 2015 - 21,206
Enables post-secondary students, youth workers, and teachers to share their culture and ideas with the people of the United States in camp settings throughout the country.

**Government Visitor** – FY 2013 - 5,715; FY 2014 - 4,943; FY 2015 - 3,972
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.

**Intern** – FY 2013 - 21,937; FY 2014 - 23,025; FY 2015 - 24,353
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.

**International Visitor** – FY 2013 - 5,299; FY 2014 - 6,019; FY 2015 - 5,567
Permits foreign nationals who are recognized or potential leaders selected by the State Department to come to the United States for the purpose of consulting, observing, conducting research, training, or demonstrating special skills.

**Professor** – FY 2013 - 1,310; FY 2014 - 1,284; FY 2015 - 1,185
Promotes the exchange of ideas, research, mutual enrichment, and linkages between research and academic institutions in the United States and foreign countries. Participants may conduct their program in the United States for a time-period not to exceed five years.

**Research Scholar** – FY 2013 - 32,439; FY 2014 - 34,805; FY 2015 - 34,444
Permits foreign nationals to come to the U.S. to conduct research, observe, or consult in connection with a research project at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions. Research scholars also may teach or lecture where authorized by the program sponsor. Participants may conduct their program in the United States for a time-period not to exceed five years.
Short Term Scholar – FY 2013 - 21,267; FY 2014 - 21,238; FY 2015 - 19,485
Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States on short-term visits to lecture, observe, consult, conduct training, or demonstrate special skills at research institutions, museums, libraries, post-secondary accredited academic institutions or similar types of institutions for a period of up to six months.

Specialist – FY 2013 - 1,259; FY 2014 - 1,088; FY 2015 - 692
Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts. Specialists must be experts in a field of specialized knowledge or skill and may conduct their program in the United States for a time-period not to exceed one year.

Student Associate – FY 2013 - 195; FY 2014 - N/A; FY 2015 - 16
Foreign students may pursue their Associate degrees in the United States at accredited American universities.

Student Bachelors – FY 2013 - 2,965; FY 2014 - 2,808; FY 2015 - 2,621
Foreign students may pursue Bachelor's degrees in the United States at accredited American universities.

Student Doctorate – FY 2013 - 1,568; FY 2014 - N/A; FY 2015 - 1,039
Foreign students may pursue their doctoral degrees in the United States at American universities.

Student Interns - FY 2013 - 2,921; FY 2014 - 3,454; FY 2015 - 3,733
Foreign students may fulfill full-time temporary internships conducted by post-secondary accredited academic institutions in the United States.

Student Masters - FY 2013 - 3,827; FY 2014 - 2,854; FY 2015 - 2,163
Foreign students may pursue Masters' degrees in the United States at accredited American universities.

Student Non-Degree – FY 2013 - 38,693; FY 2014 - 44,084; FY 2015 - 37,072
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.

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.

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.

Trainee – FY 2013 - 9,157; FY 2014 - 9,792; FY 2015 - 10,367
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.

Teacher – FY 2013 - 1,745; FY 2014 - 2,148; FY 2015 - 1,735
Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.
Young Leaders Initiatives

The four programs that currently make up the Young Leaders Initiatives—Young African Leaders Initiative (YALI), launched in 2010; Young Southeast Asian Leaders Initiative (YSEALI), launched in 2013; Young Leaders of the Americas Initiative (YLAI), launched in 2015; and Young Transatlantic Innovation Leaders Initiative (YTILI), launched in 2016—have combined online and offline public diplomacy tools to develop and energize connectivity with youth demographics in strategic regions around the world. Each initiative brings together cohorts of academic and professional fellowship programs, regionally based training and grant opportunities, and digital networks to increase the U.S. government’s messaging and audience reach around regional foreign policy priorities. With combined digital networks of almost half a million young leaders, in-person engagement with embassies, and consistent Presidential attention, the initiatives have become well-known brands that signal the U.S. government’s commitment to investing in the next generation of leaders to youth, governments, and the non-governmental community alike. ACPD gave an in-depth overview of YALI, YSEALI and YLAI in the 2015 Comprehensive Annual Report and will give more in-depth treatment to YTILI in 2017.

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)

Program Length: 6 weeks for fellows; 12 weeks for fellows with follow-on professional development experiences


Female/Male Split: 50%/50%

<table>
<thead>
<tr>
<th>FY</th>
<th>Actual</th>
<th># of Proj/Partic.:</th>
<th>Cost per:</th>
</tr>
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<tbody>
<tr>
<td>2014</td>
<td>$12,370,000</td>
<td>500</td>
<td>$24,740</td>
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<tr>
<td>2015</td>
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<td>$24,740</td>
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<tr>
<td>2016</td>
<td>$20,000,000</td>
<td>1,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>2017</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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</table>

Description: Under this 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, D.C. Up to 100 fellows also participate in six-week Professional Development Experiences (PDEs or 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 cost per participant covered the six-week academic fellowship for 500 fellows, the presidential summit at the end of their fellowship, a six-week follow-on internship for 100 participants, and ECA alumni follow-on activities. It does not include the U.S. Agency for International Development (USAID) support in Africa for the fellows once they have returned home.
YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLAII) (2015)

Program Length: 6 weeks  
Avg. Cost per Day: $476 (2016)

Geographic Reach: Latin America

Female/Male Split: N/A

FY 2016 Estimate: $5,000,000  
# of Proj/Partic.: 250  
Cost: $20,000

FY 2017 Requested: N/A  
# of Proj/Partic.: N/A  
Cost per: N/A

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

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI) (2014)

Program Length: 5 weeks  

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

Female/Male Split: 50%/50%

FY 2014 Actual: $2,500,000  
# of Proj/Partic.: 160  
Cost per: $15,625

FY 2015 Actual: $8,000,000  
# of Proj/Partic.: 500  
Cost per: $16,000

FY 2016 Estimate: $8,000,000  
# of Proj/Partic.: 500  
Cost per: $16,000

FY 2017 Requested: N/A  
# of Proj/Partic.: N/A  
Cost per: N/A

Description: The Young Southeast Asian Leaders Initiative (YSEALI) 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 and to develop a regional network. The YSEALI Academic Fellows Program brings undergraduates or recently graduated students between the ages of 18 and 25 to the United States for a five-week institute held on the campus of a U.S. college or university. The program includes an on-campus academic residency, leadership development, interaction with American peers, an educational study tour, and community service activities. Programs conclude with a visit to Washington, D.C. to meet U.S. leaders, policymakers, and think tank experts. The YSEALI Professional Fellows Program gives participants ages 25-35 the opportunity to spend five weeks in the United States, including four weeks working directly with American counterparts in individually tailored work placements with non-profit organizations, state and local government, and private-sector offices across the country. During these placements, Fellows build their practical expertise, leadership skills, and professional networks.
ECA ORGANIZATIONAL CHART
The U.S. Embassy in Nepal launched a new, electric-powered mobile library at Padma Kanya Higher Secondary School in Dillibazar. The “BookTuk” is the latest addition to the U.S. Embassy’s mobile Book Bus library fleet. U.S. Ambassador Alaina B. Teplitz and Coordinator for the Bureau of International Information Programs (IIP) at the Department of State Macon Phillips inaugurated the BookTuk at the ceremony today.
The Bureau of International Information Programs (IIP) is the State Department’s foreign-facing public diplomacy (PD) communications bureau. IIP partners with policy experts and missions abroad to develop services and design programs that engage international audiences to advance U.S. foreign policy. In short, it aims to connect people with policy.

The past two years, IIP has adopted a digital-first approach to its work. IIP and PD operate in a rapidly changing landscape characterized by shifts in organizing power and trust away from official state and institutional actors toward unofficial, grassroots networks. That shift is accelerated by the adoption of mobile devices that is helping speed the increase of people who regularly access the internet. These developments have profound implications for how IIP develops and delivers PD tools to help field practitioners engage with their in-country audiences.

This is a strategic investment in creating digital content, which can then be printed if necessary, and identifying opportunities where digital tools can enhance offline programming. In a digital-first approach, IIP emphasizes the need for IIP products to be equally accessible via mobile device as they are on a bookshelf. IIP also emphasizes a culture of measurement, leveraging analytics tools to understand the reach and impact of campaigns. The digital-first approach also encompasses opportunities to blend online and offline engagements with foreign publics, using digital platforms and other tools to amplify the effectiveness and reach of in-person programming through American Spaces and the U.S. Speaker Program.

In order to operate effectively in this digital environment, public diplomacy also needs modern digital tools that worldwide staff can use. This past year especially, IIP has been building on previous technology efforts by implementing a contact relationship management (CRM) system that will aggregate and manage public diplomacy contact information for embassies worldwide, coupled with an industry-standard mass mailing system that provides audience segmentation and metrics. IIP also has transformed its work by deploying modern collaboration and communication tools, including Google Apps and Slack, to its entire staff, leading to increased productivity, flexibility and transparency. In response to numerous requests from domestic offices and missions abroad, as well as growing demand to further integrate the work of IIP with the field, the bureau has piloted these tools among approximately 2,000 additional users worldwide. IIP continues to advocate for worldwide implementation for public diplomacy.

FISCAL YEAR 2015

FY 2014 Actual - $48.09 million; FY 2015 Actual - $67.00 million; FY 2016 Planned - $69.59 million

In fiscal year 2015, IIP planned for $67.00 million for operations. Of that amount, $11.79 million went toward executive direction, with the remaining $55.21 million dispersed among programs, products and platforms. In fiscal year 2016, IIP has requested $69.59 million for operations. Of that amount, $12.08 million is going toward executive direction, with the remaining $57.51 million being dispersed among programs, products and platforms. In fiscal year 2015 an additional $15.24 million was given to priority American Spaces; in fiscal year 2016 $15 million was planned.
Platforms provides public engagement spaces that prioritize individuals and facilitate long-term relationship building between the United States and foreign citizens.

- **Office of Digital**: provides secure, stable and scalable digital technology platforms for the State Department and its missions worldwide, including 24-hour worldwide customer service in support of embassy and consulate website operations.

- **Office of Design**: establishes the design and usability standards for the bureau; supports the infrastructure for campaigns, ShareAmerica and other non-embassy web properties; maintains and operates the bureau’s suite of live production studios; and creates engaging interactive programming for global audiences using industry-leading technologies.

- **Office of American Spaces**: aims to advance U.S. foreign policy through a worldwide network of physical spaces to engage foreign publics in interactive dialogue.

**PUBLIC DIPLOMACY CONTACT RELATIONSHIP MANAGEMENT**

Relationships are the currency of diplomacy and the State Department needs a system that allows it to understand the breadth and depth of these relationships. Following months of collaboration with stakeholders across the department, IIP is deploying a public diplomacy contact relationship management system (PD CRM) to public affairs sections at select pilot missions across the world.

PD CRM is a secure, cloud-based, mobile tool that empowers missions to manage public diplomacy contacts; grow their audiences; and send strategic, measurable email messaging from one seamless system. This new platform gives public diplomacy and public affairs staff in the field the modern, industry-leading digital tools they need to build lasting connections with foreign audiences and to use data to understand the depth and breadth of those relationships. Visitors to the new mission websites will be able to sign up voluntarily for professional, branded, and personalized updates, event invitations and press releases. Officers will be able to scan business cards on the go and quickly access contact information via their mobile devices. Finally, the platform will continue to evolve and adapt based on the needs and real-time feedback of users in the field. IIP is also collaborating closely with the Office of the Deputy Secretary of State for Management and Resources to evaluate PD CRM’s potential for broader use across missions and the Department.

As of September 1, 2016, IIP is piloting PD CRM with users at 12 posts overseas: Austria, Australia, Jakarta, London, Malaysia, Nepal, New Zealand, Peru, Senegal, Singapore, Uganda, Vienna and the U.S. Mission to the Association of Southeast Asian Nations (ASEAN).

IIP has trained over 300 staff at these pilot posts, which are currently using the tool to expand existing networks and communities. To date, over 150,000 contacts are in the system, nearly 100 email campaigns have been sent and over 250,000 individual messages have been sent.

**GLOBAL EMBASSY WEBSITE MODERNIZATION**

IIP provides the technology and support for the global network of 450 U.S. embassy and consulate websites in 69 languages. These public-facing websites receive over 150 million visits and 600 million page views each year.

In fiscal year 2015, IIP began modernizing the infrastructure, design and usability of these websites to benefit U.S. citizen and foreign visitors, U.S. missions abroad and the department at large. As part of the modernization effort, IIP is migrating all websites to a new open-source content management system that unifies each country mission’s embassy and consulate websites into a single, holistic representation of the U.S. government’s relationship with that country. This global modernization effort represents a major opportunity to increase public engagement with the department’s foreign policy content and aligns closely with the priorities of senior department leadership.

This initiative is a direct response to the Deputy Secretary of State for Management and Resource’s “Strong State” agenda, which calls on the State Department “to evolve our culture, empower our people, and embrace technology.” It also supports the 2015 Quadrennial Diplomacy and Development Review (QDDR) priority to “harness knowledge, data and technology” to “streamline the business of diplomacy.” Finally, it fulfills the National Security Council directive in its fiscal year 2017 U.S. Government Global Engagement Resource Guidance to “prioritize funding for personnel, technology, and knowledge management in order to execute effective 21st century public diplomacy programs and modernize the tools our diplomats use to engage.”

The updates have enhanced system flexibility and security, improved user experience, made content more accessible on mobile devices and increased efficiency for webmasters in the field. Anecdotal reports suggest a 66 percent reduction in time required to create and upload new
pages, down from 60-minutes-per-page to only 20 minutes. Recent launches also demonstrate major increases in mobile, tablet and social media traffic. For instance, the mission in Germany saw a 63 percent bump in visits from smartphones and 92 percent from tablets. Meanwhile, the mission in the Czech Republic saw a 102 percent increase in social media traffic. On average, general traffic to the new websites has increased by 93 percent, with larger increases (an average of 209 percent) for foreign-language sites. People are finding the sites more easily via internet search and social media and search traffic has increased about 125 percent. IIP has also reduced the platform’s infrastructure footprint by 70 percent by consolidating separate embassy, consulate and foreign-language sites within each country. In addition, the modern platform has significantly increased the Department’s ability to quickly update our websites during crises overseas.

While migration of all websites to the new platform is expected by early 2017, they will continue to grow and improve as monthly enhancements are introduced based on real-time feedback from users and staff in the field and in Washington.

**AMERICAN SPACES**

Created in 2011, the Office of American Spaces supports and oversees American Spaces worldwide. Today, more than 700 American Spaces—ranging from large, U.S. government-owned or leased American Centers to smaller American Corners hosted in foreign non-profit institutions—span the globe.

In 2012, the office established five core pillars of programming that an American Space must provide to qualify for IIP funding. The pillars require American Spaces to provide accurate information about the United States and its foreign policies, offer opportunities for English language learning, promote study at U.S. universities, engage alumni of U.S. government exchange programs and present cultural programs. In 2012, IIP joined with the Smithsonian Institution to create the Model American Spaces Program, a partnership to enhance the design and programming of American Spaces. Over the past three years, IIP and the Smithsonian have transformed the appearance, technology and programming of 37 American Spaces to enhance visitor experience and functionality in support of public diplomacy objectives. All American Spaces have access to the Smithsonian programming resources and American Spaces design concepts. In 2013, IIP created the handbook titled “Managing American Spaces” to support Public Affairs Officers and host-country institution partners in managing and benefiting from these public engagement platforms.

Based in strategic locations around the world, the Information Resource Officers (IROs) are the drivers of effectively using American Spaces for public diplomacy engagement in support of U.S. interests. They advise, support and oversee the hundreds of American Spaces and work with the public affairs sections of embassies and consulates to guide the development and use of all types of American Spaces. They regularly visit American Spaces in their regions to assess their needs as well as their potential as prime public diplomacy venues and to help ensure they are meeting the performance standards required to be considered for support funds.

In 2014, IIP worked with the six State Department regional bureaus to prioritize its limited public diplomacy funding and staffing for those American Spaces that are most strategically important for advancing U.S. foreign policy. Each regional bureau identified the top 10 American Spaces in its region, resulting in 60 American Spaces that are designated as having priority for investment and development.

The priority American Spaces are located in areas where they are needed above all other public diplomacy tools to accomplish foreign policy goals. IIP works with the regional bureaus to review these American Spaces every other year to ensure they continue to serve as highly significant venues for advancing foreign policy goals. In fiscal year 2015, roughly 60 percent of IIP’s $15 million in support funds for American Spaces went to the priority American Spaces, and 40 percent was allocated to the remaining American Spaces. For fiscal year 2016, 56 percent of the funding was allocated to priority American Spaces with 44 percent for remaining American Spaces. As a result of these investments, eight new or renovated American Spaces opened their doors in fiscal year 2015.

A significant amount of investment in American Spaces is aimed at making the internet and interactive technology more accessible to key foreign targeted age groups, while taking advantage of digital tools in achieving goals under the five programming pillars. In cases where a restrictive environment limits public diplomacy programming, American Spaces are critical. In some places, American Spaces are the only accessible venue for audiences who seek free access to the internet and interactive dialogue with Americans on issues critical to U.S. foreign policy goals.

In fiscal year 2015, approximately 180 American Spaces staff members worldwide received training in new tools and techniques developed to promote a modern, whole-mission approach to engagement with their host countries in support of foreign policy goals. Approximately 65 percent of training participants represented priority American Spaces. This carefully developed training covered the following topics: managing American Spaces; applying digital-first concepts to identify and engage with foreign audiences and using analytics to drive that engagement; and creating bold and imaginative programming that makes a difference in advancing foreign policy priorities. Participants enthusiastically received the new skills they learned through a combination of lecture and hands-on exercises, resulting in a robust training experience unlike anything ever provided for American Spaces staff. Over 150 additional American Spaces staff will receive this training.
in fiscal year 2016, with a new advanced course developed to extend the skills of selected innovation leaders.

The forced absorption of off-compound American Spaces into fortified embassy/consulate compounds under the 1999 Secure Embassy Construction and Counterterrorism Act (SECCA) presents significant challenges for public diplomacy engagement that the Department of State is trying to address (See: ACPD May 2015 Paper, “Public Diplomacy at Risk: Protecting Open Access for American Spaces). A key initiative is increased emphasis on ensuring public access, defined by a set of American Spaces Open Access Principles formulated by a standing working group that includes the Office of the Under Secretary for Public Diplomacy and Public Affairs, IIP, Diplomatic Security and the Office of Overseas Building Operations. The Office of American Spaces also implemented a policy that all American Spaces should be publicly accessible with less than 24 hours’ notice.

For fiscal year 2016, the focus is on maintaining the momentum of this cross-departmental partnership in establishing policies for risk management that allow flexibility to conduct on-site public diplomacy beyond the embassy compound. Such policies would take into consideration the need for public access when planning new or renovated U.S.-government American Spaces.

Moving forward, IIP will aim to ensure that priority American Spaces have the tools, training and infrastructure to be the most effective platforms possible for policy-focused public diplomacy programming. IIP will also work to increase capacity of all American Spaces to ensure that all staff members have the skills needed to manage foreign policy-focused venues for engagement.

**FY 2014–FY 2016 PRIORITY AMERICAN SPACES BY REGION**

**Africa:**
- Côte d’Ivoire, Abidjan, YALI Space
- Democratic Republic of Congo, Kinshasa, American Corner Limite
- Ethiopia, Addis Ababa, Addis American Corner
- Kenya (suitable site being identified)
- Nigeria, Lagos
- Rwanda, Kigali, Kigali American Corner
- Senegal, Thies, American Corner Thies
- South Africa, Pretoria, American Corner Pretoria
- South Africa, Cape Town, USinfo@Central American Corner
- Zimbabwe, Bulawayo, National University of Science & Technology

**East Asia Pacific:**
- Burma, Mandalay, Jefferson Center Information Resource Center
- Burma, Rangoon, American Center Rangoon
- China, Beijing, Beijing American Center
- China, Chengdu, Chengdu Information Resource Center
- China, Shanghai, Shanghai American Center
- China, Shenyang, Shenyang Information Resource Center
- Indonesia, Jakarta, @america
- Korea, Seoul, American Center Korea
- Vietnam, Hanoi, American Center Hanoi
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

**Europe & Eurasia:**
- Bosnia and Herzegovina, Mostar, American Corner Mostar**
- Georgia, Batumi, Batumi American Corner**
- Germany, Stuttgart, German-American Institute
- Greece, Xanthi, Xanthi American Corner
- Moldova, Chisinau, American Resource Center
- Portugal, Lisbon, Faculty of Science and Technology American Corner
- Russia, Moscow, Moscow American Center
- Turkey, Gaziantep, Gaziantep American Corner
- Ukraine, Kyiv, America House Kyiv
- Ukraine, Kharkiv, Kharkiv Window on America Center

**Near East Asia:**
- Egypt, Cairo, Information Resource Center
- Egypt, Cairo, American Corner Maadi
- Israel, West Jerusalem, American Center Jerusalem
- Jordan, Amman, American Language Center
- Lebanon, Baakleen, American Corner Baakleen
- Morocco, Casablanca, Dar America
- Palestinian Territories, East Jerusalem, America House Jerusalem
- Palestinian Territories, Ramallah, America House Ramallah
- Tunisia, Tunis, American Corner Tunis
- Algiers, Algeria, Algiers IRC**
South and Central Asia:
- Bangladesh, Dhaka, Edward M. Kennedy Center
- India, New Delhi, American Center New Delhi
- Kazakhstan, Almaty, American Corner Almaty
- Kyrgyz Republic, Bishkek, Bishkek America Borboru
- Maldives, Malyy, American Corner Malyy
- Nepal, Kathmandu, Nepal Book Bus
- Pakistan, Karachi, Lincoln Learning Center
- Sri Lanka, Kandy, Kandy American Corner
- Tajikistan, Dushanbe, Dushanbe American Corner
- Turkmenistan, Ashgabat, Information Resource Center

Western Hemisphere:
- Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericanono
- Bolivia, Cochabamba, Centro Boliviano Americano Cochabamba**
- Brazil, Brasilia, Casa Thomas Jefferson
- Chile, Santiago, Instituto Chileno Norteamericano
- Colombia, Pereira, Centro Colombo Americano
- Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln
- Honduras, San Pedro Sula, Centro Cultural Sampedrano
- Mexico, Mexico City, Benjamin Franklin Library
- Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano
- Venezuela, Maracaibo, Centro Venezolano Americano del Zulia

**New Priority Space in fiscal year 2016
### AMERICAN SPACES SUPPORT—SPACES WITH HIGHEST FUNDING

#### FY 2014 - (Range: $188,000-$857,000)*

- Brazil, Brasilia, Casa Thomas Jefferson
- Jordan, Amman, American Language Center
- India, New Delhi, American Center New Delhi
- Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano
- Colombia, Pereira, Centro Colombo Americano
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City
- Kazakhstan, Almaty, American Corner Almaty
- Mexico, Mexico City, Benjamin Franklin Library
- Zimbabwe, Bulawayo, National University of Science & Technology
- Bangladesh, Dhaka, Edward M. Kennedy Center

#### FY 2015 - (Range: $177,000-$750,000)*

- Ukraine, Kyiv, America House Kyiv
- Sri Lanka, Kandy, Kandy American Corner
- Chile, Santiago, Instituto Chileno Norteamericano
- Korea, Seoul, American Center Korea
- Democratic Republic of Congo, Kinshasa, American Corner Limete
- Indonesia, Jakarta, @america
- Venezuela, Maracaibo, Centro Venezolano Americano del Zulia
- Morocco, Casablanca, Dar America
- Germany, Stuttgart, German-American Institute
- Nicaragua, Managua, Centro Cultural Nicaragüense Norteamericano
- Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln
- Rwanda, Kigali, Kigali American Corner
- Nepal, Kathmandu, Nepal Book Bus
- Turkey, Gaziantep, Gaziantep American Corner
- South Africa, Cape Town, USinfo@Central American Corner
- Brazil, Brasilia, Casa Thomas Jefferson
- Colombia, Pereira, Centro Colombo Americano
- Pakistan, Karachi, Lincoln Learning Center
- Georgia, Batumi, Batumi American Corner
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

*Amounts reflect one-time investments; higher amounts largely represent funding for facilities and technology.*
In 2012, IIP and the Smithsonian Institute created the Model American Spaces Program. Between fiscal years 2012 and 2015, project teams consisting of Smithsonian experts and IIP staff made 18 visits to American Spaces worldwide. During these visits, the teams developed concept designs to renovate physical spaces for a more American “look and feel” and updated staff on content to address key foreign policy issues through more dynamic programming. Upon their return to the U.S., the teams provided follow-up coordination and guidance to the staff of the American Spaces they had visited to bring the new design concepts to fruition. IIP-Smithsonian online design resources and virtual consultations allowed an additional 19 American Spaces to undertake transformational renovations. ACPD commends this collaboration to ensure that these American Spaces showcase the best of American ingenuity, innovation and design while providing a positive user experience in strategic locations around the world.

- Democratic Republic of Congo, Kinshasa, American Corner Limete - October 2014
- South Africa, Pretoria, Mae Jemison U.S. Science Reading Room (American Corner) - January 2013
- South Africa, Pretoria, American Corner - October 2014
- South Africa, Cape Town, USinfo@Central American Corner - October 2014
- Zimbabwe, Bulawayo, National University of Science & Technology - October 2014
- Korea, Seoul, American Center Korea - November 2014
- Philippines, Manila, Mobile American Corner - January 2013
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City - March 2014
- Romania, Bucharest, American Corner at the National Library Bucharest - December 2012
- Jordan, Amman, American Language Center - January 2014
- Morocco, Casablanca, Dar America - January 2015
- Oman, Muscat, American Corner at Muscat Higher College of Technology - December 2012
- India, New Delhi, American Center New Delhi - February 2014
- Kyrgyz Republic, Bishkek, Bishkek America Borboru - November 2012
- Sri Lanka, Kandy, Kandy American Corner - November 2014
- Brazil, Brasilia, Casa Thomas Jefferson - December 2012
- Chile, Santiago, Instituto Chileno Norteamericano - November 2014
- Mexico, Mexico City, Benjamin Franklin Library - December 2012
- Ukraine, Kyiv, America House - January 2015
- Israel, Jerusalem, America House Jerusalem - October 2015
- Israel, Jerusalem, America House Ramallah - October 2015
- Israel, American Center Jerusalem - October 2015
Products creates digital-first multimedia content in English and other languages—Arabic, Spanish, French, Portuguese, Chinese, Russian and Urdu—that aims to advance U.S. foreign policy objectives with key international audiences. The new web platform ShareAmerica is the bureau’s initial step in this effort.

- **Office of Editorial Content**: crafts materials for foreign publics to influence them on issues of interest to U.S. policymakers and help shape their opinions about the United States. The office’s original and curated English language content supports 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 IIP’s English-language content into seven foreign languages, in addition to creating and curating original content in the before-mentioned languages.

- **Office of Video Production**: creates video and other multimedia content that provides context to foreign policy issues and aims to fuel conversations around U.S. policy priorities worldwide.

- **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 speakers with international audiences, both in person and through virtual platforms.

**OFFICE OF EDITORIAL CONTENT**

The office creates social media friendly content for the bureau’s ShareAmerica platform. Optimized for users to share these materials and help targeted foreign audiences learn about the United States. The aim is to engage readers’ social circles on the priority themes of U.S. policymakers, including specific foreign policy initiatives, English language learning and spreading awareness of how a free, diverse and entrepreneurial people lives, works and contributes to global peace and economic prosperity.

Writers, graphic designers, illustrators and photo, web and copy editors work collaboratively with each other and IIP’s video office to create stylish, timely content that reaches a rising generation of global citizens via mobile devices and social media. To date, ShareAmerica has attracted more than 3.8 million unique foreign visitors. The most avid readers of ShareAmerica content are in Spanish-speaking countries in the Western Hemisphere South Asian countries—particularly Bangladesh, Nepal and Pakistan—are also high-volume consumers.

The team is re-envisioning the role of print in a digital-first world. Soon, a new web-based, fully browsable library site will help colleagues in the field easily find and print materials. Long-form books printed at a single facility and shipped to embassies are also being replaced by lighter, more frequently updated digital publications designed for electronic distribution and local printing.

The team also oversees INFOCENTRAL, the State Department’s internal repository for press guidance and other not-for-public distribution items of use to the public diplomacy practitioner.

**OFFICE OF LANGUAGE RESOURCES**

IIP has translators and foreign-language social media and web specialists working in seven foreign languages (Arabic, Chinese, French, Portuguese, Russian, Spanish and Urdu) to provide posts and international audiences with IIP-produced content for their social media feeds and public diplomacy outreach efforts.

Translated materials, including social media pieces using key quotes, are more useful to mission personnel seeking to reach broader audiences in the media and general public. Other materials for translation include subtitles for videos, captions for infographics and frameworks for language websites. Subjects are often based on thematic content that responds to post and department priorities promoting entrepreneurship and girls’ education. On occasion, the office translates seminal remarks by the Secretary or the President in full when posts have a clear strategic use for the translation.

IIP Language Resources’ work is not simple translation. Elements of English-language social media articles are often adapted for specific language audiences through idioms that will resonate better with respective audiences. When a specific need arises, translators produce original articles in-language that do not appear in English or other languages.

Some of the language staffs—Chinese, Arabic and French—have social media writers and managers who produce original blog content or adapt the bureau’s English-language content to the more structured requirements of foreign social media. The Chinese team produces a “Wild Geese of Foggy Bottom” blog (http://blogs.america.gov/mgck/) and the Arabic team an “Al-Amreekania” blog (https://www.facebook.com/Amreekania). These teams research...
and monitor social media trends and best practices among different language groups online; all of them also work to keep up with evolving usage of target languages.

Distribution for IIP’s translated products is varied. Some missions release translations directly on websites through RSS feeds while others extract them from IIP regional newsletters or emails and put them online. Much depends on the local media environment. Vital to the success of any effort is having posts and regional bureaus partner closely with IIP in advance of an important speech or event to determine the translation, content strategy, and to identify key messages so the material reaches the field in a timely fashion.

OFFICE OF VIDEO PRODUCTION

IIP’s Office of Video Production conceptualizes and produces video content designed to advance the State Department’s foreign policy objectives by amplifying strategic messaging and fostering dialogue with key foreign audiences. Video products include, but are not limited to, social-media-optimized vignettes, ambassador introduction videos, issue based explainer pieces, narrative stories in the form of short documentaries, infographics and memes. The office delivers videos worldwide in local languages through digital and traditional media outlets, social networks and mobile devices. On the programmatic level, projects are conceptualized by ad-hoc working groups primarily comprised of policy and regional experts across the department and the interagency.

Post Support, Consultations and Trainings: IIP Video conducts consultations with PD officers in Washington and overseas. Consultations focus on best practices for social media content, how to plan and produce videos, and how to craft outreach strategies. Trainings are multi-day, hands-on, interactive training sessions for staff at posts that are already using video for PD outreach and who seek to deepen their skills in visual storytelling and strategic planning, advanced video production, marketing and distribution. Through an agreement with online music licensing company De Wolfe Production Music, IIP Video also provides posts with access to thousands of royalty-free, high quality, and professionally produced music soundtracks for use in post-produced videos and other multimedia content created to support public diplomacy outreach.

OFFICE OF THE U.S. SPEAKER PROGRAM

The U.S. Speaker Program recruits dynamic American experts to engage international audiences on topics of strategic importance to the United States. Programs are conducted in-person and through virtual engagement platforms. Key themes include promoting entrepreneurship and innovation, countering violent extremism, advancing global security, increasing environmental diplomacy, combating gender-based violence and strengthening civil society, education, 21st century media and youth empowerment. The office conducts approximately 600 programs annually worldwide. The U.S. Speaker Program Office collaborates with U.S. embassies and consulates around the world to develop and implement customized programs; identifies and recruits prominent U.S.-citizen experts; tailors programs to meet specific needs of international audiences through workshops, lectures, seminars and consultations; utilizes innovative technologies to amplify messaging; and fosters long-term relationships between U.S. speakers and overseas audiences in order to sustain dialogue on key themes and issues.

In fiscal year 2015, the largest number of U.S. speaker programs focused on “Strengthening Civil Society, Democracy and Human Rights,” and the rank order of regions programming on this theme was Sub-Saharan Africa, Europe/Eurasia, Western Hemisphere, Near East Asia, East Asia/Pacific and South/Central Asia. In fiscal year 2016, IIP expects to program more U.S. Speakers on elections, entrepreneurship and environment.
**FY 2015 U.S. Speaker Program Statistics**

**Countering Violent Extremism:** 16 Speakers
- AF – 3 [Traveling: 3; Virtual: 0; Target of Opportunity: 0]
- EAP – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- EUR – 8 [Traveling: 8; Virtual: 0; Target of Opportunity: 0]
- NEA – 3 [Traveling: 1; Virtual: 2; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]

**Environmental Diplomacy:** 37 Speakers
- AF – 6 [Traveling: 5; Virtual: 1; Target of Opportunity: 0]
- EAP – 4 [Traveling: 3; Virtual: 0; Target of Opportunity: 1]
- EUR – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- NEA – 6 [Traveling: 3; Virtual: 3; Target of Opportunity: 0]
- SCA – 10 [Traveling: 7; Virtual: 1; Target of Opportunity: 2]
- WHA – 9 [Traveling: 9; Virtual: 0; Target of Opportunity: 0]

**Educational Diplomacy:** 20 Speakers
- AF – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]
- EAP – 5 [Traveling: 4; Virtual: 0; Target of Opportunity: 1]
- EUR – 3 [Traveling: 0; Virtual: 1; Target of Opportunity: 2]
- NEA – 8 [Traveling: 5; Virtual: 3; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]

**Foreign Policy:** 26 Speakers
- AF – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- EAP – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]
- EUR – 21 [Traveling: 13; Virtual: 0; Target of Opportunity: 8]
- NEA – 2 [Traveling: 0; Virtual: 0; Target of Opportunity: 2]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]

**Entrepreneurship, Economics and Trade:** 107 Speakers
- AF – 33 [Traveling: 8; Virtual: 20; Target of Opportunity: 5]
- EAP – 12 [Traveling: 10; Virtual: 1; Target of Opportunity: 1]
- NEA – 11 [Traveling: 2; Virtual: 9; Target of Opportunity: 0]
- SCA – 7 [Traveling: 5; Virtual: 1; Target of Opportunity: 1]
- WHA – 10 [Traveling: 7; Virtual: 2; Target of Opportunity: 1]
- GLOBAL – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]

**Gender-Based Violence:** 12 Speakers
- AF – 2 [Traveling: 1; Virtual: 1; Target of Opportunity: 0]
- EAP – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- EUR – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- NEA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- SCA – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- WHA – 6 [Traveling: 4; Virtual: 0; Target of Opportunity: 2]
Promoting Gender Equality: 12 Speakers
- AF – 6 [Traveling: 1; Virtual: 5; Target of Opportunity: 0]
- EAP – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- EUR – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- NEA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]

Science, Technology, Engineering and Math (STEM) Education: 11 Speakers
- AF – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- EAP – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- EUR – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- NEA – 4 [Traveling: 4; Virtual: 0; Target of Opportunity: 0]
- SCA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- WHA – 4 [Traveling: 2; Virtual: 0; Target of Opportunity: 2]

Strengthening Civil Society, Democracy and Human Rights: 182 Speakers
- AF – 69 [Traveling: 27; Virtual: 36; Target of Opportunity: 6]
- EAP – 17 [Traveling: 14; Virtual: 2; Target of Opportunity: 1]
- EUR – 31 [Traveling: 14; Virtual: 10; Target of Opportunity: 7]
- NEA – 21 [Traveling: 10; Virtual: 10; Target of Opportunity: 1]
- SCA – 14 [Traveling: 11; Virtual: 3; Target of Opportunity: 0]
- WHA – 30 [Traveling: 24; Virtual: 2; Target of Opportunity: 4]

Youth Leadership: 17 Speakers
- AF – 13 [Traveling: 0; Virtual: 13; Target of Opportunity: 0]
- EAP – 3 [Traveling: 0; Virtual: 2; Target of Opportunity: 1]
- EUR – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- NEA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]

Other Themes (including health issues and U.S. society): 17 Speakers
- AF – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- EAP – 4 [Traveling: 2; Virtual: 2; Target of Opportunity: 0]
- EUR – 8 [Traveling: 2; Virtual: 3; Target of Opportunity: 3]
- NEA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 3 [Traveling: 2; Virtual: 1; Target of Opportunity: 0]
Programs works with policy experts across the State Department to design and execute data-driven public diplomacy engagement campaigns that engage foreign audiences abroad to advance U.S. foreign policy goals. This includes global and regional campaigns, in addition to country-specific initiatives and is informed by audience research and performance analysis. The group has three key offices:

- **Office of Public Engagement**: works with policy experts in the department's regional and functional bureaus to identify key foreign policy objectives that might be advanced by building public support for U.S. positions among foreign populations. Working with IIP's analytics team, the office identifies receptive and influential audiences that can help build support for U.S. positions within their communities and ultimately among government decision makers. The office identifies appropriate engagement tactics and draws upon the full array of IIP products and services to build and activate these networks of supporters.

- **Office of Regional Strategy and Training**: works with regional and functional bureaus in Washington and with posts abroad to develop public diplomacy strategies with IIP tools to advance key global and regional U.S. government priorities. It also provides training on IIP products and programs to help posts implement PD strategies using the most up-to-date technology and digital tools. In addition, the office runs the department's social media support and strategy helpdesk and is the lead on implementing the department-wide rollout of a social media management tool to all posts and bureaus. Lastly, the office runs and operates the department's TechCamp program, designing and delivering two-day, interactive workshops and resulting follow-on projects and programs that connect civil society groups with technology experts to create real-world solutions to policy issues.

- **Office of Analytics**: specializes in the analysis of audience research and digital communications data to provide insights about the audiences we seek to reach and the narratives and content driving digital discussions, while assisting colleagues in the optimization of their own digital engagement. IIP’s analytics team conducts focus groups and opinion polls in addition to using government, commercial and open-source data on the interests, attitudes and information consumption habits of audiences across the globe to inform the development of IIP public engagement campaigns and global products. The office measures program and campaign performance to determine their effectiveness in meeting stated objectives and to inform tactical adjustments. It also supports digital platform initiatives such as ShareAmerica and the embassy website modernization project, collaborating with colleagues to provide data and analysis that inform their decisions and improve communications.

**OFFICE OF PUBLIC ENGAGEMENT**

The Office of Public Engagement pursues two interrelated lines of effort—building digital networks of engaged foreign citizens and building partnerships with foreign communities of interest in support of specific U.S. policy goals.

The office builds and maintains digital networks among strategically important groups to serve as potential champions on issues of importance to the U.S. government. As an example, the office has built the 250,000-person Young African Leaders Initiative (YALI) Network. In 2013, President Obama established the Mandela Washington Fellowship Program under YALI to offer U.S. travel and study fellowships to 500 (now 1,000) young Africans each year. Interest in the program was overwhelming, attracting 50,000 applications in the first year alone. IIP recognized in this applicant pool the opportunity to establish sustained digital engagement with thousands of young Africans who had expressed an interest in connecting with the United States but would not be able to participate in the flagship fellowship program. IIP created the YALI Network to continue nurturing relations with these motivated and positively disposed young people in this strategically important region of the world. IIP provides network members online training resources and opportunities to engage with American political, business and civil society leaders through web-based programs. IIP also works with U.S. embassy staff to offer network members offline networking and skills-building activities in IIP's American Spaces located throughout Africa. As IIP coordinates with AF on policy priorities for the region, the office uses the network to build popular support for U.S. positions.

The Office of Public Engagement's second line of effort is conceiving and executing public engagement campaigns designed to build partnerships with foreign publics in support of specific U.S. policy goals. IIP campaigns are focused, time-limited efforts created in collaboration with one or more of the State Department’s policy bureaus and designed to achieve a specific, measurable outcome in support of one of the department’s policy goals. The office draws upon IIP’s capabilities in audience research,
performance analysis, website development, design, strategic communications, digital content production, translation, digital engagement and expert speaker recruitment to identify and engage audiences that can influence their communities and decision makers in favor of U.S. positions.

OFFICE OF REGIONAL STRATEGY AND TRAINING REGIONAL

IIP’s regional and functional policy officers work with the State Department’s Regional and Functional bureaus, as well as the Public Affairs Bureau (PA), Educational and Cultural Affairs Bureau (ECA), special offices and envoys, to develop strategies that advance their public diplomacy policy objectives. In conjunction with posts and the Bureau of Intelligence and Research’s Office of Opinion Research (INR/OPN), IIP policy officers identify key insights about target audiences and behavioral objectives for those audiences. They then work with other offices in IIP to develop content and delivery plans for the messaging, in close coordination with regional bureaus, IIP policy officers also ensure that PD programs and products produced and supported by IIP are deployed to the field in an effective way. It coordinates the bureau’s efforts to create a wide array of PD products for large-scale department events. For example, for the 2015 Global Entrepreneurship Summit, the office worked with other offices to create ShareAmerica content, a first-of-its-kind ShareAmerica landing page, infographics, an interactive web chat aimed at African entrepreneurs, a video, a web badge and social media and other translated content for posts. Finally, IIP officers, working with the Office of Analytics, measured the impact of the PD tools and products produced by IIP and report back to IIP leadership and regional and functional bureaus on this impact.

DIGITAL SUPPORT AND TRAINING

IIP’s Digital Support and Training Division assists posts with building their in-house capacity by designing and delivering in-person, virtual and embedded training programs focused on the full range of IIP products, programs and platforms. Digital Support and Training works closely with all IIP offices and teams under a holistic approach to its external training efforts and contributes expertise and trainers to multiple projects and efforts, including support for regional bureau social media coordinators. The division designs, leads and evaluates all iterations of the Digital-First courses offered multiple times per year with the Office of American Spaces, training an estimated 360 foreign service officers (FSOs), locally employed staff (LES) and American Spaces partner coordinators in all regions by the end of 2016. The division works routinely with regional bureaus and posts to design, implement and measure effectiveness of online and in-person trainings for staff at overseas posts. The division also coordinates on strategies and skills for digital and social media outreach and content, video production, virtual programming, digital strategic planning, collaboration tools and more, drawing from subject matter experts within various IIP offices and teams. Recent examples include a multi-part, months-long online training series on digital outreach strategies with the Bureau of South and Central Asian Affairs (SCA) and all SCA posts; a seven-part online training series on social media strategy for American Institute in Taiwan and the Bureau of East Asia and Pacific Affairs (EAP); ongoing, regular trainings on digital strategies and collaboration tools for users of IIP’s modernized embassy websites, in partnership with the Office of Digital; in-person, hands-on training for locally employed staff working to support the YALI Network, in partnership with the Office of Public Engagement; and an upcoming online training series on analytics tools and strategies with the Office of Analytics.

The division operates the State Department’s social media strategy and support helpdesk and leads the department-wide rollout and training of Hootsuite Enterprise, a social media management tool that allows increased messaging flexibility and accountability across multiple digital platforms and provides integrated analytics and data for better social media reporting and assessment of effectiveness. The division has trained and onboarded more than 800 Hootsuite users across all regions and multiple bureaus and provides ongoing assistance for troubleshooting, strategy and governance. The Digital Support and Training division also manages the Social Media Hub, the department’s one-stop shop for social media resources and strategy materials. The Social Media Hub provides instructions and tips on most major platforms used by department social media practitioners, including Facebook, Twitter, Hootsuite, and YouTube. The site also aims to help social media managers stay current with State Department policies and industry best practices.

Another important element of the Digital Support and Training division is the TechCamp program, which moved to IIP in April 2015 in an effort to tie it more closely with public diplomacy’s strategic priorities. TechCamps are two-day interactive workshops that link civil society representatives with technology experts to explore solutions to real-world challenges. They engage and empower NGOs, rights activists, journalists, advocacy groups and others, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective in the work they do. Since the program’s creation in 2010, more than 50 TechCamps have been completed all over the world, reaching an estimated 3,200 civil society organizations and technology groups from 110 countries.

Under IIP, TechCamps now are directly tied to public diplomacy’s highest priorities, identified by the Under Secretary for Public Diplomacy and Public Affairs: 1) supporting and defending civil society, 2) improving communication and digital literacy, and 3) countering violent extremism.
With resources from the Under Secretary, IIP funds 10 to 12 TechCamps each year, with four to six reserved for rapid-response, high-priority projects and the remaining six to eight prioritized for the regions. In IIP, each TechCamp includes built-in, substantive follow-on programs and projects to keep participants involved after the two-day workshop comes to a close. Since April 2015, IIP has completed full TechCamp projects in Latvia, India, Niger, Sweden, Tunisia, South Africa, Ukraine, Burma and Slovenia, with projects in Kazakhstan, Ghana and Georgia to follow. IIP provides consultative support and, in limited amounts, some funding for post-led, post-funded TechCamps, to help maximize reach of the program. Recent examples of such post-led TechCamps include projects in Haiti, Cote d’Ivoire, Benin and Uganda. All program participants, whether in IIP-funded or post-funded programs, become part of a TechCamp network that offers substantive follow-on projects, activities and continued connection to their embassy or consulate contacts.

OFFICE OF ANALYTICS

To build and measure effective communication strategies, IIP is enhancing the way it uses data in developing products and programs. The analytics team is integrating data analysis into all IIP communications initiatives and collaborating with colleagues to identify and better understand key audiences and conversations online. The team also refines communications efforts through iterative processes—cycles of data collection, data analysis, data adjustments, and improved communications.

The office provides a number of analytics products across IIP, including:

- **Audience research:** At the onset of a campaign, the Analytics team can analyze existing audience research data or conduct custom analysis of foreign audiences through public opinion polling or focus groups to help identify prevailing attitudes, establish baselines and understand how audiences talk and think about issues related to the project or PD activities. For example, the team recently completed a round of pre-COP 21 attitudes about climate among urban, college educated Indians to understand attitudes and opinions about climate change that helped inform messaging and establish a baseline to measure against post-COP 21.

- **Measurement strategy and planning:** At the early stages of a campaign or product, the Office of Analytics provides consultation on aligning measurement strategies with strategic goals. For example, the Embassy Website Modernization Project team has coordinated with the Analytics team to ensure they are measuring users’ completion of key tasks and engagement with PD content and that such reporting will be available to drive future design decisions.

- **Short-term social media analysis:** Following major events like the completion of nuclear negotiations with Iran or the restoration of diplomatic relations with Cuba, the Office of Analytics produces daily overviews of the social media conversation about these topics. This helps IIP understand how the conversation is unfolding among audiences abroad and informs future efforts as well as provides strategic advice to other customers across the department.

- **Standardized campaign reporting:** For long-term initiatives and products, like ShareAmerica, the Analytics team works closely with product and content owners to develop comprehensive interactive KPI dashboards. Analytics also designates an analyst to serve as the campaign lead for each IIP-led campaign to leverage the team’s skills and capabilities to provide actionable insights to improve campaign content and performance. In addition, the team finds innovative ways to distribute key reports throughout the organization, such as setting up a channel on Slack, an internal collaboration tool, that automatically alerts users when a particular piece of web or social content outperforms benchmarks. The team also built a tool that provides end users with real-time data on the performance of IIP content across the department’s digital properties. These assets provide a powerful real-time view of what content is succeeding across different regions, topics, audiences and platforms.

Given this wide array of services and growing demand across the bureau and the department, the Office of Analytics is currently looking to augment its workforce with additional personnel and competencies. Analytics also plans to take advantage of an IIP-wide blanket purchase agreements that will make state-of-the-art expertise in marketing and digital measurement available to the bureau and department.
WASHINGTON-DIRECTED ACTIVITIES

BUREAU OF PUBLIC AFFAIRS

Under Secretary Novelli responds to a reporter's question as she and Assistant Secretary Russel previewed the U.S.-China Strategic and Economic Dialogue with Department Spokesperson John Kirby. May 31, 2016. [State Department photo]
The mission of the Bureau of Public Affairs (PA) is to communicate timely and accurate information to international and domestic media with the goal of advancing U.S. foreign policy goals and national security interests, as well as broadening understanding of American values. To achieve these objectives, PA uses a wide range of media platforms, conducts public outreach and provides historical perspective through the Office of the Historian. Through proactive interaction with foreign and domestic press, digital engagement and domestic outreach, PA helps the State Department and the U.S. government be part of policy conversations in a coordinated and strategic way.

To carry out this mission, PA conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; arranges reporting tours and cooperative broadcast media projects (Media Co-Ops) with foreign media to promote depth, accuracy and balance of their reporting of the United States and U.S. foreign policy priorities; manages the domestic main State Department website [state.gov] and core department social media platforms; provides strategic and tactical communications planning to advance America’s foreign policy interests; organizes domestic outreach to explain why U.S. foreign policy is important to Americans; and answers questions for the media and public.

The fiscal year 2015 public diplomacy (D&CP) budget for the Bureau of Public Affairs was $6.975 million (an increase from $6.502 million in fiscal year 2014). The fiscal year 2016 budget planned is $6.397 million and the fiscal year 2017 request was $6.155 million. PA is made up of 241 staff members (205 civil servants, 36 foreign service officers, and 13 locally employed staff) and 25 contractors.

In 2016, the roles of spokesperson and Assistant Secretary for Public Affairs were merged and the Office of the Spokesperson was dissolved. The deputy spokesperson became a deputy assistant secretary-level position overseeing direct press engagement, including the Offices of International Media Engagement and Press Relations, as well as the USAID Press Office, the Foreign Press Centers, the Rapid Response Unit and the new Events and Travel Unit.

We reviewed eight offices within the Bureau of Public Affairs: The Offices of Digital Engagement; International Media Engagement; Press Operations; Strategic Planning; Video Services; the Foreign Press Centers; the Rapid Response; and the Events and Travel Units. Four of PA’s offices (Office of the Historian, U.S. Diplomacy Center, Office of Public Engagement, and the Office of Intragovernmental Affairs) are not reviewed in this report because their activities do not intentionally target foreign audiences.

The Office of Digital Engagement (ODE) communicates U.S. foreign policy through direct engagement with audiences on digital platforms and is responsible for maintaining the State Department’s core social media properties. Its 20-person team creates and amplifies content across the State Department’s flagship social media accounts, including Twitter (@StateDept and @StateDeptLive), Facebook, Flickr, Instagram, Tumblr, Google+ and SnapChat. The team also supports the administration of Secretary Kerry’s Twitter feed (@JohnKerry). In addition, the ODE team maintains the department’s official blog spots on DipNote and Medium, and produces audio podcast series published to iTunes and SoundCloud. In addition, ODE facilitates livestreaming of events with the Secretary and other senior-level department officials on www.state.gov and video.state.gov/live, as well as publishes videos of high-level engagements on video.state.gov, YouTube and Brightcove for on-demand viewing by the public. In FY15, ODE’s budget increased by nearly $1.4 million for maintenance costs of its digital platforms. In FY16, the budget decreased again to $335,000.

The State Department’s digital media presence (video, images, audio, blogging and social networking) is the largest in the federal government after the White House, with an aggregate of nearly 5 million followers. As of March 2016, online audiences on the department’s core flagship platforms measured:

- **Twitter**: @StateDept – 2.29 million followers (95 percent increase from April 2015); @JohnKerry – 1.2 million followers (180 percent increase from April 2015); Foreign language accounts (Arabic, Farsi, Spanish, French, Portuguese, Urdu, Turkish, and Chinese) – 719,787 collective followers (no previous numbers to compare)

- **Facebook**: 1.4 million fans (50 percent increase from April 2015)

- **YouTube**: StateVideo – 40,993 subscribers and 10.5 million views (38 percent increase from April 2015)
• **Flickr:** 46.8 million views (48 percent increase from April 2015)
• **Twitter:** 119,340 followers (8 percent increase from April 2015)
• **Google+:** 407,052 followers with 21 million views (14 percent increase from April 2015)
• **Instagram:** 71,414 followers (465 percent increase from April 2015)
• **Medium:** 35,597 followers (launched in 2015; no previous numbers to compare)

In addition, the State Department’s DipNote blog has also received 17.4 million reads since 2013.

Analytics and insights on engagement across key department social media platforms are captured and analyzed on a regular basis in order to gauge attitudes regarding U.S. foreign policy among online communities and help shape digital content development and messaging around priority policy messages. This data is fed into regular reporting to PA and State Department leadership. These insights also inform PA’s decision-making around implementing targeted public engagements—such as Facebook Q&As, Google Hangouts, Twitter chats and other digital events—in order to help shape the narrative around priority issues.

The Office of International Media Engagement (IME) is focused specifically on informing foreign audiences and advancing U.S. foreign policy priorities through broadcast, print and digital media in Washington, D.C. and its five regional media hubs in Brussels, Dubai, Johannesburg, London, and Miami. The Washington office and five regional media hubs together employ 35 staff members whose work with foreign journalists is closely coordinated with department bureaus, embassies and the interagency community.

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. IME and the media hubs facilitate interviews, conference calls, and briefings for U.S. officials with international media. IME also runs the “Live at State” program, a virtual press conference that has connected senior State Department officials with hundreds of journalists around the world. The five regional media hubs located in London, Brussels, Dubai, Johannesburg, and Miami work with regional bureaus and posts to engage the media on the top policy priorities of the day. They serve as homes to the State Department’s Arabic, Spanish and Portuguese language spokespersons and administer several of the department’s foreign language Twitter feeds. Hub staff members support the department’s outreach efforts at major international summits and events. The hubs also work with the Rapid Response Unit (RRU) and the department’s regional bureaus to provide daily media analyses of local reaction to U.S. foreign policy actions and messages as well as regular reports on news media coverage related to major policy priorities. In 2015, IME and the hubs arranged more than 800 media engagements, with upwards of 200 U.S. government officials advocating for U.S. foreign policy on over 650 unique media outlets, targeting key audiences around the globe. With nearly half of IME’s media engagements taking place in a foreign language, IME and the hubs are increasing the number of advanced media trainings to 11 in 2016 for Arabic, Spanish, French, Urdu, Persian and Russian, in order to increase the ability of U.S. government officials and spokespersons to communicate to foreign audiences through media.

In 2015, in close consultation with the Bureau of East Asian and Pacific Affairs (EAP), PA closed its media hub based in Tokyo. The closure reflected the U.S. shift in policy and economic emphasis to Southeast Asia, in addition to the fact that Tokyo was no longer the optimal location to maintain an operation focused on region-wide media engagement. In the past year, IME worked with one forward-deployed
officer in Kuala Lumpur to schedule meetings for U.S. senior officials with over 230 journalists from more than 75 outlets in 16 countries, including all of the Association of Southeast Asian Nations (ASEAN) countries, connecting millions of readers and viewers directly to official U.S. voices. PA is working with EAP to establish a new hub in Southeast Asia in 2017, with a renewed focus on engaging these critical target audiences.

OFFICE OF PRESS RELATIONS (PRS)

PRS received no Diplomatic and Consular Program PD funds for FY 2014 and FY 2015; FY 2016 - $83,000; FY 2017 Request - $83,000
Origin: 1969

The Office of Press Relations (PRS) directly engages domestic and international media to communicate timely and accurate information that furthers U.S. foreign policy and national security interests. The office is led by a foreign service officer director and two deputy directors (civil servants), who manage a 26-person staff that includes press officers, media events and outreach officers, media monitors and administrative support staff. PRS also manages a six-person contract transcription team.

As one of the department’s principal conduits for communicating foreign policy, PRS supports the spokesperson in preparing for the daily press briefing and produces the nightly department press guidance package that is used by public affairs officers (PAOs) worldwide. PRS disseminates information to the Washington press corps, including all official transcripts, policy statements by the Secretary of State and other press releases. The office also directs to queries from the Washington press corps and other domestically and internationally based journalists on all matters involving department policy and programs. PRS maintains a 24-hour operation to accomplish its mission and its press officers serve as 24/7 duty officers for the entire PA bureau.

Additionally, the PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. policy initiatives and goals. The PRS media monitoring team researches and disseminates daily media clips to keep department officials updated on coverage of foreign policy. PRS provides logistical support and expertise to the Secretary for all events and meetings with a media component held at the State Department and at other domestic venues, including press conferences and speaking engagements. PRS also provides operational support for special events involving other senior department officials.

Starting in 2016, the Press Office will launch a new searchable Press Guidance Database (with records dating back to 2010). This resource tool will allow public affairs and public diplomacy officers in Washington and at every embassy to retrieve public affairs guidance, statements and other press releases on all topics of interest. This will help ensure consistent messaging across the department and expedite response times with the media.

OFFICE OF STRATEGIC PLANNING (OSP)

OSP receives no Diplomatic and Consular Program PD funds.
Origin: 2012

The Office of Strategic Planning (OSP) works to advance U.S. foreign policy priorities by developing strategic communications plans and advising department offices on how to leverage various Public Affairs Bureau tools. As a liaison to department offices and the U.S. government interagency, the office of seven staff members coordinates PA resources to promote mid- and long-term communications goals.

OSP serves as the first point of contact for department offices on regional and functional issues to engage the Public Affairs Bureau in support of major department activities, events and initiatives. The office also coordinates strategic public affairs outreach with outside organizations and other U.S. government agencies conducting public diplomacy activities to promote foreign policy interests. As the overall communications lead on the Nuclear Security Summit, OSP liaised with the Department of Defense in an effort to push messages out to millions of people across the world. OSP works with the U.S. Agency for International Development (USAID) and the Department of Commerce on the President’s Global Entrepreneurship Summit, which aims to promote entrepreneurship worldwide by linking U.S. and international entrepreneurs with investors and mentors to promote economic growth globally. Through public-private partnerships, organizations like Bloomberg Philanthropies work with OSP on strategic communications efforts that engage subnational actors (e.g., state and local government officials in the U.S. and overseas) in key foreign policy issues, such as combating climate change and countering violent extremism. These ongoing efforts to “direct and connect” department bureaus and offices to the PA offices that will best meet their public affairs needs aims to ensure the strategic alignment of PA’s engagement tools and resources with department priorities.
OFFICE OF VIDEO SERVICES (OVS)

FY 2014 Actual - $575,589; FY 2015 Actual - $223,490; FY 2016 - $250,000; FY 2017 Request - $257,500
Origin: 1999

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), works to advance U.S. foreign policy priorities and positions by providing video coverage of the activities and policy messages of the Secretary of State, the department’s spokesperson and other department principals, such as the under secretaries and assistant secretaries.

OVS provides assistance to journalists for in-studio events, such as network interviews and stand-ups, as well as staffing for internal “Live at State” programming and coverage of major summits, conferences and fora. OVS maintains and provides the broadcast transport infrastructure to send and receive broadcast signals between the major broadcast and cable networks, the White House, the Department of Defense, Defense Video and Imagery Distribution System (DIVIDS), the Senate and House, as well as the D.C. and N.Y. Foreign Press Centers. OVS staffs events and maintains the FPC briefing facility at State Annex 16, co-located with the D.C. Foreign Press Center at the National Press Building.

By utilizing existing OVS terrestrial networks and forming ad hoc satellite or internet protocol-based signal transport networks, OVS deploys signal acquisition team members internally and externally, domestically and abroad, in order to capture department activities live and via video. From the point of origin, these live signals are sent to the OVS Master Control and Studio facilities team, where they are routed to internal and external partner platforms. The engineering and infrastructure team maintains a fluid broadcast workflow that allows other department offices and organizational partners to receive OVS signals and create their own derivative web, social media and broadcast products.

As a result of the 2014/2015 video assessment recommendations, OVS will refresh many components of its infrastructure and replace several hardware and software systems that no longer work. OVS will deploy greener, IT-based components and extend its cloud-based operations and video-over-IP footprint (transporting video streams over the public internet instead of using satellites or fiber). These improvements will result in a greater capacity for faster, more efficient workflows that create synchronous broadcast signal transports between the department and more locations.

FOREIGN PRESS CENTERS (FPCS)

Media Co-op Production: FY 2015 Actual - $288,000; FY 2016 Planned - $816,000; FY 2017 Request - $634,480
Origin: 1946 (New York) and 1968 (D.C.)

Cost per participant for foreign reporting tour: $7,000
Cost per media co-op: $45,000

The Foreign Press Centers (FPCS) aim to advance U.S. foreign policy objectives by supporting foreign journalists and broadcasters’ reporting on U.S. policies, domestic issues and American culture. The FPC’s goal is to promote the depth, accuracy and balance of foreign reporting from the United States by providing direct access to authoritative American information sources. They also facilitate foreign media access to senior U.S. government officials through interviews, briefings and special events in order to amplify key strategic policy messaging and strengthen relations with members of the foreign press corps. The FPCs are located in Washington, D.C. and New York City, with a combined staff of 17 people. In addition, the FPCs assist foreign correspondents based in Los Angeles and San Francisco.

The FPCs support the professional work of foreign reporters in the United States, as well as those traveling to the United States on short-term assignments. FPC officials actively engage with the approximately 3,000 credentialed U.S.-based foreign journalists, promoting in-depth and accurate coverage on issues of strategic importance by deepening foreign journalists’ understanding of the political, economic, and social foundations that shape American foreign policy. They do this through four core activities: press briefings (including the provision of transcripts, video and audio recordings, and related documents from these programs); facilitation of interviews with senior U.S. government officials and other leading policy experts; distribution of statements and announcements from across the interagency; and reporting tours, which range from one-day local programs to multi-day trips outside of Washington, D.C. and New York.

In close coordination with U.S. embassies, FPCs also arrange reporting tours and media co-ops (cooperative multi-media production partnerships) with national, regional and independent foreign media. Media co-ops enable foreign television and radio stations to send producers
and crews to the United States to conduct interviews and gather video images and B-roll footage for original documentaries and news features about U.S. policies, events and issues of importance. The finished products are aired in their home countries. Media co-ops aim to advance U.S. government policy goals and increase understanding of the United States and American people by foreign audiences through the eyes and camera lenses of their own countries’ journalists, which lends extra credibility to the final productions.

The average cost per media co-op is $45,000. In fiscal year 2013, there were 47 completed co-ops and in fiscal year 2014, there were 54. In fiscal year 2015, PA arranged a total of 53 media co-ops for an average of $45,000 each. Thirty-three were funded from PA’s PD budget. Of the remaining 22, eight were Economic Support Funded-funded, seven were funded by embassies, and five were funded by regional bureaus. Media co-ops were previously under the Office of Broadcast/Video Services but in fiscal year 2016 the media co-ops were moved to Foreign Press Center management to leverage resources with foreign reporting tours.

FPC also conducts reporting tours for foreign journalists residing in the United States (domestic reporting tours) and for visiting overseas-based media (foreign reporting tours) to allow reporters to examine priority foreign policy issues in-depth. The average participant cost for each foreign reporting tour is approximately $7,000 per participant (not including international travel costs and staff time) and $250 per domestic reporting tour (not including staff time).

In calendar year 2014, the FPCs hosted 83 briefings, yielding 565 confirmed unique stories, and organized 62 reporting tours, including seven foreign tours that yielded at least 494 unique placements in foreign media outlets. In 2014, the FPCs (N.Y. and D.C.) hosted 92 briefings, 62 reporting tours (eight foreign and 56 local/domestic). In fiscal year 2015, the FPCs hosted 104 briefings and 51 reporting tours (nine foreign and 42 domestic/local.)

**RAPID RESPONSE UNIT (RRU)**

FY 2014 Actual - $306,735; FY 2015 Actual - $699,505; FY 2016 Planned - $522,000; FY 2017 Request - $537,660

Origin: 2006

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

- “Rapid Response” morning report for officials on foreign reporting, with messaging guidance on timely issues;
- “Special Reports” on critical issues for target audiences;
- “Paper Briefs” and “Short Takes” for PA and the Secretary of State on developments in international media; and
- “WHA Early Alerts” on major news stories and reactions to U.S. official statements in the Western Hemisphere.

RRU’s new periodic “What You Need to Know” report adds in-depth analysis and messaging on issues beyond the headlines, allowing messengers to proactively address key foreign policy issues that may not be front-page news around the world.

In developing these reports, RRU draws on the expertise of and coordinates closely with the regional media hubs and overseas missions. These reports enable department officials, domestically and abroad, to gauge foreign audience perspectives and tailor messaging to ensure their points are conveyed effectively. RRU is composed of 10 personnel: five full-time staff members and five contractors. Its audience includes over 1,300 official U.S. government personnel from across the interagency.
EVENTS AND TRAVEL UNIT

The unit receives no Diplomatic and Consular Programs PD funds
Origin: 2016 (as currently configured)

The Events and Travel Unit develops and executes the strategic media goals of the Secretary of State. The Events and Travel team travels with the Secretary on all international trips as communications staffers, assists the Secretary’s staff on press components of the Secretary’s domestic events, works with the Press Office to communicate with reporters and respond to incoming press inquiries, and supports the assistant secretary and/or deputy spokesperson while traveling with the Secretary.

In 2016, following the Public Affairs Bureau reorganization and the combining of the spokesperson and assistant secretary positions, the Events and Travel team reports to the director of press operations, under the deputy spokesperson. Of the four staff positions located in this office in fiscal year 2016, three are permanent civil service positions loaned from other offices in the PA bureau and one is a contractor support position.

In close coordination with the Secretary’s staff and the rest of the communications team, Events and Travel, as currently configured, plans, implements and drafts press releases for all of the Secretary’s events with a media component, generates Q&A packets (talking points) for the Secretary’s press availabilities and media interviews, and compiles the Secretary’s and other senior DOS officials public schedules for release to press.

Events and Travel staff focus on supporting the Secretary and Assistant Secretary for Public Affairs on international and domestic travel by coordinating backgrounders with senior officials; working with the regional and functional assistant secretaries and the department’s chief of staff on reviewing, drafting and editing press talking points for the Secretary; working with the advance team to review and adjust press logistics plans prior to visits; and engaging with posts to ensure proper support. The team advocates for the traveling press corps on secretarial trips and serves as the conduit for press to the Secretary’s office on all press logistics (including hotel rooms, file centers and transportation) and on press budgets. On secretarial trips with larger public diplomacy events, the staff may send an advance person as part of the overall advance team in order to track and facilitate specific needs. During such trips the team is responsible for the spokesperson’s social media accounts, including the @StateDeptSpox account, which has nearly 57,000 followers. While traveling with the Secretary, the team is also responsible for tweets on behalf of the Secretary.
PA ORGANIZATIONAL CHART

ASSISTANT SECRETARY & SPOKESPERSON

- DEPUTY SPOKESPERSON
  - SPECIAL PROJECTS
  - MANAGING DIRECTOR FOR INTERNATIONAL MEDIA
  - FOREIGN PRESS CENTERS
  - OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT
  - RAPID RESPONSE UNIT
  - DIRECTOR FOR PRESS OPERATIONS
    - PRESS OFFICE
    - USAID/PRESS
    - EVENTS AND TRAVEL
  - DEPUTY ASSISTANT SECRETARY FOR OUTREACH
    - OFFICE OF PUBLIC ENGAGEMENT
    - INTERGOVERNMENTAL AFFAIRS
- PRINCIPAL DEPUTY ASSISTANT SECRETARY
  - OFFICE OF STRATEGIC PLANNING
  - CRISIS COMMUNICATIONS
  - U.S. DIPLOMACY CENTER
  - SENIOR & SPECIAL ADVISORS
- DEPUTY ASSISTANT SECRETARY FOR DIGITAL STRATEGY
  - OFFICE OF VIDEO SERVICES
  - OFFICE OF WEBSITE MANAGEMENT
  - OFFICE OF DIGITAL ENGAGEMENT

OFFICE OF THE HISTORIAN

EXECUTIVE OFFICE
WASHINGTON-DIRECTED ACTIVITIES

GLOBAL ENGAGEMENT CENTER

U.S. Secretary of State John Kerry makes remarks at the Counter-ISIL Ministerial Joint Ministerial Plenary at the U.S. Department of State in Washington D.C., on July 21, 2016. [State Department Photo]
On January 8, 2016, to intensify efforts to counter violent extremism, the administration announced the establishment of the Global Engagement Center (GEC). On March 14, 2016, the President signed Executive Order 13721, directing the GEC to coordinate, integrate and synchronize government-wide communications activities directed at foreign audiences abroad in order to counter the messaging and diminish the influence of international terrorist organizations abroad.

The new executive order revoked the previous one establishing the Center for Strategic Counterterrorism Communications (CSCC), which the GEC replaces. The GEC is an interagency entity that works under the direction of the President and the Secretary of State, and is led by the Special Envoy and Coordinator for the GEC. This report references budget figures for both CSCC and GEC, since the CSCC existed for a portion of FY 2016.

Countering violent extremist propaganda in real time is a 21st century challenge. The United States faces dynamic adversaries that consider the information battlespace as important as the physical battlespace. Consequently, the U.S. government must be flexible and adaptable in its response as the threat evolves.

**BUDGET**

In fiscal years 2013 and 2014, CSCC’s total budgets were $4.999 million and $6.073 million respectively (including reimbursements and increases). In fiscal year 2015, its base budget was $5.42 million with reimbursements and increases bringing the total to $8.9 million. Current fiscal year 2016 requested expenditures for GEC are $5.6 million with anticipated current reimbursements and increases bringing the fiscal year 2016 total to $15.94 million. The center is expected to grow from 61 (current) staff members to 151 (by the end of fiscal year 2018), which requires increased procurement of technologies and supplies and the expansion of workspace. In fiscal year 2017, the request is for $21.5 million in funding.

**GEC NEW APPROACH/FY 2016 PLANS**

To drive a new, integrated approach, the new Global Engagement Center, like the CSCC before it, draws on an interagency staff from the Departments of Defense, Treasury, Justice, Homeland Security, State, USAID and the intelligence community to implement new approaches to disrupt extremist propaganda.

**THE GEC’S NEW STRATEGY FOCUSES ON FIVE AREAS**

1. **Data-driven Activities:** The GEC aims to fully exploit data and analytics to develop, test and evaluate themes, messages and messengers. This requires: identifying, combining and managing multiple sources of data from across the U.S. government and its partners; and using advanced data-analytics models to optimize operational outcomes and yield better decision making. The GEC will develop a clear strategy for how to use data and analytics to compete and deploy the right technology architecture and capabilities.

2. **Third-party Focus:** The GEC will use interagency and private sector expertise to craft messaging that is effective in countering the propaganda of violent extremists. Its content will be created through two means: content production and content collection/curation. GEC’s focus on sharing and curating content written by third-party subject matter experts will work to facilitate a variety of perspectives, sentiments and objectives.

3. **Thematic Campaigns:** The GEC will conduct messages and campaigns primarily with a global network of partners and unilaterally as required. GEC campaigns will build narratives around thematic campaigns about the reality of Daesh, such as poor governance, abuse of women and the narratives of defectors.

4. **Develop a Global Network of Partners:** The GEC recognizes that violent extremist organizations abroad operate as a decentralized, resilient network. To counter radicalization and recruitment, the GEC is working to cultivate and empower a stronger information-sharing network of credible voices worldwide. This includes building, maintaining and sustaining partnerships from grassroots to national levels, with private-sector entities, non-governmental organizations and others as appropriate in support of the GEC mission.

5. **Innovative, Agile and Flexible Approaches:**
To effectively operate, the GEC has adopted a startup mentality that is 1) innovative, drawing from industry and partner ideas and technologies; 2) agile, capable of anticipating and moving in the information space at or faster than the pace of violent extremist organizations; and 3) flexible, having the organizational ability to adapt in size, responsiveness and technology, in addition to having the ability to achieve objectives and goals.

OFFICES AND RESPONSIBILITIES

The GEC is comprised of five core offices:

NETWORK ENGAGEMENT
Staff Size: Currently 5; increasing to 17 by fiscal year 2018

This office is the action arm for coordinating, integrating and synchronizing messaging efforts across and within all U.S. government and coalition partners’ countering violent extremism (CVE) lines of effort. The team consists of personnel from seven different agencies, which is a critical aspect of effectively coordinating messaging. They bring with them information and many resources and capabilities used to support CVE messaging activities.

DATA ANALYTICS
Staff Size: Currently 13; increasing to 37 by fiscal year 2018

This office uses big data analytics technologies to assess the violent extremists’ activity online and through social media, as well as to assess the impact of counter-messaging efforts on foreign audiences. This effort includes using the latest government technologies, like DARPA’s Quantitative Crisis Response system, and Silicon Valley technologies, like Crimson Hexagon. These tools help quantify and measure the effect of efforts to diminish the influence of violent extremists abroad.

CONTENT/PRODUCTION
Staff Size: Currently 25; increasing to 44 by fiscal year 2018

This office generates digital content and messaging themes to counter Daesh’s narratives and expose the organization’s true nature. Both independently and in collaboration with various partners, GEC develops and amplifies narratives to reduce Daesh’s appeal with at-risk audiences and encourages positive influencers to intervene. The team uses a variety of dissemination vehicles, including social media platforms, NGOs, U.S. embassies, DoD assets and other U.S. government and coalition communicators and officials.

PARTNERSHIPS
Staff Size: Currently 7; increasing to 22 by fiscal year 2018

This office engages partners in priority areas around the globe to expand the network of credible voices against Daesh and violent extremist ideology. Cultivating an interconnected, empowered network that includes coalition partners, messaging centers, civil society organizations, NGO’s, grassroots activists and sub-national governmental entities, in which elements work individually and in concert to “break the brand” of Daesh and other violent extremist groups.
Assistant Secretary of State for Population, Refugees, and Migration Anne Richard, Special Representative to Muslim Communities Shaarik Zafar, UNHCR Special Envoy Angelina Jolie Pitt, and U.S. Secretary of State John Kerry participate in an interfaith Iftar reception to mark World Refugee Day at the All Dulles Area Muslim Society in Sterling, Virginia, on June 20, 2016. [State Department photo]
OTHER FUNCTIONAL BUREAU
PUBLIC DIPLOMACY ACTIVITIES

In the State Department’s organizational structure there exist both regional bureaus and functional bureaus. While the six regional bureaus and the Bureau of International Organizations report to the Undersecretary for Political Affairs and have primary responsibility for bilateral relations with countries in their regions, there are more than 30 functional bureaus that serve as the thematic lead on global issues such as human rights, counterterrorism, and the environment. While the three bureaus responsible for public diplomacy activities in Washington (PA, IIP, and ECA) have been detailed in other chapters, there are many others that play a role in engaging the public on cross cutting issues.

