

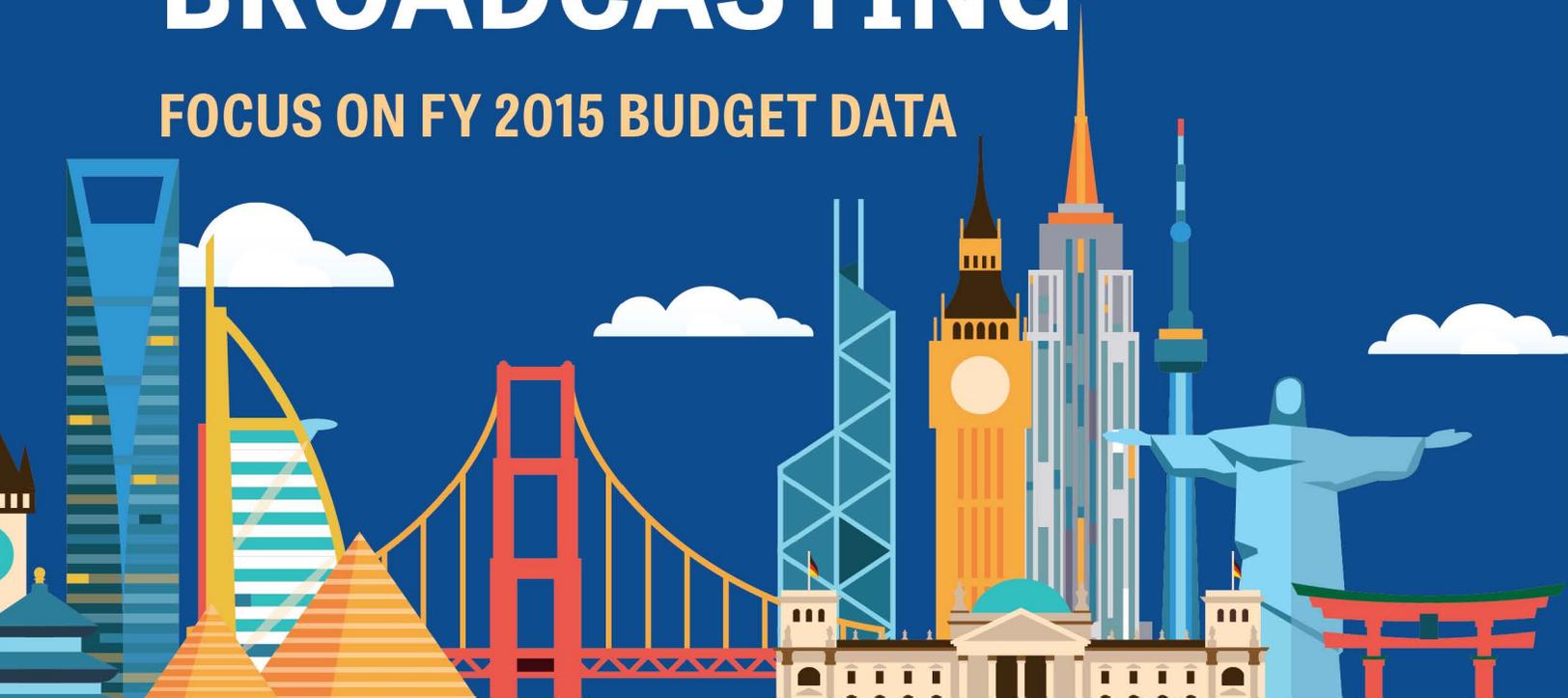


UNITED STATES
ADVISORY COMMISSION
ON PUBLIC DIPLOMACY

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,



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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 Rodriquez, Rekiyo 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 Neepner 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

TECHWOMEN (2011)

Program Length: 5 weeks

Avg. Cost per Day: \$309 (2015)

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	# of Proj/Partic.: 78	Cost per: \$31,410
FY 2014 Spending: \$3,100,000	# of Proj/Partic.: 99	Cost per: \$31,313
FY 2015 Spending: \$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		

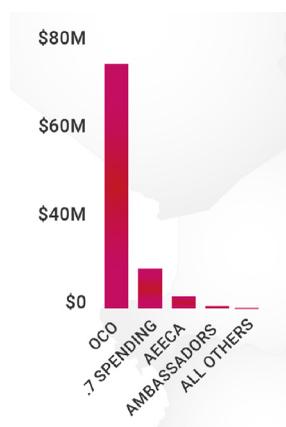
Description: TechWomen selects participants from target countries across Africa, Central Asia and the Middle East to take part in a peer mentoring experience with American women at leading science and technology companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the 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.

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.