To ensure proper outreach and messaging on these important issues, the functional bureaus’ press and public diplomacy teams work to ensure that the State Department’s advocacy on behalf of these cross-cutting issues is consistent across countries and regions.

In this section ACPD examines 11 functional bureaus that have significant public outreach operations or potential. These activities are largely funded and managed by their bureaus but some offices receive “.7 D&CP funds” from the Under Secretary for Public Diplomacy and Public Affairs as noted under their title. Where available, budget data is provided.

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

CSO receives no public diplomacy (.7) program funds

The Bureau of Conflict and Stabilization Operations (CSO) advances the Department of State’s understanding of violent conflict through analysis and planning; monitoring, evaluation and learning; and targeted, in-country efforts that help the U.S. government anticipate, prevent and respond to conflict and promote long-term stability. CSO’s public diplomacy (PD) team consists of a Foreign Service public affairs officer and a civil service public affairs assistant working under the guidance of the Office of Partnerships and Strategic Communications (PSC) director and deputy director. Individual staff participates in developing strategic communications and outreach activities as required for overseas programs.

**Social Media:** CSO maintains an active Twitter account (@StateCSO) and Facebook page (www.facebook.com/stateCSO) managed by a public affairs specialist. As of late May 2016, CSO had more than 5,700 followers on Twitter and 33,100 followers on Facebook.

**Sample Programs:** Examples of CSO’s foreign public engagement include conflict and violence mitigation efforts in Guinea and a partnership with the U.S. Institute of Peace to support research that will help counter violent extremism:

- **Guinea:** CSO co-led an interagency assessment of Guinea’s Forest Region in May 2015 to identify concrete, feasible steps the U.S. government could take to mitigate the risk of conflict and reduce the potential for large-scale and deliberate violence against civilians. Per the assessment’s recommendations, CSO has undertaken three efforts to better understand and reduce the likelihood of violence in the region. First, in October 2015, CSO began implementing an early warning and early response effort to prevent and mitigate violence around Guinea’s presidential and local elections. Second, in March of 2016, CSO deployed a conflict officer to the U.S. embassy in Conakry to monitor and report on conflict risks and serve as the embassy’s diplomatic link to the Forest Region. Third, in April 2016, CSO will begin implementing a facilitated dialogue and dispute resolution program in the Forest Region. The program is designed to reduce longstanding tensions between polarized leaders in the region and to build local capacity for alternative dispute resolution.

- **Researching Solutions to Violent Extremism (RESOLVE) Network:** To strengthen global Countering Violent Extremism (CVE) efforts, CSO and USAID, in partnership with the U.S. Institute of Peace (USIP), launched the RESOLVE global research network at the United Nations General Assembly (UNGA) in 2015. The RESOLVE network is a consortium of research organizations and individuals from across the academic and practitioner spectrum with a secretariat hosted by USIP. Through a series of events and conferences held in fall 2015 and spring 2016, the RESOLVE network is working with researchers to gain perspectives on CVE in the local community context. Building up from the local level, the network is intended to leverage the combined research to provide policymakers and other practitioners with a more comprehensive and global approach to resisting violent extremism. Their work will influence policy, programs and public messaging efforts to help build effective, sustainable support for communities at risk of violent extremism.
BUREAU OF COUNTERTERRORISM AND COUNTERING VIOLENT EXTREMISM (CT)

CT receives no public diplomacy (.7) program funds

The Bureau of Counterterrorism and Countering Violent Extremism (CT) leads the State Department in developing and implementing counterterrorism strategies, policies, operations and programs. The bureau supports U.S. counterterrorism diplomacy; seeks to strengthen homeland security and efforts to counter violent extremism (CVE); and builds the capacity of partner nations to effectively deal with terrorism. The CT Bureau’s Office of Public Affairs has two civil service employees based in Washington, D.C. to engage with domestic and international audiences, including media, academic organizations, non-governmental organizations, interest-based organizations and the general public. The bureau's engagement helps build support and deepen understanding for CT’s objectives, policies, and initiatives. CT’s CVE office serves as the lead for the Department of State’s work to prevent radicalization to violence and recruitment to violent extremism and terrorism, including coordinating and integrating relevant assistance and engagement programs. The CVE staff also work with colleagues across the department and the interagency community to serve as a hub for the department’s CVE policy planning, assistance coordination and innovation, and external engagement. The office also facilitates strategic coordination with USAID’s CVE secretariat and the domestic Interagency CVE Task Force, currently based at the Department of Homeland Security.

Social Media: CT has a Twitter handle (@StateDeptCT) that is maintained by one of the two aforementioned civil servants, who publicizes CT efforts and engages with relevant CT audiences. As of late May 2016, it had more than 10,300 followers in 140 countries. CT uses the Bureau of Public Affairs’ Facebook page to publicize high-profile items. For its annual congressionally mandated high-profile Country Reports on Terrorism (CRT), CT works with the regional bureaus to get posts to participate in the rollout. For the most recent report, 45 U.S. embassies and consulates posted about the CRT and CRT-related tweets were viewed 166,656 times and retweeted 360 times from the CT bureau’s account alone.

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

FY 2014 Actual: $117,000; FY 2015 Actual: $77,000; FY 2016 Planned: $77,000; FY 2017 Request: $77,000

The Bureau of Democracy, Human Rights and Labor (DRL) works with interagency partners, non-governmental organizations (NGOs) and diplomatic posts to develop the U.S. government’s human rights and democracy policy. It does so through: 1) utilizing diplomacy and public diplomacy tools to promote respect for human rights and strengthen democratic institutions and civil society; 2) producing annual country reports on human rights practices and international religious freedom; and 3) providing roughly $400 million in foreign program assistance (not public diplomacy .7) funding. The Office of Policy Planning and Public Diplomacy (PPD) is staffed by two Foreign Service officers, five civil service officers, and two contractors who are based in Washington, D.C. It is divided into four teams: Public Diplomacy/Digital Diplomacy; Press; Policy Planning; and Congressional Affairs. In addition to public and legislative outreach, these teams coordinate DRL’s strategic planning for the Quadrennial Diplomacy and Development Review (QDDR), the budget and regional and thematic human rights policies.

Social Media: DRL/PPD maintains a website (www.humanrights.gov), seven Twitter handles, (@Malinowski, @State_DRL, @intdisability, @intlaborrights, @knothames, @randyberry, @ambsaperstein), two Facebook pages, a Flickr account, and an Instagram page for the DRL Bureau and several DRL Principals. In 2015, DRL assumed control of and developed a new strategy for the Democracy Challenge Facebook page, enabling DRL to keep its large following of more than 2.3 million global fans and achieve fourth overall reach out of State Department social media properties. DRL’s Facebook page grew by 75 percent and currently has approximately 91,000 followers as of late May 2016. The page continues to have a strong foreign following (80 percent). In 2015, the South Central Asia region tied with the Middle East in number of followers, together accounting for 28 percent of the fan base.

Media Engagement: In 2015 the DRL press team pitched, coordinated and secured dozens of print and broadcast interviews for DRL principals and colleagues on countries and issues ranging from Burma to Burundi and prisoners of conscience to repressive NGO laws. They also secured an exclusive profile of the Assistant Secretary of Democracy, Human Rights and Labor in Foreign Policy for Human Rights Day. DRL was interviewed or quoted in major publications and newswires, including: CNN; ABC News; the New York Times; the Washington Post, Al-Jazeera; Voice of America; C-SPAN; Bloomberg; Reuters; and the Associated Press among many others. During the year, DRL also drafted and cleared 232 Secretary and spokesperson statements on breaking events and annual commemorative
days, as well as 135 media notes. The press and digital teams managed the annual “Free the Press” campaign and supported the launch of the #FreeThe20 campaign, highlighting the plight of 20 women prisoners of conscience from every region of the world. The press team also managed targeted press outreach for the release of the Human Rights Report, the International Religious Freedom Report, the swearing-in ceremony of a new Ambassador-at-Large for International Religious Freedom, and the historic launch of the first Special Envoy for the Human Rights of LGBTI Persons. DRL drafted and briefed the spokesperson on 38 items of press guidance and cleared 788 press guidance items that touched every geographic region.

Sample Programs:

- **State of Rights (SOR):** In 2015, DRL continued the State of Rights (SOR) interactive series hosting nine events on various topics including North Korea, documenting human rights abuses, media freedom in China and the legacy of the Americans with Disabilities Act. Over 45 posts, bureaus, NGOs, journalists, academics, think tanks, multilateral organizations and other government agencies participated. The SOR digital archive on HumanRights.gov was accessed over 6,000 times, with the average viewer spending at least two minutes on the page. PPD also launched U.S. Policy 360 on the Human Rights Reports and other rights issues with the Broadcasting Board of Governors.

- **HumanRights.gov 2.0:** DRL continued upgrading HumanRights.gov 2.0 particularly in the areas of search and cross content programming. In 2015, HumanRights.gov garnered 322,329 page views (883/day). The top five countries in order of visits were the United Kingdom, China, India, Canada and Australia. The most popular pages after the homepage were the NGO Fact Sheet (17,582 page views) and #Freethe20 campaign (8,748 page views). DRL supported a White House multi-stakeholder initiative to build out and elevate the Atrocity Prevention website. DRL also created content on prison camps of North Korea that included graphics projected as a backdrop for a North Korean defectors’ testimony event at the United Nations.


### BUREAU OF ECONOMIC AND BUSINESS AFFAIRS (EB)

FY 2014 Actual: $229,000; FY 2015 Actual: $73,000; FY 2016 Planned: $116,000; FY 2017 Request: $116,000

The public diplomacy (PD) team within the Office of Economic Policy Analysis and Public Diplomacy (EB/EPPD/PD) aims to support the Economic and Business Affairs Bureau’s strategic plan, which aligns with the State Department/U.S. Agency for International Development Joint Strategic Plan (JSP) and the Quadrennial Diplomacy and Development Review (QDDR). The bureau’s strategic goals are to: 1) leverage adroit economic diplomacy and commercial advocacy to expand U.S. access to overseas markets and attract job-creating foreign investment to our shores, using public outreach to amplify those efforts; 2) negotiate and implement international agreements that foster a more open, inclusive, transparent and stable economic policy environment around the globe; 3) increase the number of prosperous, democratic states that have market-driven economies and broad-based economic growth; 4) deploy economic diplomacy in support of general foreign policy objectives, including national security and sustainable development; and 5) enhance the department’s ability to conduct economic diplomacy by improving staff development and policy integration. The PD team is based in Washington, D.C. and includes four Foreign Service officers (including one on a temporary assignment or “Y-tour”), two civil servants and one contractor.

Social Media: EPPD/PD maintains a Facebook page, with more than 53,600 followers, and a Twitter handle (@EconEngage), with more than 5,000 followers as of late May 2016. A contractor assists the Assistant Secretary of Economic and Business Affairs with his Twitter handle (@AmbRivkin), which has approximately 9,500 followers as of late May 2016.

Sample Programs: EPPD/PD’s major projects during fiscal year 2015 and fiscal year 2016 included leading a benchmark, department-wide effort to promote the multi-stakeholder model of internet governance, and developing a multi-media communication strategy for the Secretary’s Award for Corporate Excellence ceremony. It also helped make the public case for the importance of counter-ISIL financing efforts, explained changes in Iran and Cuba sanctions regimes, and highlighted State Department work on new Open Skies Agreements. Both domestic and foreign outreach are an integral part of the effort to promote the bureau’s strategic goals. Specific examples of this engagement include:

- Working with the Public Affairs Bureau (PA) and the National Security Council (NSC) on a
domestic outreach campaign—including events with department principals and through traditional and social media—to promote the benefits of Trade Promotion Authority and the Trans-Pacific Partnership.

**BUREAU OF ENERGY RESOURCES (ENR)**

FY 2014 Actual: $28,000; FY 2015 Actual: $28,000; FY 2016 Planned: $28,000; FY 2017 Request: $28,000

The public diplomacy team in the Office of Policy Analysis and Public Diplomacy (ENR/PAPD) supports the Bureau of Energy Resource’s (ENR) three core functional bureau strategy goals. The bureau works through regional energy diplomacy to strengthen energy security by promoting a diversity of fuel types, sources and supply routes to help foster adequate supplies of energy to the global economy. The bureau promotes energy transformation through advancing energy efficiency and conservation and the transformation of energy systems to cleaner fuel sources. The bureau works multilaterally to ensure that the institutions of global energy governance reflect current energy consumption patterns and deepen transparency in the extractives sector. The public diplomacy team is based in Washington, D.C. and includes one Foreign Service officer and two civil service employees.

**Social Media:** ENR/PAPD maintains a Facebook page and a Twitter handle (@EnergyAtState), which have more than 1,300 and 3,400 followers respectively as of late May 2016. The bureau captures presentations by bureau principals on video and these are included in the Bureau of Energy Resources webpage and YouTube.

**Media Engagement:** For Twitter and YouTube, the bureau leveraged traditional media television appearances by bureau principals on programs including Bloomberg TV, Fox “Mornings with Maria,” “Squawk Box,” “Morning Joe,” and the Foreign Policy Association’s “Great Decisions” episode on climate change. Similarly, interviews by bureau principals appearing in major news outlets, such as The New York Times, the Wall Street Journal, Foreign Affairs and Bloomberg, were also shared on social media platforms. The bureau also sponsored the visits of journalists from Latin America to cover the Caribbean Energy Security Summit in Washington, D.C. in 2015. Broader messaging priorities included the emergence of the United States as an energy exporting country, the adoption of the Paris Climate Agreement and implementation of Power Africa.

**Sample Programs:** The public diplomacy team supports thematic outreach opportunities including events and other public speaking opportunities for the special envoy and coordinator for International Energy Affairs, bureau principals and directors, and action officers as appropriate. Key public diplomacy themes and events in fiscal years 2014 and 2015 included:

1. European energy security and extensive media messaging by bureau principals on the need for diversity in European energy types, sources and supply routes;

2. The U.S.-chaired ministerial of the International Energy Agency (IEA), which brought emerging energy consumers into closer association with the IEA;

3. The International Renewable Energy Agency General Assembly; and

4. The Connecting the Americas 2022 initiative, which seeks to link the electric grids of the Western Hemisphere.

Specific examples include:

- ENR’s major public diplomacy funded outreach projects during fiscal years 2014 and 2015 included invitational travel and stakeholders sessions for opinion leaders from the Caribbean on clean energy issues. The bureau also hosted the visit of an energy expert from Eastern Europe to speak at the State Department and Washington think tanks.

- The bureau hosted a stakeholders’ roundtable with non-governmental organizations (NGOs) focused on the nexus of water and energy, a roundtable with experts on Russia from the Woodrow Wilson Kennan Institute and a roundtable with NGOs focused on Latin America. The bureau invited university students to the State Department for Earth Day events, helped organize a public walk to support World Water Day and managed a bi-weekly ENR Briefing Series speakers program.

- For domestic outreach, the bureau held engagements with university communities and citizens groups in Alaska, California, Colorado, the District of Columbia, Florida, Oklahoma, Pennsylvania, Texas and West Virginia.
The Bureau of Intelligence and Research Office of Opinion Research (INR/OPN) supports U.S. public diplomacy by providing the Secretary of State, the White House and policymakers across the government with analyses of foreign public opinion. Research is carried out at the direction of INR’s Assistant Secretary and in consultation with the Under Secretary for Public Diplomacy and Public Affairs, regional bureaus and posts. Each year, the office develops a global research plan that targets priority countries and issues and designs customized studies in response to urgent or newly emerging policy priorities. INR/OPN’s reports are distributed through electronic mailings, as well as through INR’s unclassified and classified websites and the Open Source Center’s web portal. In 2015 INR/OPN provided more than 200 polls and qualitative research projects to support these objectives and expects to provide as many or more in 2016.

INR/OPN’s team consists of regional and methodological experts who assess the impact of public opinion on the policies and actions of foreign leaders and identify opportunities and challenges for U.S. public diplomacy and strategic communication. It is based in Washington, D.C. and is comprised of 36 staff members in four polling divisions: Europe and Eurasia; the Near East and South Asia; East Asia; and Africa and the Americas. There is also one survey methodology division. INR/OPN polling analysts manage all phases of quantitative and qualitative research projects, including: methodology and sample design, questionnaire design, field firm oversight, translation, pretesting and quality control. Polling analysts also periodically travel to the region to meet with embassy personnel, evaluate public opinion research facilities, meet and train foreign survey researchers, and observe focus groups.

Social Media: INR/OPN does not maintain any social media presence.

Sample Programs: INR/OPN’s products help public diplomacy practitioners better understand foreign public opinion. The goal is to provide information that can be incorporated into public diplomacy efforts.

Surveys: The office conducted and analyzed 243 surveys, representing public opinion in 111 countries in fiscal year 2015. In fiscal year 2016, INR/OPN is on track to conduct and analyze approximately 240 surveys, representing public opinion in more than 100 countries. An example for 2015 includes INR/OPN’s surveys that provided first-hand information about how publics viewed crucial policy issues (e.g., the influence of Russian propaganda or the rise of ISIL and strategies for counteracting it). This information continues to inform U.S. public diplomacy outreach strategies in 2016.

Specialized Products: INR/OPN conducts strategic communications profiles for individual countries on particular issues to provide information on the public environment to inform public diplomacy (PD) strategy; conducts deep dives and briefings on strategic topics; and completes analysis that can be shared with key non-U.S. government stakeholders in the form of white papers. An example from 2015 is a pilot project in a Latin American country to produce a life-cycle case study to inform the first phases of PD strategic planning before an outreach strategy would be implemented. To accomplish this INR/OPN developed a four-stage audience analysis plan. The plan included surveys every two months to collect baseline opinions on PD themes and communications data (including social media use) followed by research with opinion leaders and focus groups to test messages on four main engagement pillars. Finally, a nationwide survey was created and used to test developed messages with broader audiences.

The Public Affairs/Public Diplomacy (INL/PAPD) function of the Bureau of International Narcotics and Law Enforcement Affairs (INL) resides in the Office of Policy, Planning and Coordination (INL/PC). PAPD’s efforts are divided into reactive press work, such as responding to media queries and crafting messaging guidance for the Public Affairs Bureau (PA). It also includes proactive press and public diplomacy outreach via traditional and social media engagement, in addition to public speeches and events within the United States and overseas. The Washington, D.C.-based team consists of four civil servants and one Foreign Service officer.

Social Media: INL/PAPD maintains a Facebook page and a Twitter handle (@StateINL) for the bureau, and uses these channels to put forward a steady stream of content. As of the end of May 2016, the Twitter handle had more than 6,000 followers. PAPD also works with the Public Affairs (PA) and International Information Programs (IIP) Bureaus to create content to be shared on their social media platforms, including the DipNote
and Medium blogs and the ShareAmerica website.

**Media Engagement:** INL/PAPD works directly with U.S. embassies worldwide to amplify engagement on INL topics to local audiences, particularly when the INL Assistant Secretary travels overseas. For example, in July 2015 INL’s assistant secretary was in Budapest for the 20th anniversary of the U.S.-run International Law Enforcement Academy. While he was there, INL worked with Public Affairs Section (PAS) Budapest to arrange for engagements by the assistant secretary with Hungarian media (print and TV) and with the Brussels media hub to set up engagement with international and European press.

**Sample Programs:** INL regularly produces a newsletter about its programs, the INL Beat, which reaches approximately 7,500 people via direct emails, social media and INL’s website. INL/PAPD also has a new, public one-page fact sheet, slogan and public-facing website, all designed to better communicate INL’s purpose and objectives.

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**BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION (ISN)**

FY 2014 Actual: $8,000; FY 2015 Actual: $8,000; FY 2016 Planned: $8,000; FY 2017 Request: $8,000

The Bureau of International Security and Nonproliferation (ISN) manages a broad range of U.S. nonproliferation policies, programs, agreements and initiatives. The Strategic Communication and Outreach Office (ISN/SCO) is the public affairs and press office for ISN. ISN/SCO supports ISN issue areas through social media and in outreach efforts with recognized experts in academia, the private sector and the NGO community. It also manages ISN’s legislative affairs. The ISN/SCO Public Affairs and Outreach team of two Foreign Service officers and six civil service employees is based in Washington, DC.

**Social Media:** ISN/SCO maintains a Facebook page and a Twitter handle (@ISNAsstSecy). As of late May 2016, the Facebook and Twitter audiences numbered approximately 38,000 and 1,700 respectively.

**Sample Programs:**

- **Treaty on the Non-Proliferation of Nuclear Weapons Review Conference:** ISN led efforts to prepare for U.S. participation in the 2015 Treaty on the Non-Proliferation of Nuclear Weapons (NPT) Review Conference (RevCon), which takes place every five years at the United Nations. The SCO team designed a comprehensive outreach plan that included video compilations, foreign and domestic press briefings, media notes, blog postings and extensive social media outreach.

- **Iran Joint Comprehensive Plan of Action (JCPOA):** In fiscal year 2015, ISN focused much of its effort to support the negotiation of a deal with Iran on its nuclear program. The JCPOA aims to eliminate Iran’s stockpile of medium-enriched uranium, cut its stockpile of low-enriched uranium by 98 percent and reduce by two-thirds its number of gas centrifuges. Along with these restrictions are provisions allowing the International Atomic Energy Agency (IAEA) to have regular access to Iran’s facilities for verification. In return, if Iran lives up to its side of the deal, it will receive relief from U.S., E.U. and U.N. nuclear-related sanctions.

- **Promoting Pakistan Nonproliferation and Disarmament:** ISN/SCO expended $8,000 of PD funds allocated from the Under Secretary for Public Diplomacy and Public Affairs (R) to support a program to inform leading Pakistani NGOs on nonproliferation and disarmament issues. Three prominent up-and-coming Pakistani leaders from within the nonproliferation and disarmament community in Pakistan were selected in partnership with the Middlebury Institute of International Studies at Monterey to attend the NPT RevCon for a week. The program provided the up-and-coming NGO leaders with an opportunity to develop new perspectives beyond the binary Pakistani-Indian nuclear deterrence outlook.
BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS (OES)

FY 2014 Actual: $642,000; FY 2015 Actual: $269,000; FY 2016 Planned: $269,000; FY 2017 Request: $271,000.

The OES Bureau leads U.S. diplomacy on environmental, science, technology and health (ESTH) issues. Top priorities include addressing climate change, protecting our ocean, building global health security capacities to respond to pandemic diseases like Ebola, and working to promote science-based decision making. For the unique set of issues for which the OES bureau is responsible, public engagement and communication is a core strategy for building the broad action needed to address ESTH challenges that directly affect Americans. To accomplish this, the Office of Policy and Public Outreach (OES/PPO) leads public diplomacy (PD) planning and coordination among multiple State Department offices and the interagency community on international engagement efforts. The Washington, D.C.-based office’s public diplomacy team includes two foreign service officers, a civil service employee and a contractor. In addition, OES works through its 12 regional ESTH hubs around the world. The hubs facilitate regional approaches to ESTH issues that, by their nature, cross boundaries. Headed by regional ESTH officers, the hubs work closely with OES/PPO and public diplomacy officers at U.S. embassies and consulates on outreach.

Sample Programs: Examples of OES’s foreign public engagement include support for the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) held in Paris in 2015, the Science Envoy program, and the Our Ocean conferences:

- At the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) held in Paris, OES created a state-of-the-art public outreach space called the U.S. Center at COP 21. The center showcased U.S. policy and leadership on climate change to conference participants and connected them with global audiences via U.S. missions to create additional outreach opportunities. It served as a high-profile public diplomacy platform for the negotiations and allowed the United States to engage additional audiences around the world on climate change issues.
- OES manages the Science Envoy program launched by President Obama to increase cooperation and public engagement on scientific issues including the development of new vaccines for underserved diseases.
- OES/PPO leads public outreach on high profile initiatives—like the Our Ocean conferences, wildlife trafficking, the Ebola epidemic and water security—to create action on these and other global threats. For example, the Our Ocean conferences resulted in $4 billion in new commitments to better protect the world’s ocean.

Social Media: The OES Facebook account is one of the most popular in the State Department with more than 2.4 million followers. OES/PPO maintains a Twitter handle (@StateDeptOES), which had more than 7,200 followers as of late September 2016. Another Twitter handle (@USArctic) had more than 3,600 followers as of late September 2016, highlighting U.S. policy during the 2015-2017 U.S. chairmanship of the Arctic Council.

BUREAU OF POLITICAL-MILITARY AFFAIRS (PM)

FY 2014 Actual: $8,000; FY 2015 Actual: $8,000; FY 2016 Planned: $8,000; FY 2017 Request: $8,000

This funding is used for outreach by the Office of Weapons Removal and Abatement (PM/WRA)

The Office of Congressional and Public Affairs (PM/CPA) is responsible for facilitating effective communication and interaction between the Bureau of Political-Military Affairs and Congress, foreign and domestic journalists, industry leaders, the NGO community and the general public. Given the bureau’s equities in arms sales, security assistance and other areas of civil-military cooperation, PM is among the most actively engaged bureaus with Congress. In public affairs and public diplomacy, PM/CPA engages directly and with regional bureaus and embassies to highlight the State Department’s role in building robust partnerships through security assistance programs and defense trade. It also works to emphasize PM’s role in coordinating State and Defense Department operations to further foreign policy and national security interests and to showcase PM programs that aim to positively contribute to human security in post-conflict environments, including efforts to promote international peacekeeping, security sector reform, clearance of unexploded ordnance, and securing potentially at-risk small arms and munitions. PM/CPA has a staff of two civil service employees, one Foreign Service officer and a media monitoring position filled by a contractor.

Social Media: PM has a Twitter handle (@StateDeptPM), which is updated daily and maintained by all PM/CPA members. As of late May 2016, it had more than 3,200 followers.

Media Engagement: The office regularly distributes daily and weekly publications compiling new articles
and editorials on a wide range of topics that affect professionals handling political-military equities. These topics include counter-piracy, demining, weapons sales and transfers, and regional conflicts. In calendar year 2015, PM/CPA fielded 661 media inquiries covering the full media spectrum, from major U.S. and international news outlets, to defense industry press, to bloggers, academics and other major opinion-shapers on military and international security issues.

Sample Programs: PM works with many partners to promote the bureau’s policy objectives. These efforts include campaigns and domestic outreach activities.

- Campaigns: PM/CPA was responsible for the Public Affairs roll-outs of the President’s Export Control Reform Initiative; the U.S. Export Policy for Unmanned Aerial Systems; several major arms sales to major U.S. partners, including Israel, Pakistan, Saudi Arabia, South Korea and Taiwan; and a campaign to emphasize the State Department’s role in providing security assistance and capacity building to U.S. allies and partners through training programs and transfers of defense equipment.

BUREAU OF POPULATION, REFUGEES, AND MIGRATION (PRM)

PRM’s public diplomacy (PD) efforts at home and abroad have two objectives: 1) to generate goodwill for the United States by increasing recognition of its role as the world’s largest provider of humanitarian assistance and resettlement destination for refugees; and 2) to advocate for displaced and vulnerable populations affected by conflict. PRM’s public diplomacy and press team is staffed with two Foreign Service officers and one civil service employee. They conduct public outreach via speeches, public events, traditional media relations, social and digital media, fact sheets and pamphlets for public dissemination. They also encourage U.S. embassies, consulates and others representing the U.S. abroad to include refugee and migration issues in their public diplomacy outreach efforts. In addition to U.S. embassies and consulates, the unit works closely with the Bureaus of Public Affairs (PA), International Information Programs (IIP) and Educational and Cultural Affairs (ECA).

Social Media: PRM maintains a Facebook page with more than 45,000 followers and a Twitter handle (@StateDeptPRM) with approximately 8,000 followers as of late May 2016. Since late August 2015, these audiences have grown due to increasing interest in refugee issues. In this time period, individual Facebook posts reached an average of 7,600 Facebook users per day, and individual Tweets an average of 3,200 Twitter users per day.

Additionally, PM/CPA provided support to the Bureau of International Organizations (IO) in publicizing the U.N. Day of International Peacekeepers and the U.N. International Day of Mine Awareness and Assistance in Mine Action.

- Domestic Outreach: In the past year, PM/CPA organized sessions featuring State Department officials on a range of topics such as maritime security, DOD and State authorities, and how human rights monitoring affects weapons sales. The sessions were with key representatives from think tanks (e.g., American Enterprise Institute, Atlantic Council, Brookings, Council on Foreign Relations, Center for a New American Security, Center for Strategic and International Studies, Heritage Foundation, and the International Institute for Strategic Studies) and NGOs (e.g., Alliance for Peacebuilding, Oxfam America, Saferworld, Search for Common Ground). PM/CPA also invited local authors and academics to address PM audiences on the status of political-military affairs in countries such as Japan, the Republic of Korea, Georgia and Kazakhstan.

Media Engagement: PRM officials regularly interact with the media, especially at times of high-profile interest in refugees and migration surrounding incidents that capture global attention, such as the September 2015 drowning death of a three-year-old Syrian refugee in Turkey and the November 2015 terrorist assault in Paris. These efforts highlighted broader U.S. humanitarian efforts. Each year, the United States provides more than $6 billion in humanitarian assistance worldwide through the State Department and USAID, more than any other single donor. The United States is also the largest single-donor of humanitarian funding to those affected by the Syrian conflict, having contributed $5.6 billion from the start of the conflict in 2011 through July 2016. In addition, approximately 85,000 refugees were resettled in the United States in fiscal year 2016, including 10,000 Syrians.

Sample Programs:

- World Refugee Day (WRD): PRM cooperated with the White House to host a “Champions of Change” for World Refugees event on June 25, 2015. This White House World Refugee Day Event highlighted the efforts of ten U.S. citizens who are making a difference in helping refugees from around the world. Additionally, dozens of U.S. embassies used PRM op-eds, talking points and social media to sup-
port their World Refugee Day public diplomacy outreach activities with overseas audiences. In 2016, WRD plans include possible domestic travel by the Secretary of State, Deputy Secretary of State and PRM leadership to promote refugee issues around the country.

- **Refugee Integration:** PRM participates in working groups with the regional bureaus, ECA, IIP, PA, R, and others that coordinate messaging and program activity to promote the integration of refugees and migrants around the world. These activities include those suggested and developed by individual country PD offices at U.S. missions in the region. PD activities include the International Visitor Leadership Program (IVLP), Fulbright and other educational and exchange programs. Examples range from a hackathon to develop mobile apps that support needs of the refugee community in Turkey to a Fulbright specialist on migration issues who was hosted by the Athens municipal government in Greece.
WASHINGTON-DIRECTED ACTIVITIES

BROADCASTING BOARD OF GOVERNORS (BBG)
The Broadcasting Board of Governors (BBG) is a networked global media agency. The five media organizations that comprise the BBG—the Voice of America (VOA), Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty (RFE/RL), Middle East Broadcasting Networks (MBN) and Radio Free Asia (RFA)—aim to complement and reinforce one another in a shared mission that is vital to U.S. national interests: to inform, engage and connect people around the world in support of freedom and democracy. Together, the BBG media organizations communicate each week with more than 226 million people across the globe, distributing programming in 59 languages to more than 100 countries via radio—shortwave, medium wave (AM), FM and satellite—as well as terrestrial and satellite TV, the web, live streaming, mobile devices and social media.

The BBG upholds freedom of expression and information as universal human rights. By exemplifying free media and free expression, the BBG helps to foster and sustain free and democratic societies worldwide. The BBG networks pursue this mission through their own media and also by working closely with media partners on the ground that bring their content into local markets, establishing valuable connections to critical institutions that aim to support civil society and promote democratic principles.

BBG broadcasters are professional journalists committed to providing accurate, credible and comprehensive news and information to audiences who lack access to the truth and are therefore susceptible to misinformation. BBG journalism is thus an antidote to censorship and extremist rhetoric, as well as a model of free media. BBG networks also offer life-saving information during humanitarian emergencies. When events dictate, they react quickly to crises with surges in broadcasting. In addition, the BBG provides internet anti-censorship tools to help audiences break through government imposed information firewalls and protect their online privacy. The networked structure of the agency ensures that the BBG media organization can deliver quality content consistent with their distinct roles in ways that are the most cost efficient for the American taxpayer, through the sharing of delivery channels, support resources and other assets.

**FY 2015 BUDGET**

**INTERNATIONAL BROADCASTING BUREAU (IBB)**

FY 2015 Actual: $61.3 million with 202 employees

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

**TECHNOLOGY, SERVICES AND INNOVATION (TSI)**

**FY 2015 Actual: $180.6 million with 400 employees**

The IBB's Office of Technology, Services and Innovation (TSI) manages a broad range of technical and infrastructure functions, including 1) delivering program content for all BBG networks through a global system of transmitting sites and an extensive system of leased satellite and fiber optic circuits and 2) providing information technology support to offices throughout the agency. TSI strives to distribute BBG content in the most cost-effective and efficient manner possible. It manages more than 90 transmitting sites worldwide that deliver shortwave, medium wave, FM and TV broadcasts. TSI also leases broadcast time at 12 transmitting sites in 11 countries.

**BROADCASTING CAPITAL IMPROVEMENTS**

**FY 2015 Actual: $8 million with no employees**

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

**VOICE OF AMERICA**

**FY 2015 Actual: $210.4 million with 1,087 employees**

Languages: 45; Countries: 100+

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. The legally mandated charter, which guides its programs, requires that news be accurate, objective and comprehensive. In features or editorials, it aims to project the U.S. vantage point. From its Washington, D.C. headquarters, VOA produces more than 70 television shows and more than 200 radio programs. Individual language services maintain their own websites, mobile platforms and social media sites. VOA reaches a significant part of its audience on affiliate stations that re-broadcast its programs or receive live updates from VOA reporters. This affiliate network now includes more than 2,000 individual stations.

40 Language Services*: $139.439 million

- VOA Africa Division (9 Services): $16.655 million ($18.727 million with program delivery)
- VOA East Asia & Pacific Division (10 Services): $36.168 million ($40.480 million with program delivery)
- VOA Eurasia Division (9 Services): $11.885 million ($11.885 million with program delivery)
- VOA Latin America Division (2 Services): $5.063 million ($5.063 million with program delivery)
- VOA South Asia Division (8 Services): $22.403 million ($25.670 million with program delivery)
- VOA Persian Division (1 Service): $13.956 million ($19.107 million with program delivery)
- VOA English Division (1 Service): $16.791 million ($18.507 million with program delivery)

*See Africa, East Asia & Pacific, Europe & Eurasia, Near East Asia, South & Central Asia, and Western Hemisphere chapters for descriptions of services.

**MIDDLE EAST BROADCASTING NETWORK (MBN)**

**FY 2015 Actual: $109.4 million with 814 employees**

Language: 1; Countries: 22

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

Alhurra, Alhurra Iraq, Radio Sawa, MNB Digital, Afia Darfur Total*: $44.029 million ($55.964 million with program delivery)

*See Near East Asia Region chapter for descriptions of services.
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

FY 2015 Actual: $103.9 million with 571 employees

Languages: 28; Countries: 23

RFE/RL reports to audiences in countries where the media is not free or only partially free. Its programming focuses on local and regional developments in places where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism and other threats remain; and where independent journalists often face great risk. This includes Iran, Afghanistan, Pakistan, Ukraine and Russia. RFE/RL journalists aim to provide uncensored news and open debate. On August 1, 2015 Radio Free Iraq was merged with MBN's Radio Sawa Iraq service. Note: In 2016, RFE/RL closed the Avar and Circassian language services, reducing the amount of languages to 26.

Nineteen Language Services Total*: $62.918 million ($69.585 million with program delivery)

*RSee Europe & Eurasia, Near East Asia, and the South & Central Asia region chapters for descriptions of services.

RADIO FREE ASIA (RFA)

FY 2015 Actual: $35.70 million with 264 employees, plus $6.531 million for the Open Technology Fund for a total of $42.230 million.

Languages: 9; Countries: 6

Radio Free Asia delivers uncensored, fact-based news and information to citizens living in China, Vietnam, North Korea, Laos, Cambodia and Burma (Myanmar). These countries are known for limiting and restricting access to media. It reports on local developments and issues often ignored by state-controlled media, such as official corruption, forced confiscation of land, labor standoffs, ethnic unrest, religious persecution, environmental hazards, human trafficking, health risks and human rights abuses. RFA uses social and other digital media to deliver content to its audiences and takes advantage of growing digital formats and trends such as e-books, producing multimedia publications available for download and geared toward mobile devices and tablets. Its investigative reporting on human trafficking, food safety and the environment has recently won awards from the Hong Kong Journalists Association, Amnesty International, and the Society of Environmental Journalists.

Service costs may include related foreign operations and/or transmission costs where appropriate. Transmission costs are especially expensive for RFA as its content cannot be broadcast from low-cost U.S. government-owned and operated facilities in third countries where host countries are unwilling to risk antagonizing China. Using leased facilities drives higher transmission costs per hour.

Nine Language Services Total*: $23.988 million ($29.414 million with program delivery)

*RSee East Asia & Pacific region chapter for descriptions of services.

OFFICE OF CUBA BROADCASTING (OCB)

FY 2015 Actual: $29.918 million with 130 employees

Language: 1; Country: 1

OCB, through Radio and TV Marti and martínicias.com, aims to deliver a multimedia service of professional news and information to Cuba. The Martís aim to inform and engage the people of Cuba by providing credible news and information, and encouraging freedom and democracy through programs that focus on human rights, individual freedoms, entrepreneurship and self-sustainability. OCB uses shortwave, medium wave, direct-to-home satellite, satellite radio, internet, social media, flash drives and DVDs to help reach audiences in Cuba. Marti has changed its digital strategy to embrace a social media-first approach since both Marti’s Facebook and YouTube accounts are accessible from Cuba. During its coverage of President Obama's visit to Cuba, this approach allowed Marti to obtain three times more engagement than any other market players such as El Nuevo Herald, Granma or Cubadebate.

*See Western Hemisphere region chapter for additional information on OCB.

RESEARCH AND EVALUATION

FY 2014 Actual – $7.322 million; FY 2015 Actual $5.85 million

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 change attitudes regarding the U.S. or its policies, it is strategically aligned with foreign policy goals such as serving as a model of a free press and supporting its role in free, open, democratic societies, fostering greater understanding and engaging audiences. Within the International Broadcasting Bureau, the Office of Research and Assessment (ORA) seeks to understand audiences and impact by measuring the efficacy of BBG programs in achieving their objectives in the target countries within which they operate.

Specifically, BBG research measures effectiveness in terms of audience size, program quality and reliability, whether...
or not programming increases the audience’s understanding of current events and American society and policies, whether audiences share the information with others, whether the information provided helps people to form opinions on important topics and many other factors. The BBG contracts with Gallup to conduct quantitative audience and market research. Gallup focuses primarily on quantitative audience research, employing a mix of surveys, focus groups, in-depth interviews and audience panels.

In February 2016, to make progress on BBG’s five agency priorities, the BBG held an Impact Summit, with the goal of reviewing and advancing its impact assessment. The summit resulted in a new BBG Impact Model, which is more streamlined than the original model and more attuned to the difficulties of obtaining representative survey data in some of the BBG target markets. In fiscal year 2016, the planned budget for ORA was $6.3 million, which is expected to increase further to $8.6 million in fiscal year 2017.

COUNTER-CENSORSHIP EFFORTS AND RFA’S OPEN TECHNOLOGY FUND

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

The BBG works to counter censorship through a variety of technical and political channels, and promotes the rights of people worldwide to seek and receive information on all media platforms. These initiatives include monitoring internet censorship in over 70 locations worldwide, integrating censorship circumvention technologies directly into mobile applications and deploying a mobile application to secure online communications for users in Iran. Radio Free Asia’s Open Technology Fund (OTF), open-techfund.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.
FIELD-DIRECTED ACTIVITIES

U.S. Public Diplomacy in the Africa Region

EducationUSA College Fair 2016 helps make studying abroad more accessible for students from Botswana. [State Department Photo]
U.S. PUBLIC DIPLOMACY IN THE AFRICA REGION

Africa is home to the world’s youngest population. It is estimated that 60 percent of Sub-Saharan Africa’s population is under the age of 24 and that half of global population growth in the next 30 years will occur in Africa. The region’s progress is trending toward positive democratic and economic growth, but that progress is uneven by country. Many African countries are becoming more free and open, but a number of democracies are dominated by long-serving presidents who resist efforts to limit their terms in office. Further, violent extremism is a growing problem across much of West and East Africa.

National internet penetration rates in Sub-Saharan Africa range from 1 to 69 percent with usage concentrated in urban areas. Africa’s mobile subscription rate now exceeds 70 percent. Younger people are now connecting to the internet via mobile phones, in addition to using internet cafés and personal computers at home. Increasingly, U.S. missions are reaching wider audiences through these platforms. Radio, however, remains the dominant source for information on the continent and mobile phone users frequently listen to the radio through their mobile devices.

U.S. public diplomacy efforts in the Africa region advance U.S. policy, which aims to promote strong democratic institutions, encourage continued African economic growth, advance peace and security, and create opportunity for the youth majority. The PEW Global Indicators Database indicates a highly favorable view of the United States in Africa with a range from 74 percent (South Africa) to 89 percent (Ghana). But sustaining or living up to the expectations implicit in such high ratings is challenging. In spite of general public approval, there are pockets of anti-Americanism in Africa due to lingering Cold War animosity in certain countries and among extremist groups in the Sahel and the Horn of Africa.

Other challenges to U.S. public diplomacy in Africa include a rapidly evolving communications environment (which also presents opportunities), weak partner institutions, difficult travel between the countries in Africa, tough work and living environments, and a number of one-officer public diplomacy sections staffed by officers with limited field experience. The Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs provides careful guidance and support to public diplomacy officers in the field.

U.S. FOREIGN POLICY GOALS

The National Security Strategy of 2015 notes that “Africa is rising” and says the partnerships we are forging today are built on the “aspirations of Africans.” It notes the importance of boosting energy and power production in Africa, increasing trade and commerce with Africa, investing in Africa’s youth, and forging security partnerships. The four pillars of the U.S. strategy toward Sub-Saharan Africa were originally outlined in the 2012 Presidential Policy Directive. They are to:

1) strengthen democratic institutions;
2) spur economic growth, trade and investment;
3) advance peace and security; and
4) promote opportunity and development.

To do so, U.S. foreign policy focuses on deepening U.S. engagement with Africa’s young leaders; empowering marginalized populations and women; addressing the unique needs of fragile and post-conflict states; and working closely with the United Nations and other multilateral actors to achieve U.S. objectives on the continent.

U.S. PUBLIC DIPLOMACY GOALS

The public diplomacy goals for the region support U.S. foreign policy objectives and help foster a mutually beneficial U.S.-African partnership. In particular, all strategy papers emphasize the public diplomacy goal of investing in youth. The Public Diplomacy and Public Affairs Office in the Bureau of African Affairs (AF) provides policy guidance and program support for public diplomacy programs to strengthen African democratic institutions, promote sustainable economic growth, advance security, develop opportunities, improve understanding of the United States and advocate for U.S. priorities.

The 50 U.S. embassies and consulates in Sub-Saharan Africa include public affairs sections (PAS) with American foreign service officers and locally employed staff. They engage youth, women, members of marginalized groups, entrepreneurs, journalists, civil society leaders and academics in Africa, as well as diaspora and Africanist audiences in the United States. Via English-language teaching, educational advising and cultural programs, the embassies inform, engage and influence audiences face-to-face. Much of this is done in the 142 American Spaces (libraries, cultural centers and information resource centers) in the region. These spaces increased from 138 in the last year. Person-to-person contact and exchanges, such as the Young African Leaders Initiative, Fulbright and Humphrey programs, the International Visitor Leadership Program and American Speaker and Cultural Programs, remain effective forms of public diplomacy in Africa.

Promotion of higher education is a public diplomacy priority. From 1948 to 2014, 11,558 Africans were Fulbright students and scholars in the United States, while
In 2014, 258 African Fulbright scholars went to the United States and 190 Americans went to Africa. The number of students from Sub-Saharan Africa in the United States increased by 8 percent in the 2014–15 academic year to 33,593 students. The Institute of International Education’s Open Doors data shows the majority of African students who come to the United States are from Nigeria (9,494), followed by Ghana (3,099), Kenya (3,072) and South Africa (1,838).

U.S. PUBLIC DIPLOMACY SPENDING

The public diplomacy total expenditures for Africa in fiscal year 2015 was $120.37 million; of that, $35.05 million were Diplomatic & Consular Programs designated public diplomacy funds. Of this total, Kenya spent $18.91 million; South Africa $13.04 million; Ethiopia $8.52 million; Mozambique $7.92 million; Tanzania $7.59 million; Botswana $7.49 million; Nigeria $6.21 million and the Democratic Republic of the Congo $5.03 million. The high amount of funding is due to supplemental expenditures that the Public Affairs Sections had to facilitate at each post, such as PEPFAR. The actual range of public diplomacy-designated funds in the D&CP budget is $3.52 million (Nigeria) to $58,400 (Guinea-Bissau).

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Young African Leaders Initiative (YALI): In its fifth year, YALI continues to support leadership development, promote entrepreneurship and connect young leaders with one another and the United States. President Obama launched the program in 2010 by inviting 120 young Africans to the White House for a dialogue about the future of Africa. In summer 2014, YALI expanded significantly under the Mandela Washington Fellowship, which annually brings 500 young leaders to the United States for an executive leadership exchange at U.S. universities, followed by internships and alumni activities after the participants return home. In fiscal year 2014, the program cost $12.37 million—$1 million from the Educational and Cultural Exchange (ECE) budget and the remainder from Economic Support Funds (ESF) and the Diplomatic and Consular Programs (D&CP) budget. The cost per participant was $24,740. *Note: More information about the Mandela Washington Fellowship and YALI is available in the ECA Bureau section of the report.

Public Diplomacy Efforts on Ebola: The Ebola epidemic in West Africa posed a huge challenge to traditional public diplomacy programming. With Centers for Disease Control and Prevention (CDC) restrictions on travel to the Ebola-affected countries hampering in-country programming, public affairs officers in Conakry, Liberia and Sierra Leone (with support from the Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs) implemented a range of diverse and innovative programs to raise awareness, combat stigmatization of survivors and halt the transmission of Ebola. Public diplomacy efforts included training traditional women healers; conducting public health messaging campaigns; building up rural radio stations; supporting alumni-led anti-Ebola sensitization projects; training on how to create public service announcements using handheld renewable technology; and developing a science, technology, engineering and mathematics (STEM) education program to engage at-risk girls.

Public Diplomacy Support for Democracy and Elections: With an unprecedented 15 national elections taking place in Sub-Saharan Africa in fiscal year 2015, the Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs supported public diplomacy campaigns in support of free, fair and peaceful elections. Utilizing $500,000 in special funding from the Office of the Under Secretary for Public Affairs and Public Diplomacy, the Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs funded U.S. speaker programs in Africa, as well as regional exchange programs in the United States for African journalists and members of civil society to examine democracy and good governance. A Washington and New York City Foreign Press Center reporting tour, with 10 journalists from countries in which international election monitors feared serious violence would erupt, focused on transparency and accountability issues as well as the physical security of reporters in dangerous situations.
# AFRICA: BASE PUBLIC DIPLOMACY SPENDING

Diplomatic & Consular Programs Budget, .7 Funding

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2015 Base Budget

Nigeria: 3.5M
Kenya: 1.7M
Dem. Republic of Congo: 1.5M
Zimbabwe: 1.3M
South Africa: 3.2M

Abstract representation:
Africa Regional Services: 2.3M
# Africa: Total Public Diplomacy Spending

Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Affairs Sections

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<th>Highest Funding</th>
<th>POSITION</th>
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<th>COUNTRY</th>
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<th>% of Region</th>
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## AFRICA REGION PUBLIC DIPLOMACY SPENDING DETAIL

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<th>FY 2015 Actual</th>
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<td>45 EQUATORIAL GUINEA</td>
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<td>48 SAO TOME AND PRINCIPE</td>
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*Total funding from all reported sources. Due to lag in reporting of some funding types, FY14 and FY15 data may not reflect all additional funding sources. For example, ECE funding data reporting generally lags 2 fiscal years behind.*
U.S. INTERNATIONAL MEDIA IN THE AFRICA REGION

MIDDLE EAST BROADCASTING NETWORKS (MBN)

Language: Arabic

MBN AFIA DARFUR
FY 2015: $568,000 ($568,000 with program delivery)

Origin: 2008
Delivery Method: Radio (Shortwave)
Radio Original Programming: 3.5 hours/week
Radio Total Broadcast: 10.5 hours/week

Afia Darfur focuses on the latest news from Darfur and the plight of its internally displaced people and Darfuri refugees in eastern Chad and the diaspora. The broadcasts can be heard throughout Darfur, eastern Chad and other areas of Sudan. The daily broadcast includes interviews with human rights experts, analysts, Sudanese experts, rebel representatives, refugees, IDPs and NGO representatives. Afia Darfur also incorporates interviews with internally displaced people living in Darfur, providing them with an opportunity to speak out about the humanitarian crisis. Additionally, the program addresses how the Western press is covering Darfur, as well as examining the rich history and cultural background of Darfur.

VOICE OF AMERICA (VOA)

Languages: Amharic, Afaan Oromo, Bambara, English, French, Hausa, Kinyarwanda, Kirundi, Ndebele, Portuguese, Sango, Shona, Somali, Songhai, Swahili, Tamachek, Tigrigna, Wolof

VOA ENGLISH TO AFRICA SERVICE

Language: English
FY 2015: $4.195 million ($5.569 million with program delivery)

Origin: 1942
Delivery Method: Radio (SW, MW, BBG and Affiliate FMs), Television (Affiliate, Satellite), Website and Mobile Site, Social Media, SMS
Radio Original Programming: 74.5 hours/week
Radio Total Broadcasting: 83.5 hours/week
Television Original Programming: 3.5 hours/week
Television Total Broadcast: 8 hours/week

English programming to Africa reaches audiences in strategic areas of the continent with multimedia programs that target: 1) the educated (those who can speak English and have at least some formal schooling); 2) the urban or peri-urban (students, government officials, white-collar workers or aspirational entrepreneurs); and 3) youth. The English to Africa Service broadly seeks to report on critical developments and to engage audiences in discussions about current events in order to improve their understanding of, and participation in, development. The service aims to provide timely and accurate news on world, African and U.S. events in the morning, evening and weekends, and also provides in-depth discussion on issues ranging from politics and society, to health, lifestyle, youth issues and sports. In addition, English to Africa produces pan-African music shows not found on any competing local or international station, featuring a range of music from traditional to contemporary dance hits from all 54 countries in Africa. Sample programs include: “Africa 54,” a television program that informs viewers about Africa, the United States and the world; “Straight Talk Africa,” a call-in television program that examines topics of special interest to Africans; “Health Chat,” a live call-in program that addresses health issues of interest to Africa; “South Sudan in Focus,” a 30-minute weekday English-language program covering rapidly changing developments in South Sudan and the region; and “Up Front,” a program with co-hosts in the United States and Africa that targets teens and young adults to discuss politics, trends, lifestyles, health, entertainment and other issues touching listeners’ lives.

VOA FRENCH TO AFRICA

Languages: French, Songhai, Sango, Tamachek, Wolof
FY 2015: $3.172 million ($4.049 million with program delivery)

Origin: 1960
Delivery Method: Radio (SW, MW, IBB FMs, Affiliate FMs), Television (Affiliate), Website and Mobile Site, Social Media
Radio Original Programming: 47 hours/week
Radio Total Broadcasting: 168 hours/week
Television Original Programming: 1 hour/week
The service targets audiences in the 24 Francophone African countries, particularly those in West and Central Africa. Despite the exponential increase in the number of local media outlets in Africa, VOA French aims to deliver independent interviews, debates and in-depth reporting that is otherwise missing from the local news landscape. French to Africa also provides information on the United States and the American experience. A number of affiliates partner actively with VOA French to Africa to share stories. The service seeks to reach 18–27 year olds through well-targeted music, talk and magazine programs that address issues of importance to their generation. Each of the service's magazine programs—on topics including gender, health, social issues, business and economics, and religion—focuses on those topics as they relate to youth. The service also produces short news updates in Bambara for Mali and Sango for the Central African Republic and special programming, such as radio dramas and short features in Tamacheck for Mali and Wolof for Senegal. Key programs include: “Le Monde Aujourd’hui,” a 30-minute news magazine that airs at key radio listening times every weekday morning and evening; “Washington Forum,” a weekly interactive TV-radio discussion show on the latest news and most important issues with experts and journalists; “L’Amérique et Vous,” an interactive radio program with experts and reporters who discuss American issues and U.S. foreign policy; and “Le Dialogue des Religions,” an interactive radio program with theologians and religious leaders to discuss religious issues. VOA’s new weekly television show “Vous et Nous” is a fast-paced, 30-minute program featuring young Africans and young Americans working to make a difference in fields ranging from education and pop culture to health, technology, music and fashion. It spotlights entrepreneurs and trendsetters for broadcast affiliates in a growing number of Francophone African countries through an interactive partnership designed to present the best of African television by sharing content across networks.

**VOA HAUSA SERVICE**

**Countries:** Ghana, Niger, Nigeria

**FY 2015:** $2.785 million ($3.065 million with program delivery)

**Origin:** 1979

**Delivery Method:** Radio (SW, MW, Affiliate FMs), Television, Website and Mobile Site, Social Media

**Radio Original Programming:** 16 hours/week

**Radio Total Broadcast:** 16 hours/week

**TV Original Programming:** 25 hour (15 minutes)/week

**TV Total Broadcast:** 25 hour (15 minutes)/week

Targeting Nigeria, Niger and Ghana—with smaller audiences in Chad, Cameroon, Libya, Côte d’Ivoire and Benin—VOA Hausa’s measured weekly reach is approximately 12 million people, with a focus on youth. Radio is the primary platform, with content delivered via shortwave, medium wave, and FM affiliate stations. A mobile site complements regular programming with mobile-only content and features and receives almost 1.3 million visits per week. The service also maintains a special mobile stream targeting youth. The service organizes roundtable discussions and events throughout Nigeria, where mobile users can join the discussion. The Hausa service also reaches its audience by sponsoring town hall meetings that facilitate public discussions between experts, opinion leaders and listeners on issues such as education and health. Feature topics include health, education, agriculture, business entrepreneurship, women’s issues, American, tourism, politics, youth issues, music, sports, religion and peace resolutions. Sample programs include: “Shirin Safe,” a 30-minute weekly program covering politics, democracy, corruption, business, family, health, music and entertainment; “Shirin Hantsi,” a 30-minute daily morning news program looking at the role of women in Africa, educational development on the continent and health-related segments; “Shirin Rana,” a 30-minute show carrying regional and international developments along with feature programs; and “Shirin Dare,” a 30-minute interactive program on violent extremism and terrorism in West Africa. The Hausa language 15-minute weekly television show, “Taskar VOA,” presents news and lifestyle features for affiliates in Nigeria and Niger, including profiles of some of the girls who escaped the Boko Haram abduction at the Chibok Secondary School. The youth-centric, Monday through Friday, 30-minute radio program “Yau Da Gobe” opens bold dialogue among youths on topics hitherto considered taboo for discussion on air, such as forced early marriages, child labor and trafficking, STDs, courtship and managing homes.

**VOA HORN OF AFRICA**

**Languages:** Amharic, Afaan Oromo, Tigrigna

**FY 2015:** $2.347 million ($2.581 million with program delivery)

**Origin:** Amharic 1982, Tigrigna and Afaan Oromo 1996

**Delivery Method:** Radio (SW, MW, Satellite), Website and Mobile Site, Social Media

**Radio Original Programming:** 14.5 hours/week*

**Radio Total Broadcast:** 29.00 hours/week

*Monday-Friday two-hour block of news and current affairs; 30 minutes of Afan Oromo, an hour of Amharic, 30 minutes of Tigrigna and a separate, 30-minute (Monday–Friday) Amharic youth program.

Amharic programming is aimed at the more than 90 million people who live in Ethiopia and Eritrea, while Afaan Oromo targets an estimated 37 percent of Ethiopians who live in the Oromia region. Tigrigna targets speakers throughout the Tigray region in northern Ethiopia and
in Eritrea. In addition to the Horn of Africa, the service can be heard in surrounding east African countries and in the Middle East. It also reaches diaspora communities worldwide through its digital media platforms. The service broadcasts local, regional U.S. and international news, as well as an array of programming about Ethiopian and American culture, politics, current affairs, economics, health, education, entertainment and more. Longer features on Saturday and Sunday highlight youth issues, modern music and extended interviews on crucial social and political issues for a wider audience. To attract a young people, who comprise 70 percent of the population in Ethiopia and Eritrea, the service launched a new half-hour, Monday through Friday youth program in the Amharic language. The program addresses a range of topics that impact the lives of young people in the region and gives them a forum for discussion and expressing their views. Among the topics: Eritrean and Ethiopian migrants, entrepreneurship, technology and innovation, local governance, health, music entertainment and life in America. VOA and Deutsche Welle are the only outside broadcasters in Amharic, and VOA alone broadcasts in Afaan Oromo and Tigrigna, Ethiopia’s two other most important languages. Sample programs include: “Call-in Show,” a bi-weekly, 20-minute program featuring newsmakers and experts answering audience questions on a variety of topics of interest to Ethiopians; “Democracy in Action,” on issues of democracy and governance, social and economic development, the rule of law and human rights, and judicial and security issues; “Crossfire,” a two-sided debate on Ethiopia’s controversial and crucial matters; and “Cultural Mosaic,” a program that features writers, artists, musicians and actors working in Ethiopia and in the diaspora.

**VOA SOMALI SERVICE**

**Country:** Somalia  
**FY 2015:** $1.401 million ($1.544 million with program delivery)  
**Origin:** 2007  
**Delivery Method:** Radio (SW, MW, BBG and Affiliate FMs), Television, Website and Mobile Site, Social Media, SMS  
**Radio Original Programming:** 19.5 hours/week  
**Radio Total Broadcast:** 24.5 hours/week  
**Television Original Programming:** .25 hour (15 minutes)/week  
**Television Total Broadcast:** .25 hour (15 minutes)/week

VOA’s Somali service aims to provide news on a wide range of Somali affairs, including political and social issues, health topics, development, music and culture. Program formats include panel discussions, debates, interviews with newsmakers, and call-ins shows that encourage Somalis to express their opinions on topics of interest. Cultural, Islamic affairs and American affairs programs are some of the most popular programs in the Somali lineup. Major breaking news stories are placed on the service’s mobile site for Somalis to access throughout the day on their wireless devices. A 2013 nationwide survey by Gallup measured the weekly reach to be 51 percent of Somali adults. VOA Somali broadcasts four radio programs daily: a 30-minute breakfast show; a 30-minute mid-day youth show; a one-hour afternoon program; and a one-hour evening program that is repeated daily for affiliates.

**VOA SWAHILI SERVICE**

**FY 2015:** $1.367 million ($1.419 million with program delivery)  
**Origin:** 1962  
**Delivery Method:** Radio (IBB FM and FM Affiliates), Television, Website and Mobile Sites, Social Media  
**Radio Original Programming:** 10.5 hours/week  
**Radio Total Broadcast:** 16.5 hours/week  
**Television Original Programming:** .33 hour (20 minutes)/week  
**Television Total Broadcast:** .33 hour (20 minutes)/week

Voice of America Swahili has a measured weekly reach of approximately 7 million people in Tanzania, Kenya, Uganda, Burundi, Rwanda and the Democratic Republic of Congo. The service broadcasts news and features, complemented by stringer reports from the target area on important international, regional and U.S stories. Sample programs include: “America Today,” which examines major social, cultural and political issues in the United States; “Women’s World,” which provides reports and interviews on various issues that affect women’s development; “Ask the Doctor,” which delivers in-depth analysis of health and science issues and discussions of major health afflictions troubling Africa; and “Live Talk,” a call-in program that allows listeners to participate in discussions with experts and newsmakers on different subjects. VOA Express is a youth-oriented program that examines major social, security, youth and political issues in Kenya and targeted areas. The show also highlights American lifestyle, trends and issues that are of interest to youths in the target region. In early 2016, the Swahili service launched “Kwa Undani” (In-Depth), a 30-minute show that takes an in-depth look at major stories from the region as well as the United States. Also, VOA Swahili television correspondents serve as Washington reporters for affiliates in Tanzania. The VOA Swahili "Red Carpet" entertainment show includes original television interviews with Swahili performers in the United States and is regularly linked in the popular Tanzania blog Bongo5.com.
**VOA CENTRAL AFRICA SERVICE**

Languages: Kinyarwanda, Kirundi

FY 2015: $1.127 million ($1.303 million with program delivery)

Origin: 1996

Delivery Method: Radio (IBB SW, FM Affiliates), Website and Mobile Site, Social Media

Radio Original Programming: 9.5 hours/week

Radio Total Broadcasting: 9.5 hours/week

VOA's Central Africa Service broadcasts radio programs in Kirundi and Kinyarwanda to Africa's Great Lakes region. It consists of Washington-based broadcasters and journalists in Burundi and Rwanda. Over the years, the Central Africa Service has covered Rwanda’s post-genocide recovery, conflict in the Democratic Republic of Congo, and Burundi's civil war and transition to a 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; and “Kira,” a program that looks at HIV/AIDS and other major health issues in Burundi from the perspective of young people. Kirundi is the only language spoken by one-third of Burundians. Following the closure of all of Burundi’s private radio stations in 2015, VOA is one of the only international broadcasters with Kirundi-language news on an FM stream in Bujumbura. Responding to the political crisis, VOA increased hourly newscasts, expanded call-in programs, and boosted coverage of refugee movements across the borders with Rwanda, Tanzania and the DRC. An example of impact is that when a VOA reporter was stopped at a police road block and spoke to the Burundian police officer, the latter was holding his weapon in one hand and a radio in the other, tuned to the 4 p.m. Central Africa Service live call-in show.

**VOA PORTUGUESE TO AFRICA SERVICE**

FY 2015: $1.151 million ($1.332 million with program delivery)

Origin: 1976

Delivery Method: Radio (IBB SW, FM Affiliates), Website and Mobile Site, Social Media

Radio Original Programming: 10 hours/week

Radio Total Broadcasting: 10 hours/week

The VOA Portuguese to Africa service broadcasts to Lusophone Africa, with a particular focus on Angola and Mozambique. The program line-up includes news, discussions, interviews and a wide variety of features, including music and art features. The service has several affiliate stations in Mozambique, Cape Verde and Guinea Bissau, and also broadcasts on shortwave and medium wave. The Portuguese broadcasts can be listened to live or on demand. 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 that is also broadcast live via Facebook. The service also offers several daily videos (including VOA60), as well as a 15-minute entertainment show “Red Carpet,” which is aired on a TV affiliate in Mozambique. It also offers several “Facebook Live” feeds including live interviews and entertainment news.

**VOA ZIMBABWE SERVICE**

Languages: Ndebele, Shona, English

FY 2015: $867,000 ($935,000 with program delivery)

Origin: 2003

Delivery Method: Radio (SW, MW, Satellite, Internet), Website and Mobile Site, Social Media

Radio Original Programming: 14.5 hours/week

Radio Total Broadcasting: 14.5 hours/week

The VOA Zimbabwe Service is a reliable source of news and information for its targeted audience in Zimbabwe and neighboring countries, including South Africa and Botswana. While the media environment has eased slightly with issuance of broadcast and print licenses to some private media players, the media environment is still generally repressive and dominated by a state broadcaster controlled by the ruling ZANU-PF party of President Robert Mugabe. The Zimbabwe Service's main outlet is Studio 7. While still a trusted and popular international broadcaster, Studio 7 has been on a steady decline, largely due to SW frequency challenges that have affected delivery. Currently Studio 7 has a reach of 5.8 percent in Zimbabwe, down from 9.2 percent a few years ago. The service has a multi-language format, with 30-minute shows in Shona, English and Ndebele, respectively, which are broadcast Monday through Friday. On weekends there are 20-minute shows broadcast in all three languages. On weekdays, following its daily radio broadcast, Studio 7 also presents a one-hour, live radio-on-TV call-in and web-viewing program called “Livetalk,” where listeners and guests discuss the regional topic of the day in a mixed, three-language format. “Livetalk” has special focus areas on Tuesdays and Thursdays, when it addresses issues of importance to youth and women, respectively. Studio 7 programs provide in-depth information on significant national and regional issues like human rights, impediments to a full-fledged democracy, and the role of regional powers in helping Zimbabwe achieve political reconciliation. These are subjects rarely discussed on or by Zimbabwe's state-controlled media.
**VOA BAMBARA SERVICE**

Country: Mali

FY 2015: $96,000 ($157,000 with program delivery)

**Origin:** 2013  
**Delivery Method:** Radio (FM)  
**Radio Original Programming:** 4.5 hours/week  
**Radio Total Broadcast:** 8 hours/week

In 2013, in response to the takeover of northern Mali by extremists, the BBG began to offer a five-day-a-week, 30-minute broadcast in Bambara (spoken by 80 percent of Malians) with an offering of news and information intended to counter the extremist narrative. VOA now offers three programs in Bambara, which provide comprehensive news and information, with an emphasis on “taboo” topics not reported in other media, cultural programming, discussion and audience interactivity.
AFRICA REGION
COUNTRY BY COUNTRY PROFILES
Africa Regional Services

PUBLIC DIPLOMACY SPENDING

**D&CP Total**
- FY13 ACTUAL: $2,785,115
- FY14 ACTUAL: $2,782,986
- FY15 ACTUAL: $2,271,700

**Total Reported**
- FY13 ACTUAL: $3,563,269
- FY14 ACTUAL: $3,590,592
- FY15 ACTUAL: $2,933,377

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

### Top Spending by Activity

- **Books & Publications**: $1,074,618
- **Support for Mission Initiatives**: $541,054
- **Speaker Programs (Post Generated)**: $263,062
- **Cultural Programs (Post Generated)**: $197,103
- **Digital Outreach**: $115,917

Angola

**DEMOGRAPHICS**

- **Geographic area**: 1,246,700 sq. km.
- **Population**: 24,227,524 (2014)
- **Below 24 yrs. old**: 67%
- **Refugee population**: 15,474
- **Urban population**: 44.1%
- **GDP/capita**: $4,102
- **Unemployment**: 36.6%

**COMMUNICATIONS AND LITERACY**

- **FH Media Freedom**: Not Free
- **Internet users/100 people**: 21 (2014)
- **Mobile phones/100 people**: 63 (2014)
- **Literacy**: 71%
- **Avg. years of education**
  - **Females**: 8 (2011)
  - **Males**: 13 (2011)

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**
- FY13 ACTUAL: $608,480
- FY14 ACTUAL: $815,011
- FY15 ACTUAL: $718,135

**Total Reported**
- FY13 ACTUAL: $1,402,980
- FY14 ACTUAL: $866,831
- FY15 ACTUAL: $799,355

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

### Top Spending by Activity

- **Other**: $200,174
- **Media/Press Activities**: $106,794
- **Supplementing ECA Programs**: $40,781
- **Post-Generated Exchanges**: $35,450
- **Educational Advising & Promoting Study in the U.S.**: $34,192

Pie chart: PD Spending by Theme

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

Map Key

- **Embassy**
- **Consulate**
- **American Space**
Benin

**DEMOGRAPHICS**

Geographic area: 112,760 sq. km.
Population: 10,598,482 (2014)
Below 24 yrs. old: 62%
Refugee population: 415
Urban population: 44%
GDP/capita: $779
Unemployment: 1%
Below poverty line: 36.2%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Partly Free
Internet users/100 people: 5 (2014)
Mobile phones/100 people: 100 (2014)
Literate: 29%

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**

FY13 ACTUAL: $539,620  FY14 ACTUAL: $607,578  FY15 ACTUAL: $570,367

**Total Reported**

FY13 ACTUAL: $1,692,115  FY14 ACTUAL: $764,483  FY15 ACTUAL: $684,769

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Top Spending by Activity**

Other $252,077
American Centers $52,605
Cultural Programs (Post Generated) $31,189
Support for Mission Initiatives $29,161
Support for English Language Teaching/Learning $26,624

Botswana

**DEMOGRAPHICS**

Geographic area: 566,730 sq. km.
Population: 2,219,937 (2014)
Below 24 yrs. old: 52%
Refugee population: 2,645
Urban population: 57.4%
GDP/capita: $6,361
Unemployment: 17.9%
Below poverty line: 19.3%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Partly Free
Internet users/100 people: 19 (2014)
Mobile phones/100 people: 167 (2014)
Literate: 87%

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**

FY13 ACTUAL: $368,977  FY14 ACTUAL: $566,644  FY15 ACTUAL: $558,609

**Total Reported**

FY13 ACTUAL: $8,637,042  FY14 ACTUAL: $9,665,209  FY15 ACTUAL: $7,485,011

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Top Spending by Activity**

Other $196,177
Support for Mission Initiatives $80,101
Cultural Programs (Post Generated) $58,897
Support for English Language Teaching/Learning $46,812
Media/Press Activities $45,821
Burkina Faso

**DEMOGRAPHICS**

Geographic area: 273,600 sq. km.
Population: 17,589,198 (2014)
Below 24 yrs. old: 66%
Refugee population: 31,884
Urban population: 29.9%
GDP/capita: $613
Unemployment: 3.3%
Below poverty line: 40.1%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Partly Free
Internet users/100 people: 9 (2014)
Mobile phones/100 people: 72 (2014)
Literacy: 29%
Avg. years of education: Females: 7 (2013)
Males: 8 (2013)

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**

FY13 ACTUAL: $777,039
FY14 ACTUAL: $661,880
FY15 ACTUAL: $694,766

**Total Reported**

FY13 ACTUAL: $2,446,169
FY14 ACTUAL: $798,255
FY15 ACTUAL: $1,127,815

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Total PD Spending by Theme**

Support for Mission Initiatives $260,605
Supplementing ECA Programs $74,690
Alumni Outreach $72,858
Support for English Language Teaching/Learning $53,692
Media/Press Activities $39,112

**Burundi**

**DEMOGRAPHICS**

Geographic area: 25,680 sq. km.
Population: 10,816,860 (2014)
Below 24 yrs. old: 64%
Refugee population: 52,936
Urban population: 12.1%
GDP/capita: $276
Unemployment: 1.6%
Below poverty line: 64.6%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Not Free
Internet users/100 people: 1 (2014)
Mobile phones/100 people: 30 (2014)
Literacy: 87%
Avg. years of education: Females: 10 (2013)
Males: 11 (2013)

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**

FY13 ACTUAL: $339,100
FY14 ACTUAL: $242,259
FY15 ACTUAL: $310,619

**Total Reported**

FY13 ACTUAL: $1,120,542
FY14 ACTUAL: $593,574
FY15 ACTUAL: $936,873

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Total PD Spending by Theme**

American Spaces (not centers) $76,731
Digital Outreach $40,895
Other $40,443
Support for Information Resource Centers $29,387
Support for Foreign Assistance Programs $26,058
Cabo Verde

**DEMOGRAPHICS**
- Geographic area: 4,030 sq. km.
- Population: 513,906 (2014)
- Below 24 yrs. old: 52%
- Refugee population: -
- Urban population: 65.5%
- GDP/capita: $3,131
- Unemployment: 10.7%
- Below poverty line: 26.6%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 40 (2014)
- Mobile phones/100 people: 122 (2014)
- Literacy: 88%

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $161,734
  - FY14 Actual: $187,597
  - FY15 Actual: $195,700
- **Total Reported**
  - FY13 Actual: $305,734
  - FY14 Actual: $224,077
  - FY15 Actual: $266,194

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Total PD Spending by Theme**
- Other
- Digital Outreach
- Alumni Outreach
- American Spaces (not centers)

**Top Spending by Activity**
- Support for Mission Initiatives
- Media/Press Activities
- Cultural Programs (Post Generated)
- Educational Advising & Promoting
- Study in the U.S.
- Books & Publications

Cameroon

**DEMOGRAPHICS**
- Geographic area: 472,710 sq. km.
- Population: 22,773,014 (2014)
- Below 24 yrs. old: 63%
- Refugee population: 226,489
- Urban population: 54.4%
- GDP/capita: $1,251
- Unemployment: 4.1%
- Below poverty line: 37.5%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 11 (2014)
- Mobile phones/100 people: 76 (2014)
- Literacy: 71%

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $833,807
  - FY14 Actual: $824,919
  - FY15 Actual: $810,300
- **Total Reported**
  - FY13 Actual: $4,876,745
  - FY14 Actual: $3,009,714
  - FY15 Actual: $1,632,232

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Total PD Spending by Theme**
- Support for Mission Initiatives
- Media/Press Activities
- Cultural Programs (Post Generated)
- Educational Advising & Promoting
- Study in the U.S.
- Books & Publications
Central African Republic

**DEMOGRAPHICS**
- Geographic area: 622,980 sq. km.
- Population: 4,804,316 (2014)
- Below 24 yrs. old: 60%
- Refugee population: 7,684
- Urban population: 40%
- GDP/capita: $307
- Unemployment: Below poverty line: 62%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 4 (2014)
- Mobile phones/100 people: 25 (2014)
- Literacy: 37%
- Avg. years of education: Females: 6 (2012)
- Males: 8 (2012)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 ACTUAL: $128,000
  - FY14 ACTUAL: $129,156
  - FY15 ACTUAL: $179,600
- **Total Reported**
  - FY13 ACTUAL: $285,719
  - FY14 ACTUAL: $129,296
  - FY15 ACTUAL: $181,650

**(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)**

**Total PD Spending by Theme**

**Top Spending by Activity**
- Other: $72,631
- Support for Mission Initiatives: $32,208
- Digital Outreach: $18,428
- Media/Press Activities: $15,194
- Books & Publications: $14,818

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Chad

**DEMOGRAPHICS**
- Geographic area: 1,259,200 sq. km.
- Below 24 yrs. old: 68%
- Refugee population: 452,897
- Urban population: 22.5%
- GDP/capita: $776
- Unemployment: Below poverty line: 46.7%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 3 (2014)
- Mobile phones/100 people: 40 (2014)
- Literacy: 38%
- Avg. years of education: Females: 6 (2011)
- Males: 9 (2011)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 ACTUAL: $372,568
  - FY14 ACTUAL: $353,117
  - FY15 ACTUAL: $378,595
- **Total Reported**
  - FY13 ACTUAL: $1,805,568
  - FY14 ACTUAL: $690,727
  - FY15 ACTUAL: $958,271

**(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)**

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $149,931
- Cultural Programs (Post Generated): $53,843
- Speaker Programs (Post Generated): $41,103
- Alumni Outreach: $24,219
- Educational Initiatives (not including English Language programs): $20,947
Cote d’Ivoire

DEMOGRAPHICS
Geographic area: 318,000 sq. km.
Below 24 yrs. old: 63%
Refugee population: 1,925
Urban population: 54.2%
GDP/capita: $1,399
Unemployment: 9.4%
Below poverty line: 46.3%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 15 (2014)
Mobile phones/100 people: 106 (2014)
Literacy: 41%
Avg. years of education: Females: 8 (2014)
Males: 10 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $1,008,744 FY14 ACTUAL: $1,183,040 FY15 ACTUAL: $1,015,807
Total Reported FY13 ACTUAL: $3,227,049 FY14 ACTUAL: $1,575,511 FY15 ACTUAL: $1,657,266
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Other $211,391
Support for Mission Initiatives $174,798
Cultural Programs (Post Generated) $102,733
American Spaces (not centers) $100,673
Digital Outreach $62,789

Democratic Republic of the Congo

DEMOGRAPHICS
Geographic area: 2,267,050 sq. km.
Below 24 yrs. old: 66%
Refugee population: 119,754
Urban population: 42.5%
GDP/capita: $456
Unemployment: 3.7%
Below poverty line: 63.6%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 3 (2014)
Mobile phones/100 people: 53 (2014)
Literacy: 75%
Avg. years of education: Females: 8 (2013)
Males: 10 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $178,457 FY14 ACTUAL: $239,646 FY15 ACTUAL: $239,191
Total Reported FY13 ACTUAL: $972,307 FY14 ACTUAL: $289,381 FY15 ACTUAL: $355,176
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Cultural Programs (Post Generated) $308,422
Other $306,558
Support for Mission Initiatives $271,085
Support for English Language $103,305
Teaching/Learning
Media/Press Activities $80,048

Piecchart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space

2016 COMPREHENSIVE ANNUAL REPORT ON PUBLIC DIPLOMACY 201
Djibouti

**DEMOGRAPHICS**
- Geographic area: 23,180 sq. km.
- Below 24 yrs. old: 54%
- Refugee population: 20,530
- Urban population: 77.3%
- GDP/capita: $1,814

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 11 (2014)
- Mobile phones/100 people: 32 (2014)
- Avg. years of education: Females: 6 (2011)
- Males: 7 (2011)

**PUBLIC DIPLOMACY SPENDING**

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>$67,091</td>
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<tr>
<td>Media/Press Activities</td>
<td>$24,882</td>
</tr>
<tr>
<td>Digital Outreach</td>
<td>$18,305</td>
</tr>
<tr>
<td>Support for English Language Teaching/Learning</td>
<td>$16,209</td>
</tr>
<tr>
<td>Support for Mission Initiatives</td>
<td>$10,880</td>
</tr>
</tbody>
</table>

Equatorial Guinea

**DEMOGRAPHICS**
- Geographic area: 28,050 sq. km.
- Population: 820,885 (2014)
- Below 24 yrs. old: 59%
- Refugee population: -
- Urban population: 39.9%
- GDP/capita: $11,121

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 19 (2014)
- Mobile phones/100 people: 66 (2014)
- Avg. years of education: Females: -
- Males: -

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total: FY13 ACTUAL: $204,200 FY14 ACTUAL: $150,246 FY15 ACTUAL: $186,500
- Total Reported: FY13 ACTUAL: $301,526 FY14 ACTUAL: $262,009 FY15 ACTUAL: $243,970

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>$120,441</td>
</tr>
<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$29,312</td>
</tr>
<tr>
<td>Support for English Language Teaching/Learning</td>
<td>$9,184</td>
</tr>
<tr>
<td>American Spaces (not centers)</td>
<td>$9,183</td>
</tr>
<tr>
<td>Alumni Outreach</td>
<td>$4,595</td>
</tr>
</tbody>
</table>
Eritrea

**DEMOGRAPHICS**

Geographic area: 101,000 sq. km.
Population: 5,110,444 (2014)
Below 24 yrs. old: 62%
Refugee population: 2,088
Urban population: 21%
GDP/capita: $544

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Not Free
Internet users/100 people: 1 (2014)
Mobile phones/100 people: 6 (2014)
Males: 6 (2010)

**PUBLIC DIPLOMACY SPENDING**

D&CP Total FY13 ACTUAL: $277,462 FY14 ACTUAL: $323,430 FY15 ACTUAL: $305,546
Total Reported FY13 ACTUAL: $318,169 FY14 ACTUAL: $366,500 FY15 ACTUAL: $308,516

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM
LONG PROGRAM CYCLES.)

**Top Spending by Activity**

Other: $133,211
American Spaces (not centers): $51,788
American Centers: $40,312
Cultural Programs (Post Generated): $25,109
Books & Publications: $14,149

Ethiopia

**DEMOGRAPHICS**

Geographic area: 1,000,000 sq. km.
Below 24 yrs. old: 63%
Refugee population: 659,524
Urban population: 19.5%
GDP/capita: $619
Unemployment: 4.5%
Below poverty line: 29.6%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Not Free
Internet users/100 people: 3 (2014)
Mobile phones/100 people: 32 (2014)
Avg. years of education: Females: 8 (2012)
Males: 9 (2012)

**PUBLIC DIPLOMACY SPENDING**

D&CP Total FY13 ACTUAL: $926,939 FY14 ACTUAL: $921,465 FY15 ACTUAL: $1,226,865
Total Reported FY13 ACTUAL: $20,561,805 FY14 ACTUAL: $9,929,613 FY15 ACTUAL: $8,523,022

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM
LONG PROGRAM CYCLES.)

**Top Spending by Activity**

American Spaces (not centers): $374,952
Support for Mission Initiatives: $291,552
Cultural Programs (Post Generated): $231,278
American Centers: $75,302
Educational Initiatives (not including English Language programs): $30,063
Gabon

DEMOGRAPHICS
Geographic area: 257,670 sq. km.
Population: 1,687,673 (2014)
Below 24 yrs. old: 57%
Refugee population: 1,013
Urban population: 87.2%
GDP/capita: $8,311
Unemployment: 20.4%
Below poverty line: 32.7%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 10 (2014)
Mobile phones/100 people: 171 (2014)
Literacy: 82%
Avg. years of education: Females: Males:

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $184,688 FY14 ACTUAL: $158,500 FY15 ACTUAL: $272,344
Total Reported FY13 ACTUAL: $536,406 FY14 ACTUAL: $246,842 FY15 ACTUAL: $520,844
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $43,186
American Spaces (not centers) $40,925
Cultural Programs (Post Generated) $30,890
Align Resources with Strategic Priorities $28,161
Other $26,495

Gambia, The

DEMOGRAPHICS
Geographic area: 10,120 sq. km.
Population: 1,928,201 (2014)
Below 24 yrs. old: 66%
Refugee population: 11,608
Urban population: 59.6%
GDP/capita: $441
Unemployment: 29.8%
Below poverty line: 48.4%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 16 (2014)
Mobile phones/100 people: 120 (2014)
Literacy: 53%
Avg. years of education: Females: Males: 9 (2010)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $136,200 FY14 ACTUAL: $208,850 FY15 ACTUAL: $186,900
Total Reported FY13 ACTUAL: $323,200 FY14 ACTUAL: $297,170 FY15 ACTUAL: $244,050
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
Other $162,144
Cultural Programs (Post Generated) $7,677
Educational Initiatives (not including English Language programs) $4,889
Alumni Outreach $2,475
American Centers $2,166
Ghana

DEMOGRAPHICS
Geographic area: 227,540 sq. km.
Population: 26,786,598 (2014)
Below 24 yrs. old: 59%
Refugee population: 18,450
Urban population: 54%
GDP/capita: $1,381
Unemployment: 5.2%
Below poverty line: 24.2%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 19 (2014)
Mobile phones/100 people: 115 (2014)
Literacy: 71%
Avg. years of education: Females: 11 (2014)
Males: 12 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $736,702 FY14 ACTUAL: $645,402 FY15 ACTUAL: $1,017,808
Total Reported FY13 ACTUAL: $4,952,957 FY14 ACTUAL: $1,110,674 FY15 ACTUAL: $1,594,379
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Other $260,686
Cultural Programs (Post Generated) $228,556
Speaker Programs (Post Generated) $173,657
Media/Press Activities $95,758
Supplementing ECA Programs $63,149

Guinea

DEMOGRAPHICS
Geographic area: 245,720 sq. km.
Population: 12,275,527 (2014)
Below 24 yrs. old: 63%
Refugee population: 8,766
Urban population: 37.2%
GDP/capita: $531
Unemployment: 1.7%
Below poverty line: 55.2%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 2 (2014)
Mobile phones/100 people: 72 (2014)
Literacy: 25%
Avg. years of education: Females: 8 (2014)
Males: 10 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $383,700 FY14 ACTUAL: $611,803 FY15 ACTUAL: $556,496
Total Reported FY13 ACTUAL: $1,334,619 FY14 ACTUAL: $1,497,955 FY15 ACTUAL: $844,606
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Other $123,065
Support for Mission Initiatives $97,550
American Spaces (not centers) $51,896
Books & Publications $38,335
Support for Information Resource Centers $35,114
Guinea-Bissau

DEMOGRAPHICS
Geographic area: 28,120 sq. km.
Population: 1,800,513 (2014)
Below 24 yrs. old: 61%
Refugee population: 8,684
Urban population: 49.3%
GDP/capita: $573
Unemployment:
Below poverty line: 69.3%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 3 (2014)
Mobile phones/100 people: 63 (2014)
Literacy: 58%
Avg. years of education: Females:
Males:

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $62,400 FY14 ACTUAL: $59,095 FY15 ACTUAL: $58,400
Total Reported FY13 ACTUAL: $152,250 FY14 ACTUAL: $76,785 FY15 ACTUAL: $82,625
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
- Media/Press Activities $16,798
- Cultural Programs (Post Generated) $12,995
- American Spaces (not centers) $6,987
- Support for Mission Initiatives $5,845
- Other $5,500

Total PD Spending by Theme

Kenya

DEMOGRAPHICS
Geographic area: 569,140 sq. km.
Below 24 yrs. old: 62%
Refugee population: 551,352
Urban population: 25.6%
GDP/capita: $1,377
Unemployment:
Below poverty line: 45.9%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 43 (2014)
Mobile phones/100 people: 74 (2014)
Literacy: 72%
Avg. years of education: Females:
Males:

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $1,818,113 FY14 ACTUAL: $1,593,291 FY15 ACTUAL: $1,723,435
Total Reported FY13 ACTUAL: $23,006,700 FY14 ACTUAL: $19,795,614 FY15 ACTUAL: $18,913,194
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
- Support for Mission Initiatives $766,087
- Media/Press Activities $170,850
- American Centers $126,584
- American Spaces (not centers) $103,811
- Supplemeting ECA Programs $100,805

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Lesotho

**Demographics**
- Geographic area: 30,360 sq. km.
- Population: 2,109,197 (2014)
- Below 24 yrs. old: 59%
- Refugee population: 44
- Urban population: 27.3%
- GDP/capita: $1,034
- Unemployment: 24.4%
- Below poverty line: 57.1%

**Communications and Literacy**
- FH Media Freedom: Partly Free
- Internet users/100 people: 11 (2014)
- Mobile phones/100 people: 85 (2014)
- Literacy: 76%
- Avg. years of education: Females: 11 (2014)
- Males: 10 (2014)

**Public Diplomacy Spending**
- D&CP Total
  - FY13 Actual: $130,318
  - FY14 Actual: $101,426
  - FY15 Actual: $202,681
- Total Reported
  - FY13 Actual: $1,033,245
  - FY14 Actual: $710,854
  - FY15 Actual: $1,090,964

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
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<tbody>
<tr>
<td>Other</td>
<td>$93,505</td>
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<tr>
<td>Support for Mission Initiatives</td>
<td>$37,220</td>
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<tr>
<td>Supplementing ECA Programs</td>
<td>$18,559</td>
</tr>
<tr>
<td>American Spaces (not centers)</td>
<td>$13,476</td>
</tr>
<tr>
<td>Supplementing Bureau of Public Affairs Programs</td>
<td>$12,647</td>
</tr>
</tbody>
</table>

**Liberia**

**Demographics**
- Geographic area: 96,320 sq. km.
- Population: 4,396,554 (2014)
- Below 24 yrs. old: 62%
- Refugee population: 38,587
- Urban population: 49.7%
- GDP/capita: $456
- Unemployment: 3.7%
- Below poverty line: 63.8%

**Communications and Literacy**
- FH Media Freedom: Partly Free
- Internet users/100 people: 5 (2014)
- Mobile phones/100 people: 73 (2014)
- Literacy: 43%
- Avg. years of education: Females: Males:

**Public Diplomacy Spending**
- D&CP Total
  - FY13 Actual: $448,968
  - FY14 Actual: $575,754
  - FY15 Actual: $534,665
- Total Reported
  - FY13 Actual: $1,264,169
  - FY14 Actual: $760,289
  - FY15 Actual: $666,350

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplementation ECA Programs</td>
<td>$142,011</td>
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<tr>
<td>Support for Mission Initiatives</td>
<td>$115,897</td>
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<tr>
<td>American Spaces (not centers)</td>
<td>$56,516</td>
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<tr>
<td>Media/Press Activities</td>
<td>$39,740</td>
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<tr>
<td>Digital Outreach</td>
<td>$32,180</td>
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</table>

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Madagascar

DEMOGRAPHICS
Geographic area: 581,800 sq. km.
Below 24 yrs. old: 63%
Refugee population: 11
Urban population: 35.1%
GDP/capita: $412
Unemployment: 1.3%
Below poverty line: 75.3%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 4 (2014)
Mobile phones/100 people: 41 (2014)
Literate: 64%
Avg. years of education: Females: 10 (2012)
Males: 11 (2012)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $553,142 FY14 ACTUAL: $628,369 FY15 ACTUAL: $758,219
Total Reported FY13 ACTUAL: $1,269,442 FY14 ACTUAL: $726,846 FY15 ACTUAL: $886,544
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme
Top Spending by Activity
Media/Press Activities $292,278
Support for Mission Initiatives $139,287
American Spaces (not centers) $100,880
Cultural Programs (Post Generated) $56,585
American Centers $39,488

Malawi

DEMOGRAPHICS
Geographic area: 94,280 sq. km.
Population: 16,695,253 (2014)
Below 24 yrs. old: 66%
Refugee population: 5,874
Urban population: 16.3%
GDP/capita: $381
Unemployment: 6.4%
Below poverty line: 50.7%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 6 (2014)
Mobile phones/100 people: 33 (2014)
Literate: 61%
Avg. years of education: Females: 11 (2011)
Males: 11 (2011)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $490,272 FY14 ACTUAL: $510,596 FY15 ACTUAL: $413,799
Total Reported FY13 ACTUAL: $2,088,106 FY14 ACTUAL: $1,882,776 FY15 ACTUAL: $4,160,938
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme
Top Spending by Activity
Other $225,813
Educational Initiatives (not including English Language programs) $41,872
American Centers $28,003
Support for Mission Initiatives $24,134
Cultural Programs (Post Generated) $23,420

Pie chart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Mali

DEMographics
Geographic area: 1,220,190 sq. km.
Population: 17,086,022 (2014)
Below 24 yrs. old: 67%
Refugee population: 15,185
Urban population: 39.9%
GDP/capita: $744
Unemployment: 8.2%
Below poverty line: 43.6%

ComMunications and Literacy
FH Media Freedom: Partly Free
Internet users/100 people: 7 (2014)
Mobile phones/100 people: 149 (2014)
Avg. years of education: Females: 7 (2011)
Males: 9 (2011)

Public Diplomacy Spending
D&CP Total FY13 ACTUAL: $647,601 FY14 ACTUAL: $531,962 FY15 ACTUAL: $726,900
Total Reported FY13 ACTUAL: $3,050,648 FY14 ACTUAL: $949,585 FY15 ACTUAL: $1,054,611
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Top Spending by Activity
Cultural Programs (Post Generated) $183,952
Support for Mission Initiatives $149,197
Support for Information Resource Centers $86,823
Media/Press Activities $53,394
Post-Generated Exchanges $50,000

Mauritania

DEMographics
Geographic area: 1,030,700 sq. km.
Population: 3,969,625 (2014)
Below 24 yrs. old: 60%
Refugee population: 49,635
Urban population: 59.9%
GDP/capita: $1,371
Unemployment: 31.2%
Below poverty line: 42%

ComMunications and Literacy
FH Media Freedom: Partly Free
Internet users/100 people: 11 (2014)
Mobile phones/100 people: 94 (2014)
Avg. years of education: Females: 8 (2013)
Males: 9 (2013)

Public Diplomacy Spending
D&CP Total FY13 ACTUAL: $416,595 FY14 ACTUAL: $318,901 FY15 ACTUAL: $331,112
Total Reported FY13 ACTUAL: $1,373,035 FY14 ACTUAL: $618,838 FY15 ACTUAL: $523,712
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Top Spending by Activity
Other $76,527
Cultural Programs (Post Generated) $56,133
Media/Press Activities $36,211
Support for English Language Teaching/Learning $22,704
Digital Outreach $21,714
Mauritius

**DEMOGRAPHICS**
- **Geographic area:** 2,030 sq. km.
- **Population:** 1,260,934 (2014)
- **Below 24 yrs. old:** 36%
- **Urban population:** 39.7%
- **GDP/capita:** $9,117
- **Unemployment:** 7.7%

**COMMUNICATIONS AND LITERACY**
- **FH Media Freedom:** Free
- **Internet users/100 people:** 41 (2014)
- **Mobile phones/100 people:** 132 (2014)
- **Literacy:** 89%
- **Avg. years of education:** Females: 16 (2014), Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 ACTUAL: $358,565
  - FY14 ACTUAL: $356,606
  - FY15 ACTUAL: $300,415
- **Total Reported**
  - FY13 ACTUAL: $918,951
  - FY14 ACTUAL: $489,636
  - FY15 ACTUAL: $473,795

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
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<tr>
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<tr>
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<td>Youth</td>
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<tr>
<td>Religious</td>
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<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

**Top Spending by Activity**
- **Support for Mission Initiatives:** $79,421
- **Cultural Programs (Post Generated):** $24,599
- **Media/Press Activities:** $22,296
- **Educational Advising & Promoting:** $22,247
- **Study in the U.S.:** $21,111
- **Digital Outreach:** $108,225

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Mozambique

**DEMOGRAPHICS**
- **Geographic area:** 786,380 sq. km.
- **Population:** 27,216,276 (2014)
- **Below 24 yrs. old:** 65%
- **Urban population:** 32.2%
- **GDP/capita:** $525
- **Unemployment:** 22.6%
- **Below poverty line:** 54.7%

**COMMUNICATIONS AND LITERACY**
- **FH Media Freedom:** Partly Free
- **Internet users/100 people:** 6 (2014)
- **Mobile phones/100 people:** 70 (2014)
- **Literacy:** 51%
- **Avg. years of education:** Females: 9 (2014), Males: 10 (2014)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 ACTUAL: $920,947
  - FY14 ACTUAL: $917,061
  - FY15 ACTUAL: $904,164
- **Total Reported**
  - FY13 ACTUAL: $13,465,401
  - FY14 ACTUAL: $15,227,740
  - FY15 ACTUAL: $7,923,759

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>FY15 Actual</th>
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<tbody>
<tr>
<td>Culture</td>
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<td>Religious</td>
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<tr>
<td>Other</td>
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</tr>
</tbody>
</table>

**Top Spending by Activity**
- **Support for Mission Initiatives:** $162,968
- **American Spaces (not centers):** $124,740
- **Other:** $108,225
- **Media/Press Activities:** $97,188
- **American Centers:** $68,871

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Namibia

DEMOGRAPHICS

Geographic area: 823,290 sq. km.
Population: 2,402,858 (2014)
Below 24 yrs. old: 58%
Refugee population: 1,767
Urban population: 46.7%
GDP/capita: $4,696
Unemployment: 29.7%
Below poverty line: 28.7%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
Internet users/100 people: 15 (2014)
Mobile phones/100 people: 114 (2014)
Literacy: 76%
Avg. years of education: Females:
Males:

PUBLIC DIPLOMACY SPENDING

D&CP Total FY13 ACTUAL: $541,628 FY14 ACTUAL: $453,446 FY15 ACTUAL: $400,004
Total Reported FY13 ACTUAL: $3,518,992 FY14 ACTUAL: $1,979,443 FY15 ACTUAL: $1,206,796
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
American Centers $120,302
Other $103,303
Cultural Programs (Post Generated) $29,472
Alumni Outreach $28,714
Support for Mission Initiatives $23,763

Niger

DEMOGRAPHICS

Geographic area: 1,266,700 sq. km.
Population: 19,113,728 (2014)
Below 24 yrs. old: 68%
Refugee population: 77,830
Urban population: 18.7%
GDP/capita: $359
Unemployment: 2.4%
Below poverty line: 48.9%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
Internet users/100 people: 2 (2014)
Mobile phones/100 people: 44 (2014)
Literacy: 15%
Avg. years of education: Females: 5 (2012)
Males: 6 (2012)

PUBLIC DIPLOMACY SPENDING

D&CP Total FY13 ACTUAL: $717,253 FY14 ACTUAL: $716,308 FY15 ACTUAL: $691,733
Total Reported FY13 ACTUAL: $2,614,150 FY14 ACTUAL: $1,747,531 FY15 ACTUAL: $1,131,922
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
Other $234,994
Support for Mission Initiatives $79,239
Media/Press Activities $52,182
Support for English Language Teaching/Learning $48,323
American Centers $47,672
Nigeria

**DEMOGRAPHICS**

- Geographic area: 910,770 sq. km.
- Population: 177,475,986 (2014)
- Below 24 yrs. old: 63%
- Refugee population: 1,239
- Urban population: 47.8%
- GDP/capita: $2,640
- Unemployment: 4.8%

**PUBLIC DIPLOMACY SPENDING**

- **D&CP Total**
  - FY13 ACTUAL: $3,500,247
  - FY14 ACTUAL: $4,238,219
  - FY15 ACTUAL: $3,524,150
- **Total Reported**
  - FY13 ACTUAL: $9,138,618
  - FY14 ACTUAL: $6,708,386
  - FY15 ACTUAL: $6,210,035

**Total PD Spending by Theme**

- Top Spending by Activity
  - Support for Mission Initiatives: $976,335
  - Media/Press Activities: $527,647
  - Cultural Programs (Post Generated): $389,462
  - Books & Publications: $251,747
  - Educational Initiatives (not including English Language programs): $239,277

**COMMUNICATIONS AND LITERACY**

- FH Media Freedom: Partly Free
- Internet users/100 people: 43 (2014)
- Mobile phones/100 people: 78 (2014)
- Literacy: 51%
  Males: 7 (2010)

Republic of the Congo

**DEMOGRAPHICS**

- Geographic area: 341,500 sq. km.
- Population: 4,504,962 (2014)
- Below 24 yrs. old: 61%
- Refugee population: 54,842
- Urban population: 65.4%
- GDP/capita: $1,851
- Unemployment: 46.5%

**PUBLIC DIPLOMACY SPENDING**

- **D&CP Total**
  - FY13 ACTUAL: $178,457
  - FY14 ACTUAL: $239,646
  - FY15 ACTUAL: $239,191
- **Total Reported**
  - FY13 ACTUAL: $972,307
  - FY14 ACTUAL: $289,381
  - FY15 ACTUAL: $355,176

**Total PD Spending by Theme**

- Top Spending by Activity
  - Media/Press Activities: $33,654
  - Support for Mission Initiatives: $29,599
  - Cultural Programs (Post Generated): $24,508
  - Other: $23,907
  - Support for Foreign Assistance Programs: $22,678

**COMMUNICATIONS AND LITERACY**

- FH Media Freedom: Partly Free
- Internet users/100 people: 7 (2014)
- Mobile phones/100 people: 108 (2014)
- Literacy: 79%
  Males: 11 (2012)
**Rwanda**

**DEMOGRAPHICS**
- Geographic area: 24,670 sq. km.
- Population: 11,341,544 (2014)
- Below 24 yrs. old: 61%
- Refugee population: 73,820
- Urban population: 28.8%
- GDP/capita: $697
- Employment: 3.4%
- Below poverty line: 44.9%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 11 (2014)
- Mobile phones/100 people: 64 (2014)
- Literacy: 68%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 ACTUAL: $521,892 FY14 ACTUAL: $579,597 FY15 ACTUAL: $648,610
- Total Reported FY13 ACTUAL: $2,293,743 FY14 ACTUAL: $942,289 FY15 ACTUAL: $1,125,350

**Total PD Spending by Theme**

**Top Spending by Activity**
- American Spaces (not centers) $138,803
- Supplementing ECA Programs $83,530
- Support for English Language Teaching/Learning $75,730
- Support for Mission Initiatives $58,058
- Media/Press Activities $50,703

**Senegal**

**DEMOGRAPHICS**
- Geographic area: 192,530 sq. km.
- Population: 14,672,557 (2014)
- Below 24 yrs. old: 64%
- Refugee population: 14,274
- Urban population: 43.7%
- GDP/capita: $911
- Unemployment: 10.4%
- Below poverty line: 46.7%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 18 (2014)
- Mobile phones/100 people: 99 (2014)
- Literacy: 43%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 ACTUAL: $895,370 FY14 ACTUAL: $906,162 FY15 ACTUAL: $1,032,565
- Total Reported FY13 ACTUAL: $3,220,170 FY14 ACTUAL: $1,280,760 FY15 ACTUAL: $1,253,570

**Total PD Spending by Theme**

**Top Spending by Activity**
- Cultural Programs (Post Generated) $149,099
- Support for Mission Initiatives $146,807
- Other $121,561
- Media/Press Activities $117,962
- Supplementing ECA Programs $90,230
Sierra Leone

DEMOGRAPHICS
Geographic area: 72,180 sq. km.
Below 24 yrs. old: 63%
Refugee population: 1,372
Urban population: 39.9%
GDP/capita: $693
Unemployment: Below poverty line: 52.9%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 2 (2014)
Mobile phones/100 people: 77 (2014)
Literacy: 46%
Avg. years of education: Females: 
Males:

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $194,922 FY14 ACTUAL: $243,319 FY15 ACTUAL: $373,878
Total Reported FY13 ACTUAL: $1,893,798 FY14 ACTUAL: $362,906 FY15 ACTUAL: $483,828
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
Align Resources with Strategic Priorities $149,927
Support for Mission Initiatives $63,445
American Spaces (not centers) $40,561
Other $24,653
Alumni Outreach $23,228

Somalia

DEMOGRAPHICS
Geographic area: 627,340 sq. km.
Population: 10,517,569 (2014)
Below 24 yrs. old: 67%
Refugee population: 2,729
Urban population: 39.6%
GDP/capita: $552
Unemployment: Below poverty line:

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 2 (2014)
Mobile phones/100 people: 51 (2014)
Literacy: 
Avg. years of education: Females:
Males:

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $637,646 FY14 ACTUAL: $249,889 FY15 ACTUAL: $432,487
Total Reported FY13 ACTUAL: $758,546 FY14 ACTUAL: $537,622 FY15 ACTUAL: $452,562
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
Other $325,093
Support for Foreign Assistance Programs $22,483
Support for Mission Initiatives $21,479
Digital Outreach $20,477
Supplementing Bureau of Public Affairs Programs $16,610
South Africa

DEMOGRAPHICS

Geographic area: 1,213,090 sq. km.
Population: 54,001,953 (2014)
Below 24 yrs. old: 49%
Refugee population: 112,192
Urban population: 64.8%
GDP/capita: $5,692
Unemployment: 24.9%
Below poverty line: 53.8%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
Internet users/100 people: 49 (2014)
Mobile phones/100 people: 149 (2014)
Literate: 94%
Avg. years of education: Females: 14 (2013)
Males: 13 (2013)

PUBLIC DIPLOMACY SPENDING

D&CP Total FY13 ACTUAL: $3,215,838 FY14 ACTUAL: $3,127,100 FY15 ACTUAL: $3,160,675

Total PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $841,912
Other $427,238
Cultural Programs (Post Generated) $382,856
Educational Initiatives (not including English Language programs) $238,961
Media/Press Activities $215,865

South Sudan

DEMOGRAPHICS

Geographic area: 644,329 sq. km.
Population: 11,911,184 (2014)
Below 24 yrs. old: 63%
Refugee population: 248,152
Urban population: 18.8%
GDP/capita: $731
Unemployment: 13.7%
Below poverty line: 50.6%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet users/100 people: 16 (2014)
Mobile phones/100 people: 25 (2014)
Literate: 27%
Avg. years of education: Females: Males:

PUBLIC DIPLOMACY SPENDING

D&CP Total FY13 ACTUAL: $178,904 FY14 ACTUAL: $207,641 FY15 ACTUAL: $238,651

Total PD Spending by Theme

Top Spending by Activity
Other $144,892
Media/Press Activities $24,303
American Spaces (not centers) $10,562
Alumni Outreach $9,964
Cultural Programs (Post Generated) $7,917

Piechart Key: PD Spending by Theme

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

Map Key

- Embassy
- Consulate
- American Space
Sudan

**DEMOGRAPHICS**
- Geographic area: 2,376,000 sq. km.
- Below 24 yrs. old: 61%
- Refugee population: 244,430
- Urban population: 33.8%
- GDP/capita: $2,089
- Unemployment: 13%
- Below poverty line: 46.5%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 25 (2014)
- Mobile phones/100 people: 72 (2014)
- Literacy: 74%
  Males: 7 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 ACTUAL: $613,938
  FY14 ACTUAL: $629,270
  FY15 ACTUAL: $688,513
- Total Reported FY13 ACTUAL: $1,335,749
  FY14 ACTUAL: $643,546
  FY15 ACTUAL: $730,404

**Total PD Spending by Theme**

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<thead>
<tr>
<th>PD Spending by Theme</th>
<th>Total PD Spending by Theme</th>
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<tbody>
<tr>
<td>Support for Mission Initiatives</td>
<td>$176,756</td>
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<tr>
<td>Supplementing ECA Programs</td>
<td>$77,778</td>
</tr>
<tr>
<td>Other</td>
<td>$76,084</td>
</tr>
<tr>
<td>Media/Press Activities</td>
<td>$60,301</td>
</tr>
<tr>
<td>Support for English Language Teaching/Learning</td>
<td>$43,678</td>
</tr>
</tbody>
</table>

**Swaziland**

**DEMOGRAPHICS**
- Geographic area: 17,200 sq. km.
- Population: 1,269,112 (2014)
- Below 24 yrs. old: 61%
- Refugee population: 515
- Urban population: 21.3%
- GDP/capita: $3,155
- Unemployment: 28.2%
- Below poverty line: 63%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 27 (2014)
- Mobile phones/100 people: 72 (2014)
- Literacy: 83%
  Males: 12 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 ACTUAL: $383,298
  FY14 ACTUAL: $341,411
  FY15 ACTUAL: $331,005
- Total Reported FY13 ACTUAL: $2,514,898
  FY14 ACTUAL: $1,378,799
  FY15 ACTUAL: $1,533,492

**Top Spending by Activity**
- Other | $67,561 |
- American Spaces (not centers) | $53,997 |
- Cultural Programs (Post Generated) | $53,412 |
- Educational Initiatives (not including English Language programs) | $24,160 |
- Media/Press Activities | $22,800 |
Tanzania

DEMOGRAPHICS
Geographic area: 885,800 sq. km.
Population: 51,822,621 (2014)
Below 24 yrs. old: 64%
Refugee population: 88,492
Urban population: 31.6%
GDP/capita: $865
Unemployment: 2.9%
Below poverty line: 28.2%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 5 (2014)
Mobile phones/100 people: 63 (2014)
Literacy: 79%
Avg. years of education: Females: 8 (2013)
Males: 8 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total
FY13 ACTUAL: $812,276
FY14 ACTUAL: $798,761
FY15 ACTUAL: $702,578
Total Reported
FY13 ACTUAL: $15,060,554
FY14 ACTUAL: $6,015,504
FY15 ACTUAL: $7,586,289
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme
Top Spending by Activity
Other $262,326
Support for Mission Initiatives $154,169
Cultural Programs (Post Generated) $62,897
Supplementing Bureau of Public Affairs Programs $46,259
Educational Initiatives (not including English Language programs) $38,337

Togo

DEMOGRAPHICS
Geographic area: 54,390 sq. km.
Below 24 yrs. old: 62%
Refugee population: 21,778
Urban population: 40%
GDP/capita: $548
Unemployment: N/A
Below poverty line: 55.1%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 6 (2014)
Mobile phones/100 people: 65 (2014)
Literacy: 60%
Avg. years of education: Females: N/A
Males: N/A

PUBLIC DIPLOMACY SPENDING
D&CP Total
FY13 ACTUAL: $517,645
FY14 ACTUAL: $559,213
FY15 ACTUAL: $570,423
Total Reported
FY13 ACTUAL: $1,628,185
FY14 ACTUAL: $673,389
FY15 ACTUAL: $633,348
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme
Top Spending by Activity
Other $175,815
Support for English Language Teaching/Learning $82,346
Support for Information Resource Centers $45,661
Cultural Programs (Post Generated) $40,671
Support for Mission Initiatives $38,336

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Uganda

DEMOGRAPHICS
Geographic area: 200,520 sq. km.
Population: 37,782,971 (2014)
Below 24 yrs. old: 69%
Refugee population: 385,513
Urban population: 16.1%
GDP/capita: $676
Unemployment: 1.9%
Below poverty line: 19.5%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 18 (2014)
Mobile phones/100 people: 52 (2014)
Literacy: 70%
Avg. years of education: Females: 10 (2011)
Males: 10 (2011)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $877,124 FY14 ACTUAL: $829,656 FY15 ACTUAL: $731,001
Total Reported FY13 ACTUAL: $12,758,856 FY14 ACTUAL: $3,302,523 FY15 ACTUAL: $4,755,515
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Cultural Programs (Post Generated) $198,143
Media/Press Activities $132,802
American Centers $99,653
Support for Mission Initiatives $45,102
Other $38,271

Zambia

DEMOGRAPHICS
Geographic area: 743,390 sq. km.
Population: 15,721,343 (2014)
Below 24 yrs. old: 66%
Refugee population: 25,578
Urban population: 40.9%
GDP/capita: $1,308
Unemployment: 7.9%
Below poverty line: 60.5%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 17 (2014)
Mobile phones/100 people: 67 (2014)
Literacy: 61%
Avg. years of education: Females: N/A
Males: N/A

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $689,317 FY14 ACTUAL: $734,025 FY15 ACTUAL: $763,800
Total Reported FY13 ACTUAL: $6,281,940 FY14 ACTUAL: $4,703,058 FY15 ACTUAL: $4,134,562
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Media/Press Activities $127,992
Other $100,439
Align Resources with Strategic Priorities $96,751
American Spaces (not centers) $84,416
Educational Advising & Promoting Study in the U.S. $50,441

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Zimbabwe

DEMOGRAPHICS
Geographic area: 386,850 sq. km.
Population: 15,245,855 (2014)
Below 24 yrs. old: 63%
Refugee population: 6,079
Urban population: 32.4%
GDP/capita: $890
Unemployment: 11.3%
Below poverty line: 72.3%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 20 (2014)
Mobile phones/100 people: 81 (2014)
Literacy: 84%
Avg. years of education: Females: 10 (2012)
Males: 11 (2012)

PUBLIC DIPLOMACY SPENDING
D&CP Total
FY13 ACTUAL: $1,439,995
FY14 ACTUAL: $1,485,807
FY15 ACTUAL: $1,376,909

Total Reported
FY13 ACTUAL: $10,102,889
FY14 ACTUAL: $13,688,543
FY15 ACTUAL: $3,457,539

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Other: $377,947
Support for Mission Initiatives: $367,084
Cultural Programs (Post Generated): $92,547
Media/Press Activities: $88,787
Educational Advising & Promoting: $78,758
Study in the U.S.:

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
FIELD-DIRECTED ACTIVITIES

U.S. Public Diplomacy in the East Asia Pacific Region

U.S. Ambassador to Vietnam, Ted Osius, greets participants and press at the final round of the Ambassador’s Entrepreneurship Challenge. August 31, 2016 [State Department Photo]
U.S. PUBLIC DIPLOMACY IN THE EAST ASIA PACIFIC REGION

U.S. foreign policy continues to place emphasis on the economic, diplomatic and military relationships with the East Asia Pacific (EAP) region, which has a population of 2.25 billion people and diverse security and economic challenges. U.S. foreign policy goals require strategic 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 percent of the world's youth. In fiscal year 2015, the State Department will spend $1.4 billion for PD programs in the EAP region, which is up 8 percent since fiscal year 2013.

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. Some countries, such as Australia and Japan, received a “free” ranking from Freedom House, but the majority of countries in the region received “partly” or “not free” rankings. The United States enjoys high favorability throughout the region. In 2015, according to the Pew Global Indicators Database, the U.S. had the lowest favorability ratings in China (44 percent), Malaysia (54 percent), Indonesia (62 percent) and Australia (63 percent) and the highest ratings in the Philippines (92 percent), South Korea (84 percent), Vietnam (78 percent) and Japan (68 percent).

U.S. public diplomacy efforts work to support foreign policy in the East Asia Pacific region. China, the largest economy and political power in the region, captures a large percentage of the U.S. public diplomacy focus, although lack of support for U.S. programs there is a major impediment. Challenges to conducting U.S. public diplomacy in East Asia Pacific are due mainly to the wide geopolitical, language, level of technological development and cultural differences between East and Southeast Asia, in addition to a lack of press freedom.

In 2015, according to Open Doors Data, China remained the top country of origin of international students in the U.S., increasing by 11 percent to 304,040. There were nearly 975,000 international students in the United States during the 2014 to 2015 academic year. Of this total, one in three was from China, and almost half were from the EAP region where Open Doors Data indicates 475,225 students came to the United States to study. 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 United States.

U.S. FOREIGN POLICY GOALS

As stated in the 2015 Comprehensive Annual Report on Public Diplomacy, U.S. policy in the region, coordinated by the Bureau of East Asian and Pacific Affairs (EAP) can be reduced to six general 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 the U.S. military presence and security efforts in the region effectively support U.S. engagement; 5) promote democratic development, good governance and human rights; and 6) expand people-to-people ties via public diplomacy tactics.

Economic engagement continues to be a key part of the rebalance strategy and U.S. foreign policy promotes trade, investment and economic growth with the Trans Pacific Partnership (TPP). The United States also emphasizes protecting human rights and the environment and enhancing maritime security. Foreign policy goals also include working with China and allies to address North Korea’s nuclear program. In addition, the United States sees strengthening the institutions of the Asia Pacific and of the East Asian Summit, such as the Asia-Pacific Economic Cooperation (APEC) and Association of Southeast Asian Nations (ASEAN), as essential to building cooperation and promoting regional peace and security.

U.S. PUBLIC DIPLOMACY GOALS

Public diplomacy plays a critical role in achieving U.S. foreign policy objectives in Asia and the Pacific. Key goals in 2015 included promoting cooperation through the Trans Pacific Partnership (TPP), encouraging China to be a responsible global actor, and supporting a strong, unified Association of Southeast Asian Nations (ASEAN). Public diplomacy and public affairs programming aims to:

- Promote the United States as a partner of choice and trusted ally;
- Advocate for U.S. foreign policy through strategic communication and programs;
- Encourage prosperity and growth, alongside embassy economic and commercial counterparts;
- Advocate for strong regional bodies and a rules-based approach to solving complex issues;
- Support civil society and empower an informed, active citizenry; and
- Counter violent narratives in the region.
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 83 American Spaces (libraries, cultural centers and 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 support and train a new generation of entrepreneurs and civil society leaders in the ASEAN community.

**U.S. PUBLIC DIPLOMACY SPENDING**

The majority of U.S. public diplomacy funds in fiscal year 2014 went to Japan ($8.88 million) and China ($7.88 million), followed by Cambodia ($5.97 million), Indonesia ($5.61 million), South Korea ($5.06 million), Vietnam ($4.02 million), Burma ($3.28 million), Thailand ($3.12 million), Malaysia ($2.88 million), Australia ($2.85 million), Philippines ($2.31 million), Hong Kong ($1.56 million), Papua New Guinea ($1.47 million), New Zealand ($1.43 million), Singapore ($1.20 million), and East Timor ($1.13 million). The remaining eight countries, 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 (LE staff) to implement a range of activities, including program support for ECA-driven activities like the Fulbright program.

'Future Leaders’ from 19 Pacific Islands, gathered in Hawaii in early September for a conference on social entrepreneurship and leadership. [State Department Photo]
# East Asia Pacific: Base Public Diplomacy Spending

Diplomatic & Consular Programs Budget, .7 Funding

<table>
<thead>
<tr>
<th>Position</th>
<th>Country</th>
<th>&quot;.7&quot; Spend</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Japan</td>
<td>$8,575,313</td>
<td>18.20%</td>
</tr>
<tr>
<td>2</td>
<td>China</td>
<td>$7,394,527</td>
<td>15.69%</td>
</tr>
<tr>
<td>3</td>
<td>Indonesia</td>
<td>$5,256,991</td>
<td>11.16%</td>
</tr>
<tr>
<td>4</td>
<td>S. Korea</td>
<td>$4,851,896</td>
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</tr>
<tr>
<td>5</td>
<td>Vietnam</td>
<td>$2,779,327</td>
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<tr>
<td>6</td>
<td>Malaysia</td>
<td>$2,649,392</td>
<td>5.62%</td>
</tr>
<tr>
<td>7</td>
<td>Australia</td>
<td>$2,603,303</td>
<td>5.53%</td>
</tr>
<tr>
<td>8</td>
<td>Thailand</td>
<td>$2,440,894</td>
<td>5.18%</td>
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<tr>
<td>9</td>
<td>Philippines</td>
<td>$1,643,163</td>
<td>3.49%</td>
</tr>
<tr>
<td>10</td>
<td>Hong Kong</td>
<td>$1,483,755</td>
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<tr>
<td>11</td>
<td>Burma (Myanmar)</td>
<td>$1,482,587</td>
<td>3.15%</td>
</tr>
<tr>
<td>12</td>
<td>New Zealand</td>
<td>$1,328,791</td>
<td>2.82%</td>
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<tr>
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<td>Singapore</td>
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<tr>
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<td>Cambodia</td>
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<tr>
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<td>Mongolia</td>
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</tr>
<tr>
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<td>Fiji</td>
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<tr>
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<td>P. New Guinea</td>
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<td>Laos</td>
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<tr>
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<td>Brunei</td>
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<td>East Timor</td>
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<td>Samoa</td>
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<td>Palau</td>
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<td>Fed. Micronesia</td>
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<tr>
<td>24</td>
<td>Marshall Isl.</td>
<td>$27,920</td>
<td>0.06%</td>
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</tbody>
</table>
## East Asia Pacific: Total Public Diplomacy Spending

Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Affairs Sections

<table>
<thead>
<tr>
<th>Highest Funding</th>
<th>POSITION</th>
<th>BASE</th>
<th>COUNTRY</th>
<th>TOTAL SPEND</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>JAPAN</td>
<td>$8,882,818</td>
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<tr>
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<td>2</td>
<td>CHINA</td>
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<td>12.81%</td>
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<td>14</td>
<td>CAMBODIA</td>
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<tr>
<td>4</td>
<td>3</td>
<td>INDONESIA</td>
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</tr>
<tr>
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<td>4</td>
<td>KOREA (SOUTH)</td>
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<tr>
<td>6</td>
<td>5</td>
<td>VIETNAM</td>
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<tr>
<td>7</td>
<td>11</td>
<td>BURMA (MYANMAR)</td>
<td>$3,283,767</td>
<td>5.34%</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>8</td>
<td>THAILAND</td>
<td>$3,122,902</td>
<td>5.07%</td>
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<tr>
<td>9</td>
<td>6</td>
<td>MALAYSIA</td>
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<tr>
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<tr>
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<td>9</td>
<td>PHILIPPINES</td>
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<td>HONG KONG</td>
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<tr>
<td>13</td>
<td>17</td>
<td>P. NEW GUINEA</td>
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<td>SINGAPORE</td>
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<td>20</td>
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<td>16</td>
<td>FIJI</td>
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<td>15</td>
<td>MONGOLIA</td>
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<tr>
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<td>LAOS</td>
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<tr>
<td>20</td>
<td>19</td>
<td>BRUNEI</td>
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<td>21</td>
<td>SAMOA</td>
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<td>22</td>
<td>PALAU</td>
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<tr>
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<td>23</td>
<td>FED. MICRONESIA</td>
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<tr>
<td>24</td>
<td>24</td>
<td>MARSHALL ISLANDS</td>
<td>$36,920</td>
<td>0.06%</td>
<td></td>
</tr>
</tbody>
</table>
## EAST ASIA & THE PACIFIC REGION PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D&amp;CP</td>
<td>All Sources*</td>
<td>D&amp;CP</td>
</tr>
<tr>
<td>1 JAPAN</td>
<td>$8,474,231</td>
<td>$16,981,594</td>
<td>$8,474,231</td>
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<tr>
<td>2 PEOPLES REPUBLIC OF CHINA</td>
<td>$6,383,297</td>
<td>$25,794,247</td>
<td>$6,286,323</td>
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<td>3 CAMBODIA</td>
<td>$570,349</td>
<td>$3,270,938</td>
<td>$711,196</td>
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<tr>
<td>4 INDONESIA</td>
<td>$4,334,519</td>
<td>$29,781,743</td>
<td>$5,113,591</td>
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<tr>
<td>5 KOREA (SOUTH)</td>
<td>$3,748,614</td>
<td>$10,910,950</td>
<td>$4,178,311</td>
</tr>
<tr>
<td>6 VIETNAM</td>
<td>$1,528,532</td>
<td>$8,537,873</td>
<td>$2,368,323</td>
</tr>
<tr>
<td>7 BURMA</td>
<td>$940,254</td>
<td>$5,681,075</td>
<td>$1,487,365</td>
</tr>
<tr>
<td>8 THAILAND</td>
<td>$1,689,951</td>
<td>$6,996,402</td>
<td>$1,866,209</td>
</tr>
<tr>
<td>9 MALAYSIA</td>
<td>$1,480,589</td>
<td>$6,967,034</td>
<td>$1,805,280</td>
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<tr>
<td>10 AUSTRALIA</td>
<td>$2,522,643</td>
<td>$5,728,453</td>
<td>$2,541,407</td>
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<tr>
<td>11 PHILIPPINES</td>
<td>$1,543,052</td>
<td>$10,910,950</td>
<td>$1,990,210</td>
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<td>12 HONG KONG</td>
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<td>$2,289,122</td>
<td>$1,361,110</td>
</tr>
<tr>
<td>13 PAPUA NEW GUINEA</td>
<td>$220,091</td>
<td>$672,051</td>
<td>$318,520</td>
</tr>
<tr>
<td>14 NEW ZEALAND</td>
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<td>$2,813,808</td>
<td>$1,229,955</td>
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<td>15 SINGAPORE</td>
<td>$784,316</td>
<td>$1,990,669</td>
<td>$1,105,400</td>
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<tr>
<td>16 EAST TIMOR</td>
<td>$235,759</td>
<td>$525,105</td>
<td>$133,154</td>
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<td>17 FIJI</td>
<td>$411,673</td>
<td>$757,688</td>
<td>$447,397</td>
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<td>19 LAOS</td>
<td>$412,349</td>
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<td>21 SAMOA</td>
<td>$76,487</td>
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<td>$61,791</td>
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<tr>
<td>22 PALAU</td>
<td>$29,156</td>
<td>$85,156</td>
<td>$14,204</td>
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<tr>
<td>23 FEDERATED STATES OF MICRONES</td>
<td>$45,898</td>
<td>$260,898</td>
<td>$33,651</td>
</tr>
<tr>
<td>24 MARSHALL ISLANDS</td>
<td>$23,000</td>
<td>$126,000</td>
<td>$36,305</td>
</tr>
<tr>
<td>25 AMERICAN INSTITUTE IN TAIWAN</td>
<td>$2,352,120</td>
<td>$111,304</td>
<td>$2,344,773</td>
</tr>
</tbody>
</table>

*Total funding from all reported sources. Due to lag in reporting of some funding types, FY14 and FY15 data may not reflect all additional funding sources. For example, ECE funding data reporting generally lags 2 fiscal years behind.
**Young Southeast Asian Leaders Initiative (YSEALI):** Launched in 2013, the Young Southeast Asian Leaders Initiative (YSEALI) works to ensure the United States is the preferred partner in Asia by building a network of effective, pro-U.S. leaders throughout Southeast Asia. YSEALI aims to develop the leadership capabilities of youth ages 18–35, strengthens ties between the United States and Southeast Asia, promotes regional collaboration on problems and nurtures an ASEAN community. The program consists of U.S.-based exchanges, regional workshops, grant funding and digital programs. YSEALI Fellowships bring nearly 500 exceptional young leaders from ASEAN countries to the United States annually for a short-term exchange to further develop their expertise in entrepreneurship and economic empowerment; environment and natural resources management; education; and civic engagement. Young professionals receive direct work experience through fellowships with U.S.-based businesses, NGOs or government offices and are chosen through a competitive application process. Academic fellows spend five weeks at a U.S. university studying and planning activities to implement upon their return home. Regional workshops have provided hands-on skills training and deeper knowledge on entrepreneurship, environmental protection and education to more than 1,200 members since the program began. In 2015, YSEALI held its largest event to-date, bringing together 500 program alumni for a three-day leadership summit and town hall with President Obama in Kuala Lumpur. In fiscal years 2014 and 2015 the Seeds for the Future grant program awarded a total of more than $465,000 to 36 multinational teams for projects that improve their communities and the region. YSEALI membership doubled over the past year to more than 69,000 youth across Southeast Asia, and YSEALI social media platforms provide for daily digital engagement with this network. The fiscal year 2017 budget request includes $8 million for education and cultural exchange (ECE) programs to fund 500 exchanges, a $3 million (60 percent) increase over fiscal year 2015 actuals of $5 million.

**Burma: Supporting Media and Civil Society:** The U.S. embassy in Rangoon, in partnership with the International Center For Journalists hosted training courses on election coverage for local journalists in Rangoon and Mandalay in fiscal year 2015 in advance of Burma’s historic elections in November 2015. This initiative followed up on an elections reporting tour of the U.S. mid-term elections funded by the Under Secretary for Public Diplomacy’s office. In Rangoon, approximately 80 journalists took part in a six-day workshop at the American Center, which focused on covering constituencies’ needs, working with political parties, journalism ethics, digital media and security, and investigative reporting. At a condensed three-day version of the workshop in Mandalay, a group of 35 mostly print reporters focused on working with parties and civil society on election reporting and on understanding ethics and the difference between traditional and social media. Journalists in both training programs included a mix of veteran reporters, editors and freelancers. Minister of Information Ye Htut delivered remarks at the Rangoon training session.

**Indonesia: Connecting People to Policy @america:** The state-of-the-art American Space in Indonesia, @america, specializes in making foreign policy accessible to everyday people and welcomed 163,000 Indonesians through its doors in 2015. Celebrating its fifth year of operation, @america raises awareness of U.S. positions and mindsets, develops citizens’ critical thinking skills and encourages action in line with U.S. interests. Examples of creative programming that attracts people to policy include an interactive series entitled “Expresso Yourself,” which examined sustainable agricultural practices, entrepreneurship and more through the lens of International Coffee Day. Another series encouraged Indonesians to be responsible stewards of oceans, and offered education in sea life conservation, marine pollution, marine biodiversity and sustainable fishing. Recognizing that students are most likely to visit the American Space outside of school hours, @america offered extended programming hours on Saturdays to showcase American education including how to study in the United States; English language learning; massive open online courses (MOOCs); and science, technology, engineering, and mathematics (STEM) skills workshops. Since opening in December 2010, @america hosted more than 860,000 visitors at more than 3,100 events.

**Mongolia: Promoting Human Rights:** In Mongolia, public diplomacy promotes human rights through respect for women’s right to live free from domestic violence. The U.S. embassy in Ulaanbaatar partnered with the National Center Against Violence to bring Mongolian leaders to Alaska where they studied best practices in domestic violence prevention, shelter management and treatment for survivors. Additionally, American and Mongolian experts in domestic abuse prevention teamed up and created training materials for shelter staff and survivor advocates.

**China: Boosting Study in the U.S.:** China sends the most students to study in the United States, with numbers increasing each year. While the country represents tremendous potential growth for U.S. schools, universities, and research organizations, China’s widespread fee-for-service local educational advising sector provides uneven information on foreign study opportunities and processes. To combat this, the U.S. embassy in Beijing developed two digital tools to counter
information and connect directly with the burgeoning Chinese student population. Education information kiosks and a phone-based app educate Chinese students on study and research opportunities across the United States. With these innovative digital platforms, students can track their application progress, follow step by step student visa procedures and prepare for their experience in the United States. These “virtual student advisor” tools are maximizing outreach to key audiences and providing balanced and correct information on why the United States should remain the top destination for Chinese students.

China: Sharing American Culture: Thanks to the U.S. Mission China, the Carolyn Malachi Band was the first American band to ever perform in the Ningxia Hui Autonomous Region of China. The State Department’s American Music Abroad (AMA) program sponsored the band’s two-week China tour, which also included stops in the major Chinese cities of Wuhan, Harbin, Nanjing, Shanghai and Chengdu. Prior to the concerts, American officials offered the United States’ friendship to the Chinese and explained the importance of the United States and China deepening our countries’ cooperation and mutual understanding. The band shared messages of positivity, women’s empowerment and the importance of diversity. It also invited local musicians to join in with guqin and pipa, traditional Chinese instruments. Over 100,000 Chinese attended live hip-hop and jazz concerts, master classes and lectures and an additional 100+ million viewers joined in the experience through media outlets.
U.S. INTERNATIONAL MEDIA IN THE EAST ASIA PACIFIC REGION

RADIO FREE ASIA (RFA)

Languages: Burmese, Cambodian, Lao, Vietnamese, Mandarin, Cantonese, Uyghur, Korean, Tibetan

NOTE: All radio broadcast hours below exclude broadcasts on affiliates, like the Khmer program on Beehive Radio.

RFA'S MANDARIN SERVICE

FY 2015: $4.696 million ($6.093 million with program delivery)
RFA's Hong Kong Office: FY 2015 $445,000 (Mandarin and Cantonese)
RFA’s Taipei Office: FY 2015 $117,000
Origin: 1996
Delivery Method: Radio (SW, MW, Satellite), Satellite Television, Video Webcasts, Website and applications, Social Media
Radio Original Programming: 31 hours/week
Radio Total Broadcast: 84 hours/week
Television Original Programming: 2.5 hours/week
Television Total Broadcast: 14 hours/week

RFA's Mandarin Service breaks sensitive news stories, investigates corruption and abuse of power, provides a forum for free discussion, and presents analysis of news that is banned in China. RFA allows censored content to live on digitally and on the airwaves. RFA aims to build Chinese civil society, provide a model free press and increase coverage of Chinese NGOs’ efforts and achievements, which can offer an alternative vision in this society. It also provides a forum for inter-ethnic understanding. Sample programs include: “APR PM,” which focuses on breaking stories on rights-related issues such as church demolitions, lawyer arrests, land grab clashes and mass protests; “APR AM,” which focuses on current affairs analysis of issues, such as the South China Sea dispute, China's volatile stock market and China's censorship of the media and internet, among other topics; and call-in shows that take calls from listeners inside China. The service also has in-depth feature shows focusing on women's and children's issues and historical events that have been intentionally covered up and ignored by the ruling Chinese Communist Party. RFAs newly created Mandarin TV unit has covered important news events such as the historic Taiwanese elections, as well as created innovative programming around the upcoming 50th anniversary of the Cultural Revolution. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

RFA'S TIBETAN SERVICE

FY 2015: $4.059 million ($5.837 million with program delivery)
RFA Dharamsala Office: FY 2015 $28,000
Origin: 1996
Delivery Method: Radio (SW, Satellite), Website and Mobile applications, Social Media
Radio Original Programming: 35 hours/week
Radio Total Broadcast: 70 hours/week
Television Original Programming: 1.5 hours/week
Television Total Broadcast: 28 hours/week

RFA provides uncensored Tibetan news in all three Tibetan dialects to the people in the Tibet Autonomous Region and Tibetan-populated areas in Chinese provinces. It features breaking news on human rights abuses, dissent, crackdowns, detentions and the wave of self-immolations aimed at protesting Chinese rule. In 2015, RFA’s Tibetan Service launched its first satellite television news broadcast, providing another avenue to bring its coverage to audiences in China’s Tibetan region. The addition of TV programming enabled the service to begin planning extensive coverage of the Tibetan exile government elections in 2016 with televised debates and interviews with candidates. RFA is also an authoritative source of news about Tibet for the international media and it works to preserve Tibetan history, language and culture through programming aimed at educating younger Tibetans while acting as a forum for Tibetans worldwide to share their concerns. RFA strives to counter the isolation of Tibetans from one another and from their own historical culture, providing connection to disenfranchised Tibetans. The service also plays a critical role in countering Chinese official propaganda relating to Tibetan issues. In addition, RFA provides a neutral forum for inter-ethnic understanding where Han Chinese, Tibetans and Uyghurs can better grasp the issues facing China's ethnic minorities. Sample programs include daily morning and evening news programs; talk shows; lectures by the Dalai Lama; columns by Tibetan writer and poet Woeser; and regular weekly features on women’s issues, health, Hong Kong and Taiwan and South Asia. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.
RFA'S KOREAN SERVICE
FY 2015: $1.839 million ($1.813 million with program delivery)
RFA Seoul Office: FY 2015 $445,000

Origin: 1997
Delivery Method: Radio (SW, MW, and Satellite), Website and Mobile applications, Social Media
Radio Original Programming: 24.5 hours/week
Radio Total Broadcast: 35 hours/week

RFA provides uncensored news and commentary about North Korea to the people of the tightly ruled state. It offers a platform for North Korean defectors to voice their experiences in the free world and their thoughts on the air. RFA provides breaking news on key events inside North Korea, including North Korean voices, as well as perspectives from the global North Korean diaspora. Increasingly, RFA's Korean Service is offering cultural information, especially news about the thriving cultural world in South Korea. RFA plans to explore more deeply the implications of North Korea's dependence on China and China's role in North Korea. Sample programs include North Korea's human rights and other domestic issues; the totalitarian country's workers toiling overseas, personal experiences of defectors based in South Korea and other countries; IT and mobile communications in North Korea; and trends/hot issues in South Korea and the rest of the world. RFA has close to 20 North Korean defectors contributing programs relevant to people in the hard-line communist state. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

RFA'S VIETNAMESE SERVICE
FY 2015: $1.820 million ($2.181 million with program delivery)

Origin: 1997
Delivery Method: Radio (SW, MW, and Satellite), Video Webcasts, Website and applications, Social Media
Radio Original Programming: 14 hours/week
Radio Total Broadcast: 14 hours/week
Television Original Programming: 3 hours/week on web TV
Television Total Broadcast: 3 hours/week on web TV

RFA provides an outlet for uncensored news on domestic issues in Vietnam, where the communist government suppresses virtually all forms of political dissent through a broad array of repressive measures. On shortwave, RFA provides information for those without access to other media, as well as traditional SW users. On the web, RFA provides video and multimedia content, targeting mobile users and a younger audience with a focus on individuals with alternative viewpoints to those of the government. As Vietnam cracks down on dissidents, bloggers, religious minorities and activists, RFA's consistent provision of banned news ensures that the thoughts of censored bloggers live on in RFA's reporting, analysis and re-postings and that important discussions are not stifled. With a team of in-country contributors and bloggers regularly submitting content and stories, RFA closely covered growing land-grab disputes with farmers that resulted in dozens being arrested in Hanoi, religious freedom crackdowns and the harassment of free speech advocates. The Vietnamese Service also expanded its offering of online webcasts, which are viewed by hundreds of thousands from inside Vietnam every week. Sample programs include an economic forum; life and health issues; discussions on arts and culture, science and technology and the environment; and insights into the lives of the Vietnamese diaspora. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

RFA'S MYANMAR SERVICE
FY 2015: $2.338 million ($3.439 million with program delivery)
RFA Yangon Office: FY 2015 $445,000

Origin: 1997
Delivery Method: Radio (SW, MW, and Satellite), Website and Mobile applications, Social Media
Radio Original Programming: 24.5 hours/week
Radio Total Broadcast: 35 hours/week

RFA plays a critical role in monitoring the implementation of political, economic and other reforms following more than five decades of harsh military rule. While relatively free elections in 2015 were won by Aung San Suu Kyi's National League for Democracy, many democratic reforms have stalled. RFA's Burmese Service exposes abuses of power in land confiscation and highlights ethnic minority, environmental and media freedom issues, including the harassment of journalists. In 2015, RFA prepared to expand coverage with live daily hour-long news programs with reports from all of Myanmar's provinces, interviewing candidates, on-the-ground experts and ordinary citizens from all walks of life, ethnic origins and religions. RFA also provided extensive coverage of the Rohingya migrant crisis as Burmese authorities refused to grant refugee status to tens of thousands of the Muslim ethnic group that has long faced official discrimination and persecution. Teaming up with RFA's Mandarin Service, the Burmese Service provided firsthand coverage of the armed conflict in the country's Kokang province that led to thousands of displaced refugees along the Burma-China border. RFA provides top news in seven ethnic languages and is increasingly accessed throughout the provinces. Sample programs include political satire ("Jambon Says") and a weekly news analysis roundtable. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.
The media in Laos is mostly government-controlled and a crackdown on freedom of expression and association. The Laotian government is accused of severely restricting fundamental rights amid concerns over forced disappearances and government is the authority bar reporting of issues it considers contrary to undefined “national interests” or “traditional culture and dignity.” Primary sources of information are Thai stations, China Radio International and Voice of Vietnam, which broadcast in Lao but keep away from controversial issues, including land grabs, government corruption, human rights abuses and environmental degradation. In 2015, RFA was the only media outlet to report on a provincial governor approving a controversial land deal with Chinese investors regarding a national natural landmark. After RFA’s coverage, the public exposure led to the official’s punishment and transfer. RFA reported on officials’ plans to move forward despite warnings on a controversial dam project on the Mekong River. Sample programs include: “Weekly Women and Children,” “Weekly Listeners’ Corner;” “Weekly Analysis of Lao History;” “Weekly 1,139 Days in Prison,” which is a story about a student who was held in labor camp for more than three years after the communist regime came into power in 1975; and the “Weekly Call-in Show.” Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

RFA’s Uyghur Service

FY 2015: $1.079 million ($1.153 million with program delivery)

Origin: 1998

Delivery Method: Radio (SW and Satellite), Video Webcasts, Website and applications, Social Media

Radio Original Programming: 9 hours/week
Radio Total Broadcast: 14 hours/week

Television Original Programming: 1 hour/week

Television Total Broadcast: 1.5 hour/week

RFA is the sole channel of uncensored local and international news in the Uyghur language inside China’s Xinjiang Uyghur Autonomous Region. It focuses on breaking news on Uyghur dissent, crackdowns, detentions and human rights abuses and Beijing’s ongoing “strike hard” and anti-terror campaign following a string of violent incidents that has left hundreds dead in recent years. RFA’s Uyghur Service is also a forum for Uyghurs throughout the world to share their concerns and grievances and gives this ethnic Muslim minority a resource to engage with the global community. Reports on Uyghur history, language and culture through RFA programming are aimed at educating younger Uyghurs about what it means to be Uyghur. It also provides a forum for inter-ethnic understanding for Han Chinese, Tibetans and Uyghurs to better understand the issues of China’s ethnic minorities. Sample programs include daily news; news analysis; and features on women, health, the environment, human rights, exile communities, education, culture, history and Uyghur literature. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

RFA’s Cantonese Service

FY 2015: $1.079 million ($1.153 million with program delivery)

Origin: 1998

Delivery Method: Radio (SW and Satellite), Video Webcasts, Website and applications, Social Media

Radio Original Programming: 9 hours/week
Radio Total Broadcast: 14 hours/week

Television Original Programming: 1 hour/week

Television Total Broadcast: 1.5 hour/week

RFA Cantonese breaks sensitive news stories and specializes in issues in Cantonese-speaking areas, including in Hong Kong, where the people have demanded full democracy in the 2017 election for the city’s leaders and where young people continue to raise the contentious topic of the territory’s independence. China’s largest factory centers in and around the Pearl River Delta are also a focus of RFA coverage. Among issues highlighted are those relating to China’s rapid economic change, including environmental problems, land grabs, public health issues, corruption and labor issues, which can often be banned from local coverage or censored by the Chinese internet firewall. RFA Cantonese publishes and verifies internet users’ content before it is deleted by the authorities, allowing censored content to live on digitally and on the airwaves. Sample programs include daily news covering demonstrations; news features on such issues as bird flu, food safety and toxic waste; and call-in shows and talk shows on current affairs. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

RFA’s Lao Service

FY 2015: $1.229 million ($1.694 million with program delivery)

Origin: 1997

Delivery Method: Radio (SW, cross-border FM affiliates, Satellite), Website and Mobile applications, Social Media

Radio Original Programming: 6 hours/week
Radio Total Broadcast: 14 hours/week

Television Original Programming: 1 hour/week of web TV

Television Total Broadcast: 1 hour/week of web TV

RFA provides Laotian audiences with news on issues and events that are censored by the domestic media. The Lao government is accused of severely restricting fundamental rights amid concerns over forced disappearances and a crackdown on freedom of expression and association. The media in Laos is mostly government-controlled and
RFA's Cambodian Service (Khmer)

FY 2015: $815,000 ($851,000 with program delivery)
RFA's Phnom Penh Office: FY 2015 $602,000

Origin: 1997
Delivery Method: Radio (SW, FM affiliates), Video (webcast), Website and Mobile applications, Social Media
Radio Original Programming: 14 hours/week
Radio Total Broadcast: 14 hours/week
Television Original Programming: 2.5 hours/week of web TV
Television Total Broadcast: 2.5 hours/week of web TV

RFA's Cambodian Service is a watchdog for ordinary Cambodians and aims to provide a neutral voice on political issues and to expose abuses of power, including extrajudicial killings and land grabs, illegal logging, environmental degradation, as well as widespread corruption, labor disputes and judicial actions targeting human rights defenders.

Cambodians rely on RFA as a key provider of reliable information. Most papers, all the TV stations and almost all radio are controlled or influenced by the ruling party. In 2015, with the popularity of the Cambodian Service's TV-style news webcasts, RFA laid the groundwork to launch daily hour-long TV news programming in December (with an official launch beginning January 2016). RFA reported on Cambodia's leader Hun Sen and his party officials cracking down on political opposition, including a brutal daytime public beating of two opposition lawmakers outside the National Assembly building in Phnom Penh. Sample radio programs include: “Daily Hot News,” covering corruption, land grabs and similar stories, and “Roundtable,” featuring topical discussions and interviews on religion, Khmer Krom (ethnic Cambodians living in what is now Vietnam), health, women’s issues and youth trends. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.

Voice of America (VOA)

Languages: Burmese, Cantonese, Indonesian, Khmer, Korean, Lao, Mandarin, Thai, Tibetan, Vietnamese

Voice of America Mandarin Service

FY 2015: $12.131 million ($14.861 million with program delivery)

Origin: 1941
Delivery Method: Radio (SW, Satellite, Satellite with pictures), Satellite Television, Website and Mobile Site, Social Media
Radio Original Programming: 42 hours/week
Radio Total Broadcasting: 125 hours/week
Television Original Programming: 14 hours/week
Television Total Broadcasting: 24 hours/week

VOA Mandarin provides news and feature reports that aim to counter Chinese government propaganda, provide Chinese audiences with alternative viewpoints and promote America’s democratic beliefs, institutions and way of life. VOA Mandarin produces radio and television programming, as well as online content including podcasts. It also provides popular English-language learning programs and daily e-mail newsletters. VOA offers audiences in China, Taiwan, Singapore, Hong Kong and other regions news with a broad range of views that are unavailable on Chinese state media. Sample programs include: “VOA Weishi,” a two-hour daily television news program with segments that explain American society, institutions and ideals, in addition to China-related reporting and discussions on social media that are blocked by the Chinese firewall; “U.S.-China Report,” a 25-minute Monday through Friday program on U.S.-China relations; “Issues and Opinions,” a 60-minute live television and radio news simulcast, four days a week; “History’s Mysteries,” a 50-minute program that highlights political and social events in Chinese history; “Pro and Con,” a weekly 60-minute debate show on hot topics; and “Strait Talk,” a weekly 60-minute television talk show on China-Taiwan relations, co-produced with Taiwan affiliate BCC.

Voice of America Indonesian Service

FY 2015: $5.939 million ($5.939 million with program delivery)

Origin: 1942
Method: Radio (FM Affiliates), Television (National and Regional Affiliates), Website and Mobile Site, Social Media
Radio Original Programming: 34.25 hours/week
Radio Total Broadcasting: 44.75 hours/week
Television Original Programming: 3.53 hours/week
Television Total Broadcasting: 3.53 hours/week

VOA’s Indonesian Service targets politically engaged Indonesians under age 40, which is roughly 100 million people. According to 2014 BBG research, VOA’s Indonesian Service reaches roughly 30 million people, or 18.5 percent of the adult population. VOA’s programs are carried by more than 400 FM/AM radio, TV and web affiliates. The service aims to complement Indonesian media with professional news and information to support Indonesia’s young democracy. The service has 3.76 million fans on its frequently updated Facebook page and more than 224,000 followers on Twitter. 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;
“Our World,” a weekly half-hour human interest TV magazine aired by Metro TV; and VOA’s weekly segment for “Muslim News Today” on Trans TV.

**VOA KOREAN SERVICE**  
**FY 2015:** $2.862 million ($3.838 million with program delivery)  
**Origin:** 1942  
**Delivery Method:** Radio (SW, MW, Satellite), Website and Mobile Site, Social Media  
**Radio Original Programming:** 34 hours/week  
**Radio Total Broadcasting:** 42 hours/week

VOA’s Korean Service broadcasts information about events in North Korea, South Korea, the United States and the world, including international reactions to human rights conditions in North Korea and North Korean nuclear and missile programs. It aims to serve an audience that has no freedom of speech, press or assembly. The service targets the elites in North Korea and informs them about U.S. policy toward North Korea and closely covers activities of U.S. government officials and members of Congress. The service also dispels systematic propaganda against the United States imposed by the North Korean government. Sample programs include: “VOA News Today,” a daily news program, focused on current events and trends affecting North Korea; “News Focus,” a weekly program, which reviews the week’s top news stories; and “Live from Washington,” a daily current affairs program that features news and information about the United States and the world.

**VOA BURMESE SERVICE**  
**FY 2015:** $3.004 million ($3.266 million with program delivery)  
**Origin:** 1943  
**Delivery Method:** Radio (SW, AM, FM), Television (Satellite), Social Media (YouTube, Twitter, Facebook, Blog)  
**Radio Original Programming:** 17.5 hours/week  
**Radio Total Broadcasting:** 31.5 hours/week  
**Television Original Programming:** 3.5 hours/week  
**Television Total Broadcasting:** 22.5 hours/week

VOA’s Burmese service targets Burma and parts of Thailand. BBG research shows that in 2015, VOA broadcasts reached 6.1 percent of the total population. VOA Burmese Facebook is followed by over 3.4 million fans and is one the most popular Facebook sites in Burma. VOA broadcasts daily news inside Burma and covers a variety of topics including U.S. politics, science, technology and sports. The service fulfills another important role by educating and engaging audiences with lessons and features on English teaching, health, society, lifestyle and entertainment. These programs are now rebroadcasted in state-run MRTV stations, an Army-run Myawaddy TV station, and the privately owned SkyNet radio channels City FM, Cherry FM and Shwe FM. VOA English lessons are reprinted in the popular weekly “7-Days News Journal.” The country is in a significant political transition toward democracy after decades of U.S.-led, Western political and economic sanctions. Following a landslide, general election victory in November 2015, the National League for Democracy, the pro-democracy opposition party led by Nobel Laureate Aung San Suu Kyi, has formed a civilian government for the first time since 1962. Yet, the new government faces numerous hurdles ahead, such as poverty eradication, ethnic armed conflicts and rampant opium and illicit drug production.

**VOA TIBETAN SERVICE**  
**FY 2015:** $3.577 million ($3.766 million with program delivery)  
**Origin:** 1991  
**Delivery Method:** Radio (SW, Satellite), Television (Satellite), Website and Mobile Site, Social Media  
**Radio Original Programming:** 42 hours/week  
**Radio Total Broadcasting:** 70 hours/week  
**Television Original Programming:** 3 hours/week  
**Television Total Broadcasting:** 24 hours/week

VOA Tibetan audiences are located in Tibet, in the ethnic Tibetan regions of China in Qinghai, Sichuan, Gansu and Yunnan, as well as in Bhutan, Nepal and India. VOA Tibetan reaches its target audience on television, radio and the internet with news and features unavailable to Tibetans through state-controlled Chinese media. VOA offers critical discussions on important issues and provides information and expertise that help support the development of civil society. Sample programs include: “Kunleng,” a twice-weekly, one-hour news and interview program highlighting social and cultural trends, economic and environmental concerns, and political developments in Tibet and China; “Youth & Education,” a radio call-in show; “Table Talk,” an audio interview program with newsmakers, writers, artists, entrepreneurs, educators and politicians; “Phayul Lengthig,” a call-in program focusing on cultural life inside Tibet; “Tibet in Review,” a feature program that takes an in-depth look at news stories; and “VOA Interviews,” a 15-minute TV program optimized for mobile devices that speaks with successful, innovative and creative Tibetans around the world who can act as role models for young people in the target region.
**VOA KHMER SERVICE**

FY 2015: $2.096 million ($2.186 million with program delivery)

**Origin:** 1962 (also on air 1955-1957)
**Delivery Method:** Radio (SW, AM, FM Affiliates), Television, Website and Mobile Site, Social Media
**Radio Original Programming:** 10.5 hours/week
**Radio Total Broadcasting:** 10.5 hours/week; Also repeated 14 hours/week by affiliates
**Television Original Programming:** 1.2 hours/week
**Television Total Broadcasting:** 1.2 hours/week; Also repeated 14 hours/week by affiliates

VOA Khmer served as a reliable voice on the airwaves during three decades of war and turmoil, and the service now reaches its audience in Cambodia on radio, TV, and the internet. BBG research from 2014 shows that VOA Khmer reaches 17.4 percent of the population via radio on AM, shortwave and FM affiliate stations and 8.5 percent of it via television. News focuses on information about the United States and Cambodia, in addition to coverage on sensitive Cambodian issues that local media tend to avoid, such as land grabs, corruption, judicial reform and human rights abuses. VOA Khmer TV programs air on two of the main TV stations in Cambodia, CTN and TVK. Sample programs include: “Washington Today,” a daily TV news segment covering U.S. news; “Discovering,” a collection of five international news stories aired each week on the Cambodian national television station, TVK; “TV Special English,” a four-minute special report on health, agriculture and economics that airs five times a week, and explains key English terms; and “Hello VOA,” a 30-minute live radio call-in talk show, airing Monday and Thursday evenings, featuring guests from NGOs, the government, businesses and universities.