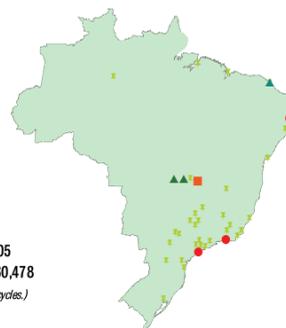
Brazil

DEMOGRAPHICS

Geographic area: 8,358,140 sq. km.
 Population: 206,077,898 (2014)
 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 Planned: \$5,933,205

Total Reported FY13 Actual: \$20,537,741 FY14 Actual: \$9,537,682 FY15 Planned: \$6,660,478

(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

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



PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING IN 2015-2016: OVERVIEW AND RECOMMENDATIONS

U.S. Secretary of State John Kerry speaks with House Minority Leader Nancy Pelosi of California at the Estadio Latinoamericano in Havana, Cuba, as they and other members of a U.S. delegation led by President Obama attend an exhibition game on March 22, 2016, between the Cuban National Baseball Team and the Tampa Bay Rays. [State Department photo]

PUBLIC DIPLOMACY & U.S. INTERNATIONAL MEDIA IN 2015-2016

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 Governor'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 applaud 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, resourced 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.

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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 professionals 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:

◆ 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 \$5.750 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 (YLA), launched in 2015; and Young Transatlantic Innovation Leaders Initiative (YTI), 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.

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PUBLIC DIPLOMACY & U.S. INTERNATIONAL MEDIA BUDGETS

OVERALL STATE DEPARTMENT PUBLIC DIPLOMACY AND BROADCASTING BOARD OF GOVERNORS (BBG) BUDGETS: FY 2013 – FY 2017

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

Total State Department PD Total Spending & BBG: \$2.031 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

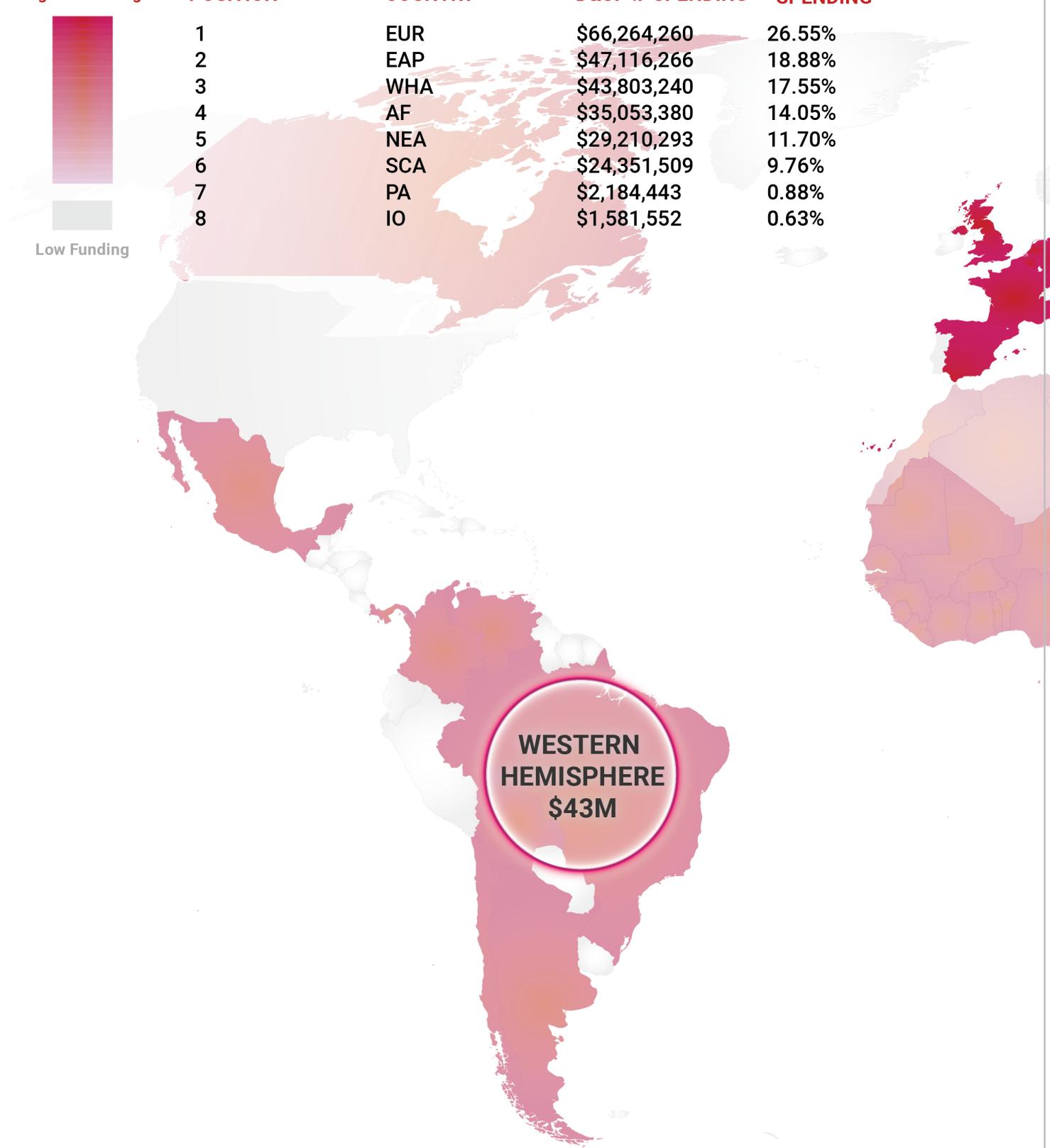
Total State Department PD & BBG: \$1.968 billion