**VOA CANTONESE SERVICE**

FY 2015: $1.101 million ($1.126 million with program delivery)

**Origin:** 1987 (also on air 1941-1945 and 1949-1963)
**Delivery Method:** Radio (SW, MW, and Affiliates in Hong Kong and Australia), Satellite Television, Website and Mobile Site, Social Media
**Radio Original Programming:** 14 hours/week
**Radio Total Broadcasting:** 28 hours/week
**Television Original Programming:** .10 hours (6 minutes)/week
**Television Total Broadcasting:** .30 hours (18 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 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 VIETNAMESE SERVICE**

FY 2015: $1.689 million ($1.709 million with program delivery)

**Origin:** 1951 (also on air 1943-1946)
**Delivery Method:** Television (Satellite), Radio (MW, Satellite), Website and Mobile Site, Social Media
**Radio Original Programming:** 10.5 hours/week
**Radio Total Broadcasting:** 10.5 hours/week
**Television Original Programming:** 1 hour/week
**Television Total Broadcasting:** 1 hour/week

VOA Vietnamese broadcasts news about Vietnam, the United States and the world via television, radio and the internet. It provides Vietnamese audiences with professional news in a market where media are state-owned and tightly controlled. VOA journalists engage with audience members through blogs, social media, RSS feeds and an e-newsletter. VOA Vietnamese also provides proxies to its website, social media sites and other activist and dissident websites that are blocked by the government. Despite being blocked, visits to the service’s website average about 2 million visits per month. VOA's Vietnamese YouTube page is currently the most viewed channel at VOA with 8–12 million views per month. VOA’s Vietnamese Facebook page has over 1.3 million fans. 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: “Vietnam in Focus,” a Monday to Friday program featuring interviews with newsmakers about Vietnam issues; “Viet Youth Roundtable,” a weekly program for Vietnamese youth worldwide to discuss current affairs; and “VOA Express,” a video webcast on YouTube and on satellite with phone interviews and video footage obtained from on-the-ground sources. The VOA Vietnamese website also provides breaking world news; a “Vietnam in Focus” news report; blogs covering politics, economics and social issues; and English-language learning shows.
**VOA LAO SERVICE**

FY 2015: $809,000 ($829,000 with program delivery)

**Origin:** 1962  
**Delivery Method:** Radio (SW, MW, and Cross-border FM Affiliates), Television (Affiliate), Website and Mobile Site, Social Media  
**Radio Original Programming:** 3.5 hours per week  
**Radio Total Broadcasting:** 3.5 hours/week  
**Television Original Programming:** .09 hour (7 minutes)/week  
**Television Total Broadcasting:** .28 hour (17 minutes)/week

VOA Lao 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 and the United States. VOA Lao serves as a resource for information on emergency or critical situations developing in the country. It also reports on Lao government activities not reported on in government-controlled media, including inefficiency, lack of accountability and corruption. The Lao service also provides information on education for isolated minority audiences in remote areas of the country. VOA Lao English teaching programs are broadcast on Lao national radio and television, and the service’s feature stories have run in newspapers and magazines in the capital city of Vientiane.

**VOA THAI SERVICE**

FY 2015: $787,000 ($787,000 with program delivery)

**Origin:** 1962 (also on air 1942–1958)  
**Delivery Method:** Cable Television; Radio (FM Affiliates); Website and Mobile Site; Social Media; SMS  
**Radio Original Programming:** 8.7 hours/week  
**Radio Total Broadcasting:** 8.7 hours/week  
**Television Original Programming:** .28 hour (17 minutes)/week  
**Television Total Broadcasting:** .28 hour (17 minutes)/week

The VOA Thai Service operates on an affiliate-based strategy, which places programs on FM radio and TV affiliates in the country. 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.
Australia

**DEMOGRAPHICS**
- Geographic area: 7,682,300 sq. km.
- Below 24 yrs. old: 32%
- Refugee population: 35,582
- Urban population: 89.4%
- GDP/capita: $56,328
- Unemployment: 6.1%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 85 (2014)
- Mobile phones/100 people: 131 (2014)
  Males: 20 (2013)

**PUBLIC DIPLOMACY SPENDING**
- Total PD Spending by Theme: 18+0+24+7+16+0+0+0+0+35+0+0
- Top Spending by Activity:
  - Cultural Programs (Post Generated): $670,173
  - Support for Mission Initiatives: $540,000
  - Digital Outreach: $282,290
  - Media/Press Activities: $217,744
  - VIP Visits (Press Support): $182,201

**Brunei Darussalam**

**DEMOGRAPHICS**
- Geographic area: 5,270 sq. km.
- Population: 417,394 (2014)
- Below 24 yrs. old: 41%
- Refugee population: -
- Urban population: 77.2%
- GDP/capita: $36,608
- Unemployment: 1.7%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 69 (2014)
- Mobile phones/100 people: 110 (2014)
- Literacy: 96%
- Avg. years of education: Females: 15 (2014)
  Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**
- Total PD Spending by Theme: 24+0+7+6+9+0+19+0+0+0+35+0
- Top Spending by Activity:
  - Support for Mission Initiatives: $92,746
  - Educational Advising & Promoting: $31,226
  - Study in the U.S.: $26,460
  - Post-Generated Exchanges: $24,013
  - Media/Press Activities: $22,201

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space
Cambodia

DEMOGRAPHICS
Geographic area: 176,520 sq. km.
Population: 15,328,136 (2014)
Below 24 yrs. old: 53%
Refugee population: 63
Urban population: 20.7%
GDP/capita: $1,159
Unemployment: -
Below poverty line: 17.7%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 9 (2014)
Mobile phones/100 people: 133 (2014)
Literacy: 74%
Avg. years of education: Females: -
Males: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $570,349 FY14 ACTUAL: $711,196 FY15 ACTUAL: $881,854
Total Reported FY13 ACTUAL: $3,270,938 FY14 ACTUAL: $807,945 FY15 ACTUAL: $5,966,885
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Post-Generated Exchanges $333,352
Support for Mission Initiatives $113,655
Supplementing ECA Programs $75,596
American Spaces (not centers) $61,397
Digital Outreach $54,182

China

DEMOGRAPHICS
Geographic area: 9,388,211 sq. km.
Population: 1,364,270,000 (2014)
Below 24 yrs. old: 31%
Refugee population: 301,052
Urban population: 55.6%
GDP/capita: $7,925
Unemployment: 4.1%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 49 (2014)
Mobile phones/100 people: 92 (2014)
Literacy: 95%
Avg. years of education: Females: 14 (2013)
Males: 14 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 ACTUAL: $6,383,297 FY14 ACTUAL: $7,281,588 FY15 ACTUAL: $7,394,527
Total Reported FY13 ACTUAL: $25,794,247 FY14 ACTUAL: $7,760,211 FY15 ACTUAL: $7,882,036
(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity
Other $3,428,540
Cultural Programs (Post Generated) $733,662
Educational Advising & Promoting $659,665
Study in the U.S. $733,508
Media/Press Activities $563,489
Support for Mission Initiatives $561,649

Map Key
- Embassy
- Consulate
- American Space

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other
**Fiji**

**DEMOGRAPHICS**
- Geographic area: 18,270 sq. km.
- Population: 886,450 (2014)
- Below 24 yrs. old: 46%
- Refugee population: 13
- Urban population: 53.7%
- GDP/capita: $4,916
- Unemployment: 9%
- Below poverty line: 35.2%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 42 (2014)
- Mobile phones/100 people: 99 (2014)
- Literacy: -
- Avg. years of education: Females: -
- Males: -

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 ACTUAL: $411,673
  - FY14 ACTUAL: $447,397
  - FY15 ACTUAL: $588,563
- **Total Reported**
  - FY13 ACTUAL: $757,688
  - FY14 ACTUAL: $484,194
  - FY15 ACTUAL: $917,207

*(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)*

**Total PD Spending by Theme**

**Top Spending by Activity**
- Other: $416,382
- Cultural Programs (Post Generated): $28,346
- Digital Outreach: $25,889
- American Spaces (not centers): $20,537
- Support for Mission Initiatives: $18,425

**Hong Kong**

**DEMOGRAPHICS**
- Geographic area: 1,050 sq. km.
- Below 24 yrs. old: 23%
- Refugee population: 170
- Urban population: 100%
- GDP/capita: $42,423
- Unemployment: 3.2%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 75 (2014)
- Mobile phones/100 people: 234 (2014)
- Literacy: -
- Avg. years of education: Females: 16 (2014)
- Males: 16 (2014)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 ACTUAL: $1,295,057
  - FY14 ACTUAL: $1,361,110
  - FY15 ACTUAL: $1,483,755
- **Total Reported**
  - FY13 ACTUAL: $2,293,122
  - FY14 ACTUAL: $1,386,503
  - FY15 ACTUAL: $1,562,913

*(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)*

**Total PD Spending by Theme**

**Top Spending by Activity**
- Media/Press Activities: $231,214
- Support for Mission Initiatives: $224,804
- Cultural Programs (Post Generated): $198,441
- Educational Advising & Promoting: $106,683
- Study in the U.S.: $106,020
- Speaker Programs (Post Generated): $106,020
### Indonesia

#### Demographics
- Geographic area: 1,811,570 sq. km.
- Population: 254,454,778 (2014)
- Below 24 yrs. old: 45%
- Refugee population: 4,270
- Urban population: 53.7%
- GDP/capita: $3,346
- Unemployment: 5.9%
- Below poverty line: 11.3%

#### Communications and Literacy
- FH Media Freedom: Partly Free
- Internet users/100 people: 17 (2014)
- Mobile phones/100 people: 129 (2014)
- Literacy: 93%
- Avg. years of education: Females: 13 (2013)
  Males: 13 (2013)

#### Public Diplomacy Spending
- **D&CP Total**
  - FY13 ACTUAL: $4,334,519
  - FY14 ACTUAL: $5,113,591
  - FY15 ACTUAL: $5,256,991
- **Total Reported**
  - FY13 ACTUAL: $29,781,743
  - FY14 ACTUAL: $5,517,627
  - FY15 ACTUAL: $5,661,952

*(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)*

#### Total PD Spending by Theme

- **Top Spending by Activity**
  - American Centers
  - Support for Mission Initiatives
  - Cultural Programs (Post Generated)
  - Post-Generated Exchanges
  - Media/Press Activities

### Japan

#### Demographics
- Geographic area: 364,560 sq. km.
- Population: 127,131,800 (2014)
- Below 24 yrs. old: 23%
- Refugee population: 2,560
- Urban population: 93.5%
- GDP/capita: $32,477
- Unemployment: 3.5%
- Below poverty line: -

#### Communications and Literacy
- FH Media Freedom: Free
- Internet users/100 people: 91 (2014)
- Mobile phones/100 people: 120 (2014)
- Literacy: -
- Avg. years of education: Females: 15 (2013)
  Males: 15 (2013)

#### Public Diplomacy Spending
- **D&CP Total**
  - FY13 ACTUAL: $8,474,231
  - FY14 ACTUAL: $8,437,195
  - FY15 ACTUAL: $8,575,313
- **Total Reported**
  - FY13 ACTUAL: $16,981,594
  - FY14 ACTUAL: $8,666,186
  - FY15 ACTUAL: $8,882,818

*(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)*

#### Total PD Spending by Theme

- **Top Spending by Activity**
  - Support for Mission Initiatives
  - Educational Advising & Promoting
  - Study in the U.S.
  - Media/Press Activities
  - Speaker Programs (Post Generated)
  - Cultural Programs (Post Generated)

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space
Korea, Democratic People's Republic

DEMOGRAPHICS
- Geographic area: 120,410 sq. km.
- Population: 25,026,772 (2014)
- Below 24 yrs. old: 37%
- Refugee population: 1,173
- Urban population: 60.9%
- GDP/capita: 1,173
- Unemployment: -
- Below poverty line: -

COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 0 (2005)
- Mobile phones/100 people: 11 (2014)
- Literacy: 100%
- Avg. years of education: Females: - Males: -

PUBLIC DIPLOMACY SPENDING
- FY13 ACTUAL: $0 FY14 ACTUAL: $0 FY15 ACTUAL: $0
- TOTAL REPORTED FY13 ACTUAL: $0 FY14 ACTUAL: $0 FY15 ACTUAL: $0

Total PD Spending by Theme
- None

Top Spending by Activity
- American Centers $1,290,171
- Support for Mission Initiatives $944,802
- Cultural Programs (Post Generated) $611,269
- Digital Outreach $398,478
- Media/Press Activities $313,295

Korea, Republic of

DEMOGRAPHICS
- Geographic area: 97,466 sq. km.
- Population: 50,423,955 (2014)
- Below 24 yrs. old: 28%
- Refugee population: 1,173
- Urban population: 82.5%
- GDP/capita: $27,222
- Unemployment: 3.5%
- Below poverty line: -

COMMUNICATIONS AND LITERACY
- FH Media Freedom: Partly Free
- Internet users/100 people: 84 (2014)
- Mobile phones/100 people: 116 (2014)
- Literacy: 100%

PUBLIC DIPLOMACY SPENDING
- FY13 ACTUAL: $3,748,614 FY14 ACTUAL: $4,178,311 FY15 ACTUAL: $4,851,896
- TOTAL REPORTED FY13 ACTUAL: $10,910,950 FY14 ACTUAL: $4,681,751 FY15 ACTUAL: $5,058,337

Total PD Spending by Theme

Top Spending by Activity
- American Centers $1,290,171
- Support for Mission Initiatives $944,802
- Cultural Programs (Post Generated) $611,269
- Digital Outreach $398,478
- Media/Press Activities $313,295
### Laos

#### Demographics
- Geographic area: 230,800 sq. km.
- Population: 6,689,300 (2014)
- Below 24 yrs. old: 58%
- Refugee population: -
- Urban population: 38.6%
- GDP/capita: $1,812
- Unemployment: 1.4%
- Below poverty line: 23.2%

#### Communications and Literacy
- FH Media Freedom: Not Free
- Internet users/100 people: 14 (2014)
- Mobile phones/100 people: 67 (2014)
- Literacy: 73%

#### Public Diplomacy Spending
- D&CP Total: FY13 Actual: $412,349 FY14 Actual: $443,705 FY15 Actual: $345,854
- Total Reported: FY13 Actual: $2,674,002 FY14 Actual: $519,120 FY15 Actual: $513,314

#### Total PD Spending by Theme
- Total PD Spending by Theme

### Malaysia

#### Demographics
- Geographic area: 328,550 sq. km.
- Below 24 yrs. old: 45%
- Refugee population: 99,086
- Urban population: 74.7%
- GDP/capita: $9,766
- Unemployment: 2.9%
- Below poverty line: 0.6%

#### Communications and Literacy
- FH Media Freedom: Not Free
- Internet users/100 people: 68 (2014)
- Mobile phones/100 people: 149 (2014)
- Literacy: 93%
- Avg. years of education: Females: - Males: -

#### Public Diplomacy Spending
- D&CP Total: FY13 Actual: $1,480,589 FY14 Actual: $1,805,280 FY15 Actual: $2,649,392
- Total Reported: FY13 Actual: $6,967,034 FY14 Actual: $2,027,167 FY15 Actual: $2,882,855

#### Total PD Spending by Theme
- Total PD Spending by Theme

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space
**Mongolia**

### DEMOGRAPHICS
- Geographic area: 1,553,560 sq. km.
- Population: 2,909,871 (2014)
- Below 24 yrs. old: 46%
- Refugee population: 6
- Urban population: 72%
- GDP/capita: $3,973
- Unemployment: 7.9%
- Below poverty line: 21.6%

### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Partly Free
- Internet users/100 people: 27 (2014)
- Mobile phones/100 people: 105 (2014)
- Literacy: 98%

### PUBLIC DIPLOMACY SPENDING
- **D&CP Total**
  - FY13 ACTUAL: $442,540
  - FY14 ACTUAL: $475,522
  - FY15 ACTUAL: $653,504
- **Total Reported**
  - FY13 ACTUAL: $3,067,663
  - FY14 ACTUAL: $553,217
  - FY15 ACTUAL: $720,711

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

#### Top Spending by Activity
- Support for Mission Initiatives: $313,467
- Support for English Language Teaching/Learning: $60,992
- Cultural Programs (Post Generated): $47,262
- American Spaces (not centers): $36,644
- Educational Initiatives (not including English Language programs): $34,217

**Myanmar**

### DEMOGRAPHICS
- Geographic area: 653,080 sq. km.
- Below 24 yrs. old: 46%
- Refugee population: -
- Urban population: 34.1%
- GDP/capita: $1,204
- Unemployment: -
- Below poverty line: -

### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 2 (2014)
- Mobile phones/100 people: 54 (2014)
- Literacy: 93%
- Avg. years of education: Females: - Males: -

### PUBLIC DIPLOMACY SPENDING
- **D&CP Total**
  - FY13 ACTUAL: $940,254
  - FY14 ACTUAL: $1,487,365
  - FY15 ACTUAL: $1,482,587
- **Total Reported**
  - FY13 ACTUAL: $5,681,075
  - FY14 ACTUAL: $3,126,713
  - FY15 ACTUAL: $3,283,767

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

#### Top Spending by Activity
- American Spaces (not centers): $300,899
- Supplementing ECA Programs: $199,928
- Support for English Language Teaching/Learning: $192,566
- Media/Press Activities: $175,192
- Support for Mission Initiatives: $153,762

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Pievart Key: PD Spending by Theme

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

Map Key

- Embassy
- Consulate
- American Space
New Zealand

**DEMOGRAPHICS**
- Geographic area: 263,310 sq. km.
- Below 24 yrs. old: 34%
- Refugee population: 1,349
- Urban population: 86.3%
- GDP/capita: $37,808
- Unemployment: 5.8%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 86 (2014)
- Mobile phones/100 people: 112 (2014)
- Literacy: -

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total
  - FY13 Actual: $1,048,990
  - FY14 Actual: $1,229,955
  - FY15 Actual: $1,328,791
- Total Reported
  - FY13 Actual: $2,813,380
  - FY14 Actual: $1,314,910
  - FY15 Actual: $1,432,383

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $592,246
- Digital Outreach: $169,915
- Cultural Programs (Post Generated): $122,339
- Educational Advising & Promoting: $102,639
- Study in the U.S.: -
- American Spaces (not centers): $61,529

Papua New Guinea

**DEMOGRAPHICS**
- Geographic area: 452,860 sq. km.
- Below 24 yrs. old: 57%
- Refugee population: 4,929
- Urban population: 13%
- GDP/capita: $2,268
- Unemployment: -
- Below poverty line: 39.9%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 9 (2014)
- Mobile phones/100 people: 45 (2014)
- Literacy: 63%
- Avg. years of education: Females: - Males: -

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total
  - FY13 Actual: $220,091
  - FY14 Actual: $318,520
  - FY15 Actual: $363,806
- Total Reported
  - FY13 Actual: $672,051
  - FY14 Actual: $414,550
  - FY15 Actual: $1,473,785

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Other: $74,030
- Support for Mission Initiatives: $67,836
- American Spaces (not centers): $58,591
- American Centers: $36,308
- Supplementing ECA Programs: $23,147
Philippines

**DEMOGRAPHICS**
- Geographic area: 298,170 sq. km.
- Below 24 yrs. old: 52%
- Refugee population: 222
- Urban population: 44.4%
- GDP/capita: $2,899
- Unemployment: 6.8%
- Below poverty line: 25.23319%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 40 (2014)
- Mobile phones/100 people: 111 (2014)
- Literacy: 95%
- Avg. years of education: Females: 13 (2013)
- Males: 12 (2013)

**PUBLIC DIPLOMACY SPENDING**
- **Total PD Spending by Theme**
  - Support for Mission Initiatives: $736,414
  - Media/Press Activities: $168,998
  - American Spaces (not centers): $157,380
  - Alumni Outreach: $126,626
  - Supplementing ECA Programs: $100,077

**Top Spending by Activity**
- Cultural Programs (Post Generated): $390,945
- Support for Mission Initiatives: $268,344
- Educational Initiatives (not including English Language programs): $76,148
- Alumni Outreach: $70,612
- Digital Outreach: $60,812

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Singapore

**DEMOGRAPHICS**
- Geographic area: 707 sq. km.
- Population: 5,469,700 (2014)
- Below 24 yrs. old: 29%
- Refugee population: 3
- Urban population: 100%
- GDP/capita: $52,889
- Unemployment: 1.7%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 82 (2014)
- Mobile phones/100 people: 147 (2014)
- Literacy: 97%
- Avg. years of education: Females: -
- Males: -

**PUBLIC DIPLOMACY SPENDING**
- **Total PD Spending by Theme**
  - Cultural Programs (Post Generated): $390,945
  - Support for Mission Initiatives: $268,344
  - Educational Initiatives (not including English Language programs): $76,148
  - Alumni Outreach: $70,612
  - Digital Outreach: $60,812

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**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other
**Thailand**

**DEMOGRAPHICS**
- Geographic area: 510,890 sq. km.
- Population: 67,725,979 (2014)
- Below 24 yrs. old: 31%
- Refugee population: 75,137
- Urban population: 50.4%
- GDP/capita: $5,816
- Unemployment: 0.8%
- Below poverty line: 10.5%

**COMMUNICATIONS AND LITERACY**

- FH Media Freedom: Not Free
- Internet users/100 people: 35 (2014)
- Mobile phones/100 people: 144 (2014)
- Literacy: 98%
  Males: 13 (2013)

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**
- FY13 ACTUAL: $1,689,951
- FY14 ACTUAL: $1,866,209
- FY15 ACTUAL: $2,440,894

**Total Reported**
- FY13 ACTUAL: $6,996,402
- FY14 ACTUAL: $2,086,208
- FY15 ACTUAL: $3,122,902

*(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)*

**Total PD Spending by Theme**

- Cultural Programs (Post Generated): $598,736
- Other: $566,251
- Support for Mission Initiatives: $493,051
- Media/Press Activities: $196,666
- Support for English Language Teaching/Learning: $165,251

**Top Spending by Activity**

- Cultural Programs (Post Generated)
- Other
- Support for Mission Initiatives
- Media/Press Activities
- Support for English Language Teaching/Learning

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**Timor Leste**

**DEMOGRAPHICS**
- Geographic area: 14,870 sq. km.
- Population: 1,212,107 (2014)
- Below 24 yrs. old: 62%
- Refugee population: -
- Urban population: 32.8%
- GDP/capita: $1,134
- Unemployment: 3.9%
- Below poverty line: 49.9%

**COMMUNICATIONS AND LITERACY**

- FH Media Freedom: Partly Free
- Internet users/100 people: 1 (2014)
- Mobile phones/100 people: 119 (2014)
- Literacy: 58%
  Males: 14 (2010)

**PUBLIC DIPLOMACY SPENDING**

**D&CP Total**
- FY13 ACTUAL: $235,759
- FY14 ACTUAL: $133,154
- FY15 ACTUAL: $200,501

**Total Reported**
- FY13 ACTUAL: $1,525,105
- FY14 ACTUAL: $134,714
- FY15 ACTUAL: $1,128,327

*(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)*

**Total PD Spending by Theme**

- Supplementing ECA Programs: $30,379
- Support for Mission Initiatives: $24,312
- Digital Outreach: $21,747
- American Spaces (not centers): $18,503
- Media/Press Activities: $15,060

**Top Spending by Activity**

- Supplementing ECA Programs
- Support for Mission Initiatives
- Digital Outreach
- American Spaces (not centers)
- Media/Press Activities

---

*Piechart Key: PD Spending by Theme*
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

*Map Key*
- Embassy
- Consulate
- American Space
Vietnam

DEMOGRAPHICS

Geographic area: 310,070 sq. km.
Population: 90,730,000 (2014)
Below 24 yrs. old: 41%
Urban population: 33.6%
GDP/capita: $2,111
Unemployment: 1.8%
Below poverty line: 13.5%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet users/100 people: 48 (2014)
Mobile phones/100 people: 147 (2014)
Literacy: 94%
Avg. years of education: Females: -
Males: -

PUBLIC DIPLOMACY SPENDING

D&CP Total
FY13 ACTUAL: $1,528,532
FY14 ACTUAL: $2,868,323
FY15 ACTUAL: $2,779,327

Total Reported
FY13 ACTUAL: $8,537,873
FY14 ACTUAL: $3,968,612
FY15 ACTUAL: $4,016,505

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG
PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity
Support for English Language $603,439
Teaching/Learning
Support for Mission Initiatives $583,842
Other $324,609
Cultural Programs (Post Generated) $290,336
Post-Generated Exchanges $209,400
FIELD-DIRECTED ACTIVITIES

U.S. PUBLIC DIPLOMACY IN THE EUROPE AND EURASIA REGION

Heavy Weight Joe Williams, Middle Weight, Franchon Crews, Light Welter Jamel Herring, and Women’s Light Weight Queen Underwood visit with school children in London. [State Department Photo]
U.S. PUBLIC DIPLOMACY IN THE EUROPE AND EURASIA REGION

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. Although Europe enjoys a high level of connectivity with 120 mobile phones per 100 members of the population, and roughly 63.2 percent internet penetration, many countries of the former Soviet Union grapple with a digital skills deficit. Europe’s record on media freedom is a complex picture: Western Europe, Scandinavia and the Baltic States have some of the freest media in the world, while the press in the Balkans and many former Soviet states, such as Hungary, Ukraine and Moldova, operate with partial freedom. Russian, Belarusian and Azerbaijani media are not free. Media credibility is a challenge in a number of countries, such as Bulgaria and Romania, where corrupt actors—both foreign and domestic—dominate ownership and manipulate the information space. The favorability rating for the United States in the region based on the latest figures in the Pew Global Indicators Database remains above 50 percent, with the exception of Greece (34 percent) and Russia (15 percent). Favorability in Germany is at 50 percent.

With 49 U.S. missions in the region, public diplomacy expenditures in Europe amounted to almost $67 million, with the most going to Germany ($6.251 million) and Russia ($4.727 million). Ukraine received almost $1.5 million in additional public diplomacy funding for specific programs, totaling over $3 million.

Over the last two years, the main challenges for U.S. public diplomacy in Europe have included supporting Ukraine and addressing the Kremlin’s propaganda and aggressive use of influence levers across the political, economic, social and information arenas to promote an anti-Western agenda throughout the Russian periphery and, to a degree, throughout Europe. Russia spends more than $500 million a year to support an international media infrastructure that sows disinformation, mistruths and counter-narratives about the European Union and the United States in order to undermine EU and NATO cohesion and halt further integration into Euro-Atlantic institutions. U.S. engagement to counter Moscow’s disinformation campaign involves using public diplomacy resources strategically to support independent, credible media; strengthen pro-democracy civil society groups; and convey policy messages to key audiences. The United States works with a broad array of partners in this strategic outreach, including multilateral institutions, allied governments, non-governmental organizations and the Broadcasting Board of Governors (See: International Broadcasting in Europe).

Efforts to counter violent extremism (CVE) also remain critical given the active recruitment of European foreign fighters by the Islamic State of Iraq and the Levant (ISIL or Daesh). For example, U.S. missions in Europe support a variety of public diplomacy programs through which European audiences, including vulnerable youth in CVE-focus countries (Albania, Belgium, Bosnia & Herzegovina, Denmark, France, Germany, Italy, Kosovo, Macedonia, the Netherlands, Norway, Serbia, Spain, Sweden, Turkey and the United Kingdom), address how to reduce conditions that give rise to extremist views in their communities. Moreover, public diplomacy programs provide the European public with platforms to youth unemployment.

Engagement with the European public on challenging social and economic problems, like those brought on by the global refugee crisis, is also essential. The 2015 surge in migration into Europe threatened the political cohesion of the EU and drained national resources away from other priorities. U.S. missions in Europe promote the integration of immigrant communities through innovative public diplomacy programs to convene, connect and empower key stakeholders and put out positive narratives.

U.S. FOREIGN POLICY GOALS

In 2015, U.S. foreign policy priorities in Europe were the same as 2014. They included: 1) continue to work for a Europe whole, free and at peace; 2) strengthen NATO in support of a strong global security community; 3) negotiate the Transatlantic Trade and Investment Partnership (TTIP), which promotes economic openness and growth, and invest in European entrepreneurship; 4) defend and advance universal values, democracy and human rights where they are threatened; and 5) cooperate with Russia in areas of mutual interest while holding Russia accountable for its aggression in Ukraine.

U.S. PUBLIC DIPLOMACY GOALS

The Bureau of European and Eurasian Affairs (EUR) and U.S. missions in Europe aim to maintain a policy-focused approach to public diplomacy programs to contribute to the above goals for the region. In addition to advancing the vision of a Europe that is whole, free and at peace—and deepening vital cultural and educational ties—U.S. public diplomacy in Europe prioritizes foreign public engagement to combat Russian disinformation and propaganda; promote the U.S. Ukraine and Syria policies; support European allies and partners addressing the integration challenges involved in absorbing massive flows of migrants and asylum seekers; counter violent extremism; and promote ongoing TTIP negotiations and other opportunities to boost trade. U.S. public diplomacy in Europe also supports
targeted action plans in 23 countries in Central, Eastern and Southeastern Europe to strategically fight corruption, as it threatens not only democratic institutions and economic growth, but also regional security.

There are U.S. and locally employed staff at 72 U.S. embassies and consulates in Europe. Primary public diplomacy outreach includes educational advising and youth engagement, with the 182 American Spaces (libraries, cultural centers and information resource centers) in the region often serving as conveners. Academic and professional exchange programs play a crucial role in engaging foreign audiences and building long-term relationships. The Fulbright Program and the International Visitor and Leadership Program (IVLP) remain popular, prestigious U.S. exchanges that are sought after by academics, students and emerging leaders in the region. Other short-term and long-term exchange programs, such as the Professional Fellows Program and the Humphrey Fellowship Program, are equally important in reaching a diverse audience and addressing key European themes in the region, such as youth entrepreneurship. In addition, the U.S. Speakers and cultural programs aim to deepen the European public’s understanding of American culture, values and society.

According to Open Doors Data, the majority of European students who studied in the United States in 2015 were from the United Kingdom (10,743), followed by Turkey (10,724), Germany (10,193), France (8,743), Spain (6,143), Russia (5,562), Italy (4,863), Sweden (4,507), Norway (2,498) and the Netherlands (2,257). Austria, Belgium, Bulgaria, Denmark, Greece, Ireland, Poland, Romania, Switzerland and Ukraine all had more than 1,000 students studying in the United States.

**U.S. PUBLIC DIPLOMACY SPENDING IN FY 2015**

The top five, most-funded PD missions in Europe were Germany ($6.467 million), Russia ($4.947 million), France ($3.831 million), Turkey ($3.642 million) and Italy ($3.586 million). Ukraine was funded with $3.150.

Traditional public diplomacy programs continue to play a central role in the Bureau of European and Eurasian Affairs’ (EUR) engagement overseas. These include culture, sports, civil society, democracy, good governance, English and education. Throughout 2015, public diplomacy programs also focused on engaging foreign audiences on policy issues, including countering violent extremism, supporting the integration of migrants and refugees, advancing TTIP negotiations, promoting entrepreneurship and countering Russian propaganda.

Several PD programs were created at the end of fiscal year 2015 to address the rapidly escalating migration crisis in Europe and these programs will continue to be a focus of 2016 programming.

Under Secretary Stengel dedicated resources to increase awareness of the migration crisis through public diplomacy programming, which included working closely with European NGOs, increased outreach to European officials for the exchange of best practices, as well as English-language programming. EUR’s public diplomacy team worked closely with ECA and IIP to coordinate programming, which resulted in numerous IVLP, Professional Fellows, Fulbright Scholars, and U.S. Speakers focused on this important priority.
## Europe: Base Public Diplomacy Spending

Diplomatic & Consular Programs Budget, .7 Funding

<table>
<thead>
<tr>
<th>Highest Funding</th>
<th>POSITION</th>
<th>COUNTRY</th>
<th>&quot;7&quot; SPEND</th>
<th>% of Region</th>
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<td>IRELAND</td>
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<td>ICELAND</td>
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<tr>
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<td>MONTENEGRO</td>
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<td>BERMUDA</td>
<td>$0</td>
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</table>
2015 Base Budget

Germany: 6.2M
France: 3.6M
Italy: 3.4M
Ukraine: 3M
Turkey: 3.6M
Russia: 4.7M
## Europe: Total Public Diplomacy Spending

Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Affairs Sections

<table>
<thead>
<tr>
<th>Position</th>
<th>Base</th>
<th>Country</th>
<th>Total Spend</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
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<td>Russia</td>
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<td>France</td>
<td>$3,830,556</td>
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<td>Turkey</td>
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<td>5</td>
<td>Italy</td>
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<td>50</td>
<td>Bermuda</td>
<td>$8,100</td>
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</table>
2015 Total Spending

Germany:
- Total: 6.5M
- Base: 6.2M

Russia:
- Total: 4.9M
- Base: 4.7M

France:
- Total: 3.8M
- Base: 3.6M

Italy:
- Total: 3.5M
- Base: 3.4M

Turkey:
- Total: 3.6M
- Base: 3.6M

No large disparities

Legend:
- $60M
- $30M
- $0
- Represent.
- IPR
- PA Other
- All Others
## EUROPEA & EURASIA REGION PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>TCP</td>
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<tr>
<td>Total Funding</td>
<td>$66,305,382</td>
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<td>Average Funding</td>
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<td>Standard Deviation</td>
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### REGIONAL COUNTRY SPENDING RANKED BY FY 15 TOTAL SPENDING

<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
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<td>D&amp;CP</td>
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<td>D&amp;CP</td>
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<tr>
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<tr>
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<td>$7,344,738</td>
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<td>22 USEU BRUSSELS</td>
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<td>23 CROATIA</td>
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<td>Country Name</td>
<td>FY 2013 Actual</td>
<td>FY 2014 Actual</td>
<td>FY 2015 Actual</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------</td>
<td>------------------</td>
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<td></td>
<td>D&amp;CP</td>
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<td>27 LATVIA</td>
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<td>51 BERMUDA</td>
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</table>

*Total funding from all reported sources. Due to lag in reporting of some funding types, FY14 and FY15 data may not reflect all additional funding sources. For example, ECE funding data reporting generally lags 2 fiscal years behind.
SAMPLE PUBLIC DIPLOMACY PROGRAMS

PD programs in 2015 included post-led outreach working with the Ukrainian Ministry of Education to support public sector reforms; supporting education in key countries through the English Access Microscholarship Program (Access) and other post-funded programs that provide training for communicators; fostering entrepreneurship and innovation through programs such as R-BEST, implementing a private-sector internship program for Russian entrepreneurs; and increasing Maker Space programming at American Spaces. Additional focal points for public diplomacy programs included working with partner governments and civil society to network, train and support digital communicators via tailored opportunities, such as TechCamps. Below are some feature programs:

Young Transatlantic Innovation Leaders Initiative (YTILI): This important economic initiative strengthens the transatlantic relationship, develops sustainable partnerships between young U.S. and European innovators, promotes regional integration and cooperation in Europe, and encourages European governments, businesses, and civil society to improve their innovation eco-systems. The first class of YTILI fellows, 50 young entrepreneurs from throughout Europe, participated in a three-week fellowship culminating in the Global Entrepreneurship Summit (GES) in Silicon Valley in June. President Obama announced the launch of this initiative at GES, which falls under the White House Young Leaders programs alongside YALI, YLAI and YSEALI. Going forward in fiscal year 2017, EUR will award a grant to expand this initiative by launching a second round of YTILI fellows and other regional programs along with a robust online network--scaling up this successful program. This activity directly supports the Department’s strategic goal to strengthen America’s economic reach and positive economic impact, expand access to future markets, investment, and trade, and promote inclusive economic growth, entrepreneurship and innovation.

The Baltics – Investigative Journalism Program: The U.S. embassies in Lithuania, Latvia and Estonia launched a 12-month innovative, multi-phased investigative journalism training program for early and mid-career journalists working in the Baltic States who report in local languages or Russian. Media organizations in all three countries need the skills and tools to produce fact-based, credible news reporting. The goal of the program is to build a more mature, proactive 21st century media landscape in the three Baltic States.

Ukraine – Academic Integrity Program: A significant priority is to support Ukraine’s ambitious effort to reform its institutions to increase transparency in governance, reduce corruption, enhance democracy and strengthen its economy while pursuing greater integration with Western institutions. This program directly engages university undergraduate students to educate themselves and their peers about the principles of academic integrity through participatory activities such as conferences, performances, workshops, roundtables, role plays, public debates, promotional activities, development of web materials, community service projects, opinion polling, media engagement and other forms of public advocacy. The program also encourages the students to create institutional change by creating honor codes and honor councils. The program is administered with the support of Ukraine’s Ministry of Education and Science.
**U.S. INTERNATIONAL MEDIA IN THE EUROPE AND EURASIA REGION**

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

Languages: Albanian, Armenian, Avar, Azerbaijani, Bashkir, Belarusian, Chechen, Circassian, Crimean Tatar, Georgian, Romanian, Russian, Tatar, Ukrainian

**RFE/RL’S RADIO SVOBODA (LANGUAGE: RUSSIAN)**

FY 2015: $6.896 million ($7.496 million with program delivery)

*Origin:* 1953  
*Delivery Method:* Radio (SW, MW, satellite), Website and Mobile Site, Social Media, Mobile App  
*Radio Original Programming:* 48 hours/week  
*Radio Total Broadcast:* 168 hours/week via internet; 105 hours/week via SW

RFE/RL’s Russian Service, Radio Svoboda, delivers professional news on Russia and the region. Due to political pressure within Russia, RFE/RL is restricted from local radio and TV rebroadcasting and therefore focuses on digital distribution platforms. Radio Svoboda has historically been a trusted source of balanced information about political, social, civic, cultural and human rights issues that are unreported or under-reported in Russia. It has also provided a forum where discussion and debate on these issues can take place. With this enduring mission, the service is focused on producing a range of integrated multimedia content—audio, video and social media—that connects target audiences across Russia and enhances the impact of its journalism. The service provides in-depth public discussion and facilitates the flow of information between different national regions and social strata by producing regionally based content, a variety of discussion shows and highly engaging foreign coverage. Sample programs include: “Face the Event,” which is a live talk show on the main news event of the day, and “Signs of Life,” the service’s short-form documentary program, which focuses on pressing current events within Russian society.

In mid-October 2014, with resource support from the State Department, RFE/RL together with VOA launched “Current Time,” a daily, 30-minute Russian-language television news program that targets Russian-speaking audiences in countries in Russia’s periphery. Its purpose is to provide a compelling, balanced alternative to the disinformation produced by Russian media outlets that is driving conflict in the region. “Current Time” draws upon an extensive network of reporters across the region and the top-notch production teams of RFE/RL in Prague and VOA in Washington, D.C. The daily program airs Monday through Friday and presents live, front-line news coverage, interviews, original features and political satire in a format enhanced by cutting-edge digital techniques and graphics. “Current Time” was expanded in May 2015 with the launch of weekend editions of the program, with VOA hosting the Saturday program and RFE/RL hosting the Sunday version. “Current Time” is carried by 25 affiliates in nine countries, reaching audiences on domestic television stations throughout the Russian periphery. In September 2015, RFE/RL started producing a version of “Current Time” for the Central Asian market, which airs on domestic stations in Kyrgyzstan, Tajikistan and Kazakhstan. RFE/RL is currently developing a “Current Time” satellite stream in Russian that will be available on the Hotbird 13 satellite and online. The channel will offer daily live newscasts and up to 6–8 hours of original programming, including programming from RFE/RL, VOA and affiliates, plus acquired and commissioned content. At the end of fiscal year 2015, RFE/RL launched a digital media team (DIGIM) to drive social-media reporting and engagement within the “Current Time” brand in the digital space. DIGIM includes four operational units (all Russian-language focused), including social media, mobile video, and satire.

**RFE/RL BALKAN SERVICE (LANGUAGES: ALBANIAN TO KOSOVO, BOSNIAN, CROATIAN, MACEDONIAN, MONTENEGRIN, SERBIAN)**

FY 2015: $4.296 million ($4.296 million with program delivery)

*Origin:* Bosnian, Croatian, Serbian -- 1994; Albanian to Kosovo -- 1999; Montenegro -- 2005; Macedonia: 2001  
*Delivery Method:* Radio (FM, satellite), TV, Websites and Mobile Sites (3 websites/5 languages), Social Media, Mobile Apps  
*Radio Original Programming:* 50 hours/week  
*Radio Total Broadcast:* 50 hours/week  
*Television Original Programming:* Regional 0.5 hour (30 minutes)/week; Bosnian 0.5 hour (30 minutes)/week; Macedonian 0.2 hour (12 minutes)/week  
*Television Total Broadcast:* Regional 0.5 hour (30 minutes)/week; Bosnian 0.5 hour (30 minutes)/week; Macedonian 0.2 hour (12 minutes)/week

RFE/RL’s Balkan Service promotes a civil society that defines people by their actions and beliefs, not by ethnicity. By giving voice to minorities and promoting individual
opinions, the service helps to build trust among people in the region and contributes to stability in the Balkans. The Balkan Service also works to unmask Russian disinformation in order to help counterbalance the growing political and economic influence of Russia in the Balkans. More than 150 affiliate stations broadcast the service's programming. In addition to daily shows targeting the individual markets in Bosnia, Kosovo, Macedonia, Montenegro and Serbia, the Balkan Service has a daily 30-minute regional show through affiliates in Bosnia, Montenegro and Serbia, focusing on stories of regional interest. The service also provides critical coverage on breaking news events, including the ongoing refugee crisis and ISIL's recruitment of foreign fighters in the region.

**RFE/RL RADIO SVABODA (LANGUAGE: BELARUSIAN)**

FY 2015: $2.403 million ($2.562 million with program delivery)

**Origin:** 1954  
**Delivery Method:** Radio (AM, SW, satellite), Television (Belsat), Website and Mobile Site, Social Media, Mobile Apps  
**Radio Original Programming:** 7.5 hours/week  
**Radio Total Broadcast:** 28 hours/week  
**Television Original Programming:** 0.5 hours (30 minutes)/weekly (Belsat)  
**Television Total Broadcast:** 1.5 hours/weekly (Belsat)

Radio Svaboda’s unique role as a surrogate broadcaster is to provide uncensored news, trusted analysis and feature programming in Belarusian about events in Belarus and the world to a closed, authoritarian society. Another vital dimension of this role is countering ubiquitous Russian propaganda in Belarus and providing trustworthy reporting and analysis on Ukraine. Unique programs include “Liberty in Prison,” a weekly program about life in Belarusian prisons. Other programs include roundtables and resources on Belarusian culture and topics of regional interest. The service provides unrivaled live online multimedia reporting from protests, public trials and other unfolding events. Special attention is paid to human rights and political prisoners. The service also reaches a highly engaged digital audience through livestreaming, Twitter, Facebook, YouTube and other digital outlets. The service’s Facebook page remains the most popular social network page among all Belarusian media.

**RFE/RL RADIO TAVISUPLEBA (LANGUAGE: GEORGIAN), EKHO KAVKAZA (LANGUAGE: RUSSIAN)**

FY 2015: $2.070 million ($2.070 million with program delivery)

**Origin:** 1953  
**Delivery Method:** Radio (FM, satellite), TV, Website and Mobile Site, Social Media, Mobile Apps  
**Radio Original Programming:** 115 hours/week  
**Radio Total Broadcast:** 126 hours/week  
**Television Original Programming:** 19 hours/week  
**Television Total Broadcast:** 19 hours/week

The Georgian Service delivers professional news to the Georgian people via television, radio and the internet. As a trusted surrogate broadcaster, the service plays a critical role in the Georgian market by acting as a bridge between people and the news. In December 2015, the service launched “Interview,” a new weekly TV show in conjunction with the Georgian Public Broadcaster (GPB), consisting of in-depth, 30-minute-long interviews asking hard-hitting questions to politicians, newsmakers and academics in Georgia and abroad. On radio, the service airs a wide array of programming focused on news, current affairs and cultural issues. In the digital sphere, the
service maintains websites, Facebook fan pages and Twitter accounts in both Georgian and Russian. In addition, the service continues to cover Georgia's breakaway regions of Abkhazia and South Ossetia through "Echo of the Caucasus," a daily one-hour Russian-language program that seeks to use impartial reporting to overcome mistrust between the peoples of these conflict zones.

**RFE/RL RADIO AZADLIQ (LANGUAGE: AZERBAIJANI)**

**FY 2015: $1.868 million ($1.868 million with program delivery)**

**Origin:** 1953  
**Delivery Method:** Radio (satellite), TV (Hotbird, TurkSat satellites); Website and Mobile Site (in Azeri/Russian), Social Media, Mobile App  
**Radio Original Programming:** 3 hours/week  
**Radio Total Broadcast:** 3 hours/week  
**Television Original Programming:** 2 hours/week  
**Television Total Broadcast:** 2 hours/week

RFE/RL's Azerbaijani Service provides uncensored and reliable information that promotes transparency, accountability and pluralism in Azerbaijan. The service's investigative reports address issues that are absent in official media. In a country where the government controls the flow of information, Azadliq is viewed as the only remaining source of uncensored and balanced news. By being objective and balanced, the service provides a credible and influential alternative to official media and serves as a role model for young journalists and independent journalism. At the end of 2014, Azerbaijani authorities arrested RFE/RL contributor Khadija Ismayilova following her extensive reporting on high-level corruption connected to the president's family and raided and shut down RFE/RL's Baku bureau. In September 2015, Ismayilova was sentenced to 7.5 years in prison after being convicted on charges that rights groups have called retribution for her reporting. Current and former bureau staff have been continuously harassed, threatened and interrogated by authorities. Nevertheless, the service has invested in expanding its digital products and has increased audience engagement in the past year. Sample programs include: "AzadliqLive," a current events show; "Azadliq on Hotbird," a daily news program with video reports from Baku and international stories; and "Hotline," which addresses listeners' social and legal problems and connects them with lawyers and officials.

**RFE/RL RADIO AZATTYK (LANGUAGE: KYRGYZ)**

**FY 2015: $1.710 million ($1.710 million with program delivery)**

**Origin:** 1953  
**Delivery Method:** Radio (nationwide FM, satellite), TV (affiliates), Website and Mobile Site, Social Media, Apps  
**Radio Original Programming:** 26.3 hours/week  
**Radio Total Broadcast:** 49 hours/week  
**Television Original Programming:** 2 hour/week  
**Television Total Broadcast:** 2 hour/week

The Kyrgyz Service connects Kyrgyzstani society with informed reporting and debate on topics ignored or collectively neglected in Kyrgyzstan, such as interethnic tolerance, minority rights, abuse and torture within the justice system, Islamic radicalism and corruption in the government. In light of the dominance of Russian media in the country promoting the Kremlin's version of domestic and foreign policy, as well as the rising influence of radical Islam in society, the Kyrgyz Service has retained its position of being a trustworthy, balanced, in-depth journalistic organization providing audiences with unbiased and factual reporting in the face of misinformation. Sample programs include: "Inconvenient Questions," a political talk show which was rated the third most popular TV program in Kyrgyzstan in a January 2015 study by Global Media; and the youth-oriented program discussing the rights of different social groups and minorities "Azattyk+t," which explores ethnic, cultural and religious diversity, tolerance and openness to other countries and cultures, and achievements and problems of young people in Kyrgyzstan and abroad.

**RFE/RL RADIO EUROPA LIBERA (LANGUAGE: ROMANIAN)**

**FY 2015: $1.739 million ($1.739 million with program delivery)**

**Origin:** 1950 (to Romania, ended in 2008; Moldova-focused programs continue since 1998)  
**Delivery Method:** Radio (FM, UKV, satellite), TV, Website and Mobile Site, Social Media, Mobile App  
**Radio Original Programming:** 11.1 hours/week  
**Radio Total Broadcast:** 12.75 hours/week  
**Television Original Programming:** 3.7 hours/week  
**Television Total Broadcast:** 3.7 hours/week

RFE/RL's Moldovan Service 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. The service promotes free speech, respect of human rights and of minorities, and democratic values. It is the only Western international media available on Moldovan radio with programs designed to serve the Moldovan audience. The Moldovan Service produces a 10-minute, weekday television program called "Clear and Simple," which airs first in Romanian and then is dubbed into Russian on the national public TV channel Moldova 1. Other TV projects include roundtable discussions, shows on political and social issues in the country and talk shows. In addition to its standard daily radio news programs, the service also offers special radio programs, in Romanian and Russian, to the separatist region of Transdniester, which are designed to build bridges between peoples living in a divided society. The service also features multimedia content online, including "May Moldova," an exploration of the country as a multiethnic society.
RFE/RL RADIO AZATUTYUN (LANGUAGE: ARMENIAN)

FY 2015: $1.659 million ($1.659 million with program delivery)

Origin: 1953
Delivery Method: Radio (FM, satellite), TV (affiliates), Website and Mobile Site (Armenian, Russian, English languages), Social Media, Mobile App
Radio Original Programming: 20.6 hours/week
Radio Total Broadcast: 38 hours/week
Television Original Programming: 7 hours/week
Television Total Broadcast: 7 hours/week

RFE/RL's Armenian Service is seen as a surrogate media source for independent news and information about events happening in Armenia. The broadcaster has become the top source of live video coverage of key political and social developments in the country, thanks to investment in internet streaming technology and its ability to cover events without censorship and control (unlike its competitors). The service also facilitates peer-to-peer dialogue and provides a platform for free discussion of critical issues, such as identity and the peaceful coexistence of various ethnic and religious communities, which are the vital basis of the Armenian government, as well as key opposition leaders. Other sample programs include: “News Center,” the Armenian Service's flagship evening news program broadcast live online and on its YouTube channel; “Exclusive,” a TV show featuring interviews with top Armenian newsmakers; and “Crossroads of Opinions,” a Saturday evening political talk show offered via radio and video webcast.

RFE/RL NORTH CAUCASUS LANGUAGES SERVICES (LANGUAGES: AVAR, CHECHEN, CIRCASSIAN)

FY 2015: $1.320 million ($1.377 million with program delivery)

Origin: 2002
Delivery Method: Radio (SW, satellite), Websites and Mobile Sites, Social Media, Mobile Apps
Radio Original Programming: 7 hours/week
Radio Total Broadcast: 14 hours/week

RFE/RL’s North Caucasus Languages Service reports news in a violent region where media freedom and journalists remain under severe threat. RFE/RL is the sole international broadcaster transmitting in the Avar, Chechen and Circassian languages. It is the only news service providing objective coverage of the ongoing, low-level insurgency, reporting not just statements by government agencies, but also on the views of insurgency commanders and the relatives of civilian victims. The service produces unique, 20-minute daily news programs in each language. Each daily 20-minute segment is comprised of a 3-minute news cast followed by three or four reports on key local, Russian and international stories plus billboards and promos. The service is the only Chechen-language media outlet to provide in-depth coverage of human rights abuses by the police and security forces, social taboos and the ongoing efforts by Chechnya's current leader to rewrite the history of the past two decades. Additionally, the service broadcasts a special Sunday rubric in Avar called “Religion and the World,” which focuses on topics related to religious extremism and provides a forum for dialogue between religious communities and a platform for moderate voices.

RFE/RL RADIO AZATLIQ (LANGUAGES: TATAR, BASHKIR, CRIMEAN TATAR)

FY 2015: $846,000 ($846,000 with program delivery)

Origin: 1953
Delivery Method: Radio (satellite), Website and Mobile Site, Social Media, Mobile App
Radio Original Programming: 3.5 hours/week
Radio Total Broadcast: 3.5 hours/week

The Tatar-Bashkir Service is the only major international news provider in the Tatar and Bashkir languages covering religious, sectarian, ethnic, cultural, historical and identity issues in an environment heavily dominated by the Russian press. The service aims to serve as a bridge between Tatar communities in Russia, Crimea and the world. Using its website as the primary delivery platform, the service targets its programming at people living in Tatarstan and Bashkortostan, as well as in neighboring areas. The service provides a platform for free discussion of critical issues, such as identity and the peaceful coexistence of various ethnic and religious communities, which are the vital basis for developing and nourishing civil society and democratic institutions in the region. The service'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. The service also produces a special program highlighting user-generated content called “People's Word,” which features analysis and commentary from outside contributors to promote a spirit of discussion and tolerance of other views.

RFE/RL RADIO AZATLYK (LANGUAGE: TURKMEN)

FY 2015: $617,000 ($719,000 with program delivery)

Origin: 1953
Delivery Method: Radio (SW, satellite), Website and Mobile Site, Social Media, Mobile App
Radio Original Programming: 5.5 hours/week
Radio Total Broadcast: 56 hours/week
Radio Azatlyk works to offer Turkmen-speaking audiences professional and locally sourced information about themselves and their society. It is the only international media broadcaster operating in Turkmenistan and providing news from inside the country with original video reporting and photojournalism on human rights and civil society, key developments, topics concerning freedom of the press and expression, and reports on religious and ethnic minorities. The service does not have a bureau in Turkmenistan and the freelancers who work with it risk their lives and livelihoods to send in reports. But the service’s impact is clearly demonstrated by audience calls, emails and citizen journalism reports, as well as by the reactions of the Turkmen government. In one case in February 2016, the service highlighted the plight of residents of several villages in Balkan province, who complained about being disconnected from the communication system of Turkmenistan. The remote district was also not within range of cellphone signals. As a result, authorities recently started launching telephone lines in the area.

**VOICE OF AMERICA (VOA)**

*Languages: Azerbaijani, Albanian, Armenian, Bosnian, Georgian, Macedonian, Russian, Serbian, Turkish, Ukrainian*

**VOA RUSSIAN SERVICE**

*FY 2015: $3.764 million ($3.764 million with program delivery)*

*Origin: 1947*

*Delivery Method: Television, Website and Mobile Site, Mobile Applications, Social Media*

*Original Programming: 4.47 hours/week*

*Television Total Broadcasting: 4.47 hours/week*

VOA’s Russian Service employs a digital-first, cross-platform strategy to inform, engage and connect the information denied Russian-speaking audiences and offer fact-based alternative to the Kremlin’s misinformation campaigns designed to fan anti-U.S. and anti-Western sentiments both in Russia and globally. VOA Russian Service’s interactive multimedia content includes video streaming on desktop and mobile platforms, social media native products, expert blogs and user-generated content and feedback. It serves to engage audiences in conversations about America and its values while offering insights into U.S. policy, life and institutions, including U.S.-Russia relations and American reactions to developments impacting Russian democracy. Consumers of the VOA Russian digital properties are active and engaged. On branded websites, they read more than 2 million articles and view 500,000 video clips every month. On Facebook, the service has 120,000 actively engaged followers who view close to 1 million native videos weekly. The service’s Twitter handle is followed by more than 190,000 users. This digital presence is complemented by increased programming on television, the dominant media platform among Russian speakers. In 2014, VOA Russian partnered with RFE/RL to launch “Current Time,” a joint production undertaken in partnership with regional public and private media outlets. The “Current Time” branded content includes a variety of digital efforts and a daily 30-minute TV program, which is aired in nine countries via 25 media outlets and is available to digital audiences worldwide. Other sample programs include: “Briefing,” a 10-minute daily digital digest of short, native video reports on trending topics in the United States, Russia and globally; “Election Review,” a weekly wrap of major developments on the U.S. presidential campaign trail; “Lexicon” a product designed to explain American political jargon to Russian-speaking audiences; “U.S. News in 60 Seconds,” a video product with quick daily updates on the latest news in America; “Made in USA,” a weekly video feature about American people and their lives; and “Hollywood Boulevard,” a weekly video feature showcasing the latest releases from the American movie industry. VOA Russian serves as a Washington, D.C. and New York bureau for the few remaining independent media outlets in Russia. The service provides live daily reports from the NYSE to the Russian Business Channel and also provides live remotes and special reports to Dozhd TV, RTVi and Israeli Channel 9. According to the 2015 Gallup World Poll national survey, VOA’s measured total weekly audience in Russia in any language was 3.2 percent of all adults (15 or older). This figure is up from 1.7 percent of adults reached weekly in 2013.

**VOA UKRAINIAN SERVICE**

*FY 2015: $1.920 million ($1.920 million with program delivery)*

*Origin: 1949*

*Delivery Method: Television, Website and Mobile Site, Mobile Applications, Social Media*

*Television Original Programming: 2.5 hours/week*

*Television Total Broadcasting: 2.5 hours/week*

VOA Ukrainian is the leading international broadcaster in Ukraine acting as a *de facto* Washington bureau for four major national television channels: Channel 5, First National TV, ICTV and Channel 24. With a weekly audience of 18.3 percent of the Ukrainian adults, VOA Ukrainian is consistently rated among the most credible, trustworthy and influential sources of news, information and analysis regarding U.S.-Ukrainian relations, U.S. policy and American life. The programming is an important counter-narrative to mass audiences in the country, which is targeted by an
aggressive anti-Western misinformation campaign sponsored by Russia. Sample programs include: “Chas-Time” a daily, 15-minute TV news and information program; “Studio Washington,” a five-minute, daily news capsule for Russian-speaking Ukrainians; “Prime Time with Myroslava Gongadze,” a weekly newsmaker interview program; and “Window on America,” a weekly 20-minute magazine program. The Ukrainian Service also produces special reports and live interactives on a variety of subjects for Ukraine’s top-rated networks ICTV, First National and 1+1 TV. In addition to more than 6.7 million adult TV viewers every week, VOA Ukrainian’s digital desktop, mobile and social media presence engaged more than 6 million users in fiscal year 2015. On Facebook, VOA Ukrainian has more than 55,000 followers. It is followed by 80,000 Twitter users and the host of VOA’s flagship TV program, Myroslava Gongadze, has more than 75,000 followers. The service’s digital content is syndicated to some of the most popular websites in the target area—Pravda.com.ua, Ukr.net and Maidan.org—while video production is also available via a branded YouTube channel. VOA Ukrainian journalists actively use social media, particularly Facebook and Twitter, to engage the strategic audience, especially youth.

**VOA TURKISH SERVICE**

**FY 2015: $1.606 million ($1.606 with program delivery)**

**Origin:** 1942 (closed in 1945, reopened in 1948)

**Delivery Method:** Television, Website and Mobile Site, Social Media

**Television Original Programming:** 3.67 hours/week

**Television Total Broadcasting:** 2.5 hours/week

The VOA Turkish Services produces content for the internet and television. Television broadcasts are carried by a leading news network in Turkey, TGRT Haber. The TGRT News television network is the seventh largest in Turkey and now carries five live, 15-minute VOA Turkish newscasts, Monday through Friday, and a 30-minute magazine program each week. VOA Turkish also presents, Monday through Friday, a daily five-to-10 minute live webcam report for the affiliate. News and interviews broadcast by VOA Turkish are frequently redistributed in the Turkish media and the service receives substantial audience feedback from Turkey, Cyprus, Germany, other European countries, the United States and the Caucasus. Through the “Washington Bureau” concept, VOA Turkish service staff frequently provides commentary, analysis and background information on major Washington news events. Radicalism is a major problem and many extremist Islamist groups are currently active in many parts of the country. Turkey’s status as both an Daesh target and a hub for Daesh cells has made VOA Turkish’s coverage of such news stories even more important. The Turkish government has increased pressure on the media and the issue of press freedom has become a major concern for the U.S. and European institutions. 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, Turkish and global economic issues (e.g., unemployment, price hikes and food prices), health, education, environment, arts and entertainment. VOA Turkish also has an affiliation agreement with Mynet, one of the top three most popular news and entertainment portals in Turkey with more than 6.5 million registered members. VOA Turkish has web and mobile sites, a Facebook fan page, Twitter, YouTube, Google+ accounts, and sends a daily newsletter to more than 3,000 subscribers. The service also maintains 5 blogs.

**VOA ALBANIAN SERVICE**

**FY 2015: $1.595 million ($1.595 million with program delivery)**

**Origin:** 1943 (closed in 1945, reopened in 1951)

**Delivery Method:** Television, Website and Mobile Site, Mobile Applications, Social Media

**Television Original Programming:** 3.67 hours/week

**Television Total Broadcasting:** 3.67 hours/week

Successfully leveraging television and increasingly popular digital media platforms, VOA’s Albanian Service continues to inform, engage and influence far more people than any other international broadcaster in Albania, Kosovo and the Albanian-speaking areas of Macedonia, Serbia and Montenegro. The service plays a crucial role in bringing the audience unbiased, objective and comprehensive news about the world and the region. It also communicates America’s democratic experience and U.S. foreign policy objectives in a region still vulnerable to internal and external destabilizing forces, including violent extremism. According to the 2015 Gallup World Poll national survey, VOA Albanian TV and digital content reaches an estimated 59.7 percent of adults (15 or older) every week in Albania, 61.6 percent of adults in Kosovo, and 9.3 percent of all Macedonian adults. VOA Albanian signature TV daily news program “Ditari,” is carried by 19 TV affiliates in Albania, Kosovo and Montenegro, which largely focus on U.S. perspectives on developments affecting the region. While focusing on television, the news medium of choice for Albanian-speaking audiences, VOA Albanian journalists also interact with engaged digital audiences that, in 2016, viewed more than 3 million video clips on the service’s Facebook page and another 110,000 on its YouTube channel, every month. VOA Albanian’s Facebook pages is followed by more than 175,000 Facebook users, representing a generation of future influencers.
VOA SERBIAN SERVICE

FY 2015: $1.233 million ($1.233 million with program delivery)

Origin: 1943
Delivery Method: Television, Website and Mobile Site, Mobile Applications, Social Media Television Original Programming: 3.75 hours/week
Television Total Broadcasting: 3.75 hours/week

VOA Serbian is the leading international broadcaster and an important source of free, accurate and objective reporting to Serbia and other Serbian-speaking areas of the former Yugoslavia. According to 2015 Gallup World Poll national survey, VOA Serbian content, distributed via more than 50 national and regional affiliates and online, reaches 12.7 percent of Serbian adults weekly. In Montenegro, 2015 World Poll data show a weekly audience reach for VOA Serbian content at more than 30 percent of all adults, and in Kosovo at 15.6 percent. The same poll estimates VOA Serbian weekly website audience at 177,000 users. The service also engages more than 20,000 users on an increasingly popular Facebook platform. According to Gallup, VOA Serbian Service’s TV programs and digital content, distributed across desktop, mobile and social platforms, contribute significantly to the audience’s better understanding of current events and of American policies in a market that is exposed to aggressive anti-American views spread by nationalist and pro-Kremlin media. The service is widely recognized for providing trustworthy and reliable news and information. VOA Serbian responds weekly to TV content requests from top local broadcasters such as B92 and N1 Info in Serbia and TVCG in Montenegro, regarding U.S events and views on significant global developments.

VOA Azerbajjani Service

FY 2015: $669,000 ($669,000 with program delivery)

Origin: 1982
Delivery Method: Radio, Television, Website and Mobile Site, Social Media
Radio Original Programming: 1.5 hours/week
Total Radio Broadcasting: 2.2 hours/week
Television Original Programming: 3.5 hours/week
Total Television Broadcasting: 4.2 hours/week

The VOA Azerbaijani Service seeks to retain and strengthen its role in the Azerbaijani media as a full service multimedia news agency that provides news in various formats and on subjects that include political, social, economic, medical, technological and cultural developments. Its television content features “American Review” and “World View” programs that present an American perspective on issues of interest to the target audience. VOA Azerbaijani is also a major source of news for Iranian Azeris. Sample programs include: a 15-minute daily audio packages of two interviews or reports and a summary of top world news; a daily 5–6 minute video news program; a weekly 6–8 minute “Showbiz” program; and original internet video reports and interviews on issues relating to Azerbaijan.

VOA Bosnian Service

FY 2015: $813,000 ($813,000 with program delivery)

Origin: 1996
Delivery Method: Television, Website and Mobile Site, Mobile Applications, Social Media Television Original Programming: 2.58 hours/week
Television Total Broadcasting: 2.58 hours/week

Through its cross-platform, multimedia programming, VOA’s Bosnian Service aims to meet the informational needs of a sophisticated audience. VOA Bosnian communicates America’s democratic experience, explains U.S. foreign policy interests, and strives to impact political discourse in the area that is increasingly targeted by violent extremism and negative Russian influences. According to the 2015 World Poll, VOA content, distributed via two leading regional TV affiliates and via digital platforms, reaches 17.1 percent of adults weekly. Every week, the service engages 47,000 website visitors and about 12,000 users of an increasingly popular Facebook page. A sample program is “Studio Washington,” a live, half-hour news and current affairs television program, which airs Monday through Friday, by satellite and via affiliate stations throughout Bosnia-Herzegovina, including nationwide Face TV. VOA Bosnian also conducts a weekly interactive program with BHT1, Bosnia’s public broadcasting station, which focuses on major political, social and cultural issues and events in the United States, as well as U.S. perspectives on developments affecting the target audience.

VOA Georgian Service

FY 2015: $655,000 ($655,000 with program delivery)

Origin: 1951
Delivery Method: Radio (FM), Television, Website and Mobile Site, Mobile Applications, Social Media
Radio Original Programming: 3.5 hours/week
Radio Total Broadcasting: 3.5 hours/week
Television Original Programming: .66 hour (40 minutes)/week
Television Total Broadcasting: .66 hour (40 minutes)/week

The VOA Georgian Service employs an interactive mix of radio, television and internet programming to inform, engage and connect with the audience in the target area, which has come under increased Russian pressure. It provides insights into American life, thought and institutions, and analysis on Georgia’s democratic evolution and its
prospects for Euro-Atlantic integration. The service broadcasts two daily, 15-minute radio programs. The shows are carried by the national FM network of the Georgian public broadcaster. A sample TV program includes "Washington Today," a weekly 25-minute magazine aired on Georgian public TV focused on developments in the United States, American perspectives on major developments in the target area, the Georgian diaspora and features on social issues, medicine, science, technology and culture. VOA Georgian also conducts weekly TV interactives and special reports for three national networks—medi TV, Maestro TV and PBS ("Moambe" news program)—providing analysis, U.S. views on important regional developments and insights into American thought and institutions. In addition to desktop and mobile websites presence that expands VOA Georgian's television coverage with digital multimedia content, the service shares video updates on its YouTube channel and engages its audience via Facebook and Twitter. In fiscal year 2016, the number of Facebook followers tripled to more than 80,000. Facebook insights show that every month VOA's Georgian Service engages more than 300,000 Facebook users, who view more than 500,000 video clips.

**VOA ARMENIAN SERVICE**

**FY 2015: $425,000 ($425,000 with program delivery)**

**Origin:** 1951  
**Delivery Method:** Television, Website and Mobile Site, Mobile Applications, Social Media  
**Television Programming:** 1.58 hours/week  
**Television Total Broadcasting:** 1.58 hours/week

VOA's Armenian Service plays an important role by providing its audience with reliable, objective and comprehensive news and information. It serves as a vital source of information about the United States, its society and institutions, and its policies toward Armenia and other former Soviet republics. The Armenian Service's cross-platform programming, distributed via national TV affiliate Armenia TV and on digital platforms, has a weekly reach of 32 percent of Armenian adults, according to the 2015 Gallup World Poll national survey. VOA Armenian broadcasts the "Armenian Daily Report," a television feed of approximately 10 minutes, Monday through Friday, which contains reports on U.S. and world events, U.S. foreign policy, business, science, and U.S.-Armenian relations. On Sundays, Armenia TV airs the service's "Magazine Show," a 20-minute program that blends stories on the Armenian diaspora, American culture, science, medicine, business, the environment, Hollywood highlights and American pop music reviews. Armenia TV also broadcasts VOA's "Good Morning Armenia" segment, which is produced daily Monday through Friday. On Facebook, VOA Armenian's more than 30,000 followers view more than 500,000 video clips every month.

**VOA MACEDONIAN SERVICE**

**FY 2015: $322,000 ($322,000 with program delivery)**

**Origin:** 1999  
**Delivery Method:** Television, Website and Mobile Site, Mobile Applications, Social Media  
**Television Programming:** .92 hour (55 minutes)/week  
**Television Total Broadcasting:** .92 hour (55 minutes)/week

The VOA Macedonian Service is the most widely distributed source of news, information and analysis on U.S. foreign policy, U.S. interests and American life that is available to Macedonian-speaking television audiences in the Balkans. The added value that the service brings to the Macedonian media scene is its original and exclusive reporting, providing a panoptic view on U.S. policies and expert opinions on Macedonia's Euro-Atlantic prospects, thus promoting peace, freedom and democracy and explaining U.S. foreign policy interests in the volatile Balkan region. According to 2015 World Poll data, VOA content, distributed via TV affiliates and online, reaches more than 20 percent of adults in Macedonia every week. It also contributes to the audience's understanding of current events and of American views and policies in the heavily politicized media market targeted by aggressive, pro-Kremlin media. VOA Macedonian reporting is frequently reprinted and rebroadcast by local media. Every week, the service engages more than 42,000 website visitors and nearly 15,000 users of an increasingly popular Facebook page. As such, VOA Macedonian plays a critical role by modelling media behaviour in democracy. VOA Macedonian's flagship TV program is the 10-minute "Newsflash," which airs nationwide, Monday through Friday, on Alfa and 24 Vesti channels, and on a number of regional and local TV stations throughout the country. The program focuses on news from the United States pertinent to the target audience, including coverage of the Macedonian diaspora. Since April 2016, the service also provides live remotes to Telma TV, a nationwide network.
Albania

**DEMOGRAPHICS**
- Geographic area: 27,400 sq. km.
- Population: 2,894,475 (2014)
- Below 24 yrs. old: 38%
- Refugee population: 104
- Urban population: 57.4%
- GDP/capita: $3,965
- Unemployment: 17.5%
- Below poverty line: 14.3%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 60 (2014)
- Mobile phones/100 people: 105 (2014)
- Literacy: 97%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total
  - FY13 Actual: $639,922
  - FY14 Actual: $626,758
  - FY15 Actual: $570,960
- Total Reported
  - FY13 Actual: $1,813,721
  - FY14 Actual: $731,251
  - FY15 Actual: $593,221

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Cultural Programs (Post Generated): $207,555
- Support for Mission Initiatives: $140,207
- Supplementing Bureau of Public Affairs Programs: $71,084
- American Spaces (not centers): $47,213
- Other: $32,975

**Total PD Spending by Theme**

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Armenia

**DEMOGRAPHICS**
- Geographic area: 28,470 sq. km.
- Population: 3,006,154 (2014)
- Below 24 yrs. old: 34%
- Refugee population: 3,190
- Urban population: 62.7%
- GDP/capita: $3,500
- Unemployment: 16.2%
- Below poverty line: 30%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 46 (2014)
- Mobile phones/100 people: 116 (2014)
- Literacy: 100%
- Avg. years of education: Females: -, Males: -

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total
  - FY13 Actual: $586,881
  - FY14 Actual: $566,182
  - FY15 Actual: $669,775
- Total Reported
  - FY13 Actual: $3,216,556
  - FY14 Actual: $681,237
  - FY15 Actual: $740,437

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Cultural Programs (Post Generated): $219,892
- Support for Mission Initiatives: $138,180
- Digital Outreach: $49,569
- Other: $43,029
- American Spaces (not centers): $36,600

**Total PD Spending by Theme**

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Austria

**DEMOGRAPHICS**

Geographic area: 82,531 sq. km.  
Population: 8,534,492 (2014)  
Below 24 yrs. old: 26%  
Refugee population: 55,598  
Urban population: 66%  
GDP/capita: $43,439  
Unemployment: 5.6%  
Below poverty line: -

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Free  
Internet users/100 people: 81 (2014)  
Mobile phones/100 people: 152 (2014)  
Literacy: -  
Avg. years of education: Females: 16 (2014)  
Males: 16 (2014)

**PUBLIC DIPLOMACY SPENDING**

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<tr>
<th>D&amp;CP Total</th>
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<th>FY14 Actual</th>
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(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**

| Media/Press Activities | $343,271 |
| Support for Mission Initiatives | $294,925 |
| Educational Initiatives (not including English Language programs) | $269,114 |
| Cultural Programs (Post Generated) | $192,429 |
| Speaker Programs (Post Generated) | $165,257 |

Azerbaijan

**DEMOGRAPHICS**

Geographic area: 82,659 sq. km.  
Population: 9,537,823 (2014)  
Below 24 yrs. old: 40%  
Refugee population: 1,299  
Urban population: 54.6%  
GDP/capita: $5,496  
Unemployment: 4.9%  
Below poverty line: 6%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Not Free  
Internet users/100 people: 61 (2014)  
Mobile phones/100 people: 111 (2014)  
Literacy: 100%  
Avg. years of education: Females: 13 (2014)  
Males: 13 (2014)

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>D&amp;CP Total</th>
<th>FY13 Actual</th>
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(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**

| Media/Press Activities | $162,351 |
| Support for Mission Initiatives | $151,177 |
| Cultural Programs (Post Generated) | $148,763 |
| American Spaces (not centers) | $97,915 |
| Supplementing ECA Programs | $61,051 |
Belarus

DEMOGRAPHICS
Geographic area: 202,910 sq. km.
Population: 9,470,000 (2014)
Below 24 yrs. old: 28%
Refugee population: 925
Urban population: 76.7%
GDP/capita: $5,740
Unemployment: 0.5%
Below poverty line: 5.1%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 59 (2014)
Mobile phones/100 people: 123 (2014)
Literacy: 100%
Avg. years of education: Females: 16 (2014)
Males: 15 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $587,832 FY14 Actual: $673,342 FY15 Actual: $641,392
Total Reported FY13 Actual: $2,291,265 FY14 Actual: $872,016 FY15 Actual: $652,492
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Cultural Programs (Post Generated) $164,262
Support for Mission Initiatives $98,935
Other $85,185
Support for Information Resource Centers $71,243
Media/Press Activities $47,213

Top Spending by Activity

Belgium

DEMOGRAPHICS
Geographic area: 30,280 sq. km.
Population: 11,225,207 (2014)
Below 24 yrs. old: 29%
Refugee population: 29,179
Urban population: 97.9%
GDP/capita: $40,231
Unemployment: 8.5%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 85 (2014)
Mobile phones/100 people: 114 (2014)
Literacy: -
Avg. years of education: Females: 21 (2013)
Males: 19 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,776,411 FY14 Actual: $2,001,497 FY15 Actual: $1,640,718
Total Reported FY13 Actual: $3,253,532 FY14 Actual: $2,018,477 FY15 Actual: $1,709,381
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Support for Mission Initiatives $1,010,905
Digital Outreach $267,035
Post-Generated Exchanges $116,681
Cultural Programs (Post Generated) $85,767
Speaker Programs (Post Generated) $73,228
Bosnia and Herzegovina

**DEMOGRAPHICS**
- Geographic area: 51,200 sq. km.
- Population: 3,817,554 (2014)
- Below 24 yrs. old: 26%
- Refugee population: 6,890
- Urban population: 39.8%
- GDP/capita: $4,198
- Unemployment: 27.5%
- Below poverty line: 17.9%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 61 (2014)
- Mobile phones/100 people: 91 (2014)
- Literacy: 98%
- Avg. years of education: Females: -
  Males: -

**PUBLIC DIPLOMACY SPENDING**

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(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Other: $248,625
- Supplemented Bureau of Public Affairs Programs: $176,768
- Cultural Programs (Post Generated): $174,259
- Support for Mission Initiatives: $159,596
- Educational Initiatives (not including English Language programs): $156,816


Bulgaria

**DEMOGRAPHICS**
- Geographic area: 108,560 sq. km.
- Below 24 yrs. old: 24%
- Refugee population: 11,046
- Urban population: 73.9%
- GDP/capita: $6,820
- Unemployment: 11.4%
- Below poverty line: 22%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 55 (2014)
- Mobile phones/100 people: 138 (2014)
- Literacy: 98%
- Avg. years of education: Females: 15 (2014)
  Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;CP Total</td>
<td>$3,008,039</td>
<td>$930,697</td>
<td>$840,917</td>
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<tr>
<td>Total Reported</td>
<td>$3,008,039</td>
<td>$930,697</td>
<td>$840,917</td>
</tr>
</tbody>
</table>

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Cultural Programs (Post Generated): $211,208
- Support for Mission Initiatives: $184,243
- Media/Press Activities: $87,936
- American Spaces (not centers): $75,547
- Alumni Outreach: $51,019
**Croatia**

**DEMOGRAPHICS**
- Geographic area: 55,960 sq. km.
- Population: 4,238,389 (2014)
- Below 24 yrs. old: 26%
- Refugee population: 679
- Urban population: 59%
- GDP/capita: $11,536
- Unemployment: 17.3%
- Below poverty line: 19.4%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 69 (2014)
- Mobile phones/100 people: 104 (2014)
- Literacy: 99%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $1,182,322 FY14 Actual: $1,219,543 FY15 Actual: $1,076,618
- Total Reported FY13 Actual: $2,358,015 FY14 Actual: $1,326,867 FY15 Actual: $1,139,282

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>$41,000</td>
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<tr>
<td>Education</td>
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<td>CVE</td>
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<td>Democracy</td>
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<tr>
<td>Religious</td>
<td>$0</td>
</tr>
<tr>
<td>Other</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Top Spending by Activity**
- Support for Mission Initiatives: $262,974
- Educational Initiatives (not including English Language programs): $170,924
- Cultural Programs (Post Generated): $127,154
- Other: $83,504
- Supplemeting ECA Programs: $82,386

**Cyprus**

**DEMOGRAPHICS**
- Geographic area: 9,240 sq. km.
- Below 24 yrs. old: 32%
- Refugee population: 5,126
- Urban population: 66.9%
- GDP/capita: $22,957
- Unemployment: 16.1%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 69 (2014)
- Mobile phones/100 people: 96 (2014)
- Literacy: 99%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $698,863 FY14 Actual: $712,903 FY15 Actual: $672,878
- Total Reported FY13 Actual: $1,609,081 FY14 Actual: $788,327 FY15 Actual: $709,178

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education (not including English Language programs): $130,223</td>
<td></td>
</tr>
<tr>
<td>Media/Press Activities</td>
<td>$113,770</td>
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<tr>
<td>Support for Mission Initiatives</td>
<td>$104,621</td>
</tr>
<tr>
<td>Supplemeting IIP Programs</td>
<td>$67,311</td>
</tr>
<tr>
<td>Other</td>
<td>$62,926</td>
</tr>
</tbody>
</table>

**Top Spending by Activity**
- Support for Mission Initiatives: $262,974
- Educational Initiatives (not including English Language programs): $170,924
- Cultural Programs (Post Generated): $127,154
- Other: $83,504
- Supplemeting ECA Programs: $82,386
Czech Republic

**DEMOGRAPHICS**
- Geographic area: 77,230 sq. km.
- Population: 10,510,566 (2014)
- Below 24 yrs. old: 25%
- Refugee population: 3,137
- Urban population: 73%
- GDP/capita: $17,231
- Unemployment: 6.1%
- Below poverty line: 9.7%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 80 (2014)
- Mobile phones/100 people: 130 (2014)
- Literacy: Avg. years of education:
  - Females: 17 (2013)
  - Males: 16 (2013)

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;CP Total</td>
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(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

```
19+27+12+0+0+0+27+0+0+15+0+0
```

**Top Spending by Activity**
- Support for Mission Initiatives: $824,996
- Media/Press Activities: $115,682
- American Centers: $90,193
- Cultural Programs (Post Generated): $75,181
- Digital Outreach: $64,754

---

Denmark

**DEMOGRAPHICS**
- Geographic area: 42,430 sq. km.
- Population: 5,639,565 (2014)
- Below 24 yrs. old: 30%
- Refugee population: 17,785
- Urban population: 87.7%
- GDP/capita: $52,002
- Unemployment: 6.6%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 96 (2014)
- Mobile phones/100 people: 126 (2014)
- Literacy: Avg. years of education:
  - Females: 20 (2013)
  - Males: 19 (2013)

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
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</thead>
<tbody>
<tr>
<td>D&amp;CP Total</td>
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<tr>
<td>Total Reported</td>
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<td>$917,589</td>
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</table>

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

```
17+0+35+17+11+20+0+0+0+0+0+0
```

**Top Spending by Activity**
- Cultural Programs (Post Generated): $174,396
- Media/Press Activities: $115,674
- Support for Mission Initiatives: $89,571
- Inform Policy Making: $62,251
- Digital Outreach: $52,449
Estonia

**DEMOGRAPHICS**
- Geographic area: 42,390 sq. km.
- Population: 1,313,645 (2014)
- Below 24 yrs. old: 27%
- Refugee population: 90
- Urban population: 67.5%
- GDP/capita: $17,295
- Unemployment: 7.4%
- Below poverty line: 21.8%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 84 (2014)
- Mobile phones/100 people: 161 (2014)
- Literacy: 100%
- Avg. years of education: Females: 17 (2013)
- Males: 16 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $713,846 FY14 Actual: $753,179 FY15 Actual: $664,792
- Total Reported FY13 Actual: $1,659,073 FY14 Actual: $790,305 FY15 Actual: $702,339

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Support for Mission Initiatives $111,544
- Cultural Programs (Post Generated) $88,926
- Media/Press Activities $80,062
- Other $75,249
- American Spaces (not centers) $67,946

**Top Spending by Activity**
- American Spaces (not centers) $184,329
- Support for Mission Initiatives $130,811
- Digital Outreach $110,930
- Cultural Programs (Post Generated) $95,230
- Post-Generated Exchanges $51,710

Finland

**DEMOGRAPHICS**
- Geographic area: 303,890 sq. km.
- Population: 5,463,596 (2014)
- Below 24 yrs. old: 28%
- Refugee population: 11,798
- Urban population: 84.2%
- GDP/capita: $41,921
- Unemployment: 8.7%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 92 (2014)
- Mobile phones/100 people: 140 (2014)
- Literacy: -
- Males: 18 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $946,753 FY14 Actual: $997,132 FY15 Actual: $864,062
- Total Reported FY13 Actual: $4,022,275 FY14 Actual: $1,035,227 FY15 Actual: $907,753

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- American Spaces (not centers) $184,329
- Support for Mission Initiatives $130,811
- Digital Outreach $110,930
- Cultural Programs (Post Generated) $95,230
- Post-Generated Exchanges $51,710

**Top Spending by Activity**
- American Spaces (not centers) $184,329
- Support for Mission Initiatives $130,811
- Digital Outreach $110,930
- Cultural Programs (Post Generated) $95,230
- Post-Generated Exchanges $51,710
France

DEMOGRAPHICS
Geographic area: 547,557 sq. km.
Below 24 yrs. old: 30%
Refugee population: 252,264
Urban population: 79.5%
GDP/capita: $36,248
Unemployment: 9.9%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 84 (2014)
Mobile phones/100 people: 101 (2014)
Literacy: -
Avg. years of education: Females: 16 (2013)
Males: 16 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $3,703,605 FY14 Actual: $4,278,860 FY15 Actual: $3,636,338
Total Reported FY13 Actual: $8,539,728 FY14 Actual: $4,355,206 FY15 Actual: $3,830,556
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $637,564
Cultural Programs (Post Generated) $538,312
Educational Initiatives (not including English Language programs) $386,452
Support for Information Resource Centers $288,876
Media/Press Activities $276,304

Georgia

DEMOGRAPHICS
Geographic area: 69,490 sq. km.
Population: 4,504,100 (2014)
Below 24 yrs. old: 31%
Refugee population: 442
Urban population: 53.6%
GDP/capita: $3,796
Unemployment: 12.4%
Below poverty line: 14.8%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 49 (2014)
Mobile phones/100 people: 125 (2014)
Literacy: 100%
Avg. years of education: Females: 15 (2014)
Males: 15 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $898,468 FY14 Actual: $1,123,793 FY15 Actual: $1,335,754
Total Reported FY13 Actual: $4,849,771 FY14 Actual: $1,387,092 FY15 Actual: $1,414,831
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $347,692
Support for Mission Initiatives $195,895
Cultural Programs (Post Generated) $181,196
American Spaces (not centers) $107,856
Educational Initiatives (not including English Language programs) $91,981
Germany

DEMOGRAPHICS
Geographic area: 348,540 sq. km.
Population: 80,889,505 (2014)
Below 24 yrs. old: 24%
Refugee population: 216,973
Urban population: 75.3%
GDP/capita: $41,219
Unemployment: 5%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 86 (2014)
Mobile phones/100 people: 120 (2014)
Literate: 97%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $6,547,724 FY14 Actual: $6,757,252 FY15 Actual: $6,250,723
Total Reported FY13 Actual: $17,751,581 FY14 Actual: $7,058,232 FY15 Actual: $6,466,831
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity
- Media/Press Activities: $1,111,951
- Support for Mission Initiatives: $941,983
- Speaker Programs (Post Generated): $774,389
- Other: $524,839
- Educational Initiatives (not including English Language programs): $516,489

Total PD Spending by Theme
- Culture: 28
- Education: 0
- Economics: 14
- Science: 0
- Military: 17
- CVE: 0
- Democracy: 41
- Civil Society: 0
- Women: 0
- Youth: 0
- Religious: 0
- Other: 0

Greece

DEMOGRAPHICS
Geographic area: 128,900 sq. km.
Population: 10,957,740 (2014)
Below 24 yrs. old: 25%
Refugee population: 7,304
Urban population: 78%
GDP/capita: $18,036
Unemployment: 26.5%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 63 (2014)
Mobile phones/100 people: 110 (2014)
Literate: 97%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,876,231 FY14 Actual: $1,927,301 FY15 Actual: $1,699,832
Total Reported FY13 Actual: $3,895,025 FY14 Actual: $2,009,268 FY15 Actual: $1,764,132
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity
- Support for Mission Initiatives: $461,741
- Cultural Programs (Post Generated): $253,605
- Other: $191,180
- Digital Outreach: $95,719
- Speaker Programs (Post Generated): $78,360

Total PD Spending by Theme
- Culture: 21
- Education: 28
- Economics: 39
- Science: 0
- Military: 0
- CVE: 0
- Democracy: 11
- Civil Society: 0
- Women: 1
- Youth: 0
- Religious: 0
- Other: 0

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Hungary

**DEMOGRAPHICS**
- Geographic area: 90,530 sq. km.
- Population: 9,861,673 (2014)
- Below 24 yrs. old: 26%
- Refugee population: 2,867
- Urban population: 71.2%
- GDP/capita: $12,259
- Unemployment: 7.7%
- Below poverty line: 15%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 76 (2014)
- Mobile phones/100 people: 118 (2014)
- Literacy: 99%
- Avg. years of education: Females: 16 (2013)
- Males: 15 (2013)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $1,158,088
  - FY14 Actual: $1,174,700
  - FY15 Actual: $941,580
- **Total Reported**
  - FY13 Actual: $3,413,379
  - FY14 Actual: $1,300,689
  - FY15 Actual: $1,006,912

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Support for Mission Initiatives: $409,166
- Media/Press Activities: $92,507
- American Spaces (not centers): $73,510
- Cultural Programs (Post Generated): $55,881
- Digital Outreach: $51,250

**Iceland**

**DEMOGRAPHICS**
- Geographic area: 100,250 sq. km.
- Population: 327,589 (2014)
- Below 24 yrs. old: 35%
- Refugee population: 99
- Urban population: 94.1%
- GDP/capita: $50,173
- Unemployment: 4.9%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 98 (2014)
- Mobile phones/100 people: 111 (2014)
- Literacy: -
- Males: 18 (2012)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $266,769
  - FY14 Actual: $325,774
  - FY15 Actual: $336,873
- **Total Reported**
  - FY13 Actual: $799,514
  - FY14 Actual: $348,400
  - FY15 Actual: $355,873

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Cultural Programs (Post Generated): $79,172
- Other: $65,074
- Digital Outreach: $57,194
- Support for Mission Initiatives: $56,476
- Media/Press Activities: $41,304
Ireland

**DEMOGRAPHICS**
- Geographic area: 68,890 sq. km.
- Population: 4,612,719 (2014)
- Below 24 yrs. old: 33%
- Refugee population: 5,853
- Urban population: 63.2%
- GDP/capita: $51,290
- Unemployment: 11.3%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 80 (2014)
- Mobile phones/100 people: 105 (2014)
- Literacy: -
- Avg. years of education: Females: 19 (2013)
- Males: 19 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $619,226 FY14 Actual: $569,444 FY15 Actual: $532,824
- Total Reported FY13 Actual: $2,277,542 FY14 Actual: $592,969 FY15 Actual: $586,571

**Total PD Spending by Theme**
- Cultural Programs (Post Generated): $80,073
- Supplementing Bureau of Public Affairs Programs: $79,568
- Support for Mission Initiatives: $77,272
- Speaker Programs (Post Generated): $52,413
- Digital Outreach: $50,861

**Top Spending by Activity**
- Cultural Programs (Post Generated): $80,073
- Supplementing Bureau of Public Affairs Programs: $79,568
- Support for Mission Initiatives: $77,272
- Speaker Programs (Post Generated): $52,413
- Digital Outreach: $50,861

Italy

**DEMOGRAPHICS**
- Geographic area: 294,140 sq. km.
- Below 24 yrs. old: 23%
- Refugee population: 93,715
- Urban population: 69%
- GDP/capita: $29,847
- Unemployment: 12.7%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 62 (2014)
- Mobile phones/100 people: 154 (2014)
- Literacy: 99%
- Avg. years of education: Females: 17 (2013)
- Males: 16 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $3,532,445 FY14 Actual: $3,898,697 FY15 Actual: $3,378,475
- Total Reported FY13 Actual: $6,906,756 FY14 Actual: $4,011,391 FY15 Actual: $3,585,864

**Total PD Spending by Theme**
- Cultural Programs (Post Generated): $714,438
- Public-Private Partnerships: $703,616
- Inform Policy Making: $506,789
- Digital Outreach: $466,596

**Top Spending by Activity**
- Support for Mission Initiatives: $939,458
- Cultural Programs (Post Generated): $714,438
- Public-Private Partnerships: $703,616
- Inform Policy Making: $506,789
- Digital Outreach: $466,596
Kosovo

**DEMOGRAPHICS**
- Geographic area: 10,887 sq. km.
- Population: 1,823,149 (2014)
- Below 24 yrs. old: -
- Refugee population: -
- Urban population: -
- GDP/capita: $3,553
- Unemployment: 30.9%
- Below poverty line: 29.7%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: -
- Mobile phones/100 people: -
- Literacy: -
- Avg. years of education: Females: - Males: -

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13: $645,229 FY14: $616,805 FY15: $607,134
- Total Reported FY13: $1,877,052 FY14: $726,208 FY15: $635,007

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $118,233
- Digital Outreach: $97,335
- Cultural Programs (Post Generated): $84,909
- Other: $75,586
- Media/Press Activities: $50,847

Latvia

**DEMOGRAPHICS**
- Geographic area: 62,190 sq. km.
- Population: 1,990,351 (2014)
- Below 24 yrs. old: 26%
- Refugee population: 183
- Urban population: 67.4%
- GDP/capita: $13,665
- Unemployment: 10.8%
- Below poverty line: 22.5%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 76 (2014)
- Mobile phones/100 people: 117 (2014)
- Literacy: 100%

**PUBLIC DIPLOMACY SPENDING**
- Total Reported FY13: $1,458,040 FY14: $710,842 FY15: $982,952

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $630,444
- Cultural Programs (Post Generated): $80,661
- Speaker Programs (Post Generated): $50,644
- Supplementing ECA Programs: $38,860
- Media/Press Activities: $34,444
Lithuania

**DEMOGRAPHICS**
- Geographic area: 62,675 sq. km.
- Population: 2,929,323 (2014)
- Below 24 yrs. old: 28%
- Refugees: 1,007
- Urban population: 66.5%
- GDP/capita: $14,172
- Unemployment: 10.7%
- Below poverty line: 19.1%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 72 (2014)
- Mobile phones/100 people: 147 (2014)
- Literacy: 100%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $645,623 FY14 Actual: $637,767 FY15 Actual: $617,926
- Total Reported FY13 Actual: $1,408,231 FY14 Actual: $658,067 FY15 Actual: $662,910

<table>
<thead>
<tr>
<th>Total PD Spending by Theme</th>
<th>Top Spending by Activity</th>
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<tbody>
<tr>
<td></td>
<td>Support for Mission Initiatives $144,860</td>
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<tr>
<td></td>
<td>Cultural Programs (Post Generated) $124,455</td>
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<tr>
<td></td>
<td>Educational Initiatives (not including English Language programs) $82,800</td>
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<tr>
<td></td>
<td>Digital Outreach $38,167</td>
</tr>
<tr>
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<td>Post-Generated Exchanges $31,151</td>
</tr>
</tbody>
</table>

Luxembourg

**DEMOGRAPHICS**
- Geographic area: 2,590 sq. km.
- Population: 556,074 (2014)
- Below 24 yrs. old: 29%
- Refugees: 1,108
- Urban population: 90.2%
- GDP/capita: $101,450
- Unemployment: 5.9%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 95 (2014)
- Mobile phones/100 people: 149 (2014)
- Literacy: -

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $248,531 FY14 Actual: $333,944 FY15 Actual: $349,671
- Total Reported FY13 Actual: $411,114 FY14 Actual: $344,249 FY15 Actual: $384,723

<table>
<thead>
<tr>
<th>Total PD Spending by Theme</th>
<th>Top Spending by Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Other $153,508</td>
</tr>
<tr>
<td></td>
<td>Cultural Programs (Post Generated) $26,091</td>
</tr>
<tr>
<td></td>
<td>Digital Outreach $22,759</td>
</tr>
<tr>
<td></td>
<td>Post-Generated Exchanges $19,617</td>
</tr>
<tr>
<td></td>
<td>Post-Generated Exchanges $19,617</td>
</tr>
</tbody>
</table>
Macedonia

**DEMOGRAPHICS**
- Geographic area: 25,220 sq. km.
- Population: 2,075,625 (2014)
- Below 24 yrs. old: 31%
- Refugee population: 614
- Urban population: 57.1%
- GDP/capita: $4,853
- Unemployment: 28%
- Below poverty line: 22.1%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 68 (2014)
- Mobile phones/100 people: 106 (2014)
- Literacy: 98%
- Males: 13 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $700,663 FY14 Actual: $765,512 FY15 Actual: $780,410
- Total Reported FY13 Actual: $2,099,031 FY14 Actual: $850,132 FY15 Actual: $806,048

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Align Resources with Strategic Priorities</td>
<td>$580,691</td>
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<tr>
<td>Media/Press Activities</td>
<td>$78,079</td>
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<tr>
<td>American Centers</td>
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<tr>
<td>Cultural Programs (Post Generated)</td>
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<tr>
<td>Post-Generated Exchanges</td>
<td>$24,852</td>
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**Top Spending by Activity**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-Generated Exchanges</td>
<td>$22,847</td>
</tr>
<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$22,074</td>
</tr>
<tr>
<td>Media/Press Activities</td>
<td>$16,067</td>
</tr>
<tr>
<td>Digital Outreach</td>
<td>$12,146</td>
</tr>
<tr>
<td>Educational Initiatives (not including English Language programs)</td>
<td>$10,865</td>
</tr>
</tbody>
</table>

Malta

**DEMOGRAPHICS**
- Geographic area: 320 sq. km.
- Population: 427,404 (2014)
- Below 24 yrs. old: 28%
- Refugee population: 6,095
- Urban population: 95.4%
- GDP/capita: $22,776
- Unemployment: 5.9%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 73 (2014)
- Mobile phones/100 people: 127 (2014)
- Literacy: 93%
- Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $170,730 FY14 Actual: $159,484 FY15 Actual: $137,739
- Total Reported FY13 Actual: $406,175 FY14 Actual: $176,495 FY15 Actual: $165,892

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Post-Generated Exchanges</td>
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<td>$10,865</td>
</tr>
</tbody>
</table>

**Top Spending by Activity**

<table>
<thead>
<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>Post-Generated Exchanges</td>
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<td>$12,146</td>
</tr>
<tr>
<td>Educational Initiatives (not including English Language programs)</td>
<td>$10,865</td>
</tr>
</tbody>
</table>
Moldova

DEMOGRAPHICS
Geographic area: 32,880 sq. km.
Population: 3,556,400 (2014)
Below 24 yrs. old: 31%
Refugee population: 335
Urban population: 45%
GDP/capita: $1,843
Unemployment: 3.9%
Below poverty line: 11.4%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 47 (2014)
Mobile phones/100 people: 108 (2014)
Literacy: 99%
Avg. years of education: Females: 12 (2013)
Males: 12 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $436,198 FY14 Actual: $486,606 FY15 Actual: $552,854
Total Reported FY13 Actual: $2,598,705 FY14 Actual: $519,919 FY15 Actual: $572,854
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Top Spending by Activity
Other $107,689
Support for Mission Initiatives $76,522
Cultural Programs (Post Generated) $70,911
Support for English Language $68,857
Teaching/Learning
American Centers $53,517

Montenegro

DEMOGRAPHICS
Geographic area: 13,450 sq. km.
Population: 621,800 (2014)
Below 24 yrs. old: 33%
Refugee population: 6,462
Urban population: 64%
GDP/capita: $6,415
Unemployment: 18%
Below poverty line: 8.6%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 61 (2014)
Mobile phones/100 people: 163 (2014)
Literacy: 98%
Avg. years of education: Females: 15 (2010)
Males: 15 (2010)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $430,555 FY14 Actual: $361,930 FY15 Actual: $316,981
Total Reported FY13 Actual: $1,131,126 FY14 Actual: $399,569 FY15 Actual: $333,981
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Top Spending by Activity
Support for Mission Initiatives $80,295
American Spaces (not centers) $26,783
Media/Press Activities $25,482
Align Resources with Strategic Priorities $24,012
Support for Foreign Assistance Programs $21,044

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Netherlands

DEMOGRAPHICS
Geographic area: 33,670 sq. km.
Below 24 yrs. old: 29%
Refugee population: 82,494
Urban population: 90.5%
GDP/capita: $44,433
Unemployment: 6.8%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 93 (2014)
Mobile phones/100 people: 116 (2014)
Avg. years of education: Females: 18 (2012)
Males: 18 (2012)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,259,303 FY14 Actual: $1,335,360 FY15 Actual: $1,163,785
Total Reported FY13 Actual: $2,478,676 FY14 Actual: $1,366,532 FY15 Actual: $1,261,172
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity
- Support for Mission Initiatives: $405,936
- Cultural Programs (Post Generated): $189,127
- Digital Outreach: $99,397
- Media/Press Activities: $81,390
- VIP Visits (Press Support): $70,922

Total PD Spending by Theme

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>21+0+0+0+0+21+36+0+0+22+0+0</td>
</tr>
<tr>
<td>Support for Mission Initiatives</td>
<td>$405,936</td>
</tr>
<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$189,127</td>
</tr>
<tr>
<td>Digital Outreach</td>
<td>$99,397</td>
</tr>
<tr>
<td>Media/Press Activities</td>
<td>$81,390</td>
</tr>
<tr>
<td>VIP Visits (Press Support)</td>
<td>$70,922</td>
</tr>
</tbody>
</table>

Norway

DEMOGRAPHICS
Geographic area: 365,245 sq. km.
Below 24 yrs. old: 31%
Refugee population: 47,043
Urban population: 80.5%
GDP/capita: $74,735
Unemployment: 3.5%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 96 (2014)
Mobile phones/100 people: 116 (2014)
Avg. years of education: Females: 18 (2013)
Males: 17 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $925,039 FY14 Actual: $905,006 FY15 Actual: $748,949
Total Reported FY13 Actual: $2,362,172 FY14 Actual: $939,131 FY15 Actual: $802,674
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity
- Support for Mission Initiatives: $301,100
- Supplementing ECA Programs: $68,172
- Educational Advising & Promoting: $65,943
- Study in the U.S.: $65,943
- Cultural Programs (Post Generated): $64,999
- Alumni Outreach: $53,048

Total PD Spending by Theme

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>18+34+0+10+0+9+10+0+0+19+0+0</td>
</tr>
<tr>
<td>Support for Mission Initiatives</td>
<td>$301,100</td>
</tr>
<tr>
<td>Supplementing ECA Programs</td>
<td>$68,172</td>
</tr>
<tr>
<td>Educational Advising &amp; Promoting</td>
<td>$65,943</td>
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<tr>
<td>Study in the U.S.</td>
<td>$65,943</td>
</tr>
<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$64,999</td>
</tr>
<tr>
<td>Alumni Outreach</td>
<td>$53,048</td>
</tr>
</tbody>
</table>
OSCE Vienna

The Organization for Security and Cooperation in Europe (OSCE) is based in Vienna, Austria and has 16 active field offices. The OSCE currently has 57 participating countries including the U.S. and 11 cooperating partner countries. Together they represent more than a billion people in North America, Europe and Asia. Considered the world’s largest and most comprehensive regional security organization, the OSCE is a major forum for discussing and taking action on issues of peace, security and human rights in Europe and Central Asia. Collective security and stability are sought through consensus-based agreements. The U.S. Mission to the Organization for Security and Cooperation in Europe (USOSCE) consists of a multi-agency team with more than thirty staff members from the Department of State and the Office of the Joint Chiefs of Staff, as well as the joint Congressional/Executive Branch Commission on Security and Cooperation in Europe (“Helsinki Commission”).

PUBLIC DIPLOMACY SPENDING

D&CP Total  FY13 Actual: $390,624  FY14 Actual: $414,588  FY15 Actual: $372,177
Total Reported  FY13 Actual: $429,632  FY14 Actual: $417,488  FY15 Actual: $407,277

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Media/Press Activities  $121,439
Digital Outreach  $101,067
Speaker Programs (Post Generated)  $49,937
Support for Mission Initiatives  $47,954
Cultural Programs (Post Generated)  $19,000

Top Spending by Activity

Support for Mission Initiatives  $870,288
Cultural Programs (Post Generated)  $254,017
American Spaces (not centers)  $150,046
Digital Outreach  $116,764
Media/Press Activities  $95,452

Poland

DEMOGRAPHICS

Geographic area: 306,210 sq. km.
Population: 37,995,529 (2014)
Below 24 yrs. old: 27%
Refugee population: 15,741
Urban population: 60.5%
GDP/capita: $12,494
Unemployment: 9%
Below poverty line: 17%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
Internet users/100 people: 67 (2014)
Mobile phones/100 people: 149 (2014)
Literacy: 100%

PUBLIC DIPLOMACY SPENDING

D&CP Total  FY13 Actual: $2,084,589  FY14 Actual: $2,382,449  FY15 Actual: $2,015,844
Total Reported  FY13 Actual: $5,029,375  FY14 Actual: $2,578,556  FY15 Actual: $2,147,543

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Support for Mission Initiatives  $870,288
Cultural Programs (Post Generated)  $254,017
American Spaces (not centers)  $150,046
Digital Outreach  $116,764
Media/Press Activities  $95,452
Portugal

**DEMOGRAPHICS**
- Geographic area: 91,600 sq. km.
- Population: 10,397,393 (2014)
- Below 24 yrs. old: 25%
- Refugee population: 699
- Urban population: 63.5%
- GDP/capita: $19,223
- Unemployment: 13.9%
- Below poverty line: 21%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 112 (2014)
- Mobile phones/100 people: 112 (2014)
- Literacy: 94%
- Avg. years of education: Females: 17 (2013)
- Males: 17 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $939,382
  - FY14 Actual: $993,247
  - FY15 Actual: $1,023,007
- Total Reported FY13 Actual: $1,939,758
  - FY14 Actual: $1,110,465
  - FY15 Actual: $1,091,072

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Support for Mission Initiatives: $274,030
- Other: $157,913
- Digital Outreach: $120,202
- Cultural Programs (Post Generated): $80,272
- Media/Press Activities: $63,045

**Top Spending by Theme**
- Support for Mission Initiatives: $274,030
- Other: $157,913
- Digital Outreach: $120,202
- Cultural Programs (Post Generated): $80,272
- Media/Press Activities: $63,045

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Romania

**DEMOGRAPHICS**
- Geographic area: 230,030 sq. km.
- Population: 19,910,995 (2014)
- Below 24 yrs. old: 26%
- Refugee population: 2,182
- Urban population: 54.6%
- GDP/capita: $8,973
- Unemployment: 6.8%
- Below poverty line: 25.4%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: -
- Internet users/100 people: 106 (2014)
- Mobile phones/100 people: 106 (2014)
- Literacy: 99%
- Avg. years of education: Females: 15 (2011)
- Males: 15 (2011)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $1,417,266
  - FY14 Actual: $1,452,758
  - FY15 Actual: $1,225,325
- Total Reported FY13 Actual: $3,463,597
  - FY14 Actual: $1,598,707
  - FY15 Actual: $1,284,838

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Support for Mission Initiatives: $491,710
- Cultural Programs (Post Generated): $172,429
- American Spaces (not centers): $117,522
- Support for English Language Teaching/Learning: $112,855
- Educational Initiatives (not including English Language programs): $107,743

**Top Spending by Theme**
- Support for Mission Initiatives: $491,710
- Cultural Programs (Post Generated): $172,429
- American Spaces (not centers): $117,522
- Support for English Language Teaching/Learning: $112,855
- Educational Initiatives (not including English Language programs): $107,743
Russian

**DEMOGRAPHICS**
Geographic area: 16,376,870 sq. km.
Population: 143,819,569
(B2014)
Below 24 yrs. old: 28%
Refugee population: 335,750
Urban population: 74%
GDP/capita: $9,057
Unemployment: 5.2%
Below poverty line: 13.4%

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Not Free
Internet users/100 people: 71 (2014)
Mobile phones/100 people: 155 (2014)
LItteracy: 100%
Avg. years of education: Females: 15 (2013)
Males: 14 (2013)

**PUBLIC DIPLOMACY SPENDING**
D&CP Total FY13 Actual: $4,864,144 FY14 Actual: $4,937,789 FY15 Actual: $4,726,875
Total Reported FY13 Actual: $25,903,021 FY14 Actual: $5,455,594 FY15 Actual: $4,947,010
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$1,526,378</td>
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<tr>
<td>Support for Mission Initiatives</td>
<td>$577,059</td>
</tr>
<tr>
<td>American Centers</td>
<td>$485,776</td>
</tr>
<tr>
<td>Support for English Language Teaching/Learning</td>
<td>$357,607</td>
</tr>
<tr>
<td>Educational Initiatives (not including English Language programs)</td>
<td>$353,875</td>
</tr>
</tbody>
</table>

 Serba

**DEMOGRAPHICS**
Geographic area: 87,460 sq. km.
Below 24 yrs. old: 28%
Refugee population: 43,751
Urban population: 55.6%
GDP/capita: $5,144
Unemployment: 22.1%
Below poverty line: 25.4%

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Partly Free
Internet users/100 people: 54 (2014)
Mobile phones/100 people: 122 (2014)
LItteracy: 98%
Avg. years of education: Females: 15 (2014)
Males: 14 (2013)

**PUBLIC DIPLOMACY SPENDING**
D&CP Total FY13 Actual: $1,311,987 FY14 Actual: $1,431,561 FY15 Actual: $1,309,784
Total Reported FY13 Actual: $3,763,907 FY14 Actual: $1,720,045 FY15 Actual: $1,404,615
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

<table>
<thead>
<tr>
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<th>Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Programs (Post Generated)</td>
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<tr>
<td>Support for Mission Initiatives</td>
<td>$220,722</td>
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<tr>
<td>Media/Press Activities</td>
<td>$120,835</td>
</tr>
<tr>
<td>Other</td>
<td>$94,028</td>
</tr>
<tr>
<td>Supplementing ECA Programs</td>
<td>$92,882</td>
</tr>
</tbody>
</table>
Slovak Republic

**DEMOGRAPHICS**
- Geographic area: 48,088 sq. km.
- Below 24 yrs. old: 27%
- Refugee population: 789
- Urban population: 53.6%
- GDP/capita: $15,963
- Unemployment: 13.2%
- Below poverty line: 12.6%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 80 (2014)
- Mobile phones/100 people: 117 (2014)
- Literacy: 100%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $1,263,407 FY14 Actual: $1,389,881 FY15 Actual: $1,189,581
- Total Reported FY13 Actual: $2,368,160 FY14 Actual: $1,449,542 FY15 Actual: $1,230,680

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Other: $328,082
- Support for Mission Initiatives: $229,505
- Cultural Programs (Post Generated): $124,480
- Media/Press Activities: $99,867
- American Centers: $49,293

**Slovenia**

**DEMOGRAPHICS**
- Geographic area: 20,140 sq. km.
- Population: 2,062,218 (2014)
- Below 24 yrs. old: 24%
- Refugee population: 257
- Urban population: 49.7%
- GDP/capita: $20,713
- Unemployment: 9.7%
- Below poverty line: 14.5%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 72 (2014)
- Mobile phones/100 people: 112 (2014)
- Literacy: 100%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $698,609 FY14 Actual: $750,248 FY15 Actual: $661,440
- Total Reported FY13 Actual: $1,384,304 FY14 Actual: $780,576 FY15 Actual: $707,012

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Support for Mission Initiatives: $267,488
- Cultural Programs (Post Generated): $131,046
- Educational Initiatives (not including English Language programs): $93,452
- Media/Press Activities: $54,241
- Digital Outreach: $26,166
Spain

DEMOGRAPHICS
Geographic area: 500,210 sq. km.
Population: 46,404,602 (2014)
Below 24 yrs. old: 24%
Refugee population: 5,788
Urban population: 79.6%
GDP/capita: $25,832
Unemployment: 24.4%
Below poverty line: -

COMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 76 (2014)
Mobile phones/100 people: 108 (2014)
Literacy: 98%
Avg. years of education: Females: 18 (2013)
Males: 17 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $2,815,531 FY14 Actual: $2,985,583 FY15 Actual: $2,615,534
Total Reported FY13 Actual: $7,344,738 FY14 Actual: $3,085,913 FY15 Actual: $2,747,549
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
0+0+47+0+12+0+16+0+0+25+0+0

Top Spending by Activity
Support for Mission Initiatives $634,210
Cultural Programs (Post Generated) $336,416
Digital Outreach $297,671
Media/Press Activities $259,273
Educational Initiatives (not including English Language programs) $204,396

Sweden

DEMOGRAPHICS
Geographic area: 407,340 sq. km.
Population: 9,689,555 (2014)
Below 24 yrs. old: 30%
Refugee population: 142,207
Urban population: 85.8%
GDP/capita: $50,273
Unemployment: 8%
Below poverty line: -

COMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 93 (2014)
Mobile phones/100 people: 128 (2014)
Literacy: 98%
Avg. years of education: Females: 20 (2013)
Males: 17 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,091,670 FY14 Actual: $1,170,219 FY15 Actual: $1,188,285
Total Reported FY13 Actual: $2,622,294 FY14 Actual: $1,178,719 FY15 Actual: $1,227,085
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
0+0+21+17+17+0+22+0+0+23+0+0

Top Spending by Activity
Support for Mission Initiatives $642,418
Digital Outreach $109,110
Educational Initiatives (not including English Language programs) $89,925
Media/Press Activities $89,454
Supplementing ECA Programs $65,122
### Switzerland

**DEMOGRAPHICS**
- Geographic area: 39,516 sq. km.
- Population: 8,190,229 (2014)
- Below 24 yrs. old: 26%
- Refugee population: 62,620
- Urban population: 73.9%
- GDP/capita: $80,215
- Unemployment: 4.5%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 87 (2014)
- Mobile phones/100 people: 137 (2014)
- Literacy:
  - Avg. years of education: Females: 16 (2012)
  - Males: 16 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total: FY13 Actual: $532,065, FY14 Actual: $636,656, FY15 Actual: $601,712

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $118,917
- Speaker Programs (Post Generated): $104,171
- Cultural Programs (Post Generated): $59,961
- Post-Generated Exchanges: $47,707
- Media/Press Activities: $45,960

### Turkey

**DEMOGRAPHICS**
- Geographic area: 769,630 sq. km.
- Population: 75,932,348 (2014)
- Below 24 yrs. old: 43%
- Refugee population: 1,587,374
- Urban population: 73.4%
- GDP/capita: $9,130
- Unemployment: 9.9%
- Below poverty line: 1.6%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 51 (2014)
- Mobile phones/100 people: 95 (2014)
- Literacy: 95%
- Avg. years of education: Females: 16 (2013)
  - Males: 17 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total: FY13 Actual: $3,525,448, FY14 Actual: $3,636,964, FY15 Actual: $3,550,720
- Total Reported: FY13 Actual: $14,769,827, FY14 Actual: $3,691,430, FY15 Actual: $3,642,410

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $982,986
- Cultural Programs (Post Generated): $881,639
- Other: $432,158
- Support for English Language Teaching/Learning: $324,553
- Media/Press Activities: $248,194
Ukraine

**DEMOGRAPHICS**
Geographic area: 579,320 sq. km.
Population: 45,362,900 (2014)
Below 24 yrs. old: 26%
Refugee population: 3,219
Urban population: 69.7%
GDP/capita: $2,115
Unemployment: 9.3%
Below poverty line: 8.6%

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Partly Free
Internet users/100 people: 43 (2014)
Mobile phones/100 people: 144 (2014)

**PUBLIC DIPLOMACY SPENDING**
D&CP Total FY13 Actual: $1,923,830 FY14 Actual: $2,363,701 FY15 Actual: $3,076,525
Total Reported FY13 Actual: $12,240,370 FY14 Actual: $2,987,964 FY15 Actual: $3,150,214
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Other $1,057,581
- Cultural Programs (Post Generated) $372,262
- Digital Outreach $297,328
- Media/Press Activities $290,124
- Support for Mission Initiatives $258,602

United Kingdom

**DEMOGRAPHICS**
Geographic area: 241,930 sq. km.
Population: 64,510,376 (2014)
Below 24 yrs. old: 30%
Refugee population: 117,161
Urban population: 82.6%
GDP/capita: $43,734
Unemployment: 6.1%
Below poverty line: -

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Free
Internet users/100 people: 92 (2014)
Mobile phones/100 people: 124 (2014)

**PUBLIC DIPLOMACY SPENDING**
D&CP Total FY13 Actual: $2,273,662 FY14 Actual: $2,570,240 FY15 Actual: $2,372,670
Total Reported FY13 Actual: $9,219,100 FY14 Actual: $2,604,238 FY15 Actual: $2,529,263
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Educational Initiatives (not including English Language programs) $845,684
- Support for Mission Initiatives $694,498
- Digital Outreach $183,422
- Cultural Programs (Post Generated) $156,605
- Post-Generated Exchanges $100,675

Piechart Key: PD Spending by Theme
- Culture - Education - Economics - Science - Military - CVE
- Democracy - Civil Society - Women - Youth - Religious - Other

Map Key
- Embassy - Consulate
- American Space
USEU Brussels

The European Union (EU) was created on November 1, 1993. With its headquarters in Brussels, Belgium, the EU serves as a regional economic and political association of European countries with internal free trade and common external tariffs. There are 28 member states, 16 of which use the common currency unit, the euro. The terms European Economic Community (EEC) and European Community (EC), which identified its forerunner organizations continue to be used loosely to refer to what is now the EU. The U.S. has maintained diplomatic relations with the EU and its forerunners since 1953.

PUBLIC DIPLOMACY SPENDING

| D&CP Total | FY13 Actual: $1,133,006 | FY14 Actual: $1,534,482 | FY15 Actual: $1,091,535 |
| Total Reported | FY13 Actual: $1,268,298 | FY14 Actual: $1,550,195 | FY15 Actual: $1,144,335 |

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity

- Support for Mission Initiatives: $603,992
- Supplementing Bureau of Public Affairs Programs: $111,831
- Digital Outreach: $78,155
- Media/Press Activities: $64,005
- Cultural Programs (Post Generated): $62,719

USNATO Brussels

Formed in 1949 with the signing of the Washington Treaty, the North Atlantic Treaty Organization (NATO) is a security alliance of 28 countries from North America and Europe including the U.S. An additional 22 countries participate in NATO’s Partnership for Peace (PfP) program. Membership is open to “any other European state in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area.” There is also a Membership Action Plan (MAP), which offers aspiring members practical advice and targeted assistance. NATO’s fundamental goal is to safeguard the Allies’ freedom and security by political and military means. Its headquarters is in Brussels, Belgium. The U.S. Mission to NATO represents U.S. foreign policy interests within the Alliance. The U.S. Mission is a multi-agency team of more than 150 people that includes personnel from the Department of State, the Department of Defense and others. The Public Affairs Section has a staff of eight, including six Foreign Service Officers (FSO) and two eligible family members (EFM).

PUBLIC DIPLOMACY SPENDING

| D&CP Total | FY13 Actual: $875,101 | FY14 Actual: $974,734 | FY15 Actual: $1,105,532 |
| Total Reported | FY13 Actual: $920,498 | FY14 Actual: $987,534 | FY15 Actual: $1,150,832 |

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity

- Support for Mission Initiatives: $970,070
- Digital Outreach: $57,374
- VIP Visits (Press Support): $32,285
- Alumni Outreach: $11,731
- Cultural Programs (Post Generated): $11,076
Vatican City

DEMOGRAPHICS
Geographic area: sq. km.
Population:
Below 24 yrs. old:
Refugee population:
Urban population:
GDP/capita:
Unemployment:
Below poverty line:

COMMUNICATIONS AND LITERACY
FH Media Freedom:
Internet users/100 people:
Mobile phones/100 people:
Literacy:
Avg. years of education: Females:
Males:

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $123,600 FY14 Actual: $136,815 FY15 Actual: $114,210
Total Reported FY13 Actual: $144,900 FY14 Actual: $137,715 FY15 Actual: $137,110
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $50,233
Cultural Programs (Post Generated) $43,788
Public-Private Partnerships $13,646
Speaker Programs (Post Generated) $6,171
Digital Outreach $372

Piechart Key: PD Spending by Theme
Culture
Education
Economics
Science
Military
CVE
Democracy
Civil Society
Women
Youth
Religious
Other

Map Key
Embassy
Consulate
American Space

U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY
The U.S. deposited its instrument of ratification for the 2005 Amendment to the Convention on the Physical Protection of Nuclear Material (CPPNM) with the International Atomic Energy Agency (IAEA). Ambassador Henry S. Ensher, Chargé d’Affaires of the U.S. Mission to International Organizations in Vienna, met with IAEA Director General Yukiya Amano on July 31, 2015, to deliver the instrument of ratification. [State Department Photo]
OVERVIEW

The Bureau of International Organization Affairs (IO) and its seven missions in New York, Geneva, Vienna, Rome, Paris, Montreal, and Nairobi, play a central role in efforts to advance U.S. national interests, goals and policies through engagement in the multilateral arena. Multilateral diplomacy offers unique opportunities to drive global action on transnational issues. The IO Bureau strives to ensure that the United Nations (UN) and other international organizations continue to demonstrate relevance grounded in efficiency, accountability, and measured in services delivered, progress accelerated, and lives saved and improved.

For most of the last 70 years, the task of meeting United States policy objectives through engagement with foreign publics resided almost exclusively in bilateral channels. The IO bureau and its missions fall outside of that traditional perspective. While the original intent of IO’s public diplomacy (PD) programs was to strengthen relationships with the professional staff of the UN and other international organizations, that intent has evolved into a widely expanded PD program reaching a variety of audiences around the globe.

Today, the proliferation of global threats and transnational challenges, coupled with the evolution of communication technologies, has led IO to rethink how the bureau conducts multilateral public diplomacy. While IO places significant value in continued PD engagement with UN personnel, civil society engaged on multilateral issues, and other discrete audiences, there is an increasing need to conduct outreach to global audiences on multilateral issues, which include human rights, climate change, nonproliferation, pandemic diseases, terrorism, food security, and more.

The Office of Public Affairs, Planning, and Coordination (IO/PPC) within the Bureau of International Organizations aims to advance U.S. interests by communicating with global publics about U.S. priorities in international organizations; supporting outreach to Congress on U.S. multilateral activities; and furthering the effectiveness of international organizations. Its primary objectives include: highlighting the value of robust and sustained U.S. leadership across the international system (to both foreign and domestic audiences); bolstering congressional support for treaty-based financial obligations to the UN system, and strategic voluntary contributions to international organizations; and developing and expanding a youth audience (domestic and foreign) associated with U.S. leadership at the United Nations. The office employs new media tools to extend U.S. messages on peace and security issues, human rights, development, and environmental issues; and uses evaluation and planning tools to strengthen the bureau’s strategic vision and planning process. In fiscal year 2015, it spent $3.3 million on foreign public information and engagement activities.

IO currently has 13 staff members based in its public diplomacy office in Washington, D.C., including four Foreign Service Officers (FSO) and nine civil service employees (CS), who are organized into three teams: communications, congressional outreach, and effectiveness. IO’s larger PD family includes 31 public diplomacy staff at the U.S. Missions to Geneva (USUN Geneva), Vienna (UNVIE), Paris (US UNESCO), Rome (USUN Rome), and New York (USUN New York). There are no dedicated PD staff at the US UN missions in Montreal and Nairobi. PD needs there are provided by IO/PPC in Washington. The USUN New York mission’s Press and Public Diplomacy Section has 12 staff members, two Schedule C appointees, two Foreign Service Officers (FSO), and eight civil service (CS) employees. There are 10 public diplomacy (PD) staff members at USUN Geneva, two Foreign Service Officers (FSO), one Foreign Service Specialist and seven locally employees (LE Staff). In Vienna there are three public diplomacy (PD) staff, two Foreign Service Officers (FSO) and one local employee (LES). In Rome there are three public diplomacy (PD) staff, one Foreign Service Officer (FSO), one Eligible Family Member (EMF) and one local employee (LE Staff). At US UNESCO there are also three public diplomacy (PD) staff at the mission, one Foreign Service Officer (FSO) and two local employees (LE Staff).

Vienna, Paris, and Rome coordinate closely with their bilateral counterparts, and other relevant missions. USUN New York is slightly different, with a mixture of foreign service, civil service, and appointed staff members collectively managing active press and social media functions centered around a cabinet member ambassador. New York’s Public Affairs Officer (PAO) contributes to messaging efforts, and complements them with targeted outreach and events.
U.S. FOREIGN POLICY GOALS

The bureau and the IO missions work in concert to advance key U.S. national interests and priorities according to four broad strategic goals. First, coordinated multilateral action is used to address and manage current challenges to international peace and security. Those challenges are varied and complex, and include conflicts and instability in Syria, Iraq, Libya, South Sudan, Central African Republic, Mali, and beyond.

Responses to active conflicts, post-conflict environments, threats to global health, violent extremism and other dangers to international stability are shaped in bodies such as the UN Security Council, the International Atomic Energy Agency (IAEA), the World Food Program (WFP) and the World Health Organization (WHO). They include peacekeeping and peace building missions, robust humanitarian action, and efforts to address threats to airline safety and security through the International Civil Aviation Organization (ICAO).

Similarly, coordinated multilateral action is crucial to achieving IO’s second strategic goal to advance key U.S. policy priorities through the multilateral system. These are broad and varied, but include the Sustainable Development Goals that reflect U.S. interests on poverty and inclusive growth, peace and governance, gender, oceans and sustainable energy. Key priorities include asserting U.S. leadership and advancing U.S. interests in the UN Climate Change Conferences and concerning global health threats like Zika and Ebola.

Achieving success requires U.S. attention to ensure that international organizations are efficient, effective, and evolving to meet 21st century challenges. In that context, IO strives to tackle the drivers of budget growth, such as staff costs, and minimize increases in U.S. assessed contributions. Opportunities for this include annual performance and budget reviews, improved transparency and effectiveness tools, and accountability for misconduct.

Finally, multilateral challenges—current, projected, and unforeseen—require continuous effort to orient the department’s and bureau’s structures in support of maximum engagement and coordination across the multilateral system. This effort includes seizing opportunities to inject multilateral considerations into traditional bilateral diplomacy, and expanding efforts to employ bilateral capacity to influence multilateral outcomes. It also requires strengthening multilateral training, high-lighting multilateral promotion precepts, and cultivating a community of multilateral diplomats in both the civil and foreign service.

U.S. PUBLIC DIPLOMACY GOALS

Public diplomacy is used to highlight U.S. investment and leadership in multilateral fora. This bolsters U.S. standing with global publics inclined to discount our commitment to collective action and strengthens U.S. standing within international organizations and agencies to promote our objectives.

The social media revolution is particularly useful because it is not defined or limited by geography, and is increasingly driven thematically, such as trending tweets, etc. IO and its missions employ active social media users who have seen significant growth, engagement and activity on their respective platforms. IO/PPC’s dedicated Social Media Coordinator maintains the IO website, Instagram account and Twitter handle. New York and each overseas mission maintain a Facebook and Twitter accounts and/or Instagram and Flickr accounts. IO continues to explore and identify the impact of these outreach tools, refines targets and messages to advance specific policy goals in order to maximize its impact.

In fiscal year 15, IO increased and sustained a programmatic focus on gender and women’s empowerment in the context of related U.S. leadership in UN fora. Although we can measure significant progress since the fourth UN Women’s Conference in Beijing (1995), women in much of the world continue to live on the margins of society. The IO Bureau is actively engaged across the UN system to promote accelerated action on gender issues, including through UN Women, the UN Human Rights Council, and the UN Security Council. Although the IO bureau does not have the lead on climate, its missions play a role in amplifying U.S. leadership on climate and environmental issues in UN fora.

SAMPLE PROGRAMS

IO’s program calendar is dominated by the annual high-level launch of the U.N. General Assembly in September. Planning for UNGA activities commences in June and occupies significant IO and New York resources through September. Over the last 18 months, USUN Geneva and UNVIE have also been focal points given the negotiations with Iran. In addition to UNGA, the bureau organizes:

- **U.S. Youth Observer to the United Nations:** In 2013, IO launched a partnership with the United Nations Association to create an annual position for an American youth (aged 19-25 years) to serve as the U.S. Youth Observer to the United Nations. This position creates a useful linkage between U.S. multilateral priorities and young people worldwide. The Youth Observer participates in events at UNGA, at youth conferences throughout the year, and at relevant U.N. gatherings where
an American youth voice should be heard and amplified. The program is widely popular among potential applicants and has generated significant new discussion among U.S. youth about global issues such as climate change and oceans.

- **Media Tours:** Each year the U.S. Mission to the Rome conducts at least one media tour with international journalists to report on U.S. involvement in development and agricultural projects globally and deepen their understanding of the root causes of food insecurity and efforts to combat it. In fiscal year 15, the USUN Rome Ambassador led journalists and host country nationals on two media tours to Tajikistan and Mozambique to learn about the key humanitarian and development issues that affect those countries.

- **Geneva Gender Champions and Future She Deserves:** Geneva Gender Champions strives to promote gender parity within the UN system. USUN Geneva worked in partnership with the UN Organizations in Geneva (UNOG) to develop the Geneva Gender Champions (GGC). UNOG houses the GGC, but the Mission drives the initiative as part of a larger Mission initiative called the Future She Deserves.
U.S. Mission to the International Civil Aviation Organization in Montreal (ICAO)

The International Civil Aviation Organization (ICAO) was created in 1944 by the Chicago Convention in order to promote the safe and orderly development of civil aviation around the world. The organization sets standards and regulations necessary for aviation safety, security, efficiency and regularity, as well as for aviation environmental protection. ICAO also serves as a clearinghouse for cooperation and discussion on civil aviation issues among its 191 member-states. It is managed by a Secretariat, which is advised by a Council made up of 36 member-states, which includes the U.S. and other major actors in the area of civil aviation. The organization’s headquarters is located in Montreal, Canada. It has regional and sub-regional offices spread around the world, including in Bangkok, Dakar, Lima, Mexico City, and Paris.

The U.S. Mission to ICAO is focused on improving the safety, security and sustainability of civil aviation. To help do this, the U.S. works with ICAO to set internationally-applicable standards in key civil aviation sectors. ICAO and concerned member-states support efforts to assist developing countries improve their national civil aviation systems and thus meet international standards.

The U.S. Mission to ICAO is headed by an Ambassador who is supplemented by a Deputy Chief of Mission and Air Navigation Commissioner plus expert and support staff. Working closely with the U.S. State Department’s Bureau of International Organization Affairs, Mission coordinates U.S. government efforts at ICAO. Mission works closely with the Federal Aviation Administration (FAA), the National Transportation Safety Board (NTSB), the Department of Homeland Security (DHS), and the Transportation Security Administration (TSA). U.S. influence at ICAO is comparable to American influence within the international civil aviation arena at large. The U.S. government provides 25% of ICAO’s budget and provides additional funding in such selected areas as international civil aviation security.

PUBLIC DIPLOMACY SPENDING

No reported PD spending.

U.S. Mission to the International Organizations in Vienna (UNVIE)

The U.S. Mission to the International Organizations in Vienna’s (UNVIE) mission is to conduct effective multilateral diplomacy with International Organizations in Vienna to advance the President’s commitment to design and implement global approaches to reduce global threats and seize global opportunities. To pursue this agenda, UNVIE employs 31 officers and 7 staff supported by an operating budget of $1.5 million. UNVIE also monitors the use more than $200 million in U.S. contributions to international organizations in Vienna. Mission administrative support is provided by the Joint Management Office, part of the U.S. Embassy to Austria. UNVIE’s staff includes representatives from the Department of State, the Department of Energy, Brookhaven National Laboratory, and the Nuclear Regulatory Commission. UNVIE receives over 1,000 U.S. Government and national laboratory visitors a year, from Cabinet to working-level, who participate in the work of Vienna-based international organizations or consult with UNVIE staff. UNVIE supports over 100 major policy meetings annually ranging in length from one day to two weeks.

PUBLIC DIPLOMACY SPENDING

<table>
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<tr>
<th>D&amp;CP Total FY13 ACTUAL</th>
<th>FY14 ACTUAL</th>
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<td>166,289</td>
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<th>Total Reported FY13 ACTUAL</th>
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<td>200,755</td>
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(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Top Spending by Activity

- Digital Outreach: $50,617
- Other: $26,642
- Support for Mission Initiatives: $22,495
- VIP Visits (Press Support): $7,914
- Speaker Programs (Post Generated): $5,401

Piechart Key: PD Spending by Theme

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

Map Key

- Embassy
- Consulate
- American Space
U.S. Mission to the Organization for Economic Cooperation and Development (OECD)

Established in 1961, the Organization for Economic Cooperation and Development (OECD) traces its origin to the Organization for European Economic Cooperation (OEEC) established in 1948 to administer the Marshall Plan. In 1961, the OEEC was transformed into the OECD and membership was extended to non-European states. The U.S. was one of the 20 founding members of the OECD. It now has 34 members from countries in North and South America, Europe and the Pacific Rim. The mission of the OECD is to promote policies that will improve the economic and social well-being of people around the world. Its regional initiatives cover Europe, the Caucasus and Central Asia; Asia; Latin America; the Middle East and North Africa. The OECD also has multiple relations with other international organizations and institutions, such as the International Labor Organization, Food and Agriculture Organization, International Monetary Fund, World Bank, and the International Atomic Energy Agency. In addition, the OECD is an active partner of the G20. The OECD headquarters are in Paris, France.

Working with other Member countries, the U.S. Mission ensures the decisions taken by the OECD reflect the priorities of the U.S. Government. For more than 50 years, the OECD has been a recognized source of policy analysis and internationally comparable statistical, economic and social data. Most of the OECD research is published and is available via an online statistical portal. The U.S. Mission to the OECD provides policy analysis and information to the U.S. Government based on the work of the OECD. It also makes certain that the research done at the OECD is effectively disseminated and shared throughout respective U.S. Government departments and agencies, the public and other interested stakeholders.

The U.S. Mission to the OECD has a Permanent Delegation of more than 20 people. There is no public diplomacy staff.

PUBLIC DIPLOMACY SPENDING

No reported PD spending.


The United States Mission in Geneva advances U.S. policy on the front lines of multilateral diplomacy at over 100 international organizations and manages U.S. relations with permanent missions representing over 160 different countries. The range of important international issues covered here is so broad that the United States has appointed four Ambassadors to serve in Geneva. Senior staff include the U.S. Permanent Representative to the United Nations and Other International Organizations; the U.S. Permanent Representative to the Conference on Disarmament and U.S. Special Representative for Biological and Toxic Weapons; the U.S. Permanent Representative to the World Trade Organization and Deputy U.S. Trade Representative; and the U.S. Representative to the Human Rights Council.

PUBLIC DIPLOMACY SPENDING

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<th>D&amp;CP Total</th>
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(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

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<tr>
<th>Top Spending by Activity</th>
<th>FY13 ACTUAL</th>
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<tr>
<td>Support for Mission Initiatives</td>
<td>$300,017</td>
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<td>SPENDING BY THEME</td>
<td>$182,026</td>
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<td>Digital Outreach</td>
<td>$159,664</td>
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<tr>
<td>Post-Generated Exchanges</td>
<td>$143,828</td>
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<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$90,364</td>
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U.S. Mission to the United Nations in Nairobi (USUN-Nairobi)

The United States Permanent Mission to the UN Environment Programme (UNEP) and UN Human Settlements Programme (UN-HABITAT) works with the secretariats of these two organizations and with the representatives of other member states in Nairobi to cooperatively advance the U.S. objective of protecting the environment while reducing poverty and promoting sustainable economic growth; as well as helping find sustainable solutions to the phenomenon of rapid urbanization. The Mission carries out this work through participation in the Committees of Permanent Representatives of UNEP and HABITAT, through informal consultation, and by serving as a link between these two Nairobi-based UN programs and the various parts of the U.S. Government that engage with them. In addition, the Mission also contributes to the U.S. Government’s efforts to improve the overall efficiency and effectiveness of the UN through these two programs.

As the largest single contributor to the UN system, and as a major contributor to UNEP and HABITAT, the United States has a strong interest in ensuring that these institutions function properly and that their activities are consistent with U.S. foreign policy and international development goals.

The U.S. Mission is housed in the U.S. Embassy in Nairobi, Kenya.

- The UN Environment Programme (UNEP) provides leadership and encourages partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations.
- The UN Human Settlements Programme (UN-Habitat) is the United Nations agency for human settlements and promotes socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

PUBLIC DIPLOMACY SPENDING

No reported PD spending.


The U.S. Mission to the United Nations (USUN) serves as the United States’ delegation to the United Nations. USUN is responsible for carrying out the nation’s participation in the world body. In 1947 the United States Mission was created by an act of Congress to assist the President and the Department of State in conducting United States policy at the United Nations. Since that time, USUN has served a vital role as the Department of State’s UN branch. Today, USUN has approximately 150 people on staff who serve to represent the United States’ political, economic and social, legal, military, public diplomacy and management interests at the United Nations.

PUBLIC DIPLOMACY SPENDING

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<th>D&amp;CP Total</th>
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</tbody>
</table>

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

<table>
<thead>
<tr>
<th>Top Spending by Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Available</td>
</tr>
</tbody>
</table>
U.S. Mission to the United Nations Agencies in Rome (USUN-Rome)

Rome, as headquarters of the three principal organizations dedicated to Food and Agriculture, is at the center of International Efforts to promote sustainable development and combat world hunger. The U.S. Mission in Rome serves as a link between the Rome-based international organizations and the U.S. government. With staff representing the Departments of State, Agriculture, and the Agency for International Development, the U.S. Mission works to advance UN efforts in the areas of emergency food aid, food safety standards, agriculture, fisheries, forests, and financing for rural development. The Mission also promotes the efficient functioning of the UN organizations. As the largest contributor to the UN system worldwide, the United States has a large stake in ensuring that the organizations are well run and that their activities complement and enhance U.S. national and foreign policy objectives.

PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th>D&amp;CP Total</th>
<th>FY13 ACTUAL: $140,180</th>
<th>FY14 ACTUAL: $154,131</th>
<th>FY15 ACTUAL: $143,250</th>
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</thead>
<tbody>
<tr>
<td>Total Reported</td>
<td>FY13 ACTUAL: $157,680</td>
<td>FY14 ACTUAL: $157,931</td>
<td>FY15 ACTUAL: $164,050</td>
</tr>
</tbody>
</table>

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity

| Support for Mission Initiatives | $56,994 |
| Educational Advising & Promoting | $30,602 |
| Study in the U.S. | |
| Public-Private Partnerships | $21,362 |
| Inform Policy Making | $19,700 |
| Speaker Programs (Post Generated) | $7,491 |


The U.S. Mission represents the United States Government at the United Nations Educational, Scientific, and Cultural Organization (UNESCO). Led by the U.S. Permanent Delegate to UNESCO, the U.S. Mission works to advance the President’s priorities, as well as his vision to promote human rights, tolerance and learning throughout the world. The Mission’s staff work with fellow Permanent Delegations and the UNESCO Secretariat on key policy initiatives in areas such as freedom of expression, education for girls and women, and science for development. It also facilitates public-private partnerships, supports Goodwill Ambassadors from the United States, and works to deepen the relationship of U.S. National Commissioners to the Organization.

PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th>D&amp;CP Total</th>
<th>FY13 ACTUAL: $326,374</th>
<th>FY14 ACTUAL: $317,608</th>
<th>FY15 ACTUAL: $255,290</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Reported</td>
<td>FY13 ACTUAL: $353,644</td>
<td>FY14 ACTUAL: $321,408</td>
<td>FY15 ACTUAL: $282,790</td>
</tr>
</tbody>
</table>

(TOTAL REPORTED FUNDING FOR FY13, FY14, AND FY15 CANNOT BE COMPARED DIRECTLY DUE TO DELAYS IN REPORTING FROM LONG PROGRAM CYCLES.)

Total PD Spending by Theme

Top Spending by Activity

| Support for Mission Initiatives | $168,322 |
| Supplementing ECA Programs | $62,551 |
| Digital Outreach | $6,489 |
| Public-Private Partnerships | $6,020 |
| Cultural Programs (Post Generated) | $4,126 |
The U.S. Embassy in Doha in coordination with Katara Art Studios organized an Art Workshop presented by American Artist Abbie Read. Ms. Read visited Doha to install her artwork in the Embassy. [State Department Photo]
Public diplomacy outreach and engagement programs play a critical role in supporting U.S. diplomatic efforts in the Near East region, where some of our most significant national security challenges are located. Public diplomacy articulates, defends and advocates for American interests and values in the Near East region, reaching out to engage people beyond traditional government-to-government relations. The Bureau of Near Eastern Affairs (NEA) Public Affairs Sections seek to communicate directly, through traditional and social media, through face-to-face meetings and exchanges to reach decision-making elites and broader society. The challenge is great. Polls show that the image of the United States is very low in nearly every NEA country and there are deep differences in some fundamental values. The PEW Global Indicators Database shows the favorable views of the United States in the region in 2015 ranged from 14 percent (Jordan) to 39 percent (Lebanon) with Israel at 81 percent. Their data from 2014 shows a similar spread in favorable opinion from 10 percent (Egypt) to 41 percent (Lebanon), with Israel again much higher at 84 percent. Yet the people of the region also demonstrate a great interest in the United States, its foreign policy and its achievements, and look to the United States (somewhat warily) for leadership in the region and help addressing internal issues.

The region’s population is growing rapidly, with young people between the ages of 15–29 making up more than 30 percent of the population. Because their numbers vastly outpace job opportunities, young people are especially eager participants in exchange opportunities and study in the United States and are regularly attracted to programs that foster educational opportunity, economic growth, English language learning and entrepreneurial skills. The most recent Open Doors report counts more than 100,000 students from the Near East/North Africa region in the United States, an 11.5 percent increase over the previous year. Likewise, Open Doors indicates a 5 percent increase in the number of Americans studying in Middle Eastern countries.

U.S. mission press officers work vigorously with press across the region—in Arabic, Hebrew, French and English—to advocate for U.S. policy goals, directly and through messaging that underscores shared values of regional peace, stability and economic growth. Through media, targeted education and cultural diplomacy programs, public diplomacy officers reach out to people who may be vulnerable to radicalization, providing an alternative message of hope and opportunity. Although public diplomacy efforts in NEA contend with host government suspicion, high-threat security environments and weak partner institutions, U.S. mission public affairs staffs regularly seek out new opportunities to engage audiences in support of U.S. foreign policy goals. There are 46 American Spaces in the region.

U.S. FOREIGN POLICY GOALS

The current period of instability in the Near East region is perhaps the most disruptive in nearly 100 years. Long festering issues of political legitimacy, the lack of effective, democratic institutions, economic stagnation and sectarian differences have erupted into violent insurgency, conflict and instability.

The Bureau of Near Eastern Affairs is deeply engaged in a search for an end to Syria’s five-year civil war, in which more than 250,000 have died and 11 million people have been displaced, many flooding into neighboring countries and to Europe. In partnership with a global coalition of more than 62 member countries, Iraq is fighting back against the Islamic State of Iraq and the Levant (ISIL, or Daesh). Yemen faces instability and a humanitarian crisis as a Saudi-led military action attempts to protect the country’s unity, sovereignty and territorial integrity from an Iran-backed rebel group. In Libya, dozens of militias continue to fight for power and territory while the U.N. Special Representative, the United States and allied governments lead efforts to establish a national unity government.

On the other hand, there are also success stories in the region, including Tunisia’s democratic transition, Morocco’s relatively stable path to reform, and Jordan’s ability to build economic progress and political openness while maintaining a front-line role against Daesh as a refuge for displaced Syrians. Israel remains America’s most important regional ally and sets an example of how pluralistic democracy can function under the most difficult circumstances.

U.S. objectives in the region are to:

- Counter threats to the United States and regional security from violent extremists, especially Daesh and Al Qaeda.
- Implement a comprehensive strategy to degrade and defeat Daesh so that it can no longer threaten the region, the United States and our allies and partners around the world.
- Hold Iran accountable to its international obligations following the negotiated Joint Comprehensive Plan of Action to limit Iran’s nuclear program.
- Promote commercial engagement and trade and support private sector-led economic growth and job creation to address the region’s persistent high unemployment, providing youth in the region a more positive vision of the future.
• Support democratic reforms across the Middle East and North Africa, including fostering the rule of law, the development of political parties and institutions, a more professional military and security services and the creation of an open and free media.

• Strengthen civil society, nurture nascent civil society groups and encourage governments to allow them the space to operate freely.

• Advance Middle East peace while ensuring the long-term security of Israel and achieving a Palestinian state that is stable, peaceful and democratic.

U.S. PUBLIC DIPLOMACY GOALS

Public diplomacy and strategic communications are at the core of U.S. foreign policy efforts to support stability, democracy and security in the region. Public diplomacy and public affairs programming aims to:

• Ensure clear, articulate messaging on the U.S. foreign policy objectives specified above, especially during times of crisis and transition, and counter extremist messaging.

• Build on areas of shared values to strengthen people-to-people ties between the region and the United States.

• Promote and support U.S. interests and mission political and economic agendas in partnership with embassy counterparts.

U.S. PUBLIC DIPLOMACY SPENDING

The largest public diplomacy programs in fiscal year 2015 were Iraq ($12.176 million), Morocco ($8.19 million), Israel ($4.318 million), Kuwait ($3.81 million), Egypt ($3.48 million), Palestinian Territories ($3.23 million), and Tunisia ($2.68 million). Activities in Iraq were funded by Congress through a separate appropriation. As this designated funding is phased out, public diplomacy funds from the Diplomatic and Consular Programs (D&CP) budget and Educational and Cultural Exchange (ECE) budget will become necessary to support activities in Iraq.
## Near East Asia: Base Public Diplomacy Spending

Diplomatic & Consular Programs Budget, .7 Funding

<table>
<thead>
<tr>
<th>Position</th>
<th>Country</th>
<th>&quot;7&quot; Spend</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>Egypt</td>
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<tr>
<td>3</td>
<td>Palestinian Terr.</td>
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<tr>
<td>4</td>
<td>Morocco</td>
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<td>5</td>
<td>Saudi Arabia</td>
<td>$2,216,461</td>
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<tr>
<td>6</td>
<td>Lebanon</td>
<td>$1,984,058</td>
<td>6.79%</td>
</tr>
<tr>
<td>7</td>
<td>United Arab Emirates</td>
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<tr>
<td>8</td>
<td>Jordan</td>
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</tr>
<tr>
<td>9</td>
<td>Tunisia</td>
<td>$1,585,872</td>
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</tr>
<tr>
<td>10</td>
<td>Algeria</td>
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<tr>
<td>11</td>
<td>Iraq</td>
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<tr>
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<tr>
<td>18</td>
<td>Syria</td>
<td>$175,361</td>
<td>0.60%</td>
</tr>
</tbody>
</table>

**MOROCCO**

2.8M
2015 Base Budget

Abstract Representation

Palestinian Territories 3.1M

Israel 3.9M

Egypt 3.2M

Lebanon 1.9M

Saudi Arabia 2.2M
# Near East Asia: Total Public Diplomacy Spending

Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Affairs Sections

<table>
<thead>
<tr>
<th>Position</th>
<th>Base</th>
<th>Country</th>
<th>Total Spend</th>
<th>% of Region</th>
</tr>
</thead>
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<td>11</td>
<td>Iraq</td>
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<tr>
<td>2</td>
<td>4</td>
<td>Morocco</td>
<td>$8,186,792</td>
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</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Israel</td>
<td>$4,318,272</td>
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</tr>
<tr>
<td>4</td>
<td>16</td>
<td>Kuwait</td>
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<tr>
<td>5</td>
<td>2</td>
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<tr>
<td>6</td>
<td>3</td>
<td>Palestinian Ter.</td>
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<tr>
<td>7</td>
<td>9</td>
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<tr>
<td>8</td>
<td>6</td>
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<td>4.98%</td>
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<tr>
<td>9</td>
<td>8</td>
<td>Jordan</td>
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<td>Qatar</td>
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<td>Bahrain</td>
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<td>Libya</td>
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<td>17</td>
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<td>Oman</td>
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<tr>
<td>18</td>
<td>18</td>
<td>Syria</td>
<td>$178,361</td>
<td>0.34%</td>
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</tbody>
</table>

**MOROCCO**

Total: 8.2M
Base: 2.8M
2015 Total PD Spending

- Iraq Total: 12.2M, Base: 2.8M
- Palestinian Territories Total: 3.2M, Base: 3.1M
- Israel Total: 4.3M, Base: 3.9M
- Egypt Total: 3.5M, Base: 3.2M
- Kuwait Total: 3.8M, Base: 3.6M

LARGE DISPARITY
## NEAR EAST REGION PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D&amp;CP All Sources*</td>
<td>D&amp;CP All Sources*</td>
<td>D&amp;CP All Sources*</td>
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<tr>
<td>IRAQ</td>
<td>$1,447,381</td>
<td>$8,723,336</td>
<td>$12,175,580</td>
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<tr>
<td>MOROCCO</td>
<td>$1,995,103</td>
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<td>ISRAEL</td>
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<td>PALESTINIAN TERRITORIES</td>
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<td>SYRIA</td>
<td>$280,998</td>
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<td>$178,361</td>
</tr>
</tbody>
</table>

*Total funding from all reported sources. Due to lag in reporting of some funding types, FY14 and FY15 data may not reflect all additional funding sources. For example, ECE funding data reporting generally lags 2 fiscal years behind.*
PUBLIC DIPLOMY PROGRAM SAMPLES:

Region-Wide - Countering Daesh and Extremism: Communications and engagement are critical aspects of the broader fight against Daesh. NEA has implemented exchange programs with visiting leaders from anti-Daesh coalition countries, spokesperson trainings to sharpen anti-extremist messaging, and social media workshops in the region to coordinate anti-Daesh ISIL messaging and amplify a counter narrative of tolerance and coexistence online. Direct engagement takes many forms, from English language teaching to cultural and sports programs targeted at populations vulnerable to radicalization. A key element of this is the Sawab Center. In 2015, the U.S. and the United Arab Emirates launched a joint messaging center in Abu Dhabi, UAE, to counter Daesh’s appeal to young people across the region. “Sawab,” in Arabic, means “right path.” Two Arabic-speaking public diplomacy officers have joined their Emirati counterparts in the first-ever joint online messaging effort – embedded with an Arab government partner that is explicitly calling upon young people of the region to reject Daesh and violent extremism.