PD Base Budgets & BBG Budget Percentage of International Affairs Budget: 3.63% of \$54.268 billion

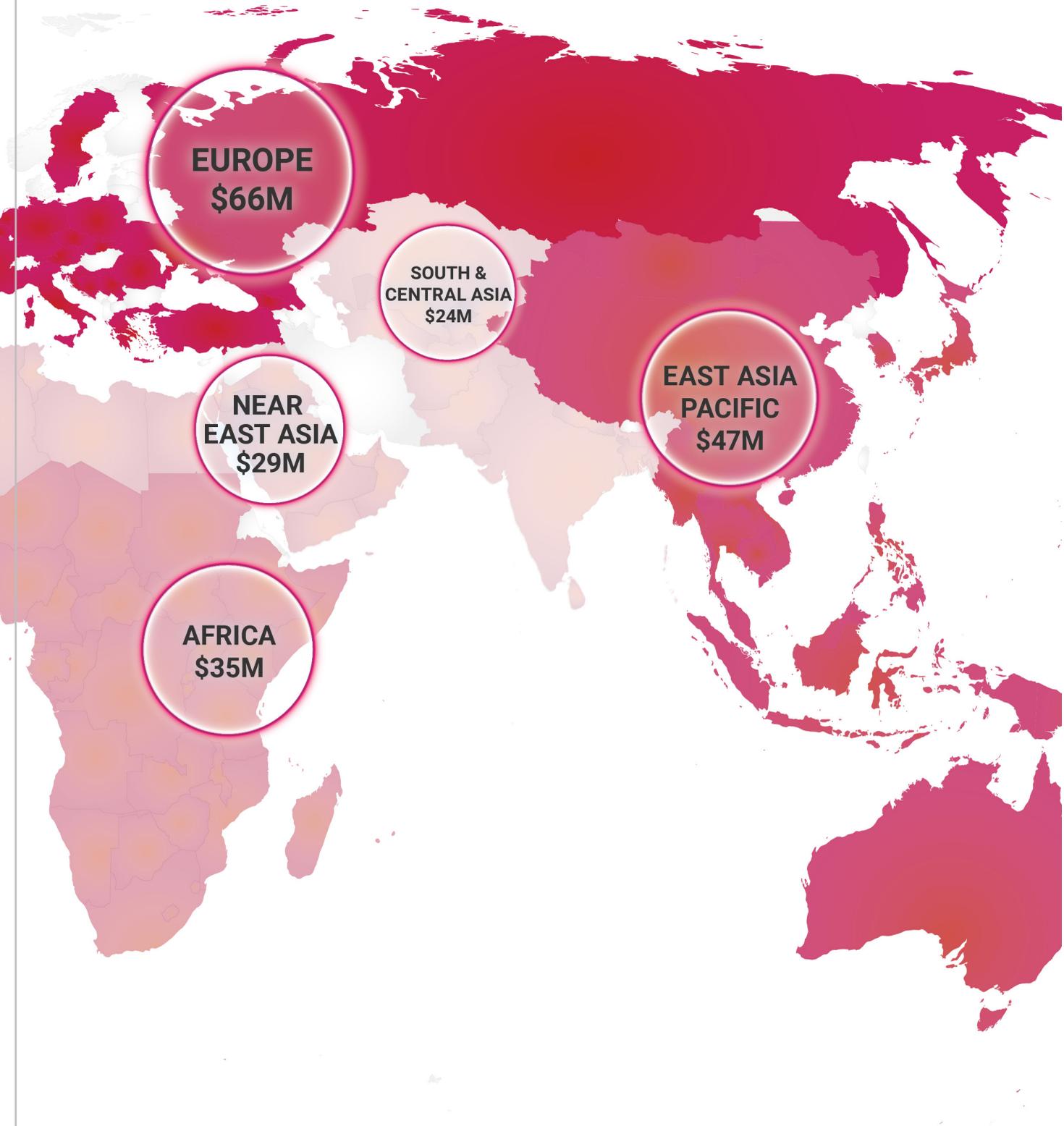
GLOBAL: BASE PUBLIC DIPLOMACY SPENDING

Diplomatic & Consular Programs Budget, .7 Funding.

Highest Funding	POSITION	COUNTRY	D&CP .7 SPENDING	% OF WORLDWIDE SPENDING
	1	EUR	\$66,264,260	26.55%
	2	EAP	\$47,116,266	18.88%
	3	WHA	\$43,803,240	17.55%
	4	AF	\$35,053,380	14.05%
	5	NEA	\$29,210,293	11.70%
	6	SCA	\$24,351,509	9.76%
	7	PA	\$2,184,443	0.88%
Low Funding	8	IO	\$1,581,552	0.63%