Jordan - TechCamp: In April 2015, NEA, in collaboration with the International Information Programs (IIP) Bureau, hosted a training workshop in Amman with the government of Jordan, Jordanian civil society and other U.S. government agencies. The hands-on, two-day training brought together more than 75 senior Jordanian government leaders, entrepreneurs, media officials and civil society leaders from all sectors and parts of Jordan. The TechCamp focused on bridging the long-standing lack of trust and absence of cooperation between government and civil society, in this case to tackle the shared problem of countering extremist messaging and recruiting.

Tunisia - “Heroes Build” Campaign: The Heroes Build campaign is an innovative approach to fostering resilience and building civic pride among young people. This collaborative effort among the Public Affairs Section in Tunis, the Tunisian Ministry of Culture, and Tunisian civic activists and artists encourages young Tunisians to volunteer in their communities in order to improve their country and push back against extremism. It began with a nationwide graffiti campaign redefining a hero as a positive contributor to society rather than one who participates in destruction. The campaign was promoted via press, radio and television. Young people sent videos of their community-building projects to a dedicated YouTube site. One aspect of the campaign used graffiti art to pay tribute to a young Tunisian shepherd who was beheaded by Daesh.

Iraq - DOS/DOD Joint Messaging Initiative: Recognizing the need for additional U.S. government messengers in Iraq for press engagements and social media content on the military efforts to counter-Daesh, the Department of State and the Department of Defense worked together to establish the position of Combined Joint Task Force–Operation Inherent Resolve Spokesperson. The Public Affairs Section in Iraq has supported a number of press engagements for the spokesperson and State and Defense have worked closely together to provide timely, accurate information to the people of Iraq and the region on counter-Daesh military operations. These regular press interactions garner prominence in local and other media outlets. This effort reminds the Iraqi people of U.S. sacrifices in the fight against Daesh and counters negative propaganda from Iran.

Iraq - Interacting with Youth in Difficult Environments: NEA posts find new ways to engage audiences in environments where security challenges limit the ability of staff to travel within the country to meet with audiences. The Public Affairs Section in Iraq has turned to technology to video teleconference, Skype and chat online with youth on a variety of programs. As part of African American History Month programming in February 2016, an embassy officer participated in the Mission Speaker Program to share stories of famous African Americans with young Iraqis. Iraqi youth showed a great deal of interest in learning about the contributions of African Americans to American culture; some of the students wrote essays on African American leaders and read them to the group.

Kuwait - 25th Anniversary of the Liberation: The Public Affairs Section in Kuwait organized five months of events commemorating the 25th anniversary of the liberation of Kuwait, a cornerstone of the strong bilateral security and economic partnership. Working closely with the Ministry of Education and deployed U.S. military units in Kuwait, PAS planned and executed a series of events in Kuwaiti public schools, including those in areas known to be hotbeds for extremist recruiting, to highlight the U.S. role in Kuwait’s liberation—a fact missing in Kuwaiti textbooks. The theme for these events as selected by the schools was “25 Years of U.S.-Kuwait Friendship” and included: a nationwide video contest for Kuwaiti youth which produced over 140 entries; tours for Kuwaiti school kids, U.S. and Kuwaiti military veterans and the media aboard the amphibious transport dock USS Arlington; first-aid and fitness demonstrations by U.S. Air Force medical staff and female U.S. Marines; and joint musical performances, videos, plays and photo exhibits prepared by the students themselves.

Algeria - Teaching English to Imams: The lack of English language skills prevents many religious leaders in Algeria from participating in international religious
conferences and interfaith dialogues and limits their access to international religious scholarship. Thus, their access to voices of moderation and nonviolence is also limited. To broaden its opportunities to engage, the Ministry of Religious Affairs agreed to host an English Language Fellow (ELF) to provide English instruction to ministry officials from 2015–2016. The success of this program prompted the ministry to request not only an additional year for this program but to expand it to include youth ages 20–25 who are studying to be Imams (religious scholars) in the ministry’s Iman College—a three year bachelor’s program for students who want to be clerics and heads of mosques.

**Libya - Cultural Preservation Workshops:** In 2015, NEA/PPD awarded a grant to Oberlin College to organize a series of training workshops for Libyan archeologists with the goal of assisting the Libyan government to protect its cultural heritage during a time of political instability. The workshops, held in Tunis and Rome, focused on conducting a comprehensive inventory of objects on display in Libyan museums, site documentation and mapping methodology of world heritage sites in Libya, and preventing the illicit trafficking of antiquities in collaboration with law enforcement. Two additional workshops are being planned in 2016 on photogrammetry techniques and community outreach to prevent the destruction and theft of antiquities. The department is also working with UNESCO and the International Center for the Study of the Preservation and Restoration of Cultural Property (ICCROM) to train Libyan officials in this area.

**Lebanon - Educational Innovation:** Building a strong Lebanese civil society that helps uphold universal human rights, promotes good governance and contributes to economic growth is a priority for the U.S. mission in Beirut. The Teaching Women English (TWE) program meets this goal through comprehensive English classes for Lebanese women from poor areas, together with Syrian refugees. TWE empowers women with not only English language skills, but also training in civic engagement and social advocacy. The most profound effect of this program has been dialogue among women of different backgrounds and religious affiliations. Given the constant sectarian tensions in Lebanon, this cross-cultural exchange is a critical component of the program. The program has served more than 6,500 women in over 120 communities to date. New funding will allow expansion into 50 new communities to reach an additional 1,100 women.

**Syria - Advising Students:** Despite the ongoing conflict and absence of U.S. embassy personnel, the EducationUSA advisor for Syria continues to provide direct support to Syrian students inside the country and those living as refugees elsewhere via WhatsApp, Facebook and phone calls. In addition to her free counseling and advice on how to study at accredited colleges and universities in the United States, the advisor actively seeks out scholarship opportunities for Syrians, and helps advisees gain admissions despite the special challenges inherent in refugee life and the lack of services from the Syrian government. She is also a sought after expert for U.S. universities on the particularities of Syrian academic credentials and circumstances.

**Egypt - Environmental Action through Music:** For a fourth year, the Public Affairs Section in Cairo supported The Nile Project, which integrates programs in music and education to advance environmental sustainability in the Nile basin and promote regional dialogue on water-related issues. Three concerts in Aswan, Alexandria and Cairo reached thousands of young people, led by Americans Mina Girgis, Danny Mekonnen and Andrew Reissiger, and showcasing 13 outstanding performers from across East Africa’s Nile Basin. The group developed original music and lyrics on environmental preservation themes for their Egypt tour, conducted workshops at universities and created in-depth video products at the Aswan gathering. Fifty members of the mission community joined over 900 other spectators to see the project’s exciting finale at the Royal Club Mohamed Aly in Giza, which featured a stage overlooking the Nile itself.

**Jordan - Cultural Heritage:** The Roman Aqueduct of Gadara-Jordan received a major conservation and rehabilitation thanks to the Ambassador’s Fund for Cultural Preservation. The funds allowed Yarmouk to document, conserve and rehabilitate the aqueduct and prepare it for public access. The ancient water tunnel (the longest of its kind in the world) has been completely neglected, and suffered severe deterioration. At the inauguration of the project, Ambassador Wells highlighted the importance of supporting preservation at a time when ISIL is destroying some of the most important cultural heritage sites in Syria and Iraq.

**Qatar - A Platform for STEM Education:** The U.S. embassy in Qatar’s Public Affairs Section and the chairman of the board of the Qatar Scientific Club (QSC) recently opened the Ibn Al Haitham Science (IHS) Room to the public. The IHS, complete with state of the art learning and making resources, such as a 3D printer, a 3D scanner, a laser cutter, computers, books and do-it-yourself kits, was funded by IIP’s Innovation Fund to develop a maker culture through the promotion of STEM education. Since its opening, a weeklong series of hands-on workshops titled, “The World of 3D Printing,” introduced children, adults, parents and educators to design, AutoCAD concepts, prototyping and 3D printing technology. The session was led by the laboratory manager at Texas A & M University in Qatar. One hundred students also attended the first phase of summer camp held at the center, where the students learned the nuances...
of electricity and 3D modeling in honor of UNESCO’s International Year of Light.

**Region-Wide - The WEF Special Program on Addressing Violent Extremism:** NEA/PPD sponsored 65 members of regional civil society to attend the annual World Economic Forum (WEF) on the Middle East and North Africa (MENA) Summit at the Dead Sea in Jordan in May 2015. Participants took part in break-out groups and panels with political and business leaders to discuss countering violent extremism. Civil society representatives called on the private sector and government leaders to partner with them in grassroots efforts to counter extremism through job growth and government reform.

**Israel and the West Bank - National Teacher of the Year Visits:** The U.S. 2015 National Teacher of the Year, Shanna Peeples, visited Israel and the Palestinian Territories in August through an IIP Speaker tour initiated and organized by NEA/PD in coordination with PAS Tel Aviv and Jerusalem. Ms. Peeples showcased the best of American teaching and the importance of teachers in the United States and worldwide. She delivered her message to the Ministry of Education, schools, teachers, academic colleges, pre-service teachers and counselors. Ms. Peeples shared resources and best practices with educators from throughout the country on the topics of the importance of public education, teaching for success, working with diverse learners, creating trust in the classroom and building a connection with each and every student.
U.S. INTERNATIONAL MEDIA IN THE NEAR EAST ASIA REGION

MIDDLE EAST BROADCASTING NETWORKS (MBN)

Language: Arabic

**MBN ALHURRA TV**

FY 2015: $27.335 million ($29.089 million with program delivery)

**Origin:** 2004  
**Delivery Method:** Satellite Television (Nilesat, Arabsat and in HD on Eutelsat), Website, Mobile Site and Social Media  
**TV Original Programming:** 57.5 hours/week (plus 14 hours/week of acquired programs)  
**TV Total Broadcast:** 168 hours/week

Alhurra reaches the entire Arabic-speaking world from the Atlantic Ocean to the Gulf. MBN’s mission is to provide objective, accurate and relevant news and information to the people of the Middle East about the region, the world and the United States, and to support democratic values. Alhurra Television broadcasts Arabic-language news and information to 22 countries throughout the Middle East on the Nilesat and Arabsat satellite systems; it is also available in HD on Eutelsat. In addition to reporting on world events, Alhurra provides context and analysis to give viewers a broader understanding of the actions impacting the region. MBN’s Arabic-speaking editorial staff generates much of the news from a facility in Springfield, VA. Alhurra also has bureaus and production centers in Baghdad, Dubai, Beirut, Cairo, Jerusalem, Rabat and Erbil. MBN has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Recent BBG research shows that it has more than 17 million weekly viewers. Sample Programs on Alhurra include: Al Youm (“Today”), a three-hour live daily program that originates simultaneously from five countries in three continents and provides viewers coverage of the latest news from the Middle East, the United States and the world, as well as topics such as health, entertainment news, sports, technology, social and cultural issues; Hunna (“Women’s Views”), an hour-long program that brings together lively and engaging women to discuss social and political issues that are sensitive in the region and provides viewers an intimate look at these issues through interviews with brave women who are living the topics they discuss; Street Pulse, a program that takes a unique look at the most important social and cultural issues by examining a single topic each week and takes experts and interviewees out of their formal offices to speak with them in a more relaxed atmosphere; and Sa’aa Hurra (“Free Hour”), Alhurra’s flagship talk show examining the latest news and issues of the day, with expert analysis and debate.

**MBN ALHURRA IRAQ**

FY 2015: $4.431 million ($5.903 million with program delivery)

**Origin:** 2004  
**Delivery Method:** Satellite Television (Nilesat and Arabsat), Terrestrial Transmitters, Website, Mobile Site and Social Media  
**TV Original Programming:** 79 hours/week (plus 11.5 hours/week of acquired programs)  
**TV Total Broadcast:** 168 hours/week

Alhurra-Iraq Television is broadcast via satellite, as well as via terrestrial transmitters in five Iraqi cities. Alhurra-Iraq’s news and current affairs programs concentrate on issues facing Iraqi viewers. It was launched to address the specific challenges facing the Iraqi people and to give the United States a voice alongside the overwhelming anti-U.S. rhetoric found on the other Iraqi channels. Alhurra-Iraq programming includes a mix of current affairs, political and news programs that cover a variety of topics including health, technology, business, democracy, sports news, gender issues, culture, economics and science. Programs are produced in Alhurra’s Baghdad Bureau and in Springfield, VA. A team of approximately 45 correspondents and freelancers across the country report on Iraqi news, provide analysis of Iraqi issues and highlight Iraq’s rich cultural history. Nearly 40 percent of the Alhurra-Iraq programming schedule is Iraq-specific, including almost all of prime time, which is anchored by a daily hour-long Iraq-centric newscast. Alhurra.com has an Iraq-specific page to provide the latest news from Iraq. Sample Programs on Alhurra-Iraq include: Aliraq Alyoum (“Iraq Today”), a daily newscast on the events happening in Iraq; Beliraqi (“In Iraqi”), a talk show that airs weekdays following the daily Iraqi newscast to provide viewers in-depth analysis of the most important political events in Iraq; Hadith Annahrayn (“Talk Of Two Rivers”), a weekly talk show that examines issues facing Iraqi society, such as poverty, the lack of basic services, the rights of women and the differences between social classes; Daw’a Bainana (“Light Among Us”), a program that engages human interest stories from the heart of Iraq and reflects a message of optimism by highlighting the work of Iraqis who are trying to make a difference in their society and in the lives of their fellow citizens despite all challenges.
**MBN DIGITAL COSTS COVER:** Alhurra and Radio Sawa websites (www.Alhurra.com and www.RadioSawa.com), mobile sites and social media sites, which launch topical campaigns for special events, such as elections, and seeks conversation and engagement with consumers. In FY 2015 these costs totaled $2.765 million. MBN also launched www.ir-faasawtak.com, as a part of its new Raise Your Voice initiative. Alhurra also has a YouTube channel. The Alhurra and Radio Sawa sites are all-news websites that include news and information from across the region, the United States and the world. In addition to original reporting, Alhurra.com live streams Alhurra and Alhurra-Iraq and RadioSawa.com live streams all eight of Radio Sawa’s programs.

**MBN RADIO SAWA**

FY 2015: $8.929 million ($18.758 million with program delivery)

**Origin:** 2002

**Delivery Method:** Radio (AM, FM), Website, Mobile Site and Social Media

**Radio Original Programming:** 167 hours/week

**Radio Total Broadcast:** 168 hours/week

Radio Sawa targets Middle Eastern publics under the age of 35. Broadcasting 24/7, mostly on FM, it provides news and a blend of Western and Arabic popular music. Radio Sawa broadcasts nearly six hours of pan-Arab news and information each day via eight targeted, regional streams: 1) Iraq (FM and AM); 2) Levant, including Jordan and the West Bank (FM); 3) the Gulf (FM and AM); 4) Egypt (AM); 5) Morocco (FM); 6) Sudan, Libya, Djibouti and Yemen (FM and AM); 7) Lebanon and Syria (FM); and 8) Mauritania (FM). Additionally, Radio Sawa Iraq broadcasts Iraq-specific news and information to Iraqis. Radio Sawa’s all news website also provides news and information in Arabic in print, in addition to live broadcasts of its regional streams. MBN’s Arabic-speaking editorial staff generates much of the news from a facility in Springfield, VA. Along with Alhurra, Radio Sawa’s Iraq-based staff works out of a bureau in Baghdad and has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Sample programs of Radio Sawa include: Al-Mintaqa Al-Hurra (“Free Zone”), Radio Sawa’s signature program on freedom and democracy issues in the Middle East and the only one in the region, which features segments on the democratization process, elections, women’s rights, human rights, freedom of the press and other subjects; Isaal Al-Alaim Al-Yaoum (“Ask The World Now”), which uses broadcast quotes from senior administration policymakers—including President Obama, Vice President Biden, Secretary of State Kerry and others—to answer questions about a range of policy issues pertinent to the overall U.S. relationship to the Middle East; Sheno Rayek (“What is Your Opinion”), an hour-long daily call-in program on Radio Sawa’s Iraq stream during evening drive time.

**Program - Raise Your Voice:** To establish an alternative to the ISIL narrative, MBN launched the Raise Your Voice—Islam multimedia campaign in 2015 and plans to launch a new Raise Your Voice digital platform targeted to critical audiences across the Maghreb region in 2016. The new venues provide a platform for discussion of issues at the root cause of extremism and a forum for stimulating discussions around related solutions. Raise Your Voice—Islam encourages Iraqi citizens to speak out and address extremism and the underlying causes of terrorism. By identifying and discussing the issues ISIL is exploiting, Iraqis can propose solutions that will ultimately undermine ISIL’s narrative. The social media properties, call-in radio and television shows and television programming provide forums for activists, youth and others to share their ideas on topics such as sectarian relationships, religious freedom and freedom of expression. New Alhurra programming provides personal testimonies that reveal the realities of life in ISIL territory and the pain and suffering ISIL inflicts on families and communities.

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

Language: Persian

**RFE/RL RADIO FARDA**

FY 2015: $7.434 million ($11.100 million with program delivery)

**Origin:** 2002

**Delivery Method:** Radio (SW, MW, satellite), Television (satellite), Website and Mobile Site, Social Media, Mobile App

**Radio Original Programming:** 139 hours/week

**Radio Total Broadcast:** 155 hours/week

**Television Original Programming:** 10.5 hours/week

**Television Total Broadcast:** 10.5 hours/week

Farda is available to Iranian audiences 24/7 via satellite, shortwave, medium wave/AM, online and mobile apps. Programming provides professional news, analysis and reporting on events in and related to Iran, in addition to news from the Middle East and the world. The service offers music that is banned in Iran, interviews with free thinkers, intellectuals and the political opposition, as well as daily cultural news, features and topical programs. In 2015, Radio Farda’s website registered an average of 23.8 million pages views and 11.3 million visitors monthly, and its main Facebook page has nearly 1.5 million fans. Despite an official Iranian government ban on the Farda’s website,
the need for a proxy to access it and deliberately slow internet speeds, more than one-half of visitors to the website came from inside Iran in 2015. Sample programs include: “Pas Farda,” an award-winning satire show, which airs for an hour each weekday and is very popular in Iran; “Party,” a recent documentary about the Soviet attempt to dismantle Iran after WWII; “Breakfast with News,” a morning news magazine style program, which airs at 7 a.m. in Iran on VOA Persian’s satellite channels as well as Farda’s own satellite channel; and six segments of 5-minute live newscasts that run at the top of the hour from 8 a.m.–2 p.m. in Iran on VOA’s Persian satellite channel.

VOICE OF AMERICA (VOA)

Languages: Persian, Kurdish

**VOA PERSIAN SERVICE**

FY 2015: $13.956 million ($19.107 million with program delivery)


**Delivery Method:** Satellite Television, Website and Mobile Site, Social Media

**Television Original Programming:** 38.3 hours/week

**Television Total Broadcast:** 168 hours/week

The VOA Persian Service provides for direct communication via 24/7 satellite television and digital platforms with the people of Iran, who have limited access to free media and heavily censored internet. BBG research shows that 12 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 and a host of social media sites. VOA Persian maintains a multimedia website with text, audio, video, live streaming, and reporters’ and TV host’s blogs; a YouTube channel with 40.7 million total views; and a social media presence with 2.7 million followers (Facebook, Twitter, Google+ and Instagram). VOA Persian highlights U.S. policies and critical issues within Iran, including human rights and democracy, in addition to featuring international achievements in the arts, culture, science, academics and women’s empowerment. The service also reports on U.S. values, culture and society to deliver a comprehensive view of life in America. Sample programs include: “Early News & Late News,” which features top stories from around the world; “NewsHour,” a flagship news program that delves into the top stories of the day; “Straight Talk,” which is an audience engagement show driven by social media; and “Tablet,” a youthful, energetic show that originates from VOA’s New York City bureau and focuses on cultural and social issues involving young people in Iran and the United States.

**VOA KURDISH SERVICE**

FY 2015: $2.478 million ($2.547 million with program delivery)

**Origin:** 1992

**Delivery Method:** Radio (SW, AM, FM) Television, Website and Mobile Site, Social Media

**Radio Original Programming:** 14 hours/week

**Radio Total Broadcast:** 21 hours/week

**TV Original Programming:** 1.5 hours/week

**TV Total Broadcast:** 1.5 hours/week

The VOA Kurdish Service’s primary target audience is Iraqi Kurds, but it also produces special programming relevant to Kurdish speaking populations in Turkey, Syria, Iran and Eurasia and the approximately one million Kurds in Europe and North America. The Kurdish Service has expanded its staffing in Washington and stringer network in the region in order to focus on extremism, Daesh activities and U.S. policies toward the region and Daesh. BBG research in 2014 shows that the weekly audience reach among Iraqi Kurds is 14.9 percent. FM transmitters 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. Sample programs include: call-in shows on current affairs with expert guests taking calls from the Middle East and other areas of the world; “Kurd Connection,” a 30-minute, twice-weekly television and web program, which includes a roundup of news and features of interest to the Kurdish region, airs on affiliate NRT TV in Sulaimania; and “Kurd Vision”, a weekly 30-minute program that airs on Ozgur Gun TV in Diyarbakir, Turkey.
NEAR EAST ASIA REGION
COUNTRY BY COUNTRY PROFILES
### Algeria

#### DEMOGRAPHICS
- Geographic area: 2,381,740 sq. km.
- Population: 38,934,334 (2014)
- Below 24 yrs. old: 46%
- Refugee population: 94,128
- Urban population: 70.7%
- GDP/capita: $4,206
- Unemployment: 10.6%

#### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 18 (2014)
- Mobile phones/100 people: 93 (2014)
- Literacy: 73%

#### PUBLIC DIPLOMACY SPENDING
- Total Reported: FY13 Actual: $4,468,864, FY14 Actual: $789,224, FY15 Actual: $1,453,890

#### Total PD Spending by Theme
- Support for English Language: $488,983
- Teaching/Learning: $341,262
- Support for Mission Initiatives: $190,334
- Cultural Programs (Post Generated): $72,174
- Media/Press Activities: $56,629

### Bahrain

#### DEMOGRAPHICS
- Geographic area: 770 sq. km.
- Population: 1,361,930 (2014)
- Below 24 yrs. old: 37%
- Refugee population: 311
- Urban population: 88.8%
- GDP/capita: $23,396
- Unemployment: 1.2%

#### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 91 (2014)
- Mobile phones/100 people: 173 (2014)
- Literacy: 95%
- Avg. years of education: Females: -, Males: -

#### PUBLIC DIPLOMACY SPENDING
- Total Reported: FY13 Actual: $3,094,814, FY14 Actual: $717,495, FY15 Actual: $736,143

#### Total PD Spending by Theme
- Cultural Programs (Post Generated): $256,696
- Other: $88,902
- Media/Press Activities: $67,733
- Educational Initiatives (not including English Language programs): $66,465
- Support for Mission Initiatives: $54,836

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space
Egypt

**DEMOGRAPHICS**
- Geographic area: 995,450 sq. km.
- Population: 89,579,670 (2014)
- Below 24 yrs. old: 51%
- Refugee population: 236,090
- Urban population: 43.1%
- GDP/capita: $3,615
- Unemployment: 13.2%
- Below poverty line: 25.2%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 32 (2014)
- Mobile phones/100 people: 114 (2014)
- Literacy: 75%

**PUBLIC DIPLOMACY SPENDING**

| D&CP Total | FY13 Actual: $2,565,128 | FY14 Actual: $2,702,563 | FY15 Actual: $3,212,524 |
| Total Reported | FY13 Actual: $14,757,165 | FY14 Actual: $2,906,309 | FY15 Actual: $3,477,658 |

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- Other: $1,811,710
- Cultural Programs (Post Generated): $204,688
- Support for Information Resource Centers: $197,368
- Media/Press Activities: $187,500
- Books & Publications: $158,889

Iran

**DEMOGRAPHICS**
- Geographic area: 1,628,550 sq. km.
- Population: 78,143,644 (2014)
- Below 24 yrs. old: 40%
- Refugee population: 982,027
- Urban population: 73.4%
- GDP/capita: $5,443
- Unemployment: 10.6%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 39 (2014)
- Mobile phones/100 people: 88 (2014)
- Literacy: 84%

**PUBLIC DIPLOMACY SPENDING**

| D&CP Total | FY13 Actual: $0 | FY14 Actual: $0 | FY15 Actual: $0 |
| Total Reported | FY13 Actual: $0 | FY14 Actual: $0 | FY15 Actual: $0 |

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Top Spending by Activity**
- None
Iraq

### DEMOGRAPHICS
- Geographic area: 434,320 sq. km.
- Population: 34,812,326 (2014)
- Below 24 yrs. old: 61%
- Refugee population: 271,143
- Urban population: 69.5%
- GDP/capita: $4,629
- Unemployment: 8%
- Below poverty line: 18.9%

### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 11 (2014)
- Mobile phones/100 people: 95 (2014)
- Literacy: 79%
- Avg. years of education: Females: -
  
### PUBLIC DIPLOMACY SPENDING
- D&CP Total FY13 Actual: $1,447,381
  FY14 Actual: $1,428,887
  FY15 Actual: $1,345,795
- Total Reported FY13 Actual: $8,723,336
  FY14 Actual: $1,465,606
  FY15 Actual: $1,462,580

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

### Total PD Spending by Theme

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### Top Spending by Activity
- Media/Press Activities: $339,977
- Post-Generated Exchanges: $224,125
- Supplemening ECA Programs: $179,907
- Cultural Programs (Post Generated): $91,143
- Support for Mission Initiatives: $82,505

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Israel

### DEMOGRAPHICS
- Geographic area: 21,640 sq. km.
- Population: 8,215,300 (2014)
- Below 24 yrs. old: 43%
- Refugee population: 330
- Urban population: 92.1%
- GDP/capita: $35,330
- Unemployment: 5.9%
- Below poverty line: -

### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Partly Free
- Internet users/100 people: 71 (2014)
- Mobile phones/100 people: 121 (2014)
- Literacy: -
- Avg. years of education: Females: 16 (2013)
  
### PUBLIC DIPLOMACY SPENDING
- D&CP Total FY13 Actual: $4,147,381
  FY14 Actual: $4,242,046
  FY15 Actual: $3,925,905
- Total Reported FY13 Actual: $5,730,684
  FY14 Actual: $4,474,507
  FY15 Actual: $4,318,272

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

### Total PD Spending by Theme

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### Top Spending by Activity
- Supplemening Bureau of Public Affairs Programs: $580,796
- Support for Mission Initiatives: $527,519
- Support for English Language Teaching/Learning: $442,398
- Educational Initiatives (not including English Language programs): $420,507
- Media/Press Activities: $368,597
Jordan

DEMOGRAPHICS
Geographic area: 88,780 sq. km.
Population: 6,607,000 (2014)
Below 24 yrs. old: 55%
Refugee population: 2,771,502
Urban population: 83.7%
GDP/capita: $4,940
Unemployment: 12.6%
Below poverty line: 14.4%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 44 (2014)
Mobile phones/100 people: 148 (2014)
Literacy: 98%
Avg. years of education: Females: 13 (2012)
Males: 12 (2012)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,342,501 FY14 Actual: $2,068,571 FY15 Actual: $1,593,945
Total Reported FY13 Actual: $9,306,789 FY14 Actual: $3,506,201 FY15 Actual: $2,510,094
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Top Spending by Activity
Support for Mission Initiatives $339,600
Supplementing ECA Programs $165,262
Cultural Programs (Post Generated) $154,594
Post-Generated Exchanges $136,980
Media/Press Activities $112,627

Kuwait

DEMOGRAPHICS
Geographic area: 17,820 sq. km.
Population: 3,753,121 (2014)
Below 24 yrs. old: 37%
Refugee population: 614
Urban population: 98.3%
GDP/capita: $28,985
Unemployment: 3.6%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 79 (2014)
Mobile phones/100 people: 218 (2014)
Literacy: 96%
Avg. years of education: Females: 14 (2013)
Males: 12 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $655,090 FY14 Actual: $690,599 FY15 Actual: $619,496
Total Reported FY13 Actual: $1,973,835 FY14 Actual: $790,326 FY15 Actual: $3,807,171
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme
Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Top Spending by Activity
Support for Mission Initiatives $83,043
Supplementing Bureau of Public Affairs Programs $76,702
Digital Outreach $71,218
Cultural Programs (Post Generated) $48,691
Educational Advising & Promoting Study in the U.S. $38,975

Map Key
- Embassy
- Consulate
- American Space
Lebanon

### DEMOGRAPHICS
- Geographic area: 10,230 sq. km.
- Population: 4,546,774 (2014)
- Below 24 yrs. old: 44%
- Refugee population: 1,606,709
- Urban population: 87.8%
- GDP/capita: $8,051
- Unemployment: 9%
- Below poverty line: 27%

### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Partly Free
- Internet users/100 people: 75 (2014)
- Mobile phones/100 people: 88 (2014)
- Literacy: 90%
- Avg. years of education: Females: 12 (2013)
  Males: 12 (2013)

### PUBLIC DIPLOMACY SPENDING
- **D&CP Total** FY13 Actual: $1,559,666 FY14 Actual: $1,492,412 FY15 Actual: $1,984,058
- **Total Reported** FY13 Actual: $7,242,224 FY14 Actual: $1,501,240 FY15 Actual: $2,614,585

#### Total PD Spending by Theme

#### Top Spending by Activity
- Support for Mission Initiatives: $1,563,076
- Supplementing Bureau of Public Affairs Programs: $135,062
- Educational Initiatives (not including English Language programs): $54,879
- Support for English Language Teaching/Learning: $43,011
- Alumni Outreach: $34,161

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Libya

### DEMOGRAPHICS
- Geographic area: 1,759,540 sq. km.
- Population: 6,258,984 (2014)
- Below 24 yrs. old: 46%
- Refugee population: 27,964
- Urban population: 78.6%
- GDP/capita: $4,643
- Unemployment: 19%
- Below poverty line: -

### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 18 (2014)
- Mobile phones/100 people: 161 (2014)
- Literacy: 90%
- Avg. years of education: Females: -
  Males: -

### PUBLIC DIPLOMACY SPENDING
- **D&CP Total** FY13 Actual: $507,235 FY14 Actual: $330,517 FY15 Actual: $620,600
- **Total Reported** FY13 Actual: $3,996,578 FY14 Actual: $334,681 FY15 Actual: $662,347

#### Total PD Spending by Theme

#### Top Spending by Activity
- Other: $539,100
- Digital Outreach: $23,267
- Media/Press Activities: $23,267
- Alumni Outreach: $7,159
- Books & Publications: $6,436

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Morocco

**DEMOGRAPHICS**

<table>
<thead>
<tr>
<th>Geographic area:</th>
<th>446,300 sq. km.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 24 yrs. old:</td>
<td>45%</td>
</tr>
<tr>
<td>Refugee population:</td>
<td>1,216</td>
</tr>
<tr>
<td>Urban population:</td>
<td>60.2%</td>
</tr>
<tr>
<td>GDP/capita:</td>
<td>$2,872</td>
</tr>
<tr>
<td>Unemployment:</td>
<td>9.9%</td>
</tr>
<tr>
<td>Below poverty line:</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

**COMMUNICATIONS AND LITERACY**

<table>
<thead>
<tr>
<th>FH Media Freedom:</th>
<th>Not Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet users/100 people:</td>
<td>57 (2014)</td>
</tr>
<tr>
<td>Mobile phones/100 people:</td>
<td>132 (2014)</td>
</tr>
<tr>
<td>Literacy:</td>
<td>67%</td>
</tr>
<tr>
<td>Avg. years of education: Females:</td>
<td>12 (2012)</td>
</tr>
<tr>
<td>Males:</td>
<td>13 (2012)</td>
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</tbody>
</table>

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>D&amp;CP Total</th>
<th>FY13 Actual:</th>
<th>FY14 Actual:</th>
<th>FY15 Actual:</th>
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<tr>
<td>Total Report</td>
<td>FY13 Actual:</td>
<td>FY14 Actual:</td>
<td>FY15 Actual:</td>
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</table>

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Total Spending by Activity</th>
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</thead>
<tbody>
<tr>
<td>Other:</td>
</tr>
<tr>
<td>Support for Mission Initiatives:</td>
</tr>
<tr>
<td>Cultural Programs (Post Generated):</td>
</tr>
<tr>
<td>Media/Press Activities:</td>
</tr>
<tr>
<td>American Centers:</td>
</tr>
</tbody>
</table>

Oman

**DEMOGRAPHICS**

<table>
<thead>
<tr>
<th>Geographic area:</th>
<th>309,500 sq. km.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population:</td>
<td>4,236,057 (2014)</td>
</tr>
<tr>
<td>Below 24 yrs. old:</td>
<td>39%</td>
</tr>
<tr>
<td>Refugee population:</td>
<td>151</td>
</tr>
<tr>
<td>Urban population:</td>
<td>77.6%</td>
</tr>
<tr>
<td>GDP/capita:</td>
<td>$15,645</td>
</tr>
<tr>
<td>Unemployment:</td>
<td>-</td>
</tr>
<tr>
<td>Below poverty line:</td>
<td>-</td>
</tr>
</tbody>
</table>

**COMMUNICATIONS AND LITERACY**

<table>
<thead>
<tr>
<th>FH Media Freedom:</th>
<th>Not Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet users/100 people:</td>
<td>70 (2014)</td>
</tr>
<tr>
<td>Mobile phones/100 people:</td>
<td>158 (2014)</td>
</tr>
<tr>
<td>Literacy:</td>
<td>92%</td>
</tr>
<tr>
<td>Avg. years of education: Females:</td>
<td>14 (2011)</td>
</tr>
<tr>
<td>Males:</td>
<td>14 (2011)</td>
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</table>

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>D&amp;CP Total</th>
<th>FY13 Actual:</th>
<th>FY14 Actual:</th>
<th>FY15 Actual:</th>
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<td>FY13 Actual:</td>
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(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
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<tr>
<th>Total Spending by Activity</th>
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</thead>
<tbody>
<tr>
<td>Support for Mission Initiatives:</td>
</tr>
<tr>
<td>Cultural Programs (Post Generated):</td>
</tr>
<tr>
<td>Educational Advising &amp; Promoting:</td>
</tr>
<tr>
<td>Study in the U.S.:</td>
</tr>
<tr>
<td>Superseding ECA Programs:</td>
</tr>
</tbody>
</table>
Palestinian Territories

**DEMOGRAPHICS**
- Geographic area: 6,020 sq. km.
- Population: 4,294,682 (2014)
- Below 24 yrs. old: 62%
- Refugees: 2,051,098
- Urban population: 75.3%
- GDP/capita: $2,867
- Unemployment: 26.9%
- Below poverty line: 25.8%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 54 (2014)
- Mobile phones/100 people: 72 (2014)
- Literacy: 96%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $3,446,156 FY14 Actual: $3,757,841 FY15 Actual: $3,154,816
- Total Reported FY13 Actual: $3,683,855 FY14 Actual: $4,037,115 FY15 Actual: $3,230,075

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $821,397
- Cultural Programs (Post Generated): $463,436
- Supplementing ECA Programs: $388,308
- Media/Press Activities: $194,842
- Other: $189,921

Qatar

**DEMOGRAPHICS**
- Geographic area: 11,610 sq. km.
- Population: 2,172,065 (2014)
- Below 24 yrs. old: 31%
- Refugees: 133
- Urban population: 99.2%
- GDP/capita: $74,667
- Unemployment: -
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 91 (2014)
- Mobile phones/100 people: 146 (2014)
- Literacy: 98%
- Avg. years of education: Females: 14 (2011)

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $855,095 FY14 Actual: $948,776 FY15 Actual: $945,160
- Total Reported FY13 Actual: $1,661,159 FY14 Actual: $1,025,813 FY15 Actual: $1,005,004

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for English Language Teaching/Learning: $156,122
- Support for Mission Initiatives: $125,475
- Digital Outreach: $103,818
- Educational Initiatives (not including English Language programs): $102,605
- Cultural Programs (Post Generated): $100,673
**Saudi Arabia**

**DEMOGRAPHICS**
- Geographic area: 2,149,690 sq. km.
- Population: 30,886,545 (2014)
- Below 24 yrs. old: 45%
- Refugee population: 534
- Urban population: 83.1%
- GDP/capita: $20,482
- Unemployment: 5.9%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 64 (2014)
- Mobile phones/100 people: 180 (2014)
- Avg. years of education: Females: 15 (2014)
- Males: 17 (2014)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $1,992,987
  - FY14 Actual: $2,053,954
  - FY15 Actual: $2,216,461
- **Total Reported**
  - FY13 Actual: $5,297,780
  - FY14 Actual: $2,143,931
  - FY15 Actual: $2,310,180

*(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)*

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $1,045,653
- Educational Advising & Promoting: $257,376
- Study in the U.S.: $179,369
- Cultural Programs (Post Generated): $126,706
- Media/Press Activities: $107,032

**Syria**

**DEMOGRAPHICS**
- Geographic area: 183,830 sq. km.
- Population: 22,157,800 (2014)
- Below 24 yrs. old: 56%
- Refugee population: 677,756
- Urban population: 57.7%
- GDP/capita: $2,080
- Unemployment: 14.9%
- Below poverty line: 35.2%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 28 (2014)
- Mobile phones/100 people: 64 (2014)
- Avg. years of education: Females: 9 (2013)
- Males: 9 (2013)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $280,998
  - FY14 Actual: $214,051
  - FY15 Actual: $175,361
- **Total Reported**
  - FY13 Actual: $1,118,573
  - FY14 Actual: $214,051
  - FY15 Actual: $178,361

*(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)*

**Total PD Spending by Theme**

**Top Spending by Activity**
- Cultural Programs (Post Generated): $24,753
- Supplementing Bureau of Public Affairs Programs: $14,581
- Digital Outreach: $14,064
- Alumni Outreach: $12,358
- Support for Mission Initiatives: $12,307
Tunisia

**DEMOGRAPHICS**
- Geographic area: 155,360 sq. km.
- Population: 10,996,600 (2014)
- Below 24 yrs. old: 39%
- Refugee population: 901
- Urban population: 66.8%
- GDP/capita: $3,873
- Unemployment: 15.9%
- Below poverty line: 15.5%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 46 (2014)
- Mobile phones/100 people: 128 (2014)
- Literacy: 80%

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $930,806
  - FY14 Actual: $898,345
  - FY15 Actual: $1,585,872
- **Total Reported**
  - FY13 Actual: $5,938,855
  - FY14 Actual: $952,028
  - FY15 Actual: $2,682,165

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Cultural Programs (Post Generated): $504,733
- Educational Initiatives (not including English Language programs): $369,101
- Public-Private Partnerships: $122,006
- American Centers: $118,126
- Other: $105,000

United Arab Emirates

**DEMOGRAPHICS**
- Geographic area: 83,600 sq. km.
- Population: 9,086,139 (2014)
- Below 24 yrs. old: 27%
- Refugee population: 417
- Urban population: 85.5%
- GDP/capita: $40,438
- Unemployment: 4.2%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 90 (2014)
- Mobile phones/100 people: 178 (2014)
- Literacy: 90%
- Avg. years of education: Females: -
  - Males: -

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $1,630,585
  - FY14 Actual: $1,471,583
  - FY15 Actual: $1,792,567
- **Total Reported**
  - FY13 Actual: $2,560,212
  - FY14 Actual: $1,593,068
  - FY15 Actual: $1,928,786

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Cultural Programs (Post Generated): $285,746
- Support for Mission Initiatives: $263,646
- Media/Press Activities: $234,331
- Digital Outreach: $217,124
- Educational Advising & Promoting Study in the U.S.: $197,261
Yemen

DEMOGRAPHICS

Geographic area: 527,970 sq. km.
Population: 26,183,676 (2014)
Below 24 yrs. old: 63%
Refugee population: 257,645
Urban population: 34.6%
GDP/capita: $1,408
Unemployment: 17.8%
Below poverty line: 34.8%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet users/100 people: 23 (2014)
Mobile phones/100 people: 68 (2014)
Literacy: 68%
Avg. years of education: Females: 8 (2011)
Males: 10 (2011)

PUBLIC DIPLOMACY SPENDING

D&CP Total
FY13 Actual: $1,389,403
FY14 Actual: $1,140,940
FY15 Actual: $670,797

Total Reported
FY13 Actual: $6,744,538
FY14 Actual: $1,365,845
FY15 Actual: $718,363

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity

Other $199,454
Supplementing Bureau of Public Affairs Programs $66,558
Media/Press Activities $66,051
Cultural Programs (Post Generated) $65,558
Support for Mission Initiatives $46,425
Spotlight Country: United Arab Emirates

DEMOGRAPHICS
Geographic area: 83,600 sq. km.
Population: 9,086,139 (2014)
Below 24 yrs. old: 27%
Refugee population: 417
Urban population: 85.5%
GDP/capita: $40,438
Unemployment: 4.2%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 90 (2014)
Mobile phones/100 people: 178 (2014)
Literacy: 90%
Avg. years of education: Females: -
Males: -

RECOMMENDATIONS:

INCREASE STAFF SUPPORT FOR PAS DUBAI: The Public Affairs Sections in Dubai and Abu Dhabi requires increased staffing resources in order to complete their missions of greater engagement in the northern Emirates, while also completing their regional mandates. The missions recently received an additional local employee in Abu Dhabi and gained a temporary EPAP position in Dubai, but additional staffing support is necessary.

INCREASE STAFF SUPPORT FOR EDUCATIONUSA IN THE NEA REGION: The regional director for EducationUSA in Dubai has a portfolio of 19 countries, 28 centers and 32 advisors in the Near East Asia region. This past year, 103,307 students from 19 countries in the Middle East and North Africa studied in American higher education institutions, an 11.5 percent increase from 2014. Given the large volume of students in the NEA region who need advising and support, we strongly recommend adding a second regional NEA director position and splitting the region between them.

CONTINUE SUPPORT FOR SAWAB CENTER: The government of the UAE has been a remarkable partner in countering violent extremism (CVE) through the one-year-old Sawab Center and the Hedayah CVE Center in Abu Dhabi, a center of excellence for countering violent extremism that works mainly to assist other countries afflicted by violent extremism in systematically addressing CVE issues. It is the first time that a coalition partner has proactively aimed to counter Da’esh’s messaging. The U.S. is actively supporting the Sawab Center effort and it will likely continue for at least another two years. The UAE has also invested considerable resources in the center and expanded its staff. ACPD believes it is an example for other such centers with allied partners worldwide.

INCREASE AUDIENCE RESEARCH SUPPORT FOR THE DUBAI MEDIA HUB: The Dubai media hub needs consistent detailed audience research on the various media networks in the region. This research is of value beyond the hub and can support the embassy PAOs in the region to tailor their messages to the various audiences. This cost will be at least $50,000 a year, which is currently about 15 percent of their budget. We strongly recommend an increase in funding from Washington to support this audience research.

RESTORE THE INTERNATIONAL INFORMATION PROGRAMS BUREAU’S ARABIC TRANSLATION SERVICES: It would benefit Public Affairs Sections in the region tremendously if IIP restored its Arabic translation services, in addition to creating content on commercial issues that would cater more to Gulf audiences.
The bilateral relationship between the United Arab Emirates and the U.S. is strong, especially in defense and security cooperation as we share many national security interests. The UAE has been part of coalition operations in Iraq, Afghanistan and Libya. In addition, the U.S. Navy uses Emirati port facilities in Dubai, Abu Dhabi and Fujairah, which brings thousands of U.S. sailors and Marines to UAE each year. The economic relationship is also deep. The U.S. runs an annual trade surplus of more than $22 billion with the UAE and it is one of the top 20 sources of foreign direct investment in the United States. This is larger than the U.S. trading relationship with Saudi Arabia or any other country in the Middle East. In addition, the UAE is also a global hub: two-thirds of the world’s population is within 1,500 miles, or a three hour flight. With two major international airports already in a country the size of Idaho, the country is building a third to accommodate the 2020 World Expo in Dubai.

Within this context, the U.S. Mission in the UAE—which consists of a PAS at the embassy in Abu Dhabi and the Consulate in Dubai—aims to reach Emiratis in all seven Emirates through press, educational, cultural, informational and social media engagement. In a country of 9.2 million people, only 1.4 million are Emirati, which makes up 15 percent of the population. The Public Affairs Sections use a variety of PD tools to strengthen the relationship them via exchange programs, cultural engagement, outreach via the press and social media, EducationUSA centers and an American Corners network. Understanding that much of UAE’s wealth is concentrated in the Dubai and Abu Dhabi emirates, the PAS’s want to conduct outreach beyond elite and urban audiences and into the northern Emirates.

The UAE is increasingly playing a leadership role in the region, which has provided an opportunity for an unprecedented and remarkable partnership in countering violent extremism with the Sawab Center. The U.S. mission is also home to regional resources, such as the Dubai Regional Media Hub and a Regional Educational Advising Coordinator. Regional events, however, have also shrunk the space for the United States to have a dialogue on political and civil society related issues with the Emirati public. To operate within UAE, as a journalist or businessman, means a certain amount of self-censorship. The United States must therefore balance the tension between the openness the UAE desires as a global hub for business and its national security concerns.

Despite these challenges, we found a PD mission working actively to engage Emiratis; capitalize on unique partnerships with U.S. educational and cultural institutions that exist in the UAE; conduct regional educational and media outreach via the consulate in Dubai; and counter violent extremism through the Sawab Center in Abu Dhabi. Given the unique demands put on the sections, they could mainly use more American and local staff support.

The public diplomacy goals for the UAE are to advance the core mission goals, but also highlight U.S. higher education, entrepreneurship, healthcare and technology. To deepen bilateral ties, the PAS focuses on connecting Emirati youth to the United States through EducationUSA and exchanges; amplifying U.S.-UAE trade ties; and increasing positive opinions of the United States through media engagement, exchanges and cultural and educational programming. An objective of the mission is to extend beyond the two richest and most renowned Emirates, Abu Dhabi and Dubai, and into the northern ones. Cultural diplomacy, especially through sports and music, provides an entry point to non-urban, non-elite audiences.

There are many institutions that are predisposed to working with the United States and the upcoming Expo2020 in Dubai provides a strong opportunity for engagement, as does American institutions like New York University, the Cleveland Clinic and the Guggenheim Museum, which are providing exposure to U.S. education, culture and research. They also work independently as soft power assets.

Organizing public diplomacy outreach and alumni networks, however, is increasingly difficult as the government of UAE continues to seek a greater degree of control over public messaging. The UAE government sees political Islam as an existential threat and believes that it was the democratic culture that led to the rise of the Muslim Brotherhood in Egypt. They can therefore sometimes be suspicious of U.S.-funded programs, especially those seen to advance democratic ideals and support civil society development. There also has been increased scrutiny over exchange programs and programming in university spaces. Due to fears of political organizing, the mission cannot do as extensive alumni engagement as other missions can. Finding implementing partners within the UAE to conduct programs at a reasonable cost, which can be easy done in other countries, can be challenging. An example of this is finding an appropriate implementing partner for the English Access program, which the inspector general for the State Department advised the mission to bring back in 2014.

**Exchange and Cultural Programs**

UAE is a society where personal contacts and relationship building is essential. A major goal of PAS is to increase the number of Emirati students studying in the United States, which is done through its impressive outreach via EducationUSA (described below). The main exchange programs PAS facilitates in the UAE are Fulbright, Humphrey and the International Visitor Leadership Program (IVLP). IVLP is especially valuable in the UAE as it provides not only professional development skills, but also a different kind of exposure to the United States.

In order to reach more audiences in the northern emirates,
PAS has focused on culture and sports as entry points for relationship building. This includes Bluegrass bands and bringing American artists to the region through the Sharja Art Foundation. Sports Diplomacy programs are also becoming more popular to engage Emiratis.

EDUCATIONUSA

A major goal for the U.S. mission is to increase the number of Emirati students studying in the United States. Currently, Emirati students who study at higher education institutions in the United States contribute $60 million to the American economy. Those who choose to study in the United States are granted a full scholarship and a generous stipend from the Emirati government. There were concerns after 9/11 that Emirati students would face trouble acquiring visas and experience harassment once they were within the United States since two of the 9/11 hijackers were from northern emirates. Yet there has been an increase of 3.4 percent this past year, and a near tripling of students since 2005. In the 2014–15 academic year, there were 2,878 Emirati students studying in the United States. Of them, the majority were undergraduate students (2,091), followed by graduate students (349), non-degree students (368) and optional practice training (OPT) students, or interns (70). The majority of the students studied in Arizona, Pennsylvania, Florida, California, Indiana, Maryland, Texas and the District of Columbia. There is also the EducationUSA Academy, where Emirati students can go to the United States to improve their English and also to get a sense of the schools and support to help guidance counselors in UAE prepare Emirati youth for education in the United States.

There is an EducationUSA center at the U.S. embassy in Abu Dhabi and another at the U.S. Consulate in Dubai. Due to security concerns, the spaces are restrictive and require appointments, which has led to a large emphasis on outreach in the seven emirates. In 2015, there were more than 55 major outreach events that engaged more than 38,700 Emiratis. They also distributed more than 15,200 marketing materials throughout the country and communicated with more than 1,200 high school counselors, parents, students and advisors via the EducationUSA mailing list, which they expect to double by 2017. Each year there is a large education fair in October that the embassy helps to organize, where more than 20 U.S. universities come to the UAE and participate each year. The fair has roughly 15,000 visitors over its three days.

The regional director for EducationUSA in Dubai has a portfolio of 19 countries, 28 centers and 32 advisors in the Near East Asia region. This past year, 103,307 students from 19 countries in the Middle East and North Africa studied in American higher education institutions, an 11.5 percent increase from 2014. They make up 10 percent of the 974,926 international students studying in the United States. Saudi Arabia alone has 93,000 students in the U.S., the fourth largest in the world after China, India and South Korea. According to the latest IIE Open Doors Report, last year Saudi Arabian students in U.S. colleges and universities contributed $1.7 billion to the U.S. economy. Given the large volume of students in the NEA region needing advising and support, we strongly recommend creating a second Regional NEA Director position and splitting the region between them.

SAWAB CENTER: COUNTERING VIOLENT EXTREMISM

The government of UAE has been a remarkable partner in countering violent extremism through the Sawab Center and the Hedayah CVE Center in Abu Dhabi, a center of excellence for countering violent extremism that works mainly to assist other countries in systematically addressing CVE issues. Its efforts were the first time that a coalition partner had proactively aimed to counter Da’esh’s messaging. On July 7, 2015, the center started on Twitter, later on Instagram and then Facebook in spring 2016. An Emirati diplomat serves as its interim director and is supported by a small local staff and two American FSOs. A full time public relations staff also supports them.

The Sawab Center’s efforts are solely focused on Da’esh and their three objectives are to create a measurable decrease in online support for the network; empower the silent majority; and support larger coalition CT efforts. The center focuses on positive messages and offering an alternative view, such as a campaign on female role models. Yet their core challenges are to combat hyperactive users that inflate the level of support for Da’esh; access the large pool of Da’esh “fan boys; access encrypted discussion platforms; and create high end publications and videos. The effort will likely continue for at least another two years and the UAE has invested considerable resources in the center, expanding its staff. ACPD believes it is exemplary for other such centers with allied partners worldwide.

GLOBAL AND LOCAL MEDIA OUTREACH

There are three kinds of press in UAE: the Emirati local news media; the pan Arab news networks, like Sky News Arabia, UK-based Sky, Middle East Broadcasting Center (MBC) and Al Arabiya; and the international press. “Media Free Zones,” like Dubai’s Media City and Abu Dhabi’s TwoFour54, accommodates hundreds of news agencies. Freedom House has repeatedly reported the UAE’s media environment as “not free.” Broad and ambiguous wording of local press laws create an atmosphere of restricted speech through self-censorship; the domestic media suffers from both state and self-censorship. The global media based in the UAE avoids certain topics while reporting on their host country and normally do not investigate the ruling families and/or their business interests.

The PAS in Abu Dhabi covers local and global news media
on the U.S.-UAE bilateral relationship. The regional media hub in Dubai, which reports to the Public Affairs Bureau in Washington and described more below, covers the pan-Arab news networks. The PAS also communicates via social media platforms (Twitter, Instagram and YouTube) and would benefit tremendously if the International Information Programs Bureau re-started its Arabic translation services, in addition to creating content on commercial issues that would cater to a Persian Gulf audiences. Extra staffing at the U.S. Embassy in Abu Dhabi is critical to stepping up social media engagement with a very tech savvy Emirati population.

REGIONAL MEDIA OUTREACH: THE DUBAI REGIONAL MEDIA HUB

Launched in September 2006, the hub was created to strengthen the U.S. government’s “presence and advocacy capabilities in the region” and ensure that the 65 million Arabic-speaking audiences who tune into pan-Arab news networks hear directly from the U.S. government. Its mission is to be more consistently present on pan-Arab news networks and directly represent the Department of State’s policies and priorities, while also engaging in an active dialogue with Arabic-speaking publics. In fiscal year 2015, the Dubai hub spent roughly $749,653.

In the last year, the hub has conducted 130 interviews with 40 outlets, averaging two to three interviews a week. The hub director messages to pan Arab audiences on different issues, helps to prepare other U.S. government officials to go on the air, and partners with Embassies in the Near East Asia region to communicate to their local audiences on cross-cutting regional and global issues. The U.S. Military Central Command, based in Tampa, Florida and the spokesperson for the Combined Joint Task Force overseeing anti-Daesh military operations in Baghdad, Iraq also work with the hub to help with messaging as the pan-Arab network audiences are very interested in details of U.S. military operations in the region.

The director position requires a very talented spokesperson with the highest fluency in Arabic. In addition to engaging the press, s/he also conducts trainings twice a year for other spokespeople, which take place at the Middle East Broadcasting Network’s Al Hurra studios in Dubai. They train State Department spokespeople through the region who engage with local networks. The embassies pay for their flights and the hub absorb their costs once they are in Dubai. The hub also has supported NEA-led training for foreign government spokespeople who represent the coalition to counter Daesh, which is an excellent diplomacy measure to build unity between purpose.

In addition to engaging directly with the news media, the hub also works through Twitter, Facebook and YouTube platforms and creates content through a local contractor, which works as the hub’s creative office for visuals—i.e. infographics, videos, animations—to digitally distribute. The hub approves all content and spends $164,000 a year on the contract. The content has a ripple effect in the sense that the embassies also relay the global foreign policy messages and retweet it. With nearly half a million followers, the @USAbilAraby Twitter account is the most popular foreign-language social media account representing the U.S. government worldwide. With nearly half a million followers, the @USAbilAraby Twitter account is the most popular foreign-language social media account representing the U.S. government worldwide.

The hub is hoping to increase its level of audience research for more targeted, data-driven and efficient engagement, which ACPD strongly supports. Audience market research provides the level of granularity that they need to create a strategic outreach plan and the hub needs consistent detailed audience research on the various media networks in the region. This research is of value beyond the hub and can support the embassy PAOs in the region. It would be best to do this research locally, using an agency that can understand the local context. This helps the spokespeople tailor their messages to the various audiences. This cost will be at least $50,000, which is currently about 15 percent of their budget. We therefore recommend that additional funds be resourced to support greater audience research for more strategic planning.

OFFICIAL AND UNOFFICIAL AMERICAN SPACES:

There are three official American Spaces in UAE: two in Al Ain, and one in Al Hosn. New York University’s Abu Dhabi campus also provides an unofficial platform for embassy cultural and educational programming. The embassy has created a strong partnership with NYU in Abu Dhabi, which graduated its first class on May 25, 2014 and moved into its new campus in summer 2014. It caters to roughly 1,200 undergraduates, with a goal of raising it to 2,200 by 2020. The student body represents more than 70 nationalities. The campus places a high emphasis on the arts, engineering and policy, encouraging the students to build an interdisciplinary experience touching all three. In addition to NYU, the Cleveland Clinic Abu Dhabi, the largest American branded hospital outside of the United States, opened in early 2015; Guggenheim Abu Dhabi is expected to be the largest Guggenheim in the world and will be completed in 2017. NYU, the Cleveland Clinic and Guggenheim are largely acknowledged to be additional soft power assets in the country and the region, providing opportunities for greater engagement.
FIELD-DIRECTED ACTIVITIES

U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA

U.S. Diplomats chat with participants about LGBTI issues at an event at American Center on June 17, 2016.

[State Department Photo]
U.S. PUBLIC DIPLOMACY IN THE SOUTH AND CENTRAL ASIA REGION

The State Department’s public diplomacy efforts in South and Central Asia (SCA) are focused on strengthening democratic, inclusive and secure societies, improving access to accurate information and increasing educational and economic opportunity for citizens in the region. Countering violent extremism and disinformation and promoting increased regional connectivity are integral to all three goals. Public diplomacy efforts in SCA continue to prioritize multi-country exchange programs, alumni engagements, university partnerships and other initiatives that further cooperation among SCA countries on common regional and global challenges. To promote more inclusive societies, the bureau emphasizes the engagement of women, disenchanted youth and other underserved or at-risk audiences wherever possible.

South and Central Asia are integral to the administration’s Asia rebalance and the region has the potential to be a key driver of global prosperity over the coming decades. Demographically, it is home to almost a quarter of the world’s population, including more than one-third of the global Muslim population. Over the coming decades, about 500 million people throughout South and Central Asia could enter the middle class. With over half of the population under the age of 25, the potential returns on its demographic dividend are staggering.

The region lies at the crossroads of Asia, Europe and the Middle East—spanning vital sea lanes to the south and burgeoning trade routes and energy flows to the north. It is also at the crossroads of key global economic and strategic trends. It comes as no surprise that economies in Asia have the potential in the coming decades to comprise as much as 50 percent of global gross domestic product (GDP). In order for the countries of South and Central Asia to realize their share, the region must grapple with challenges large and small, old and new.

While the Bureau of South and Central Asian Affairs is one of the smallest among the State Department’s regional bureaus, the challenges in the area it oversees are among the largest of U.S. foreign policy priorities: how to best benefit from the acceleration of globalization; how to adjust to the relative rise of Asia; how to mitigate the impacts of global climate change; and how to deal with the emergence of authoritarian regional powers.

Democratic governance is far too fragile in a number of countries. Pervasive and corrosive corruption, a lack of economic opportunity, vulnerability to natural disasters and a host of other issues pose serious challenges to security and stability throughout the entire region. All of the countries in the region face collective challenges from building increased economic linkages with the broader Asian economy to confronting threats from violent extremism and disinformation, terrorism and narco-trafficking. Most people in the region live in rural areas and many hundreds of millions are without electricity. No other region has as many poor and undernourished people as South Asia.

Low standards for the news media limit professional and fair journalism. No country in the region received a “free” media ranking in 2015 from Freedom House, although India, Nepal, Bangladesh and the Maldives are “partly free.” However, in the 2016 Freedom House “Freedom of the Press Report,” Bangladesh was cited for a notable decline due to the murders of four bloggers and a publisher by Islamist militants, threats and nonfatal attacks against other writers, continued legal harassment of media outlets and press freedom advocates, government-sanctioned economic pressure on certain outlets and attempts to censor social media. The 2016 report also cited Sri Lanka for notable improvement in press freedom due to a change in government that led to fewer physical threats against journalists, the easing of political pressure on private media and the unblocking of previously censored websites. In the 2016 report, all regional Central Asia countries are considered not free. Continuing this trend, the Freedom House 2015 “Freedom in the World” report cites Turkmenistan and Uzbekistan as two of the “Worst of the Worst” 10 countries in the world. The PEW Global Indicators Database for 2015 shows a range of favorable opinion about the United States from 22 percent (Pakistan) to 70 percent (India) in South Asia. These are up from 2014 at 14 percent and 55 percent respectively. There is no PEW data from Central Asia.

U.S. FOREIGN POLICY GOALS

The United States has six overarching foreign policy goals in South and Central Asia:

1. A strategic partnership with Afghanistan that protects U.S. national security and supports a more stable, democratic and prosperous Afghanistan;
2. A more stable, democratic and prosperous Pakistan that plays a constructive role in the region;
3. A strengthened U.S.-India Strategic Partnership, leading to increased bilateral trade and better cooperation on shared regional and multilateral goals;
4. A greater regional economic cooperation in South and Central Asia that promotes greater prosperity and stability across the region, including creating a constituency for peace and economic progress in Afghanistan;
5. A more secure and stable region in South and Central Asia that advances U.S. interests; and
6. A South and Central Asia region with more democratic, accountable and inclusive governance and sustainable economic development.

**U.S. PUBLIC DIPLOMACY GOALS**

U.S. public diplomacy efforts directly support the above policy goals in South and Central Asia by strengthening democratic, inclusive and secure societies; improving access to accurate information; and increasing educational and economic opportunity for citizens in the region. Countering violent extremism and disinformation and promoting increased regional connectivity are integral to all three of these goals. There are eight regional public diplomacy priorities in 2015/2016:

1. Countering violent extremism throughout the region;
2. Promoting increased regional connectivity;
3. Countering the Russian narrative;
4. Inspiring entrepreneurship and innovation;
5. Increasing host-country action on climate change and the environment;
6. Strengthening educational partnerships and improving English language proficiency as tools for 21st century competitiveness;
7. Improving journalism standards and strengthening the digital literacy and strategic communications capacity of local partners; and
8. Ensuring audiences in the region have the appropriate tools to access accurate information.

The Bureau of South and Central Asia Office of Press and Public Diplomacy (SCA/PPD) informs, guides and advances U.S. foreign policy objectives in the region through public diplomacy resources and expertise across all sectors. In 2015, Washington, D.C.-based public diplomacy desk officers were embedded into the bureau's regional offices. This has served to better integrate public diplomacy into policy decisions as they are shaped.

The region’s 105 American Spaces are vital platforms for outreach throughout South and Central Asia. Cultural and sports exchanges and English language programs, such as the English Access Microscholarship Program (Access), increase access to information, encourage conflict resolution and reconciliation, and support workforce needs. Youth and educational exchanges such as the FLEX program, YES program, and Fulbright and Humphrey Fellowships are effective means to develop relationships with emerging leaders, as is the International Visitor Leadership Program (IVLP). There are more than 76,000 alumni in the region from various U.S.-sponsored exchange programs. Pakistan has the largest cohort with more than 19,000 people in the Pakistan-U.S. Alumni Network (PUAN).

**U.S. PUBLIC DIPLOMACY SPENDING**

In the region as a whole, according to the data available, U.S. public diplomacy spending in fiscal year 2015 was focused on Pakistan ($49.671 million), Afghanistan ($45.302 million), and India ($9.389 million). Kazakhstan was the most-funded central Asian mission at $3.365 million, followed by Kyrgyzstan ($2.221 million), Tajikistan ($1.895 million), Turkmenistan ($1.863 million), and Uzbekistan ($1.080 million).
## South & Central Asia: Base Public Diplomacy Spending

Diplomatic & Consular Programs Budget, .7 Funding

<table>
<thead>
<tr>
<th>Position</th>
<th>Country</th>
<th>&quot;0.7&quot; Spend</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>India</td>
<td>$7,974,716</td>
<td>32.75%</td>
</tr>
<tr>
<td>2</td>
<td>Kazakhstan</td>
<td>$2,889,127</td>
<td>11.86%</td>
</tr>
<tr>
<td>3</td>
<td>Afghanistan</td>
<td>$2,263,836</td>
<td>9.30%</td>
</tr>
<tr>
<td>4</td>
<td>Pakistan</td>
<td>$2,066,644</td>
<td>8.49%</td>
</tr>
<tr>
<td>5</td>
<td>Bangladesh</td>
<td>$1,878,464</td>
<td>7.71%</td>
</tr>
<tr>
<td>6</td>
<td>Sri Lanka</td>
<td>$1,762,009</td>
<td>7.24%</td>
</tr>
<tr>
<td>7</td>
<td>Nepal</td>
<td>$1,495,930</td>
<td>6.14%</td>
</tr>
<tr>
<td>8</td>
<td>Kyrgyzstan</td>
<td>$1,381,852</td>
<td>5.67%</td>
</tr>
<tr>
<td>9</td>
<td>Tajikistan</td>
<td>$988,312</td>
<td>4.06%</td>
</tr>
<tr>
<td>10</td>
<td>Turkmenistan</td>
<td>$953,170</td>
<td>3.91%</td>
</tr>
<tr>
<td>11</td>
<td>Uzbekistan</td>
<td>$697,448</td>
<td>2.86%</td>
</tr>
</tbody>
</table>
2015 Base Budget

- Kazakhstan: 2.9M
- Afghanistan: 2.3M
- Pakistan: 2.1M
- India: 8.0M
- Bangladesh: 1.9M
- Sri Lanka: 1.8M
**South & Central Asia: Total Public Diplomacy Spending**

Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Affairs Sections

<table>
<thead>
<tr>
<th>Highest Funding</th>
<th>POSITION</th>
<th>BASE</th>
<th>COUNTRY</th>
<th>TOTAL SPEND</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td></td>
<td>PAKISTAN</td>
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<tr>
<td>2</td>
<td>3</td>
<td></td>
<td>AFGHANISTAN</td>
<td>$45,302,712</td>
<td>37.57%</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td></td>
<td>INDIA</td>
<td>$9,389,245</td>
<td>7.79%</td>
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<tr>
<td>4</td>
<td>2</td>
<td></td>
<td>KAZAKHSTAN</td>
<td>$3,365,259</td>
<td>2.79%</td>
</tr>
<tr>
<td>5</td>
<td>8</td>
<td></td>
<td>KYRGYZSTAN</td>
<td>$2,221,363</td>
<td>1.84%</td>
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<tr>
<td>6</td>
<td>6</td>
<td></td>
<td>SRI LANKA</td>
<td>$2,025,308</td>
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</tr>
<tr>
<td>7</td>
<td>5</td>
<td></td>
<td>BANGLADESH</td>
<td>$1,939,534</td>
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<tr>
<td>8</td>
<td>9</td>
<td></td>
<td>TAJIKISTAN</td>
<td>$1,895,036</td>
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<td>7</td>
<td></td>
<td>NEPAL</td>
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<td>10</td>
<td>10</td>
<td></td>
<td>TURKMENISTAN</td>
<td>$1,834,461</td>
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<tr>
<td>11</td>
<td>11</td>
<td></td>
<td>UZBEKISTAN</td>
<td>$1,080,478</td>
<td>0.90%</td>
</tr>
</tbody>
</table>

**LARGE DISPARITY**
2015 Total Spend

- **Kazakhstan**
  - Total: 3.4M
  - Base: 2.9M

- **Kyrgyzstan**
  - Total: 2.2M
  - Base: 1.4M

- **Afghanistan**
  - Total: 45.3M
  - Base: 2.3M

- **Pakistan**
  - Total: 49.7M
  - Base: 2.1M

- **India**
  - Total: 9.4M
  - Base: 8.0M

- **Sri Lanka**
  - Total: 2.0M
  - Base: 1.8M
<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D&amp;CP</td>
<td>All Sources*</td>
<td>D&amp;CP</td>
</tr>
<tr>
<td>1 PAKISTAN</td>
<td>$2,452,214</td>
<td>$58,504,329</td>
<td>$2,182,889</td>
</tr>
<tr>
<td>2 AFGHANISTAN</td>
<td>$2,210,396</td>
<td>$63,834,454</td>
<td>$3,592,000</td>
</tr>
<tr>
<td>3 INDIA</td>
<td>$6,573,157</td>
<td>$27,623,198</td>
<td>$8,398,867</td>
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<tr>
<td>4 KAZAKHSTAN</td>
<td>$1,728,773</td>
<td>$8,267,234</td>
<td>$1,956,091</td>
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<tr>
<td>5 KYRGYZSTAN</td>
<td>$1,343,828</td>
<td>$6,458,655</td>
<td>$1,367,644</td>
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<td>6 SRI LANKA</td>
<td>$906,556</td>
<td>$4,148,613</td>
<td>$885,370</td>
</tr>
<tr>
<td>7 BANGLADESH</td>
<td>$1,300,108</td>
<td>$7,151,148</td>
<td>$1,635,207</td>
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<tr>
<td>8 TAJIKISTAN</td>
<td>$1,053,396</td>
<td>$6,285,664</td>
<td>$1,315,563</td>
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<tr>
<td>9 NEPAL</td>
<td>$1,386,052</td>
<td>$5,924,257</td>
<td>$1,375,089</td>
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<tr>
<td>10 TURKMENISTAN</td>
<td>$764,074</td>
<td>$3,657,128</td>
<td>$958,089</td>
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<tr>
<td>11 UZBEKISTAN</td>
<td>$659,339</td>
<td>$3,535,949</td>
<td>$763,059</td>
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<tr>
<td>12 MALDIVES</td>
<td>$266,167</td>
<td>$8,484</td>
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</table>

*Total funding from all reported sources. Due to lag in reporting of some funding types, FY14 and FY15 data may not reflect all additional funding sources. For example, ECE funding data reporting generally lags 2 fiscal years behind. Arrows indicate change in D&CP funding.
SAMPLE PUBLIC DIPLOMACY PROGRAMS

Programs that are helping to achieve the bureau’s public diplomacy priorities are categorized below by theme.

**Strengthened democratic, inclusive, and secure societies**

**Nepal:** The embassy in Kathmandu’s disability outreach programs sought to add value in the ongoing discourse on inclusion and equality in the context of Nepal’s new constitution, which was promulgated in September 2015. In December 2014, in partnership with disABILITY Media Foundation, the U.S. embassy in Nepal hosted an interactive disability rights workshop. Diverse leaders from government and civil society attended the program to examine laws and policies related to disabled and elderly access to public and private venues. The participants, including members of the Constituent Assembly, ministry officials, heads of private organizations, hospitality representatives, activists and journalists, made firm commitments to advance disability rights and promote accessibility across Nepal. Nepali-American engineer Ananta R. Baidya facilitated the program and formed a monitoring group composed of a cross-section of participants to assess post-workshop progress and convene a similar program after six months. That follow-on program marked the 25th Anniversary of the Americans with Disabilities Act. The Public Affairs Section (PAS) screened an IIP documentary, “The Great Fight: Disability Rights Movement in the United States,” after which more than 90 people, including leaders of disability right movements, journalists and civil society members, engaged in a healthy discussion on promoting disability rights in Nepal.

**India:** The Public Affairs Section at Consulate General Mumbai has leveraged its unique position in the epicenter of the Hindi film industry to create public affairs programming related to women’s empowerment and combating gender-based violence. In December 2015, the consulate held a crowdsourced short film contest and film festival in support of the United Nations 16 Days of Activism Against Gender Violence global campaign. After publicizing the contest through social media, the consulate received over 40 submissions including short documentaries and fictional films made by Indian film students and filmmakers. They screened the top eight submissions, which focused on topics as broad as domestic violence, cat-calling and child marriage, at an event on the consulate lawn with over 300 guests in attendance. This program tied together the creative industry, students and civil society to leverage cultural outreach on a major social issue, which continues to be an area of concern in Indian society following several infamous cases of sexual violence.

**Kyrgyz Republic:** Mission Bishkek has developed a multi-tiered approach to countering violent extremism through programs that prevent and interdict radicalization. Their efforts have allowed the embassy to forge a close working relationship with the Director of the State Commission for Religious Affairs and the Grand Mufti, which regulate religion in the Kyrgyz Republic. The embassy has supported the visits by renowned Syrian-American Imam Mohamad Bashar Arafat to strengthen ties and promote tolerance and cooperation among people of diverse economic, religious and ethnic backgrounds through engagement with Central Asian spiritual leaders, community leaders and civil society in regions most at risk for extremist recruiting. PAS Bishkek is also working directly with madrassas to train imams in English language instruction, mediation and negotiation, human rights, rule of law and how to counteract factors conducive to the spread of violent extremism. Through a Democracy Commission grant the embassy is working directly with madrassah students to improve their career outcomes by bridging the qualifications gap for madrasah students through vocational education.

**Improved access to accurate information**

**Afghanistan:** In support of media outreach and advancing Afghanistan’s communications capacity, the Public Affairs Section in Kabul supported a program to provide media communications training for more than 100 women community leaders from 34 provinces in Afghanistan. The training program helped strengthen the communication skills and capacity of these participants to better engage and more effectively communicate with the media and their constituents. The participants learned how to successfully use the media to produce and disseminate timely and accurate multi-media information to national and international audiences, thereby increasing their effectiveness as advocates for policies and strengthening their rapport with constituents, the general public and decision-makers. The program also strengthened the capacity of the participants to establish good relations with local media to help sustain a media environment that is supportive of women leaders and advocates.

**Turkmenistan:** In Turkmenistan, the embassy in Ashgabat welcomes approximately 140,000 eager visitors per year to its four American Spaces, with the American Center in Ashgabat positioning itself among the top 10 most heavily trafficked, U.S. government-owned spaces in the world. The American Center provides Turkmen citizens with the only free, uncensored internet access available in the country, as well as free educational resources, such as university test preparation materials, English language classes and professional development seminars. By strategically and deliberately delivering policy-rich and capacity-building programs, PAS Ashgabat actively
works to counter Turkmenistan's destructive education policies that have severely handicapped its human capacity growth. American Spaces programming assists in reversing the dramatic decline and represents the embassy's only unfettered opportunity to reach people directly with democratic messages, educational counseling and policy, informational and cultural programming, which is directly in line with department foreign policy messaging and the mission’s strategic goals.

**Increased educational and economic opportunity through sustainable growth**

**Uzbekistan:** In support of two presidential decrees encouraging foreign language education in Uzbekistan, the mission in Tashkent has provided targeted ECA and post-funded programming to improve all levels of the country’s education system. In fiscal years 2014–2015, a State Department-sponsored English language specialist directed the work of 10 Uzbek teachers who wrote two volumes—“Becoming a Teacher” and “Being a Teacher”—on language teaching methodology. It is envisioned that these books will be used by “thousands of pre-service and in-service teachers per year at the 18 state-funded teacher training universities all over Uzbekistan.” Through a fiscal year 2015 English Language Innovation grant, the embassy is supporting a nation-wide re-training program that will reach 15,000 teachers in 600 secondary schools. Also, the first year-long English language specialist at the University of World Languages produced a model textbook, named “B2 Ready,” with 30 teachers from throughout the country. Additionally, PAS Tashkent and ECA have provided direct English language instruction in secondary schools and universities through the English Access Microscholarship Program (Access) and English Language Fellow Program.

**Bangladesh:** The embassy in Dhaka’s Edward M. Kennedy Center for Public Service and the Arts (EMK Center) launched a Maker Space to amplify the EMK Center’s core programs through the use of cutting-edge technology and digital innovation. The Makerspace convenes entrepreneurs, engineers, computer scientists, audio and visual artists to innovate and problem solve. Through funding from the Bureau of International Information Programs (IIP), the Makerspace is outfitted with a 3D printing machine, audio/video production software, computer animation tools, robotics equipment and a music-production studio. More than 50 young professionals from across Bangladesh participated in an embassy-led three-day workshop to learn how to use this technology for social good. Several renowned local and international trainers led sessions on how to maximize low- and no-cost technologies to solve complex issues. Embracing experiential learning, Makerspace workshop participants will begin meeting monthly to collaborate and explore different themes through self-led and class-guided digital experimentation. The EMK Center Makerspace supports the mission in Dhaka’s goal of promoting sustainable and broadly shared economic prosperity for Bangladesh. The Makerspace also enhances STEM skills for college students in Bangladesh, making them more employable and capable of contributing to the country’s success.
U.S. INTERNATIONAL MEDIA IN THE SOUTH AND CENTRAL ASIA REGION

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Dari, Pashto, Kazakh, Kyrgyz, Tajik, Uzbek

RFE/RL RADIO AZADI (LANGUAGES: PASHTO, DARI)
FY 2015: $5.190 million ($6.508 million with program delivery)

Delivery Method: Radio (FM, MW, SW, satellite), TV, Website and Mobile Site, Social Media, Mobile Apps
Radio Original Programming: 71 hours/week
Radio Total Broadcast: 84 hours/week
Television Original Programming: 1.15 hours/week
Television Total Broadcast: 1.15 hours/week

As a surrogate national public broadcaster that reaches 44 percent of Afghan adults each week (according to BBG research), RFE/RL’s Afghan Service provides in-depth coverage of local issues and events affecting people’s daily lives. While most local media are owned by powerful individuals or interest groups, the Afghan Service has become a symbol of fair and objective journalism in Afghanistan. The service’s programming includes call-in shows on topics such as current affairs, health and other socioeconomic issues in which listeners participate directly and ask questions from authorities and analysts. It carries 27 regularly scheduled feature programs, each between 10-to-15 minutes, on various subjects such as women’s empowerment, youth, culture, political satire and family matters. “Colors of Life” profiles the uncommon lives of ordinary people, while “In Search of Loved Ones” helps reunite families separated by war and dislocation. A weekly 45-minute show “New Thoughts” is focused on youth, their activities in society and their participation in the political and democratic process. The service also produces a weekday regional news round-up of 3-to-4 minutes in Dari and Pashto for Ariana TV. Internet access and use of new media is growing among younger Afghans. To engage these younger audiences, the service produces extensive multimedia content on its website and on social media. Additionally, the service collaborates with local mobile companies to provide subscribers SMS news alerts throughout the day.

RFE/RL RADIO MASHAAL (LANGUAGE: PASHTO)
FY 2015: $3.190 million ($3.839 million with program delivery)

Origin: 2010
Delivery Method: Radio (AM/SW), Website and Mobile Site, Social Media, Mobile App
Radio Original Programming: 56.5 hours/week
Radio Total Broadcast: 63 hours/week

Radio Mashaal provides news and local coverage as an alternative to extremist propaganda in Pakistan’s Federally Administered Tribal Areas (FATA) and along its border with Afghanistan. Because radio is still the primary source of information in FATA, Mashaal successfully challenges extremist propaganda by holding live roundtable debates, organizing interactive call-in shows and producing special features without fear or intimidation. In-depth political reporting features local policy-makers and tribal elders, including well-known moderate Pashtun personalities who reject violence and extremism. Mashaal also provides a free platform for citizen engagement to the people of the area. Mashaal targets programming toward youths, local elders and religious leaders with reports on tolerance, security and the development of their communities. Mashaal is also engaging youth with a robust digital strategy, which has led to strong engagement on the service’s social media platforms. Listeners also engage with Mashaal through Skype, Twitter and three toll-free numbers during live call-in shows.

RFE/RL RADIO AZATTYK (LANGUAGE: KYRGYZ)
FY 2015: $1.710 million ($1.710 million with program delivery)

Origin: 1953
Delivery Method: Radio (nationwide FM, satellite), TV (affiliates), Website and Mobile Site, Social Media, Apps
Radio Original Programming: 26.3 hours/week
Radio Total Broadcast: 49 hours/week
Television Original Programming: 2 hour/week
Television Total Broadcast: 2 hour/week

The Kyrgyz Service connects Kyrgyzstani society with informed reporting and debate on topics ignored or collectively neglected in Kyrgyzstan, such as interethnic tolerance, minority rights, abuse and torture within the justice system, Islamic radicalism and corruption in the government. In light of the dominance of Russian media in the country promoting the Kremlin’s version of domestic and foreign policy, as well as the rising influence of radical Islam in society, the Kyrgyz Service has retained its position of being a trustworthy, balanced, in-depth journalistic organization providing audiences with unbiased and factual reporting in the face of misinformation. Sample programs
include: “Inconvenient Questions,” a political talk show which was rated the third most popular TV program in Kyrgyzstan in a January 2015 study by Global Media; and the youth-oriented program discussing the rights of different social groups and minorities “Azattyk+,” which explores ethnic, cultural and religious diversity, tolerance and openness to other countries and cultures, and achievements and problems of young people in Kyrgyzstan and abroad.

**RFE/RL Radio Ozodi (Language: Tajik)**

FY 2015: $1.603 million ($1.693 million with program delivery)

*Origin*: 1953
*Delivery Method*: Radio (SW, satellite), Website and Mobile Site, Social Media, Mobile Apps
*Radio Original Programming*: 22.75 hours/week
*Radio Total Broadcast*: 63 hours/week

RFE/RL’s Tajik Service provides professional news and information in a largely government-controlled media environment. The service’s main advantage is access to important sources of information, it also has the courage to openly raise sensitive and relevant issues. As such, the Tajik Service plays an important role as a surrogate broadcaster in the country. In the last year, new technical capabilities and activity on a variety of platforms, especially multimedia, have consolidated its position in the local market. Monthly visits to the website have topped 1.3 million during the first quarter of 2016, despite the fact that the website has been blocked by the Tajik government since September 2015. Google Hangouts, Skype, Facebook, MoiMir (a Russian social networking site) and other new media tools also allow access to Ozodi’s radio programs. The service interviews political and civil society leaders and connects them with ordinary citizens. The service’s extensive coverage on human rights abuses, torture and other civil rights violations is frequently quoted by international organizations. 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 million Tajik citizens living and working in Russia.

**RFE/RL Radio Ozodlik (Language: Uzbek)**

FY 2015: $1.490 million ($1.516 million with program delivery)

*Origin*: 1953
*Delivery Method*: Radio (SW and satellite), Website and Mobile Site, Social Media, Mobile App
*Radio Original Programming*: 19.5 hours/week
*Radio Total Broadcast*: 52.3 hours/week

RFE/RL’s Uzbek Service is the only Uzbek-language surrogate broadcaster and is well-known as a trustworthy source of information in Uzbekistan. The service is a leader in the country among international broadcasters thanks to its wide network of contacts and sources in Uzbekistan, a professional reporting team in Prague, and its dedication to the mission and strategic focus on innovation and new media. In contrast to domestic media, Ozodlik provides uncensored news and analysis that challenges the government’s policies, creates an atmosphere of open debate and provides an accurate account of world affairs. Programs feature the most important domestic news reports, regional and world stories, interviews and special programs ranging from culture to politics to the economy, in addition to the daily “Open Microphone” program, which airs listeners’ opinions. Ozodlik is also a leader in engaging with audiences via mobile. Ozodlik’s mobile apps, as well as use of WhatsApp and Telegram, provide interaction with listeners, allow for submission of user-generated content, and allow the outlet to generate additional content.

**RFE/RL Radio Azattyq (Language: Kazakh)**

FY 2015: $1.552 million ($1.552 million with program delivery)

*Origin*: 1953
*Delivery Method*: Website and Mobile Site, Social Media, TV, Mobile App
*Television Original Programming*: 0.42 hours (25 minutes)/week
*Television Total Broadcast*: 0.42 hours (25 minutes)/week

The Kazakh Service reports on compelling stories that would receive little or no coverage from local media and provides a platform for audiences in Kazakhstan to engage and share ideas. Targeting young, urban professionals, college students and journalists, the service delivers multimedia content digitally via its Kazakh- and Russian-language websites, mobile platforms and social media. The service seeks to set the information agenda, offering objective news and perspectives in both Kazakh and Russian. It also aims to promote civic activism that brings real change into the lives of its audience. The service puts special emphasis on visual aspects and audience interaction. Each weekday, the service’s TV affiliates air a 5-minute newscast on world events in Kazakh prepared by the service. The weekly video program “Free Talk,” which features two guests with different positions on the key topic of the week, has also been aired by a regional affiliate since July 2015.
VOICE OF AMERICA (VOA)
Languages: Bangla, Dari, Pashto, Uzbek

**VOA AFGHAN SERVICE (DARI AND PASHTO)**
FY 2015: $2.732 million ($3.752 million with program delivery)

*Origin:* 2006  
*Delivery Method:* Radio (MW, SW, Satellite); Television; Website and Mobile Site, Social Media  
*Radio Original Programming:* 63 hours/week  
*Total Radio Broadcasting:* 168 hours/week  
*Television Original Programming:* 14 hours/week  
*Total Television Broadcasting:* 14 hours/week

VOA Deewa (“Light” in Pashto) provides news and information to the Pakistan-Afghanistan border region, where more than 60 million Pashto-speaking Pakistanis and Afghans live. VOA Deewa’s weekly reach in the target region is around 20 percent, higher than any local or international broadcast. The target region lacks local independent sources of information on regional, international and U.S. politics. Military narrative, jihadi agenda and extremist groups’ propaganda are dominant in the local state and private media market. VOA Deewa reaches out to this critical region and audience via latest media tools such as digital platforms, direct-to-home satellite, internet and radio. The emergence of Daesh and the presence of Al Qaida and the Taliban in the border regions of Afghanistan and Pakistan are major foreign policy concerns for the United States. The sanctuaries of the terrorist organizations in the target region pose a huge threat to U.S. interests across the world and stability in Afghanistan and India. Sample programs include: Bibi Shereena,” a daily women’s radio on TV show, and VOA Deewa’s flagship program, which features women’s struggles in conservative Pakistani and Afghan societies; “Pashtun Connection,” a weekly TV magazine profiling top issues of the week with U.S. perspective on regional developments; “Bazaar,” a weekly show engaging economists, agriculturalists and merchants on latest market trends and farming fashions; and health program that is considered a health clinic in the region.

**VOA URDU SERVICE**
FY 2015: $3.154 million ($4.293 million with program delivery)

*Origin:* 1951  
*Delivery Method:* Radio (MW, FM), Television, Website and Mobile Site, Social Media  
*Radio Original Programming:* 42 hours/week  
*Radio Total Broadcasting:* 91 hours/week  
*Television Original Programming:* 2.5 hours/week  
*Television Total Broadcasting:* 2.5 hours/week

Targeting audiences within Pakistan, the Urdu-speaking population in India, and the Pakistani diaspora in the Middle East and Europe, VOA Urdu reaches 5.3 percent of the audience in Pakistan, according to a June 2014 survey. Its programming on Aaj News and HUM TV reaches an elite Pakistani audience and provides news on current events, health, education and politics and roundtable discussions on issues like U.S.-Pakistan relations. Sample programs include: “Kahani Pakistani,” a flagship, twice-weekly 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; the weekly “Independence Avenue” program, which features current affairs and discussions on important events of the week; and “Zindagi 360,” an entertainment and lifestyle program aimed at teens and young adults in Pakistan and the Pakistani diaspora.

**VOA RADIO DEEWA (PASHTO)**
FY 2015: $2.732 million ($3.752 million with program delivery)

*Origin:* 2006  
*Delivery Method:* Radio (MW, SW, Satellite); Television; Website and Mobile Site, Social Media  
*Radio Original Programming:* 63 hours/week  
*Total Radio Broadcasting:* 168 hours/week  
*Television Original Programming:* 14 hours/week  
*Total Television Broadcasting:* 14 hours/week

VOA Deewa (“Light” in Pashto) provides news and information to the Pakistan-Afghanistan border region, where more than 60 million Pashto-speaking Pakistanis and Afghans live. VOA Deewa’s weekly reach in the target region is around 20 percent, higher than any local or international broadcast. The target region lacks local independent sources of information on regional, international and U.S. politics. Military narrative, jihadi agenda and extremist groups’ propaganda are dominant in the local state and private media market. VOA Deewa reaches out to this critical region and audience via latest media tools such as digital platforms, direct-to-home satellite, internet and radio. The emergence of Daesh and the presence of Al Qaida and the Taliban in the border regions of Afghanistan and Pakistan are major foreign policy concerns for the United States. The sanctuaries of the terrorist organizations in the target region pose a huge threat to U.S. interests across the world and stability in Afghanistan and India. Sample programs include: Bibi Shereena,” a daily women’s radio on TV show, and VOA Deewa’s flagship program, which features women’s struggles in conservative Pakistani and Afghan societies; “Pashtun Connection,” a weekly TV magazine profiling top issues of the week with U.S. perspective on regional developments; “Bazaar,” a weekly show engaging economists, agriculturalists and merchants on latest market trends and farming fashions; and health program that is considered a health clinic in the region.
VOA BANGLA SERVICE

FY 2015: $1.185 million ($1.225 million with program delivery)

Origin: 1958
Delivery Method: Radio (MW, FM Affiliates), Television (Affiliate), Website and Mobile Site, Social Media
Radio Original Programming: 8.1 hours/week
Radio Total Broadcasting: 8.1 hours/week
Television Original Programming: .25 hour (15 minutes)/week
Television Total Broadcasting: .25 hour (15 minutes)/week

VOA’s Bangla Service provides news and information on radio, television and the internet and reaches 14 million listeners weekly, according to a January 2015 survey. VOA’s main broadcasts reach Bangladesh and the Bangla-speaking Indian states of West Bengal, Assam and Tripura, as well as several Arab and Muslim countries in the Middle East, North Africa and Southeast Asia where Bangladeshi workers live. Sample programs include: “Hello America,” which provides analysis of major social and political issues in the United States, Bangladesh, South Asia and the world; “Straight from America,” a weekly video magazine program; and “VOA 60 News,” a four times per week video feature on U.S. politics and news. USAID-funded health program include two weekly TV shows on NTV (“Health Digest”) and DESH-TV (“Story of Life”) and weekly FM radio feature on health (“Better Health, Better Life”), all of which are produced locally in Dhaka with editorial control by VOA Bangla Washington. It also includes a quarterly training and workshop for journalists in different cities of Bangladesh conducted by VOA Bangla staffers, USAID officials and health experts.

VOA UZBEK SERVICE

FY 2015: $669,000 ($669,000 with program delivery)

Origin: 1972
Delivery Method: Radio (Affiliates in Kyrgyzstan and Northern Afghanistan), Television, Website and Mobile Site, Social Media
Radio Original Programming: 3.5 hours/week
Radio Total Broadcasting: 7 hours/week
Television Original Programming: 30 minutes/week
Television Total Broadcasting: 4.5 hours/week

Targeting audiences in Uzbekistan, Kyrgyzstan, Tajikistan and ethnic Uzbek populations in Afghanistan and China, VOA Uzbek aims to provide professional news on political, economic and social issues in an area where access to free media is limited. It also aims to provide a platform for reconciliation among Uzbek, Kyrgyz and Tajik communities in the region and frequently produces special programs on issues relevant to ethnic Uzbeks in northern Afghanistan and western China. One program, “Exploring America,” covers U.S. foreign policy, U.S. relations with Uzbekistan and the rest of Central Asia, and segments on American life, education and culture. A second TV program “America Ovozi” is a daily news brief looking at the latest global development with headline news.
SOUTH AND CENTRAL ASIA REGION COUNTRY PROFILES
Afghanistan

**DEMOGRAPHICS**
Geographic area: 652,860 sq. km.
Below 24 yrs. old: 66%
Refugee population: 280,267
Urban population: 26.7%
GDP/capita: $590
Unemployment: 8.2%
Below poverty line: 35.8%

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Not Free
Internet users/100 people: 6 (2014)
Mobile phones/100 people: 75 (2014)
Literacy: 32%

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th></th>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D&amp;CP Total</strong></td>
<td>$2,210,396</td>
<td>$3,592,000</td>
<td>$2,263,836</td>
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<tr>
<td><strong>Total Reported</strong></td>
<td>$63,834,454</td>
<td>$56,507,034</td>
<td>$45,302,712</td>
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(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Amount</th>
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**Top Spending by Activity**
Not Available

Bangladesh

**DEMOGRAPHICS**
Geographic area: 130,170 sq. km.
Population: 159,077,513 (2014)
Below 24 yrs. old: 50%
Refugee population: 32,472
Urban population: 34.3%
GDP/capita: $1,212
Unemployment: 4.5%
Below poverty line: 31.5%

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Not Free
Internet users/100 people: 10 (2014)
Mobile phones/100 people: 80 (2014)
Literacy: 60%

**PUBLIC DIPLOMACY SPENDING**

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<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D&amp;CP Total</strong></td>
<td>$1,300,108</td>
<td>$1,635,207</td>
<td>$1,878,464</td>
</tr>
<tr>
<td><strong>Total Reported</strong></td>
<td>$7,151,148</td>
<td>$2,011,284</td>
<td>$1,939,534</td>
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</tbody>
</table>

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

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**Top Spending by Activity**

- Support for Mission Initiatives: $765,368
- Other: $413,342
- American Centers: $263,039
- Media/Press Activities: $108,677
- Educational Initiatives (not including English Language programs): $97,760
India

DEMOGRAPHICS
Geographic area: 9,273,190 sq. km.
Below 24 yrs. old: 48%
Refugee population: 198,937
Urban population: 32.7%
GDP/capita: $1,582
Unemployment: 4.9%
Below poverty line: 21.9%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 18 (2014)
Mobile phones/100 people: 74 (2014)
Literacy: 89%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $6,573,157 FY14 Actual: $8,398,867 FY15 Actual: $7,974,716
Total Reported FY13 Actual: $27,623,198 FY14 Actual: $10,195,170 FY15 Actual: $9,389,245

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $4,736,004
Support for Information Resource Centers $550,924
Support for Mission Initiatives $547,177
Books & Publications $282,116
Media/Press Activities $253,786

Kazakhstan

DEMOGRAPHICS
Geographic area: 2,973,190 sq. km.
Population: 1,728,773,111 (2014)
Below 24 yrs. old: 42%
Refugee population: 633
Urban population: 53.2%
GDP/capita: $10,508
Unemployment: 5.1%
Below poverty line: 2.8%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 55 (2014)
Mobile phones/100 people: 172 (2014)
Literacy: 100%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,728,773 FY14 Actual: $1,956,091 FY15 Actual: $2,889,127
Total Reported FY13 Actual: $8,267,234 FY14 Actual: $3,964,445 FY15 Actual: $3,365,259

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Educational Initiatives (not including English Language programs) $650,105
Other $471,254
Support for Mission Initiatives $441,537
Media/Press Activities $356,557
Supplementing Bureau of Public Affairs Programs $206,700
Kyrgyzstan

**DEMOGRAPHICS**
- Geographic area: 191,800 sq. km.
- Population: 5,834,200 (2014)
- Below 24 yrs. old: 50%
- Refugee population: 482
- Urban population: 35.7%
- GDP/capita: $1,103
- Unemployment: 8.3%
- Below poverty line: 30.6%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 28 (2014)
- Mobile phones/100 people: 134 (2014)
- Literacy: 99%

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $1,343,828
  - FY14 Actual: $1,367,644
  - FY15 Actual: $1,381,852
- **Total Reported**
  - FY13 Actual: $6,458,655
  - FY14 Actual: $2,421,388
  - FY15 Actual: $2,221,363

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Top Spending by Activity
  - Other $443,428
  - Cultural Programs (Post Generated) $187,673
  - American Spaces (not centers) $175,757
  - Support for Foreign Assistance Programs $156,650
  - Support for English Language Teaching/Learning $156,461

Nepal

**DEMOGRAPHICS**
- Geographic area: 143,350 sq. km.
- Below 24 yrs. old: 54%
- Refugee population: 38,490
- Urban population: 18.6%
- GDP/capita: $732
- Unemployment: 3.3%
- Below poverty line: 25.2%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 15 (2014)
- Mobile phones/100 people: 82 (2014)
- Literacy: 60%

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $1,336,052
  - FY14 Actual: $1,375,089
  - FY15 Actual: $1,495,930
- **Total Reported**
  - FY13 Actual: $5,924,257
  - FY14 Actual: $1,744,895
  - FY15 Actual: $1,863,433

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Top Spending by Activity
  - Support for Mission Initiatives $736,186
  - American Spaces (not centers) $422,067
  - Other $103,227
  - Digital Outreach $58,728
  - Media/Press Activities $26,839

Piechart Key: PD Spending by Theme
- Blue: Culture
- Green: Education
- Red: Economics
- Yellow: Science
- Brown: Military
- Orange: CVE
- Pink: Democracy
- Green: Civil Society
- Pink: Women
- Green: Youth
- Pink: Religious
- Orange: Other

Map Key
- Green: Embassy
- Orange: Consulate
- Orange: American Space
Pakistan

DEMOGRAPHICS
Geographic area: 770,880 sq. km.
Below 24 yrs. old: 55%
Refugee population: 1,505,525
Urban population: 38.8%
GDP/capita: $1,429
Unemployment: 5.6%
Below poverty line: 29.5%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 14 (2014)
Mobile phones/100 people: 73 (2014)
Literacy: 57%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $2,452,214 FY14 Actual: $2,182,889 FY15 Actual: $2,066,644
Total Reported FY13 Actual: $9,856,499 FY14 Actual: $3,248,087 FY15 Actual: $4,203,772
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Not Available

Sri Lanka

DEMOGRAPHICS
Geographic area: 62,710 sq. km.
Population: 20,639,000 (2014)
Below 24 yrs. old: 40%
Refugee population: 511
Urban population: 18.4%
GDP/capita: $3,926
Unemployment: 4.3%
Below poverty line: 6.7%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 26 (2014)
Mobile phones/100 people: 103 (2014)
Literacy: 91%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $906,556 FY14 Actual: $885,370 FY15 Actual: $1,762,009
Total Reported FY13 Actual: $4,148,613 FY14 Actual: $928,094 FY15 Actual: $2,025,308
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $674,955
Support for Mission Initiatives $662,354
American Centers $195,037
Media/Press Activities $44,911
Supplementing ECA Programs $30,185

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Tajikistan

DEMOGRAPHICS
Geographic area: 139,960 sq. km.
Below 24 yrs. old: 56%
Refugee population: 2,026
Urban population: 26.8%
GDP/capita: $926
Unemployment: 11.5%
Below poverty line: 32%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 17 (2014)
Mobile phones/100 people: 95 (2014)
Literacy: 100%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,053,396 FY14 Actual: $1,315,563 FY15 Actual: $988,312
Total Reported FY13 Actual: $6,285,664 FY14 Actual: $2,644,280 FY15 Actual: $1,895,036
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $535,812
Supporting ECA Programs $86,360
Support for English Language $79,558
Teaching/Learning
Media/Press Activities $71,665
Support for Mission Initiatives $61,407

Turkmenistan

DEMOGRAPHICS
Geographic area: 469,930 sq. km.
Below 24 yrs. old: 48%
Refugee population: 35
Urban population: 50%
GDP/capita: $6,948
Unemployment: -
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 12 (2014)
Mobile phones/100 people: 136 (2014)
Literacy: 100%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $764,074 FY14 Actual: $958,089 FY15 Actual: $953,170
Total Reported FY13 Actual: $3,657,128 FY14 Actual: $2,361,743 FY15 Actual: $1,834,461
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $370,547
Cultural Programs (Post Generated) $147,991
Support for English Language $133,522
Teaching/Learning
Support for Information Resource Centers
Supplementing Bureau of Public Affairs Programs $40,734
Uzbekistan

**DEMOGRAPHICS**
- Geographic area: 425,400 sq. km.
- Population: 30,757,700 (2014)
- Below 24 yrs. old: 48%
- Refugee population: 125
- Urban population: 36.4%
- GDP/capita: $2,132
- Unemployment: -
- Below poverty line: 16%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 44 (2014)
- Mobile phones/100 people: 78 (2014)
- Literacy: 100%

**PUBLIC DIPLOMACY SPENDING**
- D&CP Total FY13 Actual: $659,339 FY14 Actual: $763,059 FY15 Actual: $697,448
- Total Reported FY13 Actual: $3,535,949 FY14 Actual: $1,171,380 FY15 Actual: $1,080,478

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Cultural Programs (Post Generated): $217,034
- Support for Mission Initiatives: $176,479
- Support for English Language Teaching/Learning: $66,246
- Digital Outreach: $36,849
- Supplementing Bureau of Public Affairs Programs: $30,227

Map Key
- Embassy
- Consulate
- American Space
Spotlight Country: Kazakhstan

**RECOMMENDATIONS:**

**INCREASE BASE BUDGET:** In addition to the $1.5 million it receives for local public diplomacy activities, Public Affairs Section (PAS) Kazakhstan facilitates an additional $1.3 million of funding for regional activities. We recommend an increase of $700,000 to $2.2 million in its base budget in order to focus on strengthening ties with critical Kazakhstani populations. We also recommend an increase in the amount of local public diplomacy professionals serving in PAS Kazakhstan, especially in Almaty where locally employed staff levels have not changed since 2008.

**CONTINUE STRATEGIC PLANNING PROCESS:** PAS Kazakhstan has a sound strategic planning process where staff identifies major U.S. foreign policy goals and themes that would resonate with target audiences and then aligns various public diplomacy informational, educational and cultural tools to connect with the audiences. The “One Victory” campaign in 2015 was especially innovative and effective. The “25 Years Together” campaign has built on that success and expanded to incorporate almost every program PAS Kazakhstan carries out in 2016. This campaign approach to building relationships with local audiences should be a model for other public diplomacy missions abroad.

**MODIFY FULBRIGHT PROGRAMS FOR KAZAKHSTAN:** Due to the Kazakhstani government’s Bolashak program, which funds the study of Kazakhstani students to the United States, the Fulbright Foreign Students program in Kazakhstan adds less value than in other countries. PAS Kazakhstan has two slots for Kazakh students on the Fulbright Foreign Students program, while Bolashak sends hundreds of students each year. Recruiting for the two slots, however, takes a considerable amount of resources from the PAS with questionable comparative return. We therefore recommend suspending the Fulbright Foreign Student program for Kazakh students and concentrating on additional Fulbright Visiting Scholars who can help develop research-based partnerships between U.S. and Kazakhstani universities.

**DELEGATE TWO PRIORITY AMERICAN SPACES FOR KAZAKHSTAN:** Kazakhstan is the hub within Central Asia and its two main cities have very different target audiences: Almaty is the cultural and commercial center; Astana is the governmental center. Youth in both cities matter for different strategic reasons, both of which have an effect on U.S. policy in the region. We recommend that there be two priority spaces so that youth and civil society leaders in Astana can benefit from the same level of interaction with the United States as cultural and economic leaders in Almaty.
INCREASE FUNDING FOR THE U.S.-CENTRAL ASIA EDUCATION FOUNDATION (CAEF): Almaty hosts 48 students from across Central Asia studying on U.S.-funded university scholarships, which are facilitated by the U.S.-Central Asia Education Foundation (CAEF) at KIMEP University. The program offers these students a U.S.-style education at a fraction of the cost of a U.S.-based exchange program. Funding is set to run out after the last group of Enterprise Fellows begins their undergraduate studies in the fall of 2017. We recommend identifying additional funding outside of the PAS budget to continue enrolling CAEF follows from the five Central Asian Republics at CAEF’s operating cost of $1.7 million per year.

OVERVIEW

While the U.S. relationship with Kazakhstan, which borders Russia and China, is strong, the mission has faced serious challenges in simultaneously trying to counter negative influence from the Kremlin and violent extremism encouraged by Daesh. The Public Affairs Sections in Astana and Almaty strengthened the bilateral relationship while also addressing regional and global issues related to fighting terrorism, climate change and narcotics trafficking. Engaging with the Kazakhstani public and expanding the space for civil society are core priorities for the U.S. mission's integrated country strategy and educational, informational and cultural programs are incorporated into nearly every foreign policy objective. The environment in Kazakhstan is rich and diverse for U.S. public diplomacy activities in order to keep the local population open to the United States and U.S. foreign policy.

We found strategically minded public diplomacy leadership in both Astana and Almaty, who drive programs and information activities using a model campaign approach. However, PAS Kazakhstan needs more resources. It received $2.8 million in fiscal year 2015, yet just $1.5 million was for bilateral public diplomacy activities. The remaining $1.3 million was for regional activities run through the U.S. mission. The Public Affairs Sections often have to facilitate regional programs throughout Central Asia. For instance, the U.S. consulate in Almaty is the host to regional political and economic conferences, as well as programs for Central Asian and Afghan students, putting a considerable strain on the local staff. If the United States is going to support generational goals of building press freedoms, civil society, countering violent extremism and building a more solid connection with the West, then the funding stream needs to be more sustainable.

BUDGET AND SPENDING

The base budget for the U.S. mission in Kazakhstan is $1.5 million. Yet, an additional $1.3 million of the money is spent on regional projects and is not entirely absorbed in country. Almaty is a regional hub for Central Asia and the consulate there must manage various policy priorities, all of which have a public diplomacy focus. Given its regional leadership in Central Asia, we strongly encourage an increase in the base budget for Kazakhstan to at least $2.2 million. This budget increase would increase in the local staff in the Public Affairs Sections, especially in Almaty, which is a hotbed of educational, cultural, press, social media and civil society outreach activity despite the staffing levels not changing for nearly a decade.

STRENGTHENING HIGHER EDUCATION IN KAZAKHSTAN AND ACADEMIC EXCHANGES IN INNOVATIVE WAYS

A major objective of the U.S. mission is to improve the Kazakhstani educational system, specifically through encouraging partnerships between U.S. and Kazakhstani universities; exchange programs; supporting education reform; and supporting English language teachers. A recent survey found that 47.6 percent of Kazakhstani youth want to study abroad. Within that, 29.6 percent wanted to go to Russia, 23.7 percent to the United States, 16.3 percent to the European Union, and 14.6 percent to China. According to Open Doors Data, in the 2014–2015 school year, 2,017 Kazakhstani students studied in the United States, a slight 0.2 percent increase from the previous year. Of them, 359 Kazakhstani students enrolled in graduate programs and the rest are pursuing undergraduate degrees. The majority of the students travel to California, Texas, Massachusetts, New York and Pennsylvania. Almaty is now a hub for American students studying Russian and Kazakh languages, since several U.S.-funded language programs relocated to Kazakhstan from Russia. Over the course of the academic year, more than 60 American students study in Almaty through U.S. programs.

Almaty is also home to the U.S.-Central Asia Education Foundation (CAEF) at KIMEP University, which hosts 48 students from across Central Asia studying on U.S.-funded university scholarships. CAEF facilitates this program that offers students, known as Enterprise Fellows, a U.S.-style education at a fraction of the cost of a U.S.-based exchange program. In addition, 47 students are enrolled through CAEF at Bishkek’s American University of Central Asia (AUCA), although students from Uzbekistan and Turkmenistan are banned by their respective governments from studying at AUCA. The program began nine years ago with a $15.7 million dollar U.S. government grant and has 67 alumni thus far from Kazakhstan (22), Kyrgyzstan (8), Uzbekistan (7), Tajikistan (9) and Turkmenistan (21). However, the funding is set to run out after the last group of Enterprise Fellows begins their undergraduate studies in fall 2017. The program has produced exemplary graduates who have made an impact across Central Asia and maintained strong ties with U.S. institutions. We recommend identifying additional funding outside of the PAS budget.
to continue enrolling CAEF follows from the five Central Asian Republics at CAEF’s operating cost of $1.7 million per year.

In addition, the Kazakhstani government has put a premium on sending students abroad for a college education as long as they return home. This Bolashak program, the Center for International Programs, has sent hundreds of students to the United States and Europe in the last few years. Within this context, the Fulbright foreign student program, which sends two students per year to the United States, requires considerable staff time within the PAS to manage. However, the program does not seem to be relevant within the Kazakh context and has comparably less impact. We believe that the Fulbright Foreign Student program should be suspended in Kazakhstan and that the Educational and Cultural Affairs Bureau should instead concentrate on sending additional Fulbright Visiting Scholars who can help develop research-based partnerships between U.S. and Kazakhstani universities.

**BEST PRACTICE: APPLYING STRATEGIC CAMPAIGN APPROACHES TO PUBLIC DIPLOMACY**

PAS Kazakhstan has worked to identify key themes that resonate with Kazakhstani audiences, and then work actively to make sure they align the right tools to convey those messages. The 70th Anniversary of the end of World War II was a prime opportunity to convey a history of U.S.-Kazakhstani coordination and partnership, which the mission planned for well in advance. The mission also delivered a comprehensive campaign to promote the 25th anniversary of bilateral relations with Kazakhstan. The campaigns worked not just to strengthen bilateral ties but also reverse misperceptions about the United States.

PAS coordinated with their interagency colleagues to ensure the campaigns highlighted security, economic, health and people-to-people ties. The yearlong “25 Years Together” campaign employed a comprehensive set of public diplomacy tools that resonated with Kazakhstani audiences. Organized according to strategic themes, the campaign included programs to highlight innovation, friendship and partnership. “Innovation” featured a Tech-Women delegation, Maker Space forum, and TechCamp, in addition to business training for Kazakhstani young professionals in the United States. “Friendship” featured an American filmmaker who taught young Kazakhstani directors how to tell Kazakhstan’s independent story through documentary film; a youth sports exchange with the Muhammad Ali Center in Kentucky that featured best practices on countering violent extremism; and cultural collaborations between Kazakhstani and Americans that resonated strongly within a society that sometimes feels isolated from the West. The mission combined many of these elements into a public festival, USKZ Fest (U.S.-Kazakhstan Fest), which exposed thousands to U.S. messages over the course of the three-day event. “Partnership” included panel conversations and forums to discuss issues of mutual interest for the U.S.-Kazakhstani relationship. The mission used the three-country program of ultra-marathoner Dean Karnazes to link the campaign with neighboring U.S. embassies and highlight U.S. efforts across the region. Each activity was amplified through social media content that went viral on multiple platforms—Facebook, Instagram and Twitter—and empowered youth audiences to create digital content celebrating the U.S.-Kazakhstani relationship.

**CREATING TWO PRIORITY AMERICAN SPACES**

**Almaty:** The IIP-designated priority American Space in Kazakhstan is in Almaty, which is the commercial and cultural hub. It opened in November 2013 within the Begalin State Children’s Library and was designed with a grant from IIP’s American Spaces Office, in addition to pro bono services by an American architect and corporate donations from Steelcase Company and Chevron. It included a Maker Space, which encouraged innovation and collaboration through 3D printers, robotics, micro-controllers, build it yourself computers and science and inventors’ kits. The space directly intersected with the Integrated Country Strategy, which included goals to stimulate innovation and entrepreneurship. Makers Space programs ranged from how to use a 3D printer to DIY Science to primary science courses. Other American Corner programs included English classes and EducationUSA preparatory classes, in addition to informational programs about Fulbright and other exchanges. Cultural activities, celebrating Jazz History, Earth Day and Toastmasters were also popular. Visitor levels increased considerably over the course of two years: In November 2013, there were 650 visitors and 32 programs; by March 2016, there were 3,510 visitors and 55 programs. The mission is now in the process of moving the American Corner, due to renovation plans at the Begalin Library. IIP has approved PAS’ plans to move the American Corner to Almaty Towers, a premiere downtown co-working space and technology hub, where it will be more accessible and attractive to various entrepreneurs, technology professionals and youth in the city.

**Astana:** The capital of Kazakhstan, Astana, has an American Corner in a local university, which also has a maker space and a robust program schedule that attracts consistently large audiences. However, it is not a designated priority space. Seeing first-hand its potential, we believe an increase in resources for an additional priority space in Astana is important. Youth in both cities matter for different strategic reasons, both of which have an effect on U.S. policy in the region. The youth in Astana are closer to the border with Russia, and are more likely to be future governmental and civil society leaders. We recommend a second priority space within the country so that youth and young professionals in Astana can benefit from the same level of interaction with the United States as cultural and economic leaders in Almaty.
Another core mission goal is to improve the Kazakhstani public’s access to objective, pluralistic and professional news sources. This means supporting the development of a free press through in-country trainings, especially using the English language, and the use of IVLP and the speaker programs. The mission has recognized that it is Kazakhstani citizens who are the best positioned to respond to disinformation from violent extremists and pro-Russian sources. The mission’s strong social media presence that targets Kazakhstani under the age of 40 with the goal of raising awareness of the U.S. mission’s activities1 has created an affinity network that often identifies disinformation and works proactively to counter it. The embassy’s “Diaspora narratives” campaign, which cost $35,000, has been one strategy to strengthen ties with this network. The campaign deployed Kazakhstan’s most popular blogger and an independent filmmaker to the United States, where he and his team captured compelling stories of Kazakhstanis living in the United States. Each resulting story and video has racked up hundreds of thousands of views. Beyond this program, PAS has cultivated strong relationships with Kazakhstan’s creative community, which has helped them to create and deliver compelling content to share with Kazakhstani audiences.

The Kazakh news media is heavily influenced by Russia. Russia-affiliated Channel One Eurasia has considerable influence on segments of the population as Kazakhstan’s top network and the local news media often repeats Russian-language content. The Kazakhstan public has often pushed back at Russian disinformation through social media, including disinformation from Channel One. While there is relatively more media freedom in the country than the rest of the Central Asia region, PAS

1 As of April, the PAS Almaty Facebook page, which is in Kazakh, Russian and English, has 59,500 fans and reaches an average of 500,000 people per week with its content. Its Twitter handle has 5,100 subscribers and has an average retweet of 9 times a day. Its Instagram page has 2,016 followers and is targeted mainly toward youth. Kazakhstan is actively working to improve those freedoms and expand the capacity for investigative reporting and critical thinking. The PAS’s journalism tradecraft training for journalists included a one-time exchange program to build ties between Kazakh and American journalists and expose them to U.S. news media transparency practices at a considerably low cost. Six journalists spent almost 6 weeks in the United States. The Press and Public Diplomacy Office in the Bureau of South and Central Asia also funded one Knight Fellow for fiscal year 2015 to be based in Astana and provide training for journalists in other Central Asian Countries. In addition, PAS has assisted courses for 35 journalists in Astana and Almaty in intermediate English, using Economic Support Funds. They focus on journalists who already have an intermediate level of English and need to be able to use it professionally.

The U.S. mission in Kazakhstan’s biggest concern with these programs is the limit and uncertainty of funding. Until fiscal year 2016 they had no ESF funds for media. In fiscal year 2016 they had $149,000 and expect to have $300,000 in fiscal year 2017. But when one Knight Fellow costs $200,000 and a tiny one-off exchange program is $100,000, the funding does not go far. An increase in ESF funding for fiscal years 2017 and 2018 to $750,000 per year would fund an exchange program for two or three years, create a pipeline of Knight Fellows or other training programs in Kazakhstan and make a visible difference in the quality of the Kazakhstani news media.
Spotlight Country: Pakistan

RECOMMENDATIONS:

INCREASE BOTH CORE PUBLIC DIPLOMACY BUDGETS FOR PAKISTAN AS RELYING ON ECONOMIC SUPPORT FUNDS IS UNSUSTAINABLE: It is imperative that the base PD budget for Pakistan in the Diplomatic and Consular Program (D&CP) budget increase considerably and that additional funding be sought from Congress in the Educational and Cultural Exchange (ECE) budget for exchanges with Pakistan. The Fulbright program, which is currently boasted as being the largest in the world and is the flagship PD program in Pakistan, as well as other programs such as the English Access Microscholarship Program and alumni engagement, are sustained at their current surge levels by foreign assistance funding. Currently, in fiscal year 2016, approximately $55 million of temporary Economic Support Funds, Overseas Contingency Operations funds (ESF-OCO) and Public Diplomacy Overseas Contingency Operations (PD-OCO) funds carry PD activities. ESF-OCO funds for Pakistan have been in steady decline since their peak of 2010, and will decrease significantly again through fiscal year 2017. The ECE budget – currently at more than $590 million -- would need more than an additional $30 million to absorb and maintain current program levels in Pakistan. For the sake of sustaining relationships with the 19,000 alumni, leveraging the programs that exist to reach key mission goals, and creating new networks, there cannot be a steep decline in PD activity in Pakistan. A sustainable spending plan for Pakistan is essential for the mission to plan future programs while setting appropriate expectations with the Pakistani alumni and public.

FOCUS ENGLISH LANGUAGE TRAINING ON TEACHERS TO MAKE IT MORE SUSTAINABLE: The long-term normalization of the PD budget in Pakistan will need to include space for English language education and training. Pakistan has the largest English language program in the world with 3,000 current students supported by $2 million annually and $15 million in open grants. In order to promote long-term sustainability of quality English language teaching, we recommend a shift in the focus of efforts from teaching students to training Pakistani teachers charged with teaching English. In FY 2015, 450 teachers were trained, a number which could be doubled in order to reach more students in the long term, via a combination of virtual and in country face-to-face programs and exchanges.

EXPAND CENTER FOR EXCELLENCE IN JOURNALISM IN KARACHI TO REGIONAL JOURNALISTS: In order

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1 Note: In fiscal year 2016, Pakistan receives both fiscal year 2016/2017 PD funds and fiscal year 2015/2016 ESF money.
to ensure the Center for Excellence in Journalism's sustainability, and the sustainability of training programs for Pakistani journalists overall, we recommend additional funds be allocated for journalists not based in Karachi so they can travel to the center for coursework. Professional journalism in Pakistan is a critical U.S. public diplomacy goal and it is essential that this center get maximum use, which will also diminish costs for journalism exchange programs to the U.S.

**INCREASE INTERACTION & TRAINING FOR LOCAL STAFF:** Since there is such high turnover among the American professionals, it is important the local Pakistani PD professionals in Islamabad, Karachi, Lahore and Peshawar feel connected to one another. We recommend that they gather for a retreat at least once a year, where they can also receive in-country skills training along with some of their American counterparts.

**INCREASE AUDIENCE RESEARCH FOR ALL MEDIA AND PUBLIC DIPLOMACY OUTREACH:** The press and social media team at the embassy needs to have consistent audience research to better understand the changing attitudes of the Pakistani population and target their messages, video content and the mediums to deliver both accordingly. This consistent research will also greatly benefit the rest of the section in understanding how to best execute programming and monitor their progress.

**OVERVIEW**

The bilateral relationship between the United States and Pakistan is on somewhat steady ground after several years of turmoil and uncertainty. Straightforward or even positive coverage of the relationship has increased, however the Government of Pakistan and the military, continue to strategically use anti-American rhetoric, the Pakistani news media regularly amplifies conspiracy theories, and just 22 percent of the Pakistani public has a favorable view of the United States, according to the 2015 Pew Global Attitudes Project. In order to advance critical U.S. mission goals, it is essential for public diplomacy to build relationships and trust with government officials, civil society leaders, academics, media representatives and youth. The Public Affairs Sections (PAS), which are part of the U.S. Mission in Pakistan, have built a credible network of Pakistani partners and alumni through its programs. These alumni remain active through the Pakistani U.S. Alumni Network (PUAN), the largest alumni network of U.S. programs worldwide.

The United States is profoundly humanized through people-to-people ties. U.S. Public diplomacy (PD) efforts in Pakistan aim to emphasize with the Pakistani public our countries’ shared interests in the advancement of democracy and peace, security, and economic development, both within Pakistan and the South Asia region. The core mission goals that PD supports are to reduce violent extremism and terrorism, encourage strategic stability, and promote economic growth and development of government capacity. A consistent level of engagement in the country is essential in Pakistan as isolation from the public provokes suspicion about U.S. activities. As PAS for the U.S. mission in Pakistan operate in a highly restrictive and critical threat security environment, the resources to support U.S.-based exchanges like Fulbright and outreach platforms such as the English language learning programs, American Spaces, and alumni networks are critical.

ACPD has a major concern about the sustainability of the current funding for public diplomacy activities, which was at about $55 million in fiscal year 2016. The vast majority of this funding comes from ESF-OCO and PD-OCO funds, which are temporary and will inevitably decrease. We believe it is essential that, going forward from fiscal year 2017, PAS begin to adjust towards sustainable levels for its programs while the administration seeks Congressional support for normalizing the majority of Pakistan PD programs into the core D&CP and ECE budgets.

**BUDGET SUSTAINABILITY**

The 2009 diplomatic surges in Afghanistan and Pakistan were accompanied by sharp increases in ESF funding, which was applied in part to surge PD activities in both countries to help achieve the U.S. government’s priority foreign assistance goals. ESF-OCO and PD-OCO funds were applied to expand key programs such as the Global Undergraduate Exchange Program (UGRAD), the Hubert H. Humphrey Fellowship, the International Visitor Leadership Program, and English language programs. The Fulbright Program in Pakistan has received $19.5 million in ESF for expanded activity since 2006 through transfers to the Bureau of Educational and Cultural Affairs (ECA) from the U.S. Agency for International Development. The Kennedy-Lugar Youth Exchange and Study (YES) program in Pakistan, which supports Pakistani teenagers to study at an American high school for a year, also currently receives ESF-OCO funding for expanded reach. This program targets underserved populations and allows them to have a transformative experience in the United States, while also teaching American youth about Pakistan. In fiscal year 2015, the loss of ECE-OCO funding and competing priorities in a declining ESF-OCO budget has resulted in the number of participants declining. Another ECA program model that targets underserved Pakistani youth, the English Access Microscholarship Program, is a critical youth leadership program in Pakistan that advances multiple mission objectives and with PD-OCO funds from PAS Islamabad.

These ESF-OCO and PD-OCO funds for Pakistan will continue to diminish and supplemental OCO funding will not continue indefinitely. It is critical that the incoming
administration work with Congress to normalize Pakistan exchange and English language programs in the PD base accounts going forward. The ECE budget -- currently at more than $590 million -- would need more than an additional $30 million to absorb and maintain current program levels in Pakistan.

In addition, an increase of PD base budget spending is also critical in order to pay the salaries of the locally employed staff in Islamabad, Karachi, Lahore and Peshawar and all of the press and social media engagement, countering violent extremism, civil society grants, and other information programs. Currently, in fiscal year 2016, there is only $435,000 of Enduring D&CP spending for PAS Pakistan, which is roughly .008 percent of the total $55 million budget. A sustainable funding stream for Pakistan is essential for the mission to plan future programs while setting appropriate expectations with the Pakistani alumni and public.

COMMUNITY ENGAGEMENT OFFICE: COUNTERING VIOLENT EXTREMISM

Pakistan currently ranks fourth in the world for the number of incidents and deaths due to violent extremism. In the last two years, it has endured repeated terrorist and violent extremist attacks, including the one at Lahore Park in March 2016, Bacha Khan University in Charsadda in January 2016, the Army Public School in Peshawar in December 2014, and the Air Force Base in Badaber in September 2015.

Reducing violent extremism and terrorism to make Pakistan more stable is the number one U.S. mission goal in Pakistan as it also improves U.S. national security. In 2011, the Community Engagement Office (CEO) was created within PAS Islamabad to “reduce the number of individuals in Pakistan who accept the legitimacy of ideologies and narratives that justify the use of politically minded violence counter to U.S. national interests.” The office’s efforts aim to increase “civilian and non-civilian capacity to counter violent extremist narratives with a focus on vulnerable populations.” It currently operates with $1.8 million of ESF-OCO funding and $700,000 of PD-OCO funding that goes towards grants, messaging, and outreach to universities and research. It would like to increase its budget to $4 million.

Recently, the office has identified gaps where they could make a greater contribution: increasing the civilian government’s capacity to counter violent narratives and strengthening their partnership with Pakistani civil society in these efforts; training and building the news media’s capacity to examine the root causes and potential solutions for ending violence; and creating messages that rationally and emotionally connect with Pakistanis to do the same. This involves working with traditional PD tools to train journalists in-country and through visitor programs; enhancing media literacy among the public via English language programs, critical thinking workshops, university partners, and American spaces programming; and expanding online dialogue via social media platforms. The CEO works to improve the quantity and quality of research on the drivers and effective counters of extremism in the Pakistani context. It also supports CVE activists within Pakistan through cooperative agreements and grants, building and sustaining their brands, having them participate in exchanges and training programs, and leveraging partnerships to create a community of interest.

The embassy has an internal CVE working group that unites pertinent sections of the mission, in addition to an international CVE working group that coordinates activities with allied groups. There can be, however, a lack of coordination with Washington, especially when it comes to funding. The office gains just under $2 million in ESF-OCO money, which is temporary. There are no central repositories for money at the State Department on this community engagement work and no clear way on how they can apply for it. It is important that funding for this work be added to the D&CP .7 budget for Pakistan. It would also help if there was a regional community of practice where officials in the Pakistan office could work with those in Afghanistan, Bangladesh and India.

SOCIAL AND TRADITIONAL MEDIA ENGAGEMENT

While the U.S. government is unpopular in Pakistan, Americans are not. PD social media efforts try to put a human face on the mission through videos in the Urdu, Sindhi, and Pashto languages via Facebook, Twitter, Flickr and Instagram platforms. Pakistanis who travel to the United States on exchanges also share their experiences via social media content. While some IIP campaigns are useful to PAS Islamabad, Pakistan has a crowded, competitive, and highly charged media environment. Localized content matters to connect with Pakistani-specific audiences.

The social media program in Pakistan focuses on connecting with Pakistani youth through providing original, short video content. The video content is created for distribution via social and traditional news media platforms. A video of Ambassador David Hale’s visit to Pakistan’s largest mosque, Faisal Mosque, was picked up by the English-language newspapers Dawn, The Nation and the Daily Times. The videos also highlight other U.S. embassy officials to

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2 The media must keep extremists accountable while shaping narratives that counter their message and provide a public service to Pakistanis wanting to live in peace. The media “is a critical vehicle to convey ideas that legitimize or delegitimize terrorists, violent extremist groups and narratives.”
showcase their expertise, i.e. clean energy and economics, and make them and their policy portfolios more tangible for the Pakistani public. The four videos on the U.S.-Pakistan Clean Energy partnership had 671,800 views, 17,200 likes, and 2,500 shares by August 2016.

The campaign, #ThisIsPakistan, shows U.S. embassy officials appreciating Pakistani food and culture, and local heroes, like Master Ayub, who has taught young children English for free for 29 years. Collectively, they have had more than 10.8 million views and 55,000 shares by August 2016. Post also links to IIP’s “ShareAmerica” content, which receives anywhere from 300 to 2,000 link clicks.

At the time of writing, Embassy Islamabad and Consulates General Karachi, Lahore and Peshawar have a combined six million followers on Facebook, Twitter and Instagram. The respective social media teams create original content in addition to sharing each other’s posts. Social media teams also monitor and share relevant content from other U.S. Government organizations such as USAID Pakistan. Specifically, the Embassy Facebook page had 2 million followers (the second-largest U.S. embassy page; the U.S. embassy in Dhaka has 3 million followers); they gain an average of 20,000 new followers a week. Sixty-three percent of the followers are men between the ages of 18-34, and 30 percent are women in the same age bracket.

Consulate General Karachi has also taken the lead in organizing periodic social media workshops to promote collaboration between the embassy and consulates’ social media teams. To enhance outreach, the embassy and consulates have also worked with partner organizations such as the International Education and Research Network (iEARN), the Access English-language Microscholarship Program, the Pakistan U.S. Alumni Network (PUAN), and the U.S. Educational Foundation Pakistan (USEFP) to produce and disseminate quality content, providing them exposure to a wider audience.

**PAKISTANI LOCAL PUBLIC DIPLOMACY PROFESSIONALS’ SUPPORT**

The local public diplomacy professionals for the U.S. Mission in Pakistan have remained committed to the goals and activities of the Public Affairs Sections for many years and have worked with many American professionals who often serve one-year tours. They believe strongly that PD work can be maximized if all PD professionals can have more mobility to reach more Pakistani audiences. The restrictive security environment makes it very difficult to do more outreach than is already being done. However, local PD professionals can help their American colleagues make the case to security officials for why certain outreach activities are mission essential.

In addition, since there is such high turnover among the American professionals, it is important the local Pakistani PD professionals in Islamabad, Karachi, Lahore and Peshawar feel connected to one another. We recommend that they gather for a retreat at least once a year, where they can also receive in-country skills training along with some of their American counterparts. Critical to this training is grants and budgeting, as the staff handles millions of U.S. dollars.

**CENTER FOR EXCELLENCE IN JOURNALISM**

The Center for Excellence in Journalism is a $4 million investment in the future of professional journalism in Pakistan. It was successfully launched on February 22, 2016 with the support of the Edward R. Murrow College of Communication at Washington State University and the Medill School of Journalism at Northwestern University. The concept is that more training for journalists, photojournalists and communicators – in Pakistan and the region – will take place in country in a more sustainable fashion at the Center in Karachi rather than relying on exchange programs. There is a tradition of mass communications degrees in Pakistan, but not a specific focus on journalism training.

The Center has a one-year Masters program for 30-40 students beginning in fall 2016, and shorter certificate programs for journalism-based skills, including one for NGO communication specialists who work with journalists. Three of the Center’s faculty members are attending the Medill School of Journalism at Northwestern in preparation for their teaching roles. The Center also does extensive outreach to thousands of journalists throughout the region and also hosts alumni events and facilitates U.S. sponsored exchanges and is open to journalists from other countries.

In order to ensure the Center’s sustainability and support Pakistan’s access to accurate information through professional journalism, we recommend additional funds to be allocated for journalists not based in Karachi to be able to travel to the center for coursework. Professional journalism in Pakistan is a critical U.S. public diplomacy goal and it is essential that this center get maximum use, which will also diminish costs for journalism exchange programs to the United States.

**EDUCATIONAL EXCHANGE PROGRAMS & THE PUAN NETWORK: LARGEST FOREIGN PUBLIC OUTREACH WORLDWIDE**

The U.S. mission in Pakistan manages 38 cultural and exchange programs in order to build relationships with a skeptical Pakistani public. The exchanges team in PAS
manages 17 of them that engage more than 120 Pakistanis and the cultural team manages two ECA programs (Center Stage and One Beat). The implementing partner IEARN runs the Kennedy-Lugar Youth Exchange and Study Program (YES) for 100 Pakistani youth and the Summer Sisters Institute for roughly 17 participants. The United States Educational Foundation in Pakistan (Fulbright Commission) -- through offices in Islamabad, Lahore and Karachi -- runs 21 of them that engage more than 570 Pakistanis. These include the core Fulbright programs, the EducationUSA network, the PUAN alumni network, and the Prometric testing centers. A total of roughly 5,000 Pakistanis and 900 Americans have participated in all USEFP-run programs; in FY 2015, there were 595 grantees.

Pakistan currently receives the largest amount of U.S. government funding of any Fulbright Program worldwide. The USAID Mission in Pakistan, in consultation with the Government of Pakistan, initiated a five-year agreement in FY 2005, under which USAID agreed to support the Fulbright Program by providing up to $19.5 million annually through an Economic Support Fund (ESF) transfer to ECA. Fulbright continues to receive $19.5 million in ESF-OCO annually. In a major recognition of Fulbright's value to Pakistan, in 2016, the Government of Pakistan agreed to provide more than $5 million annually for five years to fund up to 125 additional Pakistani Ph.D. scholars to study in the United States. As of September 2016, the first $5 million has already come through.

Since 1950, the Fulbright Program in Pakistan has funded more than 3,000 Pakistanis to study and conduct research in the United States and more than 800 U.S. citizens to study, conduct research, and lecture in Pakistan. Between 2010-2016, there were 45 Americans who went to Pakistan on the Fulbright Specialist Program and six on the Fulbright Scholar Program. The security situation in Pakistan makes it difficult for Americans to pursue long-term programs in Pakistan. Since 2006, there have been 939 Masters students and 197 Ph.D. students supported under Fulbright in the United States. The most Pakistani Fulbright students came from Karachi, Lahore and other Punjab areas. Fifty-five percent were female and 45 percent were male. Most of them came from the private sector and they mainly studied engineering, social sciences and business/finance -- fields that are key to the development of Pakistan and the advancement of U.S. objectives for Pakistan's growth and resilience. In FY 2015, USEFP conducted outreach to more than 70,000 students in 35 cities and through extensive social media networks.

**PUAN:** The United States Educational Foundation in Pakistan (USEFP, the Fulbright Commission) also co-manages the Pakistan – US Alumni Network (PUAN), which is among the largest U.S. government exchange alumni networks worldwide, with significant participation from English language program alumni. It consists of more than 19,000 members in 12 national chapters and is funded through a five year $3.1 million grant. The Humphrey Alumni Association of Pakistan (HAAP) has nine Humphrey chapters. PUAN disperses small grants for projects that focus on community service, entrepreneurship, journalism training, women's empowerment, cultural preservation, and other issues.4

**EducationUSA:** There are three EducationUSA Centers -- in Islamabad, Lahore, Karachi -- that make more than 840,000 contacts a year. Eleven advisors and four staff members conduct outreach, guide students through the U.S. application process, train local school counselors, support U.S. admissions representatives, run mock admission tests, and other support functions. The Pakistani High School Counselors’ Tours to the United States included 20 counselors who visited 17 colleges and universities in Illinois, Indiana and Iowa. In 2016, 17 counselors visited 18 higher education institutions in California and Arizona. A new Career Pathways program is a three-week summer exchange for 30 high school students to explore various career paths in classrooms in Iowa, Indiana and Illinois. The program, minus airfare, costs $3,000 and is self-funded by the students.

**ENGLISH LANGUAGE PROGRAMMING:**

Since 2012, a Regional English Language Officer has been based exclusively in Pakistan and works throughout the country. Pakistan has the largest English programming portfolio in the world, with 3,000 current Access students and $2 million annually and $15 million in open grants. The programs include Access; English Works!, which focuses on public policy; SUSI on Women Leadership; SUSI for Scholars and Secondary School Educators; IVLP; Secretary of State’s Annual International Women of Courage Award; Fortune/Stanford, Partisan Press, and other issues.

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3 SUSI on Public Policy; SUSI on Women Leadership; SUSI for Scholars and Secondary School Educators; IVLP; Secretary of State’s Annual International Women of Courage Award; Fortune/Global Women’s Mentoring Partnership; International Writing Program; Sports Visitors; Global Sports Mentoring Program; SCA Region Legislative Fellows Program; American Council for Young Political Leaders; Instructional Leadership Institute for Pakistani Educators Summer Program; Middle East and North Africa (MENA) Coca Cola Scholarship Program; U.S. – Pakistan Professional Partnership for Journalists; Atlas Corps Pakistani Fellowship; Foreign Press reporting tours; and the Critical Thinking Forum Exchange Program.

4 Fulbright Master’s Program, Fulbright Ph.D. program, Fulbright Scholar Program (U.S. and Pakistan), Fulbright (U.S.) Specialist Program, Fulbright Foreign Language Teaching Assistant, Hubert H. Humphrey Fellowship Program, Global Undergraduate Exchange Program in Pakistan, Near East and South Asia Undergraduate Exchange Program, Community College Initiative (CCIP), Community College Administrator Program (CCAP), and the U.S. – Pakistan Professional Partnership for Journalists.

5 The Fulbright Heroes Short Documentary Series was a 14 part series released in July 2016 that featured Fulbright alumni who are leading change in Pakistan and was produced in collaboration with Oscar-winning Fulbright alumnae Haya Fatima Iqbal.
on older youth audiences; and a radio program, which focuses on teacher training for teachers at the primary school level; in-country teacher training; and exchange programs, like the Teaching Excellence and Achievement Program (TEA), which brings 20 English language teachers to the United States for a six week professional development program. TEA in Pakistan is administered via IREX in the United States. The Regional English Language Office (RELO) funds and facilitates (when ECA/A/L funded) a variety of small exchange programs each year for administrators, teachers, and students connected to English language teaching and learning. The timing, length, and content of these programs vary due to shifting funding levels and Bureau and Mission priorities. Often participants may already be alumni of in-country RELO programs, such as English Language Specialist-led Teacher Training Institutes or Post’s English Access Microscholarship Program. Most RELO programs are focused on public-sector educators and students, with a specific concentration on hard-to-reach areas and vulnerable or marginalized populations. Typically these programs are implemented by a local or U.S.-based partner organization, but RELO staff are involved in selection, including in-person or Skype interviews, and pre-departure briefings for all participants.

The long-term normalization of the PD budget in Pakistan will need to include funding for English language training. In fiscal year 2015 roughly 450 teachers were trained, while 3,000 students were directly taught. Since the current elevated level of funding for English language education is not sustainable, the focus should be on teacher training as much as on teaching young people, if not more, to build local capacity.

**AMERICAN SPACES**

The American Center in Islamabad closed in 2008, but there is currently an Information Resource Center (IRC) in the U.S. Embassy in Islamabad that is used for on-site events and accessible to the public by appointment. There are 18 Lincoln Corners -- small American Spaces at host Pakistani host institutions -- throughout the country, with one more under construction. In order to maintain a degree of security, the coordinators at the Lincoln Corners normally invite specific audiences for programs and then publicize the events afterwards.

The embassy and consulates’ locally employed staff are essential to the success of the corners, in creating the terms of the MOUs with the host institutions, in maintaining the relationships with them, and in increasing visitors to the spaces. In the last year, there was an 80 percent increase in foot traffic to the spaces.

**Karachi:** A new priority American space opened in July 2016 in the Karachi Public Library, a prime space for which the Consulate’s Cultural Affairs Officer (CAO) has worked diligently to secure buy-in and to ensure that the open access principles for the space are maintained and that there is also equal access for men and women. There is an average of 1,000 visitors a day to the library (800 men, 200 women), promising a steady stream of visitors who will, thanks to the CAO and strong support from the Information Resources Officer in Islamabad and IIP, be able to showcase the best of American technology, culture, and literature while also participating in panel discussions on issues of importance to Pakistanis and Americans. ACPD applauds the CAO in Karachi in particular for extending the reach of U.S. public diplomacy activities in a critical yet non-permissive environment.
Spotlight Country: Sri Lanka

**RECOMMENDATIONS:**

**INCREASE BASE BUDGET FOR GREATER CIVIL SOCIETY OUTREACH:** The Public Affairs Section (PAS) in Colombo saw its budget decrease by 10 percent, from $675,910 to $608,027 in fiscal year 2016. Given this reduction, the amount of funding available for grants decreased 31 percent, from $202,510 to $139,668. Due to the need for greater civil society and youth outreach to contribute to critical mission goals of peace and reconciliation, an increase in the overall budget, which would allow a grants budget of at least $200,000 is critical. In addition, an increase in training and support for local Sri Lankan public diplomacy professionals is also important so that they can responsibly administer these grants. The budget for PAS Colombo is used for public diplomacy not only in Sri Lanka but also in Maldives, and as such seems low when compared to similar-sized PD operations. We strongly recommend an overall budget increase to roughly $750,000, which is still well below the median $1.9 million public diplomacy budgets for U.S. missions worldwide.

**AIM FOR MORE CONSISTENT AMERICAN AND SRI LANKAN STAFFING PATTERNS IN COLOMBO:** Because of the increasingly positive relationship with the Sri Lanka government, the workload for PAS has increased considerably but the staffing has not always kept up. When there are not enough American PD professionals serving at post, the workflow can break down. We understand that all American vacancies in the PAS have been filled for the remainder of 2016, and that PAS has added a new American public diplomacy position to cover Maldives, which will hopefully sustain in coming years. The new position should be added to the section’s permanent staffing for future years.

**ADD AN AMERICAN SPACE IN THE SOUTH:** There are three American Spaces in Sri Lanka – the American Center in Colombo and two American Corners in the northern and central hubs of Kandy and Jaffna. These spaces have facilitated sustained interregional engagement that supports post-war reconciliation. Building upon well-established partnerships with NGOs in the South, the mission hopes to establish a fourth space in Matara, which ACPD strongly supports given that it receives a boost in its budgets for fiscal years 2017 and 2018 or additional funding from IIP. PAS has identified the public library in Matara as the ideal location for the space, as USAID funding following the 2004 tsunami equipped the facility with all necessary amenities. We strongly recommend additional funding to open a fourth American Space in the south.
OVERVIEW

With the newly elected Sirisena administration, the U.S.-Sri Lanka bilateral relationship has improved considerably, which provides new opportunities for U.S. public diplomacy efforts. The Sri Lankan public underwent considerable trauma for decades. It has been seven years since the Sri Lankan military’s defeat of the Liberation Tigers of Tamil Eelam (LTTE) and nearly 12 years since the 2004 tsunami when more than 35,300 Sri Lankans were killed and more than 1 million affected—the most of the 10 countries affected. President Maithripala Sirisena has consistently articulated the need to be inclusive across religious and ethnic lines to maintain the peace and move the country toward greater progress.

ACPD found a small team facing overwhelming opportunity that is active throughout the country despite a small budget. In May 2015, Secretary Kerry’s delivered a speech in Colombo that outlined four areas of U.S. cooperation with Sri Lanka: peace and reconciliation, justice and accountability, advancement of human rights, and the strengthening of democratic institutions. Traditional public diplomacy tools—exchanges, professional development trainings, social and traditional media outreach, and American Spaces—work to support this cooperation. They work actively to empower civil society actors and amplify voices of reconciliation, many of whom are in their impressive network of 2,600 alumni. But meeting these goals also requires a great amount of civil society support, which comes in the form of grants. Given the small amount of funding they have to work with and their inconsistent staffing patterns, the section has done a remarkable job and merits an increase in financial and human resources.

BUDGET

The public affairs section in Colombo saw its budget decrease by 10 percent, from $675,910 to $608,027 in fiscal year 2016. Its highest costs are salaries for local employees, with the next largest amount dedicated to grants to local civil society organizations. In fiscal year 2016, in line with an overall budget decrease, the amount dedicated for grants decreased 31 percent, from $202,510 to $139,668. Due to the need for greater civil society and youth outreach to contribute to significant mission goals of peace and reconciliation, an increase in the overall budget, which would allow a grants budget of at least $200,000, is critical. The budget for PAS Colombo is used for public diplomacy not only in Sri Lanka but also in Maldives, and as such seems low when compared to similar-sized public diplomacy operations. We strongly recommend an overall budget increase to roughly $750,000, which is still well below the median $1.9 million public diplomacy budgets for U.S. missions worldwide.

STAFFING AND TRAINING

Because of the now positive relationship with Sri Lanka, the workload has increased considerably but the staffing has not kept up. When there are not enough American PD professionals serving at post, the workflow can become disrupted. We understand that all American vacancies in PAS have been filled for the remainder of 2016, and that PAS has added a new American public diplomacy position to cover Maldives, which will hopefully sustain in coming years. The new position should be added to the section’s permanent staffing for future years.

Grants are the currency for PD programs and the Sri Lankan staff in particular is requesting more consistent grants training to keep up with frequent changes in processes and rules from Washington. They rightly worry about the need to monitor potential abuse and whether or not they are properly trained to do so. ACPD recommends consistent regional training opportunities for them to be proper stewards of U.S. taxpayer dollars. An increase in training and support for local Sri Lankan public diplomacy professionals will help them continue to responsibly administer these grants.

We understand that a contact management database was rolled out at post last year, but implementation has been slow and the database is not utilized by all sections. There is need for an evaluation as to whether this is the best database to better track the alumni network and potential candidates for exchanges, especially the International Visitor Leadership Program (IVLP). If so, it should be implemented and used by all sections. If not, post should look at other options. Due to a high level of turnover among American staff, consistent use of a transparent database would improve communication between the economic, political and public diplomacy local and American staff.

EDUCATIONAL AND CULTURAL PROGRAMS

The Public Affairs Section facilitates core ECA programs such as IVLP, Fulbright and Humphrey programs, English Access, English Language Fellows, e-Teacher program, massive open online courses (MOOCs), and the Community Solutions Program. There have been 2,600 Sri Lankan alumni who have been part of U.S. exchanges since 1952, 79 of whom have been added in the last year. Post provides skills training and opportunities for them via an Alumni Engagement Innovation Fund (AEIF) grant for the Federating Women Entrepreneur Associations in Sri Lanka, which creates a platform for regional women entrepreneurial associations to collectively support and amplify the role of women entrepreneurs in the country. Another AEIF grant with C-Span creates an online repository of parliamentary sessions and select forums and conferences where public policy is discussed in Sri Lanka.

PAS also facilitates a considerable amount of engagement activities focused on entrepreneurship, the environment, English language education, STEM, and cultural
performances. These include a speaker program on environmental conservation for university students and the public; science education programs for youth and a citizen scientist water testing project; English language training for pre-service and in-service teachers, in addition to members of the public; and art exhibitions and performances.

In late 2015, Embassy Colombo hosted U.S. Ambassador to the United Nations Samantha Power, who spoke about the importance of inclusiveness in government and society to a town hall for students and young civil society activists. PAS Colombo has also hosted multiple visits by Assistant Secretary Tom Malinowski, and arranged and facilitated a policy speech for Under Secretary of State for Political Affairs Thomas Shannon. In June, PAS welcomed Tanya Somalian, White House Director of Digital Rapid Response, who led a series of workshops on Right to Information (RTI). Her meetings with high level government officials proved influential in convincing the government to sign on to the Open Government Partnership (OGP), a multi-lateral initiative to make governments more transparent, shortly after her visit. Most recently PAS organized several entrepreneurship-focused speaker visits. In July, IIP expert speaker Samira Cook Gaines, the Chief of Economic Empowerment for the National Community Reinvestment Coalition (NCRC), returned to Sri Lanka following the high turnout during her last visit in September 2015. Post also brought three American venture capitalists to participate in the Information and Communication Technology Agency’s (ICTA) “Disrupt Asia” investor forum. The visits were part of an ongoing public diplomacy campaign to support innovation and entrepreneurship across the country.

SOCIAL MEDIA OUTREACH

The U.S. Embassy in Colombo has an impressive social media presence in an increasingly wired and connected Sri Lanka. PAS manages four platforms for U.S. Embassy Colombo’s outreach: Facebook (https://www.facebook.com/colombo.usembassy), which has more than 127,000 followers; Twitter (https://twitter.com/USEmbSL) which has 54,000 followers; YouTube (https://www.youtube.com/USEmbassySrilanka); Flickr (https://www.flickr.com/photos/usembassycolombo/); and Instagram (https://www.instagram.com/usembsl/), which has 550 followers. The U.S. Ambassador to Sri Lanka also has a Twitter page with more than 4,000 followers (https://twitter.com/USAmbKeshap).

Much of the content is generated in Sri Lanka. The PAS uses IIP campaign material that resonates with Sri Lankans, most specifically material on Black History Month and World Press Freedom Day, but also the 2016 Global Entrepreneurship Summit, LGBTI Pride Month, material on the U.N. Climate Change Conference in Paris (COP21), and the #16 days of activism against gender based violence campaign. It would be helpful to have more ShareAmerica content on peace and reconciliation and disaster preparedness, given that those are major mission goals that public diplomacy activities particularly support.

AMERICAN SPACES: COLOMBO AND KANDY

There are three American Spaces in Sri Lanka – Colombo, Kandy and Jaffna. The Colombo space is in the old U.S. chancery, where the Public Affairs Section staff is also based. It offers a range of programming targeted towards youth, especially on technology and entrepreneurship. The priority American Space in Kandy, in central Sri Lanka, recently received $600,000 from IIP to undergo a renovation. It is now an inviting, dynamic space for Sri Lankans to learn English and receive technology and entrepreneurship training. PAS promotes programs that connect the spaces and the Youth Forums (see below). The American Center in Colombo offers regular management workshops and coding classes, while the American Corner in Kandy regularly hosts business English and entrepreneurship incubator courses. In the coming months, both American Spaces will be equipped with Maker Space technologies and programs, including 3D printers and basic programming devices to inspire and promote innovation. The American Space in Jaffna, in the north, is a partnership with a local NGO. The mission is also contemplating a fourth space in southern Sri Lanka, which ACPD strongly supports, particularly if PAS receives a boost in its budgets for fiscal years 2017 and FY 2018 and can engage southern Sri Lankans in a more sustained way.

ENGAGING YOUTH

The Youth Forum is a leadership development program for Sri Lankan youth who use the American Spaces as a gathering point. They include young persons of all ethnicities and faiths—Muslims, Buddhists, Hindus, and Christians. They complete projects that call attention to issues not normally covered by the mainstream news media, such as the environment, small business successes, women’s empowerment issues, and local peace-building projects. Recent PAS initiatives to engage youth include an interregional youth cricket tournament in Matara, which brought together teams from Jaffna, Kandy, and Matara for three days of matches, service projects, and reconciliation-focused programs. The American Center and American Spaces have also recently hosted visiting speakers who encouraged innovation, entrepreneurship, and other youth-empowering skills.
U.S. Ambassador to Chile, Mike Hammer, stops to take a selfie with four winning students from the Embassy’s “Opportunity Fund”, a program that provides financial assistance to help students apply to a university in the U.S.
U.S. public diplomacy in the Western Hemisphere continues to build on the strong ties that exist in region. The geographic proximity to the U.S. opens doors, and the links created by people to people exchanges and programs allow for expanding and evolving relationships in the region. Through robust exchanges and programs, public diplomacy activities aim to address negative perceptions about the United States, many of which are founded in policies dealing with immigration and drugs. Although still active, the influence of anti-American elements supported by the Bolivarian Alliance for the Peoples of Our America (ALBA), across the region has waned. Instead, current South and Central American public sentiment tends to focus largely on government accountability, anti-corruption and transparency measures, and economic and social development issues.