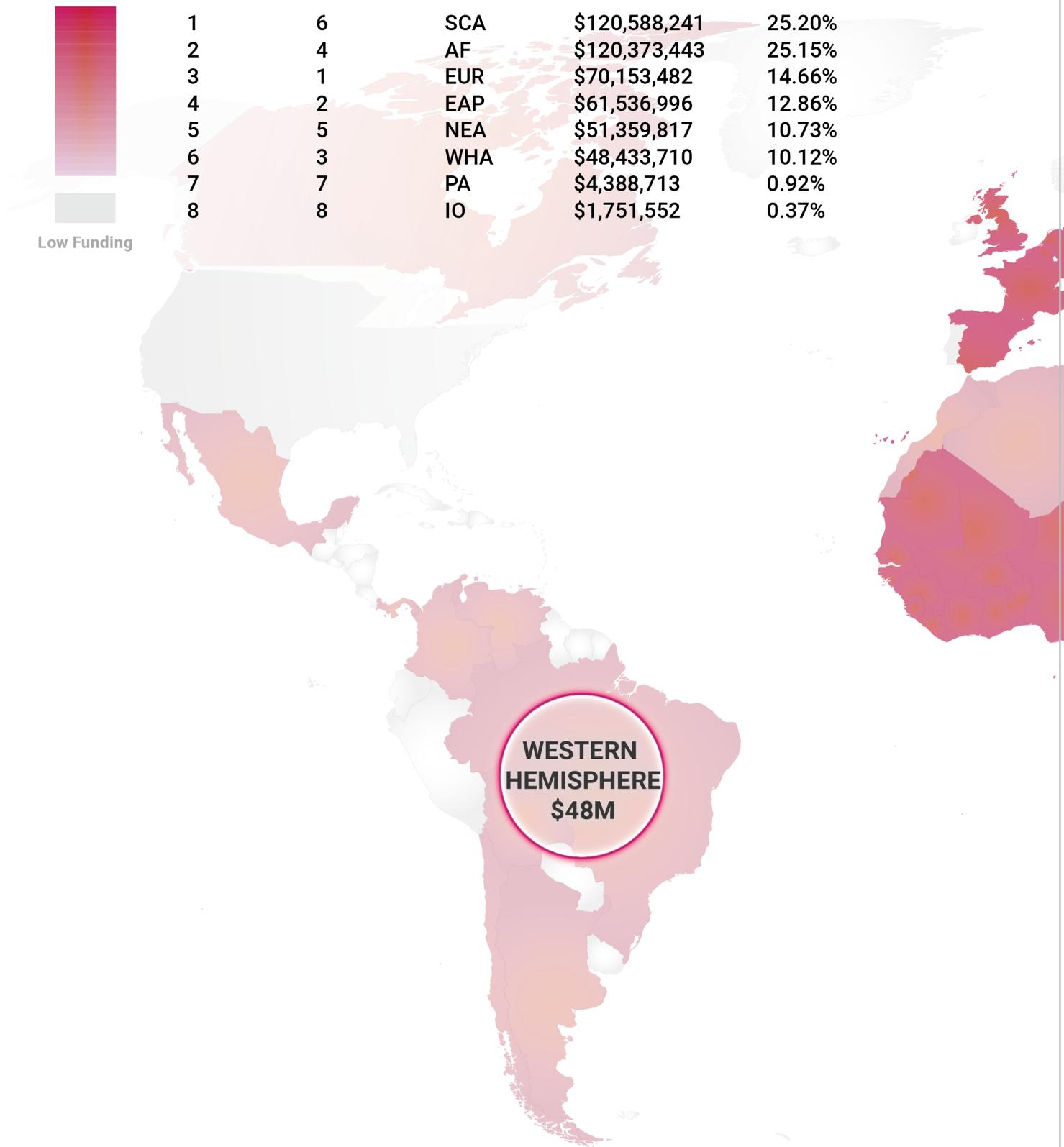
2015 BASE PD BUDGET



GLOBAL: TOTAL PUBLIC DIPLOMACY SPENDING

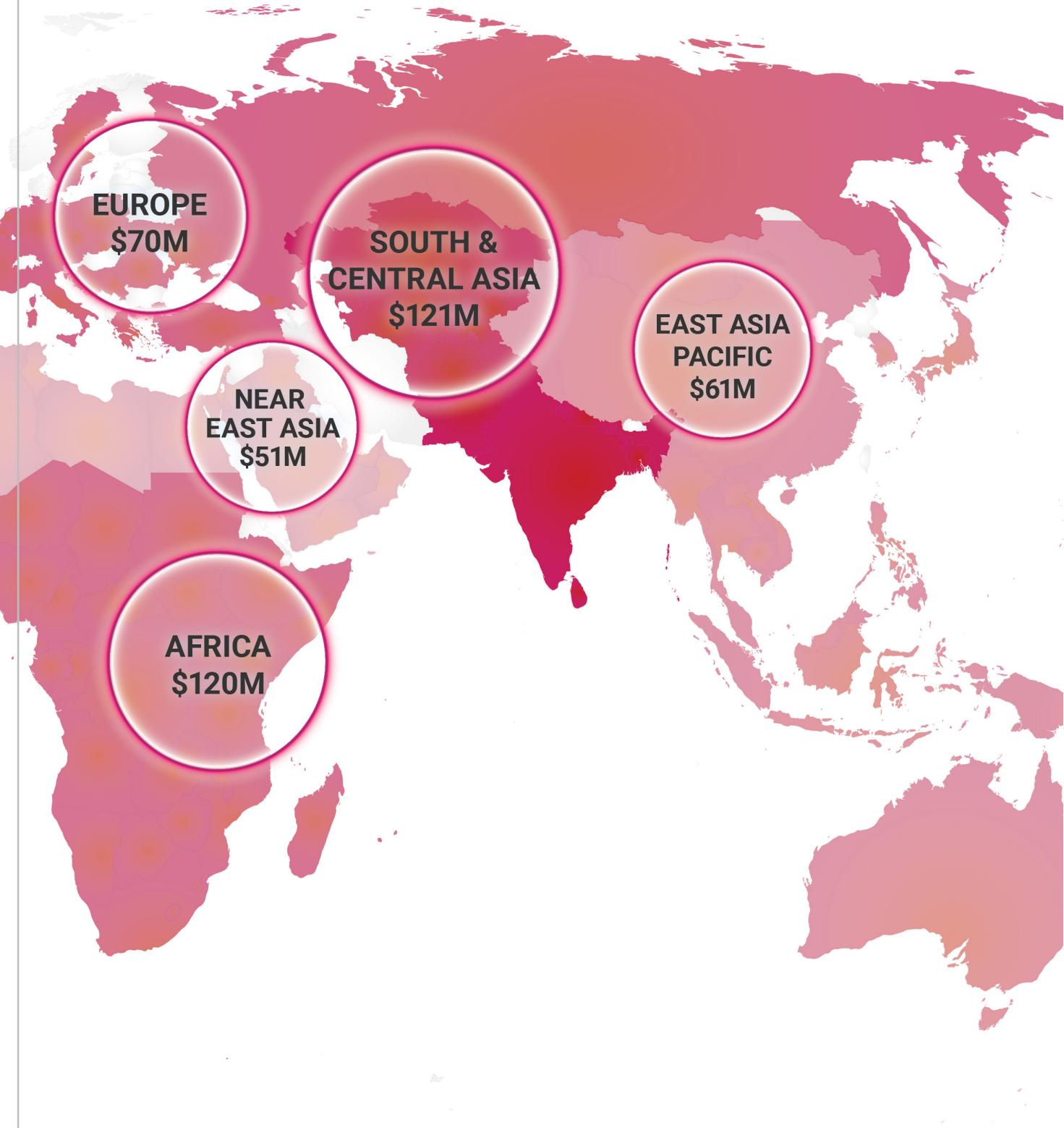
Diplomatic & Consular Programs Budget + All Reported Supplemental Funding Routed Through Public Diplomacy Sections

Highest Funding	POSITION	BASE	REGION	TOTAL SPEND	% OF WORLDWIDE SPENDING
	1	6	SCA	\$120,588,241	25.20%
	2	4	AF	\$120,373,443	25.15%
	3	1	EUR	\$70,153,482	14.66%
	4	2	EAP	\$61,536,996	12.86%
	5	5	NEA	\$51,359,817	10.73%
	6	3	WHA	\$48,433,710	10.12%
	7	7	PA	\$4,388,713	0.92%
	8	8	IO	\$1,751,552	0.37%



**WESTERN
HEMISPHERE
\$48M**

2015 TOTAL BUDGET



GLOBAL PUBLIC DIPLOMACY SPENDING

PUBLIC DIPLOMACY SPENDING IN THE FIELD

	FY 2013		FY 2014		FY 2015	
	D&CP	Total*	D&CP	Total*	D&CP	Total*
Total Funding	\$230,313,739	\$999,895,122	\$252,338,719	\$504,375,396	\$249,564,943	\$479,725,197
Average Funding	\$1,258,545	\$ 5,075,609	\$1,349,404	\$2,534,549	\$1,334,571	\$2,524,869
Standard Deviation	\$1,390,609	\$8,027,872	\$1,518,197	\$5,578,920	\$1,428,377	\$5,303,998

*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.