Public diplomacy officers in the field look to the Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs for support and guidance. There are American and locally employed staff at U.S. embassies and consulates in 28 countries in the Western Hemisphere, including the U.S. embassy in Havana, Cuba. Public diplomacy programming engages audiences in countries where the U.S. bilateral relationship may be difficult, allowing publics to learn about the United States despite host government restrictions. Unfortunately, budgetary allocation for public diplomacy (including both programs and staff) and the allocation of Educational and Cultural Affairs (ECA) and International Information Programs (IIP) resources for the Bureau of Western Hemisphere Affairs (WHA) continues on a downward trend as the State Department has shifted resources to other regions and bureaus. The budget in fiscal year 2015 was $44.564 million, down from $47.045 million in fiscal year 2014. The fiscal year 2016 budget request is $40.390 million. This represents a more than 10 percent budget reduction over a two year period. A slight increase to $42.627 million is projected for fiscal year 2017.

U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY
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 understanding and trust that form the foundation for support of U.S. initiatives. Public diplomacy activities also communicate that the United States is a long-term partner in regional growth and prosperity, emphasizing mutual respect and common goals. They work to contribute to the positioning of the United States as a partner of choice and a trusted ally by facilitating people-to-people connections, physically and electronically.

U.S. public diplomacy in the region is particularly focused on youth outreach, largely through English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Youth comprise 40 percent of the population in the region and they are well connected, tech-savvy, and enterprising. U.S. public diplomacy engagement uses multiple social media and traditional tools that encourage active participation and ownership to find local solutions to their challenges.

Much of this is done in the 146 American Spaces (libraries, cultural centers and information resource centers) in the region, especially in Binational Centers and through EducationUSA offices. As private and financially independent entities with long-standing ties to the U.S. embassies and consulates, the Binational Centers are platforms for outreach activities that engage young audiences, often outside the capitals. Exchange programs, such as the Fulbright and Humphrey programs, the International Visitor Leadership Program (IVLP), and American Speaker and Cultural Programs, are effective forms of public diplomacy in the Western Hemisphere.

From 1948 to 2015, 36,462 Fulbright students and scholars from the Western Hemisphere studied in the United States, while 15,164 Americans studied in the region. In 2015, 508 Fulbright scholars from the region went to the United States and 511 Americans went to the Western Hemisphere. According to the 2015 Open Doors report, the Americas ranked second as a regional destination, with more than 50,000 U.S. students studying abroad in the Western Hemisphere, making Latin America and the Caribbean the fastest growing region for U.S. study abroad with an 8 percent increase from 2014. Moreover, since 2011, the number of students from the Americas studying in the United States has increased 24 percent. A number of foreign governments have established innovative partnerships and scholarships to send their students to the U.S. According to Open Doors Data, in 2015 the majority of Western Hemisphere students who come to the United States were from Canada (27,240), followed by Brazil (23,675), Mexico (17,052), Venezuela (7,890), Colombia (7,169), Ecuador (2,797), Peru (2,763), Chile (2,513), Argentina (2,053), Honduras (1,760), the Dominican Republic (1,535), El Salvador (1,480), Panama (1,384), Guatemala (1,205), Costa Rica (1,118), Bolivia (1,116), Nicaragua (418), Belize (312) and Cuba (94).

U.S. PUBLIC DIPLOMACY SPENDING

Due to their strategic importance as regional powers and population centers, Brazil and Mexico were the highest funded public diplomacy missions in the Western Hemisphere in fiscal year 2015, funded at $6.7 million and $4.8 million, respectively. Venezuela, Argentina, Chile, Colombia, Peru, Ecuador, Bolivia and Canada ranged from $3.6 million to $2.4 million. Uruguay, Haiti, Panama, Nicaragua, Costa Rica, El Salvador, Dominican Republic, Honduras, Guatemala ranged from $1.3 million to $1.0 million. The remaining countries each received less than $1 million, including Cuba ($512,942).
### Western Hemisphere: Base Public Diplomacy Spending

Diplomatic & Consular Programs Budget, .7 Funding

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<th>Highest Funding</th>
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2015 Base Budget

- **Mexico**: 4.6M
- **Columbia**: 2.5M
- **Venezuela**: 3M
- **Chile**: 2.4M
- **Argentina**: 2.9M
- **Brazil**: 5.9M
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<th>POSITION</th>
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2015 Total PD Spending

- **Mexico**
  - Total: 4.8M
  - Base: 4.6M

- **Venezuela**
  - Total: 3.6M
  - Base: 3M

- **Colombia**
  - Total: 2.8M
  - Base: 2.5M

- **Brazil**
  - Total: 6.6M
  - Base: 5.9M

- **Chile**
  - Total: 3.1M
  - Base: 2.4M

- **Argentina**
  - Total: 3.2M
  - Base: 2.9M

No large disparities.
## REGIONAL COUNTRY SPENDING RANKED BY FY 15 TOTAL SPENDING

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<th>Country Name</th>
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<th>FY 2014 Actual</th>
<th>D&amp;CP</th>
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<th>FY 2015 Actual</th>
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*Total funding from all reported sources. Due to lag in reporting of some funding types, FY14 and FY15 data may not reflect all additional funding sources. For example, ECE funding data reporting generally lags 2 fiscal years behind.
U.S. PUBLIC DIPLOMACY IN CUBA

Public diplomacy in Cuba focuses on promoting the free flow of information from, to and within Cuba, including internet freedom and freedom of the press. In December 2014, President Obama outlined his vision for a new direction in U.S.-Cuba relations, including restoring diplomatic relations and re-opening a U.S. embassy in Havana. The new direction is designed to empower the Cuban people through engagement.

In fiscal year 2015, the U.S. embassy in Havana spent $479,360 on public diplomacy programs, which was divided between six core strategic goals of promoting democracy (19.67 percent); civil society (19.33 percent); education (17.67 percent); culture, sports and American society (17 percent); human rights (15.67 percent); and diversity (10.7 percent). The embassy in Havana focuses on programs and outreach that improve perceptions of the United States, mutual understanding and technical capacity-building among youth via social and traditional media and exchange programs. It also informs the public through outreach activities on consular issues, such as visas and immigration, and supports academic exchanges, English language teaching and activities at the Information Resource Center.

Public diplomacy officers in Cuba continue to build capacity among independent librarians and independent journalists to facilitate the 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 by the Cuban government. Although there is growing communication with the Cuban government, it still scrutinizes U.S. motives and activities, in addition to the Cubans who participate in them. The Cuban government is open to collaborating with U.S. NGOs or U.S. visitors hosted by Cuban quasi-NGOs. Visiting Americans’ schedules are tightly controlled by the Cuban government, so the U.S. embassy provides briefings for many groups on U.S.-Cuban relations.

The State Department has proposed greater academic and scientific exchanges with the government of Cuba, and the Humphrey Fellowship Program includes a Cuban participant for fiscal year 2016. For fiscal year 2016, the public diplomacy budget for U.S. embassy in Havana increased to $512,942 in support of U.S. policy priorities on the island.

PUBLIC DIPLOMACY SAMPLE PROGRAMS

Social inclusion and racial equality: With over 150 million African descendants in Latin America and 30–45 million indigenous peoples, social inclusion programs are critical to democratic stability and economic opportunity. Public diplomacy programs highlight U.S. models, while expanding the capability of the most vulnerable to contribute to their societies. The Bureau of Western Hemisphere Affairs (WHA) leverages public diplomacy resources, including educational exchanges and speaker programs, IVLP, Professional Fellows, Study of the U.S. Institutes for Students and the Arts and Sports Envoys, to engage African-descendant, indigenous and other marginalized communities across the hemisphere. The College Horizons Outreach Program, active in Nicaragua, Colombia, Ecuador, Bolivia and Peru, continues to promote social inclusion and increase access to higher education for African descendant and indigenous high school students through diverse English teaching, academic advising and mentoring in a culturally supportive environment. The Martin Luther King Fellows Program provides English teaching and leadership development for Afro-Colombian university students. Public diplomacy is also an important part of the only two bilateral agreements on racial equality in the world—the U.S.-Brazil and U.S.-Colombia Action Plans on Racial and Ethnic Equality. Building on the 2015 U.N.-designated International Decade for People of African Descent, WHA posts are using U.S. speakers, IVLPs, academic exchange, film and cultural programs, and press and social media outreach to support the initiative.

100,000 Strong in the Americas: The program was launched by President Obama in 2011 to help build a stronger 21st century workforce, enhance competitiveness and expand engagement in the Western Hemisphere. The goal is to increase the number of U.S. students studying in the Western Hemisphere to 100,000, and the number of students from Latin America, the Caribbean and Canada studying in the United States to 100,000, by the year 2020. Through a public-private partnership with the NAFSA: Association of International Educators and Partners of the Americas, the State Department established the 100,000 Strong Innovation Fund, supported by private/public partnership investments, which makes competitive grants to form partnerships with United States and regional universities to build capacity for study abroad programs. As of December 2015, 70 innovation fund grants had been awarded to teams of 155 higher education institutions from 19 countries, including Cuba. According to the Open Doors Report, since the launch of 100,000 Strong in March 2011, the number of U.S. students studying abroad in Latin America and the Caribbean has increased 20 percent, while the number of students from the Americas studying in the United States has increased 24 percent. In 2015, the Americas ranked second as a regional destination, with more than 50,000 U.S. students studying abroad in the Western Hemisphere, the fastest growing regional worldwide. However, there has been no corresponding increase in State Department funds for EducationUSA or English-language instruction at Western Hemisphere posts to support students who want to study in the United States.

Youth Ambassadors: The Youth Ambassadors Program 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.

**Young Leaders of the Americas Initiative (YLAI):**

YLAI was launched by President Obama in 2015 and seeks to expand ties between emerging entrepreneurs and civil society activists in Latin America and the Caribbean with U.S. counterparts to support economic growth and social inclusion. The Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs led a first-year pilot program that focused on expanding opportunities for emerging business and social entrepreneurs from the technology sector. YLAI complements the 100,000 Strong in the Americas presidential initiative, which aims to increase international study, cooperation and prosperity in the Western Hemisphere through improved educational opportunities. The YLAI pilot program brought 25 participants from 19 countries to the United States for three weeks for workshops, immersion at an incubator, accelerator, non-governmental, or civil society organization; and a summit to facilitate mentoring, networking and investment opportunities. For fiscal year 2016, ECA’s Professional Fellows Division will create a five-week program for 250 participants at an approximate cost of $15,000 per fellow, incorporating the pilot project’s best practices.
U.S. INTERNATIONAL MEDIA IN THE WESTERN HEMISPHERE REGION

OFFICE OF CUBA BROADCASTING (OCB)

Language: Spanish

OCB RADIO/TELEVISION MARTI (CUBA)

FY 2015: $11.031 million ($29.918 million with program delivery)

Origin: 1985
Delivery Method: Radio (MW, SW), Television, Website and Mobile Site, Social Media, DVDs and Flash Drives
Radio Original Programming: 80 hours/week
Radio Total Broadcast: 168 hours/week
Television Original Programming: 5 hours/week
Television Total Broadcast: 168 hours/week

Radio and TV Martí offer multiple channels of access to uncensored information and entertainment from within Cuba and from the United States, Latin America and 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 by the government controlled media. It also helps empower Cubans to participate in the exchange of information and perspectives. The programming is based out of OCB’s offices in Miami. OCB hires Cuban journalists inside Cuba and has assembled the largest network of independent journalists inside the country who file via the internet, SMS and phone. Despite some advances, Cuba continues to have some of the most restrictive internet access in the world. Roughly 85 paid public areas with WiFi access and internet centers have been opened and the cost of the internet was reduced to $2-per-hour U.S., yet that still represents one-tenth of the average monthly wages. Home internet connections are still forbidden and the internet is severely censored. Internet penetration estimates vary widely from 5 to 30 percent.

Marti has significantly changed its digital strategy to embrace a social media-first approach since both Martí’s Facebook and YouTube accounts are accessible from Cuba. During the coverage of President Obama’s visit to Cuba in March 2016, this approach allowed Marti to obtain three-times more engagement than market competitors, such as El Nuevo Herald, Granma or Cubadebate. The BBG is preparing to conduct its first-ever survey research in Cuba in 2016, which should yield more definitive answers on the size and characteristics of the Martí audience.

VOICE OF AMERICA (VOA)

Languages: Creole, Spanish

VOA SPANISH SERVICE

FY 2015: $2.834 million ($2.834 million with program delivery)

Origin: 1979
Delivery Method: Radio, Television, Website and Mobile Site, Social Media
Radio Original Broadcasting: 27.30 hours/week
Radio Total Broadcasting: 49 hours/week
Television Original Programming: 5.40 hours/week
Television Total Broadcasting: 28.40 hours/week

VOA Spanish targets audiences in 17 Spanish-speaking countries of Latin America. VOA Spanish research shows it has a measured weekly reach of 36 million people primarily through its affiliate network. The service’s “U.S. bureau” strategy focuses on partnering with stations that are interested in receiving news about the United States and delivering 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 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 Voa noticias.com website features news, sports, technology, health, science and entertainment, and focuses on social media content via Twitter, Facebook and YouTube. Sample programs include: “El Mundo al Día,” “Foro Interamericano,” “Buenos Días América,” “Top Ten USA” and “Informativos.”
VOA CREOLE SERVICE (HAITI)

FY 2015: $1.198 million ($1.198 million with program delivery)

**Origin:** 1987  
**Delivery Method:** Radio (FM Affiliates), Radio on TV (Affiliates), Website and Mobile Site, Social Media  
**Radio Original Programming:** 12.25 hours/week  
**Radio Total Broadcasting:** 13.40 hours/week

The VOA Creole Service effectively fulfills the VOA mission of providing news and information about the United States and the world by partnering with local affiliate stations that cannot afford to acquire such material on their own. Due to Haiti's close proximity and the United States' long-standing role in the country, there is an appetite for such information among audiences, which would go unfulfilled without VOA. VOA Creole remains the most reliable and trustworthy source of news and information for Creole speakers in Haiti. BBG research from 2014 shows the service reaches 20 percent of the adult population in Haiti weekly and that 93 percent of weekly listeners trust the news and information received from the Creole Service. VOA Creole provides Washington's perspective on local and international stories. VOA also conducts capacity-building journalism training for journalists in Haiti.
Argentina

Demographics
- Geographic area: 2,736,690 sq. km.
- Population: 42,980,026 (2014)
- Below 24 yrs. old: 41%
- Refugee population: 3,488
- Urban population: 91.8%
- GDP/capita: $12,751
- Unemployment: 7.3%
- Below poverty line: -

Communications and Literacy
- FH Media Freedom: Partly Free
- Internet users/100 people: 65 (2014)
- Mobile phones/100 people: 159 (2014)
- Literacy: 98%

Public Diplomacy Spending
- D&CP Total FY13 Actual: $2,581,066 FY14 Actual: $3,211,653 FY15 Actual: $2,921,495
- Total Reported FY13 Actual: $7,941,035 FY14 Actual: $3,938,010 FY15 Actual: $3,182,461

Total PD Spending by Theme
- Cultural Programs (Post Generated) $688,612
- Post-Generated Exchanges $541,663
- Support for Mission Initiatives $306,409
- Support for English Language Teaching/Learning $283,503
- Other $222,525

Bahamas, The

Demographics
- Geographic area: 10,010 sq. km.
- Below 24 yrs. old: 38%
- Refugee population: 13
- Urban population: 82.9%
- GDP/capita: $22,897
- Unemployment: 16.2%
- Below poverty line: -

Communications and Literacy
- FH Media Freedom: Free
- Internet users/100 people: 77 (2014)
- Mobile phones/100 people: 82 (2014)
- Literacy: -
- Avg. years of education: Females: - Males: -

Public Diplomacy Spending
- Total Reported FY13 Actual: $406,302 FY14 Actual: $253,473 FY15 Actual: $228,892

Total PD Spending by Theme
- Support for Mission Initiatives $42,130
- Speaker Programs (Post Generated) $32,370
- Media/Press Activities $29,494
- Educational Advising & Promoting $20,791
- Study in the U.S. $17,475
Belize

DEMOGRAPHICS
Geographic area: 22,810 sq. km.
Below 24 yrs. old: 54%
Refugee population: 10
Urban population: 44%
GDP/capita: $4,907
Unemployment: 11.7%
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 39 (2014)
Mobile phones/100 people: 51 (2014)
Literacy: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $94,917 FY14 Actual: $119,590 FY15 Actual: $99,748
Total Reported FY13 Actual: $439,268 FY14 Actual: $122,015 FY15 Actual: $139,920
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Cultural Programs (Post Generated) $25,113
Support for Mission Initiatives $16,530
Speaker Programs (Post Generated) $15,475
Other $13,615
Supplementing Bureau of Public Affairs Programs $6,553

Bolivia

DEMOGRAPHICS
Geographic area: 1,083,300 sq. km.
Population: 10,561,887 (2014)
Below 24 yrs. old: 52%
Refugee population: 763
Urban population: 68.5%
GDP/capita: $3,095
Unemployment: 2.7%
Below poverty line: 39.3%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 39 (2014)
Mobile phones/100 people: 96 (2014)
Literacy: 94%
Avg. years of education: Females: - Males: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,657,800 FY14 Actual: $1,843,782 FY15 Actual: $2,188,529
Total Reported FY13 Actual: $3,710,982 FY14 Actual: $2,008,954 FY15 Actual: $2,358,145
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Educational Initiatives (not including English Language programs) $441,030
Media/Press Activities $410,218
Support for Mission Initiatives $244,882
Other $186,074
Support for English Language Teaching/Learning $165,383

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Brazil

**DEMOGRAPHICS**
- Geographic area: 8,358,140 sq. km.
- Below 24 yrs. old: 40%
- Refugee population: 7,490
- Urban population: 85.7%
- GDP/capita: $8,539
- Unemployment: 4.8%
- Below poverty line: 7.4%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 58 (2014)
- Mobile phones/100 people: 139 (2014)
- Literacy: 91%
- Avg. years of education: Females: -
- Males: -

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $7,656,696
  - FY14 Actual: $8,104,820
  - FY15 Actual: $5,933,205
- **Total Reported**
  - FY13 Actual: $20,537,741
  - FY14 Actual: $9,537,682
  - FY15 Actual: $6,660,478

*Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.*

**Top Spending by Activity**
- Support for Mission Initiatives: $1,109,871
- Educational Initiatives (not including English Language programs): $864,271
- Cultural Programs (Post Generated): $747,234
- Other: $501,224
- Media/Press Activities: $431,630

Canada

**DEMOGRAPHICS**
- Geographic area: 9,093,510 sq. km.
- Below 24 yrs. old: 29%
- Refugee population: 149,163
- Urban population: 81.8%
- GDP/capita: $43,249
- Unemployment: 6.9%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 87 (2014)
- Mobile phones/100 people: 81 (2014)
- Literacy: -
- Avg. years of education: Females: -
- Males: -

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $2,581,058
  - FY14 Actual: $2,661,513
  - FY15 Actual: $2,308,127
- **Total Reported**
  - FY13 Actual: $5,623,818
  - FY14 Actual: $2,707,912
  - FY15 Actual: $2,350,780

*Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.*

**Top Spending by Activity**
- Support for Mission Initiatives: $602,470
- Cultural Programs (Post Generated): $541,569
- Educational Initiatives (not including English Language programs): $314,179
- Digital Outreach: $219,039
- Media/Press Activities: $213,569
Chile

DEMOGRAPHICS
Geographic area: 743,532 sq. km.
Population: 17,762,647 (2014)
Below 24 yrs. old: 36%
Refugee population: 1,773
Urban population: 89.5%
GDP/capita: $13,384
Unemployment: 5.9%
Below poverty line: 14.4%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 72 (2014)
Mobile phones/100 people: 133 (2014)
Literacy: 97%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $2,236,731 FY14 Actual: $2,232,149 FY15 Actual: $2,393,680
Total Reported FY13 Actual: $6,219,078 FY14 Actual: $2,597,870 FY15 Actual: $3,132,743
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $829,960
Support for Mission Initiatives $272,445
Educational Initiatives (not including English Language programs) $197,278
Media/Press Activities $142,974
American Spaces (not centers) $138,193

Colombia

DEMOGRAPHICS
Geographic area: 1,109,500 sq. km.
Below 24 yrs. old: 42%
Refugee population: 213
Urban population: 76.4%
GDP/capita: $6,056
Unemployment: 9.1%
Below poverty line: 27.8%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 53 (2014)
Mobile phones/100 people: 113 (2014)
Literacy: 94%
Avg. years of education: Females: - Males: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $2,812,655 FY14 Actual: $3,134,709 FY15 Actual: $2,550,484
Total Reported FY13 Actual: $9,016,643 FY14 Actual: $3,677,446 FY15 Actual: $2,881,898
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $568,501
Support for Mission Initiatives $393,777
Media/Press Activities $319,730
Support for English Language Teaching/Learning $290,358
Cultural Programs (Post Generated) $272,509
### Costa Rica

#### Demographics
- Geographic area: 51,060 sq. km.
- Below 24 yrs. old: 40%
- Refugee population: 12,924
- Urban population: 76.8%
- GDP/capita: $10,630
- Unemployment: 9.6%
- Below poverty line: 21.7%

#### Communications and Literacy
- FH Media Freedom: Free
- Internet users/100 people: 49 (2014)
- Mobile phones/100 people: 144 (2014)
- Literacy: 97%
- Avg. years of education: Females: 16 (2014)
- Males: 15 (2014)

#### Public Diplomacy Spending
- **D&CP Total**
  - FY13 Actual: $948,500
  - FY14 Actual: $1,056,418
  - FY15 Actual: $1,034,938
- **Total Reported**
  - FY13 Actual: $3,082,130
  - FY14 Actual: $1,146,747
  - FY15 Actual: $1,128,716

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

#### Total PD Spending by Theme

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<td>Educational Initiatives (not including English Language programs)</td>
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<tr>
<td>Support for Information Resource Centers</td>
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<td>Support for Foreign Assistance Programs</td>
<td>$45,161</td>
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<tr>
<td>Media/Press Activities</td>
<td>$36,544</td>
</tr>
</tbody>
</table>

### Cuba

#### Demographics
- Geographic area: 106,449 sq. km.
- Population: 11,379,111 (2014)
- Below 24 yrs. old: 29%
- Refugee population: 280
- Urban population: 77.1%
- GDP/capita: $6,790
- Unemployment: 3.3%
- Below poverty line: -

#### Communications and Literacy
- FH Media Freedom: Not Free
- Internet users/100 people: 30 (2014)
- Mobile phones/100 people: 22 (2014)
- Literacy: 100%
- Males: 14 (2014)

#### Public Diplomacy Spending
- **D&CP Total**
  - FY13 Actual: $413,870
  - FY14 Actual: $456,666
  - FY15 Actual: $479,360
- **Total Reported**
  - FY13 Actual: $559,120
  - FY14 Actual: $472,517
  - FY15 Actual: $512,942

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

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Dominican Republic

**DEMOGRAPHICS**

Geographic area: 48,320 sq. km.
Population: 10,405,943 (2014)
Below 24 yrs. old: 49%
Urban population: 79%
GDP/capita: $6,374
Unemployment: 14.5%
Below poverty line: 41.1%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Partly Free
Internet users/100 people: 50 (2014)
Mobile phones/100 people: 79 (2014)
Literacy: 91%

**PUBLIC DIPLOMACY SPENDING**

D&CP Total FY13 Actual: $1,113,932 FY14 Actual: $1,076,882 FY15 Actual: $1,050,836
Total Reported FY13 Actual: $2,746,590 FY14 Actual: $1,101,621 FY15 Actual: $1,073,059
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

- Cultural Programs (Post Generated) $406,795
- Media/Press Activities $152,614
- Educational Initiatives (not including English Language programs) $136,919
- Support for English Language Teaching/Learning $96,046
- Support for Mission Initiatives $86,570

**Ecuador**

**DEMOGRAPHICS**

Geographic area: 248,360 sq. km.
Population: 15,902,916 (2014)
Below 24 yrs. old: 48%
Urban population: 63.7%
GDP/capita: $6,248
Unemployment: 4.2%
Below poverty line: 22.5%

**COMMUNICATIONS AND LITERACY**

FH Media Freedom: Not Free
Internet users/100 people: 43 (2014)
Mobile phones/100 people: 104 (2014)
Literacy: 93%

**PUBLIC DIPLOMACY SPENDING**

D&CP Total FY13 Actual: $1,600,929 FY14 Actual: $1,863,184 FY15 Actual: $2,047,216
Total Reported FY13 Actual: $4,606,647 FY14 Actual: $1,904,677 FY15 Actual: $2,411,966
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

- Support for Mission Initiatives $398,066
- Other $271,082
- Support for English Language Teaching/Learning $222,027
- Media/Press Activities $221,580
- Cultural Programs (Post Generated) $175,896
El Salvador

DEMOGRAPHICS
Geographic area: 20,720 sq. km.
Population: 6,107,706 (2014)
Below 24 yrs. old: 48%
Refugee population: 35
Urban population: 66.7%
GDP/capita: $4,219
Unemployment: 5.9%
Below poverty line: 31.8%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 30 (2014)
Mobile phones/100 people: 144 (2014)
Literacy: 87%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,003,143 FY14 Actual: $1,088,886 FY15 Actual: $989,020
Total Reported FY13 Actual: $3,121,714 FY14 Actual: $1,177,991 FY15 Actual: $1,088,980
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Media/Press Activities $232,880
Support for English Language Teaching/Learning $206,646
Support for Mission Initiatives $190,288
Digital Outreach $76,095
Educational Initiatives (not including English Language programs) $73,731

Guatemala

DEMOGRAPHICS
Geographic area: 107,160 sq. km.
Below 24 yrs. old: 58%
Refugee population: 164
Urban population: 51.6%
GDP/capita: $3,903
Unemployment: 3%
Below poverty line: 59.29%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 23 (2014)
Mobile phones/100 people: 107 (2014)
Literacy: 77%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,004,161 FY14 Actual: $1,121,305 FY15 Actual: $1,024,772
Total Reported FY13 Actual: $3,796,530 FY14 Actual: $1,168,731 FY15 Actual: $1,037,973
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Media/Press Activities $173,047
Supplementing ECA Programs $147,334
Digital Outreach $125,015
Support for English Language Teaching/Learning $124,454
Post-Generated Exchanges $97,258
Guyana

DEMOGRAPHICS
Geographic area: 196,850 sq. km.
Population: 763,893 (2014)
Below 24 yrs. old: 51%
Refugee population: 11
Urban population: 28.6%
GDP/capita: $4,127
Unemployment: -
Below poverty line: -

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 37 (2014)
Mobile phones/100 people: 71 (2014)
Literate: 85%
Avg. years of education: Females: 10 (2012)
Males: 10 (2012)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $90,306 FY14 Actual: $98,003 FY15 Actual: $101,504
Total Reported FY13 Actual: $282,176 FY14 Actual: $110,596 FY15 Actual: $102,804
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity
Support for Mission Initiatives $70,798
Supplementing ECA Programs $7,232
Cultural Programs (Post Generated) $4,016
Educational Advising & Promoting $3,701
Study in the U.S.
Alumni Outreach $3,085

Haiti

DEMOGRAPHICS
Geographic area: 27,560 sq. km.
Population: 10,572,029 (2014)
Below 24 yrs. old: 54%
Refugee population: 3
Urban population: 58.6%
GDP/capita: $829
Unemployment: -
Below poverty line: 58.5%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 11 (2014)
Mobile phones/100 people: 65 (2014)
Literate: 49%
Avg. years of education: Females: -
Males: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,207,993 FY14 Actual: $1,203,305 FY15 Actual: $1,223,300
Total Reported FY13 Actual: $3,330,530 FY14 Actual: $1,213,622 FY15 Actual: $1,264,973
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Top Spending by Activity
Other $759,730
Support for Mission Initiatives $182,533
Media/Press Activities $65,744
Support for Information Resource Centers $40,108
VIP Visits (Press Support) $34,675

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Honduras

**DEMOGRAPHICS**
- Geographic area: 111,890 sq. km.
- Below 24 yrs. old: 54%
- Refugee population: 26
- Urban population: 54.7%
- GDP/capita: $2,496
- Unemployment: 3.9%
- Below poverty line: 62.8%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet users/100 people: 19 (2014)
- Mobile phones/100 people: 94 (2014)
- Literacy: 87%

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total** FY13 Actual: $771,258 FY14 Actual: $811,741 FY15 Actual: $864,612
- **Total Reported** FY13 Actual: $2,264,585 FY14 Actual: $937,705 FY15 Actual: $1,051,178

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Cultural Programs (Post Generated)
- Other
- Support for Mission Initiatives
- Media/Press Activities
- Support for English Language Teaching/Learning

**Top Spending by Activity**
- Cultural Programs (Post Generated): $240,935
- Other: $173,155
- Support for Mission Initiatives: $95,167
- Media/Press Activities: $67,733
- Support for English Language Teaching/Learning: $56,644

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Jamaica

**DEMOGRAPHICS**
- Geographic area: 10,830 sq. km.
- Population: 2,721,252 (2014)
- Below 24 yrs. old: 44%
- Refugee population: 22
- Urban population: 54.8%
- GDP/capita: $5,138
- Unemployment: 15.3%
- Below poverty line: 19.9%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 41 (2014)
- Mobile phones/100 people: 107 (2014)
- Literacy: 88%
- Avg. years of education: Females: - Males: -

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total** FY13 Actual: $809,045 FY14 Actual: $642,683 FY15 Actual: $861,861
- **Total Reported** FY13 Actual: $1,886,608 FY14 Actual: $674,810 FY15 Actual: $888,012

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**
- Cultural Programs (Post Generated): $453,994
- Support for Mission Initiatives: $97,924
- Educational Initiatives (not including English Language programs): $47,166
- Digital Outreach: $35,373
- Supplementing ECA Programs: $34,669

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space
Mexico

DEMOGRAPHICS
Geographic area: 1,943,950 sq. km.
Below 24 yrs. old: 46%
Refugee population: 1,837
Urban population: 79.2%
GDP/capita: $9,009
Unemployment: 4.9%
Below poverty line: 53.2%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet users/100 people: 44 (2014)
Mobile phones/100 people: 82 (2014)
Literacy: 94%

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $4,101,982 FY14 Actual: $5,327,226 FY15 Actual: $4,629,647
Total Reported FY13 Actual: $12,491,583 FY14 Actual: $5,742,427 FY15 Actual: $4,831,390
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $690,539
Post-Generated Exchanges $632,189
Speaker Programs (Post Generated) $439,645
Digital Outreach $380,393
Educational Advising & Promoting Study in the U.S. $376,257

Nicaragua

DEMOGRAPHICS
Geographic area: 120,340 sq. km.
Population: 6,013,913 (2014)
Below 24 yrs. old: 50%
Refugee population: 280
Urban population: 58.8%
GDP/capita: $2,087
Unemployment: 5.3%
Below poverty line: 29.6%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partly Free
Internet users/100 people: 18 (2014)
Mobile phones/100 people: 115 (2014)
Literacy: 78%
Avg. years of education: Females: Males: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $715,438 FY14 Actual: $671,205 FY15 Actual: $895,144
Total Reported FY13 Actual: $3,037,320 FY14 Actual: $717,722 FY15 Actual: $1,178,151
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $650,585
Media/Press Activities $50,057
Cultural Programs (Post Generated) $31,092
Support for English Language $25,358
Teaching/Learning Digital Outreach $20,540

Piechart Key: PD Spending by Theme

Map Key
- Embassy
- Consulate
- American Space
Panama

**Demographics**
- Geographic area: 74,340 sq. km.
- Below 24 yrs. old: 45%
- Refugee population: 2,271
- Urban population: 66.6%
- GDP/capita: $13,268
- Unemployment: 4.8%
- Below poverty line: 23%

**Communications and Literacy**
- FH Media Freedom: Partly Free
- Internet users/100 people: 45 (2014)
- Mobile phones/100 people: 158 (2014)
- Literacy: 94%

**Public Diplomacy Spending**
- **D&CP Total**
  - FY13 Actual: $1,049,613
  - FY14 Actual: $1,214,403
  - FY15 Actual: $1,192,460
- **Total Reported**
  - FY13 Actual: $3,009,539
  - FY14 Actual: $1,249,559
  - FY15 Actual: $1,222,191

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Culture</th>
<th>Education</th>
<th>Economics</th>
<th>Science</th>
<th>Military</th>
<th>CVE</th>
<th>Democracy</th>
<th>Civil Society</th>
<th>Women</th>
<th>Youth</th>
<th>Religious</th>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>15</td>
<td>41</td>
<td>13</td>
<td>0</td>
<td>18</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Top Spending by Activity**
- Support for English Language: $262,320
- Teaching/Learning: $206,460
- Support for Mission Initiatives: $179,990
- Supplanting ECA Programs: $109,266
- Media/Press Activities: $99,160

Paraguay

**Demographics**
- Geographic area: 397,300 sq. km.
- Population: 6,552,518 (2014)
- Below 24 yrs. old: 51%
- Refugee population: 153
- Urban population: 59.7%
- GDP/capita: $4,161
- Unemployment: 6%
- Below poverty line: 22.6%

**Communications and Literacy**
- FH Media Freedom: Partly Free
- Internet users/100 people: 43 (2014)
- Mobile phones/100 people: 106 (2014)
- Literacy: 95%

**Public Diplomacy Spending**
- **D&CP Total**
  - FY13 Actual: $702,834
  - FY14 Actual: $798,539
  - FY15 Actual: $750,455
- **Total Reported**
  - FY13 Actual: $2,472,175
  - FY14 Actual: $917,447
  - FY15 Actual: $821,912

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

<table>
<thead>
<tr>
<th>Cultural Programs (Post Generated)</th>
<th>Support for Mission Initiatives</th>
<th>Support for English Language</th>
<th>Teaching/Learning</th>
<th>Media/Press Activities</th>
<th>Post-Generated Exchanges</th>
</tr>
</thead>
<tbody>
<tr>
<td>$118,376</td>
<td>$106,108</td>
<td>$91,635</td>
<td>$85,866</td>
<td>$73,328</td>
<td></td>
</tr>
</tbody>
</table>
Peru

**DEMOGRAPHICS**
- Geographic area: 1,280,000 sq. km.
- Population: 30,973,148 (2014)
- Below 24 yrs. old: 46%
- Refugee population: 1,303
- Urban population: 78.6%
- GDP/capita: $6,122
- Unemployment: 6%
- Below poverty line: 22.7%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partly Free
- Internet users/100 people: 40 (2014)
- Mobile phones/100 people: 104 (2014)
- Literacy: 94%
  Males: 13 (2010)

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $2,203,751
  - FY14 Actual: $2,385,802
  - FY15 Actual: $2,353,174
- **Total Reported**
  - FY13 Actual: $5,615,849
  - FY14 Actual: $2,616,332
  - FY15 Actual: $2,559,087

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $604,818
- Cultural Programs (Post Generated): $338,275
- Supplementing ECA Programs: $232,011
- Media/Press Activities: $214,692
- Other: $198,866

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Suriname

**DEMOGRAPHICS**
- Geographic area: 156,000 sq. km.
- Population: 523,439 (2011)
- Below 24 yrs. old: 45%
- Refugee population: -
- Urban population: 66%
- GDP/capita: $8,984
- Unemployment: 4.8%
- Below poverty line: -

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet users/100 people: 40 (2014)
- Mobile phones/100 people: 171 (2014)
- Literacy: 95%
- Avg. years of education: Females: -
  Males: -

**PUBLIC DIPLOMACY SPENDING**
- **D&CP Total**
  - FY13 Actual: $119,009
  - FY14 Actual: $153,552
  - FY15 Actual: $133,765
- **Total Reported**
  - FY13 Actual: $606,648
  - FY14 Actual: $180,079
  - FY15 Actual: $150,139

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

**Total PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $46,965
- Cultural Programs (Post Generated): $44,699
- Alumni Outreach: $12,103
- Alumni Outreach: $12,103
- Supplementing IIP Programs: $6,052

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Trinidad and Tobago

DEMOGRAPHICS
Geographic area: 5,130 sq. km.
Population: 1,354,483 (2014)
Below 24 yrs. old: 35%
Refugee population: 83
Urban population: 8.4%
GDP/capita: $20,444
Unemployment: 3.6%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 65 (2014)
Mobile phones/100 people: 147 (2014)
Literacy: 99%
Avg. years of education: Females: -
Males: -

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $506,894 FY14 Actual: $534,360 FY15 Actual: $567,108
Total Reported FY13 Actual: $1,311,277 FY14 Actual: $579,294 FY15 Actual: $606,408
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Other $266,988
Supplementing ECA Programs $55,254
Support for Mission Initiatives $46,803
Supplementing Bureau of Public Affairs Programs $39,914
Supporting IIP Programs $39,018

Uruguay

DEMOGRAPHICS
Geographic area: 175,020 sq. km.
Below 24 yrs. old: 37%
Refugee population: 272
Urban population: 95.3%
GDP/capita: $15,574
Unemployment: 6.6%
Below poverty line: 9.7%

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet users/100 people: 61 (2014)
Mobile phones/100 people: 161 (2014)
Literacy: 98%
Avg. years of education: Females: 17 (2010)
Males: 14 (2010)

PUBLIC DIPLOMACY SPENDING
D&CP Total FY13 Actual: $1,183,900 FY14 Actual: $1,264,356 FY15 Actual: $1,261,746
Total Reported FY13 Actual: $2,872,785 FY14 Actual: $1,352,551 FY15 Actual: $1,323,868
(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

Total PD Spending by Theme

Top Spending by Activity
Media/Press Activities $236,638
Support for Mission Initiatives $215,117
Educational Initiatives (not including English Language programs) $159,780
Post-Generated Exchanges $138,353
Support for English Language Teaching/Learning $102,225
### Venezuela

#### DEMOGRAPHICS
- Geographic area: 882,050 sq. km.
- Population: 30,693,827 (2014)
- Below 24 yrs. old: 46%
- Refugee population: 5,052
- Urban population: 89%
- GDP/capita: $12,265
- Unemployment: 7%
- Below poverty line: 32.1%

#### COMMUNICATIONS AND LITERACY
- FH Media Freedom: Not Free
- Internet users/100 people: 57 (2014)
- Mobile phones/100 people: 99 (2014)
- Literacy: 95%
- Avg. years of education: Females: -
  Males: -

#### PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th></th>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;CP Total</td>
<td>$2,509,315</td>
<td>$2,512,414</td>
<td>$3,070,361</td>
</tr>
<tr>
<td>Total Reported</td>
<td>$5,549,496</td>
<td>$2,534,132</td>
<td>$3,563,437</td>
</tr>
</tbody>
</table>

(Total reported funding for FY13, FY14, and FY15 cannot be compared directly due to delays in reporting from long program cycles.)

#### Total PD Spending by Theme

<table>
<thead>
<tr>
<th>Category</th>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Programs (Post Generated)</td>
<td>$1,043,554</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Spaces (not centers)</td>
<td>$408,248</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support for Mission Initiatives</td>
<td>$388,768</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support for English Language</td>
<td>$332,834</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching/Learning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$316,317</td>
<td></td>
<td></td>
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</tbody>
</table>

#### Top Spending by Activity

- Cultural Programs (Post Generated) $1,043,554
- American Spaces (not centers) $408,248
- Support for Mission Initiatives $388,768
- Support for English Language $332,834
- Teaching/Learning
- Other $316,317
Spotlight Country: Brazil

BEST PRACTICE: Impactful engagement with youth and alumni: The U.S. mission in Brazil manages programs that ensure a strong network of youth and alumni stay connected to the United States and to each other. Of particular note is the 15-year-old Youth Ambassadors program and brand that have become “status symbols” and moments of opportunity for Brazil’s non-elites. It has tapped into an enormous well of enthusiasm among the Brazilian public to connect with the United States. In sum, there are roughly 10,000 Brazilian alumni of all USG programs who promote U.S.-Brazilian shared values, especially the environment, social inclusion and education. Through 25 chapters, they conduct dozens of volunteer activities and meet at an annual summit. The mission is exemplary in its ability to stay connected with these influencers while also ensuring they stay active and connected to each other.

INCREASE TRAINING OPPORTUNITIES FOR LOCAL STAFF: The local staff has sought training modules that are sometimes not available at the Foreign Service Institute, especially as it pertains to creating cutting-edge digital and video content. Training is a way to signal that our local staff members are valued and we strongly recommend more flexibility in how we deliver training opportunities to them.

INCREASE RESOURCES FOR PAS RECIFE: While the U.S. mission in Brazil is well resourced, it is important to keep in mind that each of the posts we visited serve upwards of 30 million Brazilians. Specifically, Recife has only one officer post and two local staff to serve 40 million Brazilians in a geographic area as large as France and Germany combined. There will be an opportunity to right size the staffing at the Consulate when they move to a new building in 2018. An increase of two local staff and another FSO should help to fortify the post so that multiple opportunities for growth can be leveraged.
OVERVIEW

Despite Brazil facing its worst recession since 1901 and high political uncertainty due to the ongoing suspension and impeachment trial of President Dilma Rousseff, PAS Brasilia has worked actively to advance its relationship with the government on regional and global priorities and to maintain an active public diplomacy presence to support the U.S. mission. Brazil is a growth market for U.S. ideas and goods and Brazilian officials, business professionals and youth seem to actively look for increased global engagement as a way to bolster its economy and to bring renewed growth and international standing.

Brazil is the second largest country and economy in the Western Hemisphere, yet it accounts for less than 2 percent of global trade. The Government of Brazil has sought increased interaction and training through international educational opportunities for its citizenry, recognizing that fundamental to the most basic requirements of entering the global economy and international political leadership is the acquisition of English language skills at all levels of society. The Brazilian emphasis on education and English language training has further opened the door for U.S. public diplomacy efforts.

ACPD found efficient, creative and enthusiastic public affairs teams in Brasilia, Rio de Janeiro and Recife who are led by a strategically minded and dynamic Country PAO in Brasilia. The U.S. Ambassador also sets a strong example of the role PD plays in advancing U.S. mission goals, taking an active part in the Youth Ambassadors program and alumni network, among other programs. Collectively, the mission is well positioned and eager to take up the challenges of Brazil’s needs and capitalize on the opportunity to extend U.S. influence.

While the U.S. mission in Brazil is relatively well resourced with a $5.933 million base budget in fiscal year 2015, it is important to keep in mind that each of the posts we visited serve upwards of 30 million Brazilians and the American and local staff are constantly engaging in order to maximize their outreach. In some of the consulates, especially Recife, additional staff could support the current workload.

PD GOALS AT THE U.S. MISSION IN BRAZIL

As a whole, the U.S. mission believes that public diplomacy is a force multiplier for goodwill in Brazil. Even during times of political controversy, the Brazilian and American people maintain strong ties. As was mentioned to the ACPD delegation several times, the Brazilian people often feel more affiliated with the United States than with their South American neighbors.

Public diplomacy for the U.S. mission in Brazil is incorporated into five primary mission goals: work with Brazil on shared policy priorities through global partnerships; expand economic integration; promote understanding of U.S. government policy and American values; build partnerships for U.S. citizen’s security; and advance science, technology and innovation. To meet these goals, the PAS focuses on four strategic areas: education, English language instruction, preferred partners (binational centers, universities) and alumni development.

A creative and forward leaning mission-wide information team amplifies public diplomacy and U.S. government initiatives in Brazil. The information team, which includes multimedia and social media, are a case study in best practice in producing tailored local content for digital platforms and engaging Brazilian audiences online.

With education, the mission focuses intently on its partnership with the Brazilian government, which views the United States as its preferred educational partner for Brazilian universities and institutions. The Science Without Borders program (explained below) was a prime example of this relationship. The English language is seen as a tool for economic and social empowerment and English-language programs are therefore an entry point to recruit Brazilians for educational, cultural and other public diplomacy programming. Last, the mission believes that alumni relationships are essential to develop and galvanize a network of third-party validators who advocate and promote American values and U.S. mission goals. It therefore maintains an impressive network of 10,000 alumni nationwide.

EDUCATIONAL OPPORTUNITIES:

Science Without Borders, Fulbright Commission, EducationUSA

The Brazilian public is eager to engage with the U.S. through educational exchange programs. The introduction of educated and charismatic Brazilian youth to American culture and values portends a continued development in ties between Brazil and the United States. Students return from their experiences in the U.S. intent on bringing the research and development opportunities found at American universities to their own educational institutions. Below are three specific educational exchange programs—the government of Brazil’s Science Without Borders program, the robust engagement of Brazilians in the Fulbright Commission and EducationUSA—which prepared Brazilian students to study in the United States.

- The Brazilian Scientific Mobility Program (BSMP): As Brazilians looked to adapt, but not abandon, their economic model, they initiated an unprecedented effort to send students abroad for training in science, technology, engineering and mathematics (STEM) fields. In 2011, the government of Brazil created the Brazilian Scientific Mobility Program with the strong support of the U.S. embassy. According to one high-level U.S. official, the program was “the best investment the Brazilian government...
could have made in the U.S.” It was a unique partnership that brought 32,600 Brazilian students to U.S. universities. The program contributed more than $1 billion to private and public American universities. As the Brazilian Education Ministry readied students for study abroad, they realized that academic (and basic) English language skills were sorely lacking. PAS Brasilia worked with their partners in the Ministry of Education, federal universities, 48 binational centers and the Fulbright Commission in Brazil to develop an English outreach program that prepared these Brazilian students. While the BSMP concluded in 2016, it served to broaden the impression of future Brazilian leaders about the United States and considerably increased the number of students who had experiences with and could promote studying in the United States. The sharp, 78 percent increase of Brazilian students at U.S. institutions (see “EducationUSA” below) could be attributed to the increased popularity of U.S. institutions from this program.

- **Fulbright Commission**: The Fulbright Commission in Brazil is one of the most robust Fulbright partnerships in the world. The government of Brazil contributed more than 50 percent of the cost, with the U.S. contributing $2.5 million and Brazil roughly $5 million. There are 160 new grants per year distributed through various modalities, with an equal distribution between Brazilians who go to the U.S. and Americans who come to Brazil. The Commission oversees the doctoral dissertation and post-doc awards, the Humphrey program; Portuguese language training; English language training, the NEXUS program (focused on climate change), the Lusophone project for U.S. specialists (an innovative trilateral initiative), the English Teaching Assistant program; and the U.S. and Brazilian Scholars and Distinguished Chair programs. It also managed non-Fulbright programs such as the Brazilian Scientific Mobility Program in addition to the Brazilian English Teachers Short Term Training Program (PDPI). The Brazilian staff is strong and made up of nine people: an executive director in Brasilia with six staffers, and two personnel in Sao Paulo. The Fulbright Commission is currently working to adapt its approach to adjust to a globalized academic network and they are confident that the Fulbright brand will remain strong and relevant with generations to come. The Brazilians’ strong embrace of Fulbright, the Commission said, is because it is a brand name that transcends politics, and can fundamentally change perceptions of the United States and Brazil. They defined their biggest success of the program as the strength of its alumni, many of whom hold government positions and distinguished academic ones.

- **EducationUSA**: The U.S. mission manages a strong network of EducationUSA Centers nationwide, which has given information and orientation to 647,000 Brazilian students interested in U.S. higher education institutions. EducationUSA centers help to facilitate these students entry into American higher education institutions by offering accurate, comprehensive and current information on American colleges and universities. They are mainly housed in binational centers (22) and universities (10) throughout Brazil. In the 2014-15 school year, there was a sharp 78 percent increase of Brazilian students studying in the U.S. (from 13,286 in 2013-14 to 23,675) due to the Brazilian Scientific Mobility Program. The bulk of Brazilian students go to Arizona, Illinois, New York, California and Michigan with the top U.S. institutions being Columbia University, Rutgers University, University of Texas at Austin, University of Massachusetts at Amherst, Notre Dame, City University of New York (CUNY), Emory University and Indiana University. Half of the Brazilian students were non-degree students, while 29 percent were undergraduate students, 17 percent were graduate students and 5 percent received practical training. In addition to supporting potential students, EducationUSA staff also recently created the EducationUSA Academy, a four-week pilot program of intensive study at the University of Colorado at Boulder and the University of Syracuse and now replicated in 15 higher education institutes for Brazilian high school students on how to prepare for study in the United States. Of note is also the Opportunity Grant program that started in seven countries, including Brazil and has been replicated in 55 other countries. This program gives small grants to help high-achieving students of underprivileged backgrounds apply to U.S. higher education institutions. Many of these students go on to win full scholarships.
There are roughly 10,000 alumni across the country who are invited to participate in a one-week English Immersion program. Approximately 120 Youth Ambassador runners-up slots and the mission pays for the remaining 15, the private exchange and study (Note: The ECA Bureau pays for 35 students to the United States for three weeks of cultural symbols” and moments of opportunity for Brazil’s non-Ambassadors program and brand have become “status among the Brazilian public to connect with the U.S. Volunteerism and leadership. It was inspired after the U.S. Ambassador at the time viewed a news report showing Venezuelan youth burning the U.S. flag in 2002. The PAS in Brazil decided then to proactively engage Brazilian youth to build stronger ties with the United States. In 2006, the ECA Bureau formally became involved. In 2010, the program expanded to the Western Hemisphere region. Youth Ambassadors program and brand have become “status symbols” and moments of opportunity for Brazil’s non-elite. It has tapped into an enormous well of enthusiasm among the Brazilian public to connect with the U.S.

In recent years, the Youth Ambassador program has sent 50 students to the United States for three weeks of cultural exchange and study (Note: The ECA Bureau pays for 35 slots and the mission pays for the remaining 15, the private sector also donates money toward program implementation). Approximately 120 Youth Ambassador runners-up are invited to participate in a one-week English Immersion Program in Brazil that focuses on cultural exchange and English learning. Many EIP participants reapply to the Youth Ambassador program and are later selected. At home in Brazil, the students maintain connections with one another and focus on volunteer and other activities. The popularity of the program has been so spectacular that the call for application has generated up to 17,000 candidates. Importantly, this program stands out in its ability to break through geographic and economic barriers, allowing Brazilians the experience of being together in a very positive environment.

BRAZILIAN YOUTH AMBASSADORS
In 2003, the United States Mission in Brazil began an integrated English language and exchange program for Brazilian high school students called Youth Ambassadors, targeting on Brazilian public school students between the ages of 15—18 years old with an excellent track record of volunteerism and leadership. It was inspired after the U.S. Ambassador at the time viewed a news report showing Venezuelan youth burning the U.S. flag in 2002. The PAS in Brazil decided then to proactively engage Brazilian youth to build stronger ties with the United States. In 2006, the ECA Bureau formally became involved. In 2010, the program expanded to the Western Hemisphere region. Youth Ambassadors program and brand have become “status symbols” and moments of opportunity for Brazil’s non-elite. It has tapped into an enormous well of enthusiasm among the Brazilian public to connect with the U.S.

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ALUMNI NETWORK: U.S.-BRAZIL EXCHANGE ALUMNI (USBEA)
There are roughly 10,000 alumni across the country who have participated in Youth Ambassadors, English immersion programs, Fulbright, IVLP and many post-generated programs. The alumni stay connected to one another through WhatsApp, Facebook and other social media platforms. The annual Alumni Day is the major calendar event that unite alumni. In addition, an alumni summit, held once every two to three years also brings countrywide alumni together. Yet in 2015, the alumni themselves organized more than 150 events in more than 30 cities, reaching an addition 60,000 Brazilians in-person and scores more via the news media.

There are 25 alumni chapters in the country that focus on promoting U.S.-Brazilian shared values, especially as it relates to protecting the environment and promoting social inclusion and education. The chapters organize community service activities and other events, with roughly 1,000 active alumni. The PAS works to support the network through: identifying and connecting with more alumni via old databases and new social media platforms; encouraging chapters to establish partnerships with local groups—often binational centers, universities and NGOs — to organize events; and meeting regularly with the chapters and though the alumni summit. Looking forward, post hopes to engage more of the 9,000 alumni members who are not actively involved, especially the professional alumni from Fulbright and IVLP, and boosting engagement and active participation of alumni beyond those of youth programs. Last, the Mission will support activities that work to advance U.S. foreign policy priorities and ensure that the alumni groups regularly network with one another so that as a group USBEA can increasingly become an independent organization.

PD AT THE U.S. CONSULATE IN RECIFE
The PAS in Recife, a coastal town in northeast Brazil, is well synched with both the PAS in Brasilia and the small team at the Consulate. Most PD activities are focused on teaching English given the demand for it among Brazilian youth. The PAS often uses sports activities – American
football, soccer and SportsUnited programs — to reinforce the U.S.-Brazilian relationship. It dedicated 2015 to celebrating 200 years of a continued U.S. presence in the Brazil's northeast; Recife is the oldest U.S. diplomatic post in Brazil, and the second oldest diplomatic post in the region. Brazil and the United States share many of the same population flows, a colonial past, consequences of slavery, and large landmass and diverse economies. While ties appear to be deepening in the current environment, the depth of the shared history is not widely considered in Brazil or even in the United States. PAS Recife’s campaign to promote this shared history has helped to further deepen the ties that surround the relationship.

PAS Recife is charged with engaging a geographic area as large as France and Germany with 40 million Brazilians, with only one American and two local PD staff. There will be an opportunity to right size the staffing at the Consulate when they move to a New Consular Compound (NCC) in 2018. It seems that an increase of two local staff and another FSO would help to fortify the post so that multiple opportunities for growth can be leveraged. In addition, the NCC will be located at least an hour away from the cultural center of Recife. The extra travel time to access the local binational center and other places to engage local citizens will require additional staff and an additional embassy vehicle.

**AMERICAN SPACES/BINATIONAL CENTERS**

There are 48 American Spaces in Brazil, 43 of which are located inside binational centers (BNC) that work to amplify and expand U.S. public diplomacy efforts considerably. PAS Brasilia works actively to make them into dynamic platforms that engage Brazilians about American culture, society and policy and adapt to the needs of Brazilian youth. Recently, there has also been a focus on supporting innovation, education, American history, democracy, and human rights.

Maintaining a competitive and appealing product for English instruction has challenged binational centers to make their programming more relevant for Brazilians. The adoption of U.S. themes of entrepreneurship, innovation, creativity and problem solving have guided the development of programming that focuses on robotics, coding, communication and storytelling. Given Brazil’s ongoing economic crisis, these programs have become even more important and valuable for Brazilian families as they provide knowledge that can be applied to the job market and open educational doors.

**Casa Thomas Jefferson - Brasilia:** The Casa Thomas Jefferson (CTJ) network, a nonprofit organization created in the 1960s, has six locations with 17,000 English-language students and had more than 1.2 million visitors in 2015. CTJ also has 15 extension programs in private schools. ACPD visited a CTJ priority space in Brasilia that recently underwent a remodel with the support of the Smithsonian Institute. With further support from the Smithsonian, CTJ has distributed resources to five other BNCs to promote programs in environment, entrepreneurship, STEM and civil society, doubling the reach to 2.5 million Brazilians each year. The staff of CTJ is enthusiastic and is leveraging Smithsonian resources to create online platforms that teach staff how to establish maker spaces and implement other cultural activities. They work to balance programs that are free and open to the public while also charging a fee for other programs, like English language instruction, to be sustainable. In February 2016, a new maker space for CTJ opened across the street from the University of Brasilia.

**Instituto Brasil-Estados Unidos - Rio de Janeiro:** The IBEU Binational Center is 79 years old and has the core mission of teaching English and promoting American culture and the English language. In IBEU’s words, the English language is “A must. It used to be a plus, but now it’s part of the daily curriculum to start your professional life since the cycle of communication in the world is English.” English is critical for Brazilians to achieve economic goals. IBEU teachers reach roughly 15,000 students a year in 21 branches, who range in age from 3-80. The Rio branch alone reaches 2,000 students. There is also an exchange component to it as 6-8 American universities send students to IBUE over the summer to learn Portuguese. The center chooses textbooks that teach not just American English, but American history and culture. It also houses music and poster shows that highlight issues like the shared heritage between the U.S. and Brazil.

**American Brazilian Association - Recife:** The ABA Binational Center in Recife works to “prepare children and adults to understand, report and collaborate for a better world.” The local EducationUSA Center uses it as a base to engage more than 15,000 students a year with just two advisors. ABA conducts most of its programming in English, of which American culture plays a big role. The English Access program hosted there has roughly 50 students at a time. There is also a maker space on site to encourage innovative thinking. The Consulate’s move to a suburban NCC in 2018 will mean that the centrally located ABA will increasingly become an important platform for Consulate-sponsored activities.
ENGLISH LANGUAGE PROGRAMS: English-language instruction is eagerly sought after in Brazil mainly for the economic benefits that it brings. It also provides an entry point for Brazilians to deepen their relationship with the United States through educational and cultural programs. English is part of the public school core curriculum, but students receive 50 minutes a week of instruction in large classes. As a result, English teaching has become an industry itself. Brazilians are willing to pay for English language courses. The U.S. embassy, mostly through the binational centers, run the English Access Microscholarship program and public school teacher development program in order to train teachers in better English-language instruction. The resources from the Regional English Language Officer (RELO) also contribute significantly to these courses. Brazil also receives English Teaching Assistants via the Fulbright program. The Ministry of Education has also worked with the embassy to expand English language education for students; currently, 400 foreign language student teachers are being educated to teach English.

(Endnotes)

1 Note: The management of Education USA in the southern corridor of the Western Hemisphere is based in Rio. They manage 400 centers in 170 counties. There are 47 offices in southern cone (Argentina – 5; Chile – 10; Uruguay – 2; Brazil – 29; Paraguay – 1)
Spotlight Country: Chile

**RECOMMENDATIONS**

**PROVIDE A COST-OF-LIVING INCREASE TO LE STAFF:**
Locally Employed Staff (LE Staff) at Public Affairs Section (PAS) Santiago are an impressive, enthusiastic and highly effective group of professionals who are committed to advancing U.S. foreign policy goals and objectives. They are key to many public diplomacy (PD) successes in Chile, providing critical continuity and follow-through on long-term initiatives. However, LE Staff have not received an increase in compensation (not even cost of living) in six years due to the Department’s policy of prioritizing posts where compensation is significantly lower than the going-rate on the local economy. Although understandable at a macro-level, the no-end-in-sight to this policy is affecting morale as Santiago’s PAS professionals routinely give 120 percent in effort but receive less and less each year in actual purchasing power.

**ADD AN ADDITIONAL PAS AMERICAN STAFF MEMBER:**
The PAS could use the support of another American public diplomacy professional. A Public Diplomacy Associate was hired via the State Department’s Expanded Professional Associates Program (EPAP) to support the Ambassador with his public outreach. EPAP positions, however are circumstantial and temporary. The staffer’s departure exposed the mounting workload that the small American staff has to absorb in her absence. An additional American staff member in PAS to support social media and special projects is necessary.

**OVERVIEW**

The U.S.-Chile bilateral relationship is strong, and the Chilean government and several institutions work actively with the PAS on a range of public diplomacy activities: educational exchanges, cultural events, speakers programs, entrepreneurial development, and English-language education. The Public Affairs Section (PAS) in Santiago was one of the strongest and most active ACPD has seen first-hand, with an impressive and enthusiastic group of local public diplomacy professionals who are committed to ensuring that U.S. mission public diplomacy initiatives thrive.

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1 There are currently five English Language Fellows (ELF) in Chile, four of whom are funded by and work directly for the Ministry of Education.
Our visit was also an excellent reminder for the ACPD that even in the safer, not-in-the-headlines places around the world, PD work still requires a great deal of flexibility and dedicated staff work. During the three days the ACPD was visiting, there was a major protest (with tens of thousands of people) for more comprehensive education reform that closed down the city center requiring a change in PD programming location, the very last minute cancellation of a major PD event at a leading private university due to a student sit in demanding educational reform, and a water main break that flooded the streets near our hotel, causing additional street and Metro closures and traffic snarls. The PAS staff handled it all in stride.

While the bilateral relationship is strong, the Chilean government bureaucracy can be stifling and it takes a very long time to navigate. This is why local public diplomacy professionals have been so critical to the long-term success of programs. Major reforms in Chile have come through sharing the U.S. experience and models, for example criminal justice reform has been supported through a mix of speakers, exchanges and professional development programs.

The mission’s top priorities include educational exchanges, specifically working to increase the number of Chilean students studying in the U.S. as part of the region-wide 100,000 Strong initiative, and entrepreneurship facilitated through a Memorandum of Understanding (MOU) signed between Chile’s foreign minister and Secretary Kerry in 2014. The Western Hemisphere Affairs theme of social inclusion in public diplomacy activities also extends to Chile. While it is the richest country per capita in South America, it has a very rigid class system, which does not provide much opportunity for social mobility. Chile has one of the lowest rates of English fluency in South America, falling behind Argentina, Brazil, and Uruguay. It is also one of the lowest-ranking countries in the OECD Education index. Chile’s education system matches the social divisions within the country, and public school is attended primarily by children from the lowest economic quintiles. English education in public schools is not adequate for most children to gain command of the English language, and parents of children in public schools generally do not have the financial resources to pay for supplemental, private English courses. PAS support for English teaching and learning seeks to address this social divide as English fluency provides greater opportunities in Chile. The English Access Microscholarship Program is one of their best tools in this area, as are English Language Fellows who work directly with the Ministry of Education’s English Opens Doors program to provide professional development to public school teachers. Also given this context, the Fulbright program in Chile, one of the largest in the world thanks to significant indirect contributions from the government of Chile, works to recruit applicants from disadvantaged backgrounds who have graduated from public and non-elite high schools and colleges to give them graduate-level education opportunities in the United States. The EducationUSA Opportunity program is another strong effort to support promising high school students in their quest for American undergraduate degrees.

The U.S. Ambassador was very active in engaging the Chilean public through a mix of events, press interviews, and social media outreach, which elevated the importance of public diplomacy in the U.S. mission. A strategically minded public affairs officer manages all of these moving parts efficiently, ensuring that the various tools work in tandem to advance U.S. mission goals in Chile. Chile is an important U.S. partner for trade (e.g. Chile imports nearly twice as many goods from the United States as does Argentina, although Chile has less than half of Argentina’s population) - as well as in peacekeeping missions in Haiti and Africa, on climate change issues and in other areas. Given the breadth of our bilateral relationship, the importance of engaging the Chilean public to keep this relationship strong, and the many additional opportunities for partnership, we strongly recommend the addition of another American PD professional and additional compensation for the LE Staff.

BUDGET

In fiscal year 2015, the Public Affairs Section in Santiago spent $2,393,680 in 0.7 D&CP funding and approximately $3,132,743 in spending from all reported sources. These additional funds come primarily from International Information Programs (IIP) for the operation of American Spaces. ACPD agrees that while additional resources for an increase in salaries for Locally Employed Staff are necessary, as is an additional American PD professional in the section, the operations budget is adequate.

BEST PRACTICE: 2015 “OUR OCEAN” CONFERENCE CAMPAIGN

In 2015, PAS Santiago launched an exemplary campaign in the build up to the 2015 “Our Ocean” conference, which was hosted by Chile. With careful, strategic organizing, they were able to align various public diplomacy tools together to reach key audiences and work closely with the Ministry of Foreign Affairs to advance environmental themes that resonated with the Chilean public. The conference was an opportunity for the United States to further strengthen its bilateral relationship with Chile and work together on the global challenge of ocean conservation and climate change.

On Earth Day 2016, six months before the conference, the Public Affairs Section launched the campaign with the core message that “Chile and the U.S. – our governments and our people – care about the health of the ocean and, working together, we are leading efforts to improve it.” The informational, cultural and educational tools to drive that message included press engagement and op-eds from the
Ambassador; public speakers; American Spaces programming featuring the Foreign Minister and U.S. experts; exchanges that focused on marine conservation; a new "Our Oceans" web page within the embassy's website to house all information related to the conference; cultural events, such as mural painting in Valparaiso; and policy discussions on U.S. priorities to combat climate change and conserve the environment.

As part of the campaign, PAS also targeted youth to "Reduce, Reuse, and Recycle Plastics" through social media messaging and radio podcasts. The press office has been innovative in creating radio podcasts that are broadcast regularly on 14 local radio stations covering the length of Chile. These weekly podcasts help to showcase expertise within the embassy, while also working with local celebrities and civil society leaders. Past topics have included LGBT rights, Trafficking in Persons (TIP), wildlife trafficking, and multiple topics on environmental conservation.

The campaign showed how a range of PD tools and partners could come together to amplify a major global priority for U.S. foreign policy while also fortifying a key bilateral relationship. In the end, nearly 2,500 people registered to attend the joint PAS-Ministry of Foreign Affairs organized public events that paralleled the official conference while the larger campaign reached millions of Chileans. Livestreaming of the conference and parallel events enabled audiences all over the world to follow events in real time. The conference brought together more than 500 ocean conservationists; Chilean, U.S., and international government officials; students; fishermen; academics; and citizens together to discuss collective concerns and create 80 new initiatives, $2.1 billion worth, on more than 1.9 million square kilometers of marine conservation.

**AMERICAN SPACES AND BINATIONAL CENTERS**

The PAS in Santiago maintains a network of five American Corners and seven binational centers (BNCs). The centers cater to more than 4,500 Chilean students, and work to promote English language education, house EducationUSA advising, host American cultural events, engage students and academics in discussions on U.S. policy issues, and convene alumni of various U.S. educational programs. The BNCs have adopted the Smithsonian American Spaces design elements. The downtown Santiago BNC was recently determined to be a priority American space and received $600,000 for renovations from IIP, which contribute to the total renovation costs estimated at approximately $3 million. It is scheduled to open in November 2017.

PAS has formed an American Spaces Team including LE Staff members, the ACAO and CAO who actively work to maintain the quality of the American Spaces network – BNCs and American Corners. The team recently organized a three-day workshop for executive directors, board members, academic directors, cultural directors, EducationUSA advisors, grants officials, coordinators and university counterparts at the American corners. Together with the participation of the regional Information Resource Officer out of Buenos Aires, Argentina; the regional English Language Officer out of Lima, Peru; and local partners, they led sessions on strategic planning, new directions in American Spaces, effective programming, grants administration, writing effective grant proposals, social media, English teaching resources, etc. The gathering served to improve communication and share best practices.

**GENDER EQUALITY IN CHILE**

The ambassador and the PAO in Santiago have put a high premium on empowering women as part of its various public diplomacy platforms and activities. As part of President Obama's Small Business Network of the Americas initiative and to implement a 2014 MOU signed by Secretary Kerry and Chilean Foreign Minister Munoz on jointly supporting small business development, PAS has worked closely with the small business development arm of the Ministry of Economy to enable Chile to adopt the U.S. Small Business Development Center (SBDC) model. The first center was launched in October 2015 by Secretary Kerry and President Bachelet, and there are now 33 open centers. Additionally, PAS has partnered with Chilean regional government offices, the new SBDCs and/or universities for a series of presentations throughout Chile focusing specifically on encouraging women entrepreneurs. PAS has used the convening power of the United States embassy effectively to work with partners to identify U.S. and national government resources for women entrepreneurs and encourage women to seek out the new SBDCs. The PAO or CAO give the “keynote” address, and PAS sponsors USG alumni speakers who offer free online training and access to U.S. small business networks for women. These seminars normally attract around 200 women per session, with a high of almost 700 women attending the session in Temuco, the heart of indigenous Chile.

As part of its larger efforts to infuse women's empowerment themes into its outreach activities, PAS has actively worked to promote women's career development by bringing in American speakers to motivate women to pursue careers traditionally exclusive to men. For instance, it took the initiative to work with the embassy's Regional Security Office and Legal Attaché Office to support Chilean women working in law enforcement and identified speakers with the IIP bureau. As a follow-up, they then sent representatives from the Chilean law enforcement communities to the Women in Federal Law Enforcement (WIFLE) conference.
in the United States. They also are active in promoting science, technology, engineering and math (STEM) careers for women, which includes a series of events on Girls in Engineering. The first one, Girls in Engineering: Aviation, brought together more than 80 high school students and their teachers to examine the challenges and rewards for women in engineering and military careers and featured visiting U.S. Secretary of the Air Force Deborah Lee James.

**CHILEAN PUBLIC DIPLOMACY PROFESSIONALS: IMPORTANCE OF LOCAL EMPLOYED STAFF**

The U.S.-Chilean relationship is strong, but it still takes many years to push through bureaucracy in order to institutionalize PD programs and ensure that American institutions are part of the Chilean Ministry of Education's foreign education programs. This is where the LE Staff become especially crucial, since American tours are capped at three years.

Recently, thanks to five years of diligent efforts by a LE Staff member, the Ministry of Education finally included the United States as a destination for its Becas para Técnicos (Scholarships for Technicians) program, which offers full scholarships paid by the Chilean government for one-year technical training programs abroad and language training in advance of the scholarship. Previously, it sent Chilean students only to Australian, Canadian, German, New Zealand, Mexican, Spanish and Brazilian academic institutions. Chilean students now have Penn State-Fayette's mining program as an option. Including American higher education institutions in the Becas para Técnicos program makes a sizeable contribution to the larger 100,000 Strong initiative as hundreds of these scholarships are awarded annually. A second option for agriculture training at California State Polytechnic University Pomona (CalPoly) is still in negotiation and there is potential for more partnerships with American higher education institutions for clean energy-related technical training. Yet such progress takes time and patience, which only LE Staff can provide.

PAS Santiago has several locally employed U.S. citizens among its impressive team of PD professionals. With an average of 13 years of experience (ranging from 2 to 39 years) at the embassy, they are key to many of the PD successes in Chile, providing critical continuity and follow-through on long-term initiatives. However, they have not received an increase in compensation (not even cost of living) in six years due to the Department's policy of prioritizing posts where compensation is significantly lower than the going-rate on the local economy. Although understandable at a macro-level, the no-end-in-sight to this policy is affecting morale as Santiago's PAS professionals routinely give 120% in effort but receive less in purchasing power each year.

**EDUCATIONAL AND CULTURAL OPPORTUNITIES: FULBRIGHT, IVLP, EDUCATIONUSA, 100K STRONG IN THE AMERICAS**

Thanks to strong leadership and impressively enthusiastic and consistent support from LE staff, the mission is involved in dozens of educational and cultural programs to engage civil society, youth and alumni. The PAS helps to facilitate the traditional Educational and Cultural Affairs Bureau exchange programs (Fulbright, Humphrey, International Visitor Leadership Program, IVLP On-demand, Study of the U.S. Institute, National Youth Science Camp, Iowa Writers Workshop), English language instruction programs (English Language Fellows, English Language Specialists, English Access, Teaching English Assistants, E-Teacher), and sports and cultural programs (Sports ESPNWomen, American Film and American Music Abroad). In addition, they facilitate WHA-specific programs such as Youth Ambassadors, Young Leaders of the Americas Initiative (YLAI), and the 100,000 Strong Initiative.

- **Fulbright Program:** The U.S. and Chile are celebrating 61 years of the Fulbright Commission in Santiago with roughly 4,600 Americans and Chileans as alumni. It is one of the strongest Fulbright partnerships in the worldwide with $500,000 in annual direct contributions from Chile and $840,000 from the United States. Due to the indirect funding from the Chilean government via CONICYT – the Chilean equivalent of the National Science Foundation - it was one of the largest programs in the world in 2014. However, as the Chilean government is involved in a Herculean, expensive, overhaul from pre-kindergarten to university-level of the Pinochet-era educational system as well as a separate push to overhaul the government structure for science and technology funding, the Commission is concerned that this indirect funding mechanisms is likely to undergo changes. Thus, the Commission is working to create new agreements with U.S. universities, considering ways to include alumni support, and working with the Institute for International Education (IIE) in the U.S. to find American universities interested in providing financial assistance to students. There are seven programs for Chileans that includes a special Equal Opportunity Fulbright-CONICYT program that offers doctoral studies for candidates in the middle and lower classes whose academic credentials are top-notch, but their English may not necessarily be ready for study in the U.S. For this reason, they allow for extra time for English education before they begin their programs. For instance, in 2015, 800 people applied, 200 were interviewed, and 20 were selected. In 2017, five will begin their programs and the remaining 15 will in 2018, so they would have time...
to improve their English. There is currently a 60/40 men to women ratio, as it is difficult culturally for Chilean women to commit to a longer-term doctoral degree abroad. There are five programs for the United States: scholars, specialists, students, English language fellows, and distinguished teachers. The board picks students based on the contribution the research will make to Chile, geographical distribution of the Fulbright grantees in Chile, and U.S. universities that are less well known to Chileans.

- 100K Strong in the Americas: 100,000 Strong in the Americas is a White House initiative to increase the two-way flow of students between the U.S. and Latin American countries. The U.S. Government program in public with such politicians from political extremes praising a U.S. Government program in public with such personal passion.

- International Visitor Leadership Program: The IVLP in Chile has been a critical tool to reach vulnerable populations, minorities, youth and regional populations. Examples include supporting American artists to participate in: Guitar Festival Espacio Matta, a guitar festival in an economically disadvantaged community; Semanas Musicales de Frutillar at Teatro del Lago, a summer music festival in southern Santiago; Puerto de Ideas in Valparaiso, which focuses on the humanities, science and technology; and FEMCINE, a film festival featuring female directors, producers and technology; and FEMCINE, a film festival featuring female directors, producers and themes of particular relevance to female audiences.3

- EducationUSA: There are currently 10 EducationUSA advising centers throughout Chile. Recent Open Doors Data shows that more than 2,500 Chileans studied in the U.S. in 2015, with two-thirds of them attending graduate school. The EducationUSA advisor in Chile handles a massive amount of email correspondence, roughly 100,000 a year, and organizes a once-a-year education fair in September that 1,500–3,000 students attend annually; more than 25 American universities attend. A standout initiative is EducationUSA’s Opportunity Students program. It was established in 2013 to support Chilean students who have the academic abilities but could not attend American universities without financial aid. A small group of students are select-

3 Other initiatives include: an Intellectual Property Rights/Video Game workshop to educate youth about IPR related to software and digital content via ongoing workshops throughout the country with local partners, such as the local NGO, Licencing Executive Society (LES-Chile) and the Chilean Videogame Association; and the pilot program “Project Citizen” at three Chilean schools in the vulnerable Santiago districts of Penalolen and Puente Alto, with Fundacion Hacer Chile, to boost civic education among youth.