Post Name	FY 2013 Actual		FY14 Actual		FY15 Actual	
	D&CP	All Sources*	D&CP	All Sources*	D&CP	All Sources*
1 PAKISTAN	\$2,452,214	\$58,504,329	\$2,182,889	\$36,561,172	\$2,066,644	\$49,671,411
2 AFGHANISTAN	\$2,210,396	\$63,834,454	\$3,592,000	\$56,507,034	\$2,263,836	\$45,302,712
3 KENYA	\$1,818,113	\$23,006,700	\$1,593,291	\$19,795,614	\$1,723,435	\$18,913,194
4 SOUTH AFRICA	\$3,215,838	\$20,184,504	\$3,265,895	\$10,905,073	\$3,160,675	\$13,035,434
5 IRAQ	\$1,447,381	\$8,723,336	\$1,428,887	\$12,178,606	\$1,345,795	\$12,175,580
6 INDIA	\$6,573,157	\$27,373,198	\$8,398,867	\$10,195,170	\$7,974,716	\$9,389,245
7 JAPAN	\$8,474,231	\$16,983,144	\$8,947,186	\$9,176,177	\$8,575,313	\$8,882,818
8 ETHIOPIA	\$926,939	\$20,561,805	\$921,465	\$9,929,613	\$1,226,865	\$8,523,022
9 MOROCCO	\$1,995,103	\$13,464,709	\$2,159,958	\$2,358,837	\$2,797,918	\$8,186,792
10 MOZAMBIQUE	\$920,947	\$13,465,401	\$917,061	\$15,227,740	\$904,164	\$7,923,759
11 CHINA	\$6,383,297	\$25,794,247	\$7,281,588	\$7,760,211	\$7,394,527	\$7,882,036
12 TANZANIA	\$812,276	\$15,060,554	\$798,761	\$6,015,504	\$702,578	\$7,586,289
13 BOTSWANA	\$368,977	\$8,637,042	\$566,644	\$9,665,209	\$558,609	\$7,485,011
14 BRAZIL	\$7,656,696	\$20,537,741	\$8,104,820	\$9,537,682	\$5,933,205	\$6,660,478
15 GERMANY	\$6,547,724	\$17,751,581	\$6,757,252	\$7,058,232	\$6,250,723	\$6,466,831
16 NIGERIA	\$3,500,247	\$9,138,618	\$4,238,219	\$6,708,386	\$3,524,150	\$6,210,035
17 CAMBODIA	\$570,349	\$3,270,938	\$711,196	\$807,945	\$881,854	\$5,966,885
18 INDONESIA	\$4,334,519	\$29,781,743	\$5,113,591	\$5,517,627	\$5,256,991	\$5,661,952
19 KOREA, REPUBLIC OF	\$3,748,614	\$10,910,950	\$4,178,311	\$4,681,751	\$4,851,896	\$5,058,337
20 CONGO, DEMOCRATIC REPUBLIC OF THE	\$1,031,283	\$4,294,841	\$1,067,052	\$3,411,433	\$1,548,945	\$5,015,265
21 RUSSIA	\$4,864,144	\$25,983,021	\$4,937,789	\$5,455,594	\$4,726,875	\$4,947,010
22 MEXICO	\$4,910,983	\$12,491,583	\$5,327,226	\$5,742,427	\$4,629,647	\$4,831,390
23 UGANDA	\$877,124	\$12,758,856	\$829,656	\$3,302,523	\$731,001	\$4,755,515
24 ISRAEL	\$4,162,260	\$10,730,684	\$4,242,046	\$4,474,507	\$3,925,905	\$4,318,272
25 MALAWI	\$490,272	\$2,088,106	\$510,596	\$1,882,776	\$413,799	\$4,160,938
26 ZAMBIA	\$689,317	\$6,281,940	\$734,025	\$4,703,058	\$763,800	\$4,134,562
27 VIETNAM	\$1,528,532	\$8,537,873	\$2,868,323	\$3,968,612	\$2,779,327	\$4,016,505
28 FRANCE	\$3,703,605	\$8,539,728	\$4,278,860	\$4,355,206	\$3,636,338	\$3,830,556
29 KUWAIT	\$655,090	\$1,973,835	\$690,599	\$790,326	\$619,496	\$3,807,171
30 TURKEY	\$3,525,448	\$14,769,827	\$3,636,964	\$3,691,430	\$3,550,720	\$3,642,410
31 ITALY	\$3,532,445	\$6,906,756	\$3,898,697	\$4,011,391	\$3,378,475	\$3,585,864
32 UNITED KINGDOM	\$2,273,662	\$9,223,550	\$3,076,485	\$3,110,483	\$2,898,369	\$3,584,898
33 VENEZUELA	\$2,509,315	\$5,549,496	\$2,512,414	\$2,534,132	\$3,070,361	\$3,563,437

Post Name	FY 2013 Actual		FY14 Actual		FY15 Actual	
	D&CP	All Sources*	D&CP	All Sources*	D&CP	All Sources*
34 EGYPT	\$2,565,128	\$14,757,165	\$2,702,563	\$2,906,309	\$3,212,524	\$3,477,658
35 ZIMBABWE	\$1,439,995	\$10,102,889	\$1,485,807	\$13,688,543	\$1,376,909	\$3,457,539
36 KAZAKHSTAN	\$1,728,773	\$8,267,234	\$1,956,091	\$3,964,445	\$2,889,127	\$3,365,259
37 UNITED ARAB EMIRATES	\$1,630,585	\$2,566,912	\$2,087,878	\$2,209,363	\$2,467,207	\$3,284,713
38 BURMA	\$940,254	\$5,681,075	\$1,487,365	\$3,126,713	\$1,482,587	\$3,283,767
39 PALESTINIAN TERRITORIES	\$3,446,156	\$3,683,855	\$3,757,841	\$4,037,115	\$3,154,816	\$3,230,075
40 ARGENTINA	\$2,581,066	\$7,941,035	\$3,211,653	\$3,938,010	\$2,921,495	\$3,182,461
41 UKRAINE	\$1,923,830	\$12,240,370	\$2,363,701	\$2,987,964	\$3,076,525	\$3,150,214
42 CHILE	\$2,236,731	\$6,219,078	\$2,232,149	\$2,597,870	\$2,393,680	\$3,132,743
43 THAILAND	\$1,689,951	\$6,996,402	\$1,866,209	\$2,086,208	\$2,440,894	\$3,122,902
44 AFRICA REGIONAL SERVICES	\$2,785,115	\$3,563,269	\$2,782,986	\$3,590,592	\$2,271,700	\$2,933,377
45 MALAYSIA	\$1,480,589	\$6,967,034	\$1,805,280	\$2,027,167	\$2,649,392	\$2,882,855
46 COLOMBIA	\$2,812,655	\$9,016,643	\$3,134,709	\$3,677,446	\$2,550,484	\$2,881,898
47 AUSTRALIA	\$2,522,643	\$5,728,453	\$2,541,407	\$2,648,692	\$2,603,303	\$2,845,296
48 SPAIN	\$2,815,531	\$7,344,738	\$2,985,583	\$3,085,913	\$2,615,534	\$2,747,549
49 TUNISIA	\$930,806	\$5,938,855	\$898,345	\$952,028	\$1,585,872	\$2,682,165
50 LEBANON	\$1,559,666	\$7,242,224	\$1,492,412	\$1,501,240	\$1,984,058	\$2,614,585
51 PERU	\$2,203,751	\$5,615,849	\$2,385,802	\$2,616,332	\$2,353,174	\$2,559,087
52 JORDAN	\$1,342,501	\$9,306,789	\$2,068,571	\$3,506,201	\$1,593,945	\$2,510,094
53 ECUADOR	\$1,600,929	\$4,606,647	\$1,863,184	\$1,904,677	\$2,047,216	\$2,411,966
54 BOLIVIA	\$1,657,800	\$3,710,982	\$1,843,782	\$2,008,954	\$2,188,529	\$2,358,145
55 CANADA	\$2,581,058	\$5,623,818	\$2,661,513	\$2,707,912	\$2,308,127	\$2,350,780
56 AUSTRIA	\$1,707,232	\$3,937,408	\$1,835,908	\$2,505,317	\$1,667,782	\$2,336,915
57 PHILIPPINES	\$1,543,052	\$6,142,729	\$1,990,210	\$2,577,410	\$1,643,163	\$2,314,176
58 SAUDI ARABIA	\$1,992,987	\$5,297,780	\$2,053,954	\$2,143,931	\$2,216,461	\$2,310,180
59 KYRGYZSTAN	\$1,343,828	\$6,458,655	\$1,367,644	\$2,421,388	\$1,381,852	\$2,221,363
60 POLAND	\$2,084,589	\$5,029,375	\$2,382,449	\$2,578,556	\$2,015,844	\$2,147,543
61 SRI LANKA	\$906,556	\$4,148,613	\$885,370	\$928,094	\$1,762,009	\$2,025,308
62 BANGLADESH	\$1,300,108	\$6,851,148	\$1,635,207	\$2,011,284	\$1,878,464	\$1,939,534
63 TAJIKISTAN	\$1,053,396	\$6,285,664	\$1,315,563	\$2,644,280	\$988,312	\$1,895,036
64 NEPAL	\$1,336,052	\$5,814,257	\$1,375,089	\$1,744,895	\$1,495,930	\$1,863,433
65 TURKMENISTAN	\$764,074	\$3,657,128	\$958,089	\$2,361,743	\$953,170	\$1,834,461
66 GREECE	\$1,876,231	\$3,895,025	\$1,927,301	\$2,009,268	\$1,699,832	\$1,764,132
67 BELGIUM	\$1,776,411	\$3,253,532	\$2,001,497	\$2,018,477	\$1,640,718	\$1,709,381
68 COTE D'IVOIRE	\$1,008,744	\$3,227,049	\$1,183,040	\$1,575,511	\$1,015,807	\$1,657,266
69 CAMEROON	\$833,807	\$4,876,745	\$824,919	\$3,009,714	\$810,300	\$1,632,232
70 GHANA	\$736,702	\$4,952,957	\$645,402	\$1,110,674	\$1,017,808	\$1,594,379
71 HONG KONG	\$1,295,057	\$2,293,122	\$1,361,110	\$1,386,503	\$1,483,755	\$1,562,913
72 SWAZILAND	\$383,298	\$2,514,898	\$341,411	\$1,378,799	\$331,005	\$1,533,492
73 CZECH REPUBLIC	\$1,566,637	\$3,749,962	\$1,501,388	\$1,555,711	\$1,459,659	\$1,516,230
74 PAPUA NEW GUINEA	\$220,091	\$672,051	\$318,520	\$414,550	\$363,806	\$1,473,785
75 ALGERIA	\$612,426	\$4,468,864	\$689,956	\$789,224	\$1,357,058	\$1,453,890
76 NEW ZEALAND	\$1,048,990	\$2,813,380	\$1,229,955	\$1,314,910	\$1,328,791	\$1,432,383
77 GEORGIA	\$898,468	\$4,849,771	\$1,123,793	\$1,387,092	\$1,335,754	\$1,414,831
78 SERBIA	\$1,311,987	\$3,763,907	\$1,431,561	\$1,720,045	\$1,309,784	\$1,404,615
79 URUGUAY	\$1,183,900	\$2,872,785	\$1,264,356	\$1,352,551	\$1,261,746	\$1,323,868
80 ROMANIA	\$1,417,266	\$3,463,597	\$1,452,758	\$1,598,707	\$1,225,325	\$1,284,838
81 BOSNIA AND HERZEGOVINA	\$1,302,674	\$3,643,916	\$1,292,516	\$1,473,503	\$1,241,755	\$1,275,907
82 HAITI	\$1,207,993	\$3,330,530	\$1,203,305	\$1,213,622	\$1,223,300	\$1,264,973
83 NETHERLANDS	\$1,259,303	\$2,478,676	\$1,335,360	\$1,366,532	\$1,163,785	\$1,261,172
84 SENEGAL	\$895,370	\$3,220,170	\$906,162	\$1,280,760	\$1,032,565	\$1,253,570
85 SLOVAKIA	\$1,263,407	\$2,368,160	\$1,389,881	\$1,449,542	\$1,189,581	\$1,230,680
86 SWEDEN	\$1,091,670	\$2,622,294	\$1,170,219	\$1,178,719	\$1,188,285	\$1,227,085
87 PANAMA	\$1,049,613	\$3,009,539	\$1,214,403	\$1,249,559	\$1,192,460	\$1,222,191
88 NAMIBIA	\$541,628	\$3,518,992	\$453,446	\$1,979,443	\$400,004	\$1,206,796

Post Name	FY 2013 Actual		FY14 Actual		FY15 Actual	
	D&CP	All Sources*	D&CP	All Sources*	D&CP	All Sources*
89 SINGAPORE	\$784,316	\$1,990,669	\$1,105,400	\$1,138,221	\$1,133,908	\$1,201,995
90 NICARAGUA	\$715,438	\$3,037,320	\$671,205	\$717,722	\$895,144	\$1,178,151
91 USNATO BRUSSELS	\$875,101	\$920,498	\$974,734	\$987,534	\$1,105,532	\$1,150,832
92 USEU BRUSSELS	\$1,133,006	\$1,268,298	\$1,534,482	\$1,550,195	\$1,091,535	\$1,144,335
93 CROATIA	\$1,182,322	\$2,358,015	\$1,219,543	\$1,326,867	\$1,076,618	\$1,139,282
94 NIGER	\$717,253	\$2,614,150	\$716,308	\$1,747,531	\$691,733	\$1,131,922
95 COSTA RICA	\$948,500	\$3,082,130	\$1,056,418	\$1,146,747	\$1,034,938	\$1,128,716
96 EAST TIMOR	\$235,759	\$1,525,105	\$133,154	\$134,714	\$200,501	\$1,128,327
97 BURKINA FASO	\$777,039	\$2,446,169	\$661,880	\$798,255	\$694,766	\$1,127,815
98 RWANDA	\$521,892	\$2,293,743	\$579,597	\$942,289	\$648,610	\$1,125,350
99 USUN, GENEVA	\$1,014,000	\$1,098,955	\$1,059,617	\$1,067,317	\$1,041,568	\$1,123,568
100 PORTUGAL	\$939,382	\$1,939,758	\$993,247	\$1,110,465	\$1,023,007	\$1,091,072
101 LESOTHO	\$130,318	\$1,033,245	\$101,426	\$710,854	\$202,681	\$1,090,964
102 EL SALVADOR	\$1,003,143	\$3,121,714	\$1,088,886	\$1,177,991	\$989,020	\$1,088,980
103 UZBEKISTAN	\$659,339	\$3,535,949	\$763,059	\$1,171,380	\$697,448	\$1,080,478
104 DOMINICAN REPUBLIC	\$1,113,932	\$2,746,590	\$1,076,882	\$1,101,621	\$1,050,836	\$1,073,059
105 MALI	\$647,601	\$3,050,648	\$531,962	\$949,585	\$726,900	\$1,054,611
106 HONDURAS	\$771,258	\$2,264,585	\$811,741	\$937,705	\$864,612	\$1,051,178
107 GUATEMALA	\$1,004,161	\$3,796,530	\$1,121,305	\$1,168,731	\$1,024,772	\$1,037,973
108 HUNGARY	\$1,158,088	\$3,413,379	\$1,174,700	\$1,300,689	\$941,580	\$1,006,912
109 QATAR	\$855,095	\$1,661,159	\$948,776	\$1,025,813	\$945,160	\$1,005,004
110 LATVIA	\$623,765	\$1,458,040	\$681,041	\$710,842	\$948,354	\$982,952
111 CHAD	\$372,568	\$1,805,568	\$353,117	\$690,727	\$378,595	\$958,271
112 BRUSSELS MEDIA HUB	+	+	\$524,617	\$524,617	\$471,143	\$945,747
113 BURUNDI	\$339,100	\$1,120,542	\$242,259	\$593,574	\$310,619	\$936,873
114 AZERBAIJAN	\$918,499	\$4,124,635	\$922,108	\$1,060,545	\$880,953	\$919,153
115 FIJI	\$411,673	\$757,688	\$447,397	\$484,194	\$588,563	\$917,207
116 FINLAND	\$946,753	\$4,022,275	\$997,132	\$1,035,227	\$863,062	\$907,753
117 BULGARIA	\$875,043	\$3,008,039	\$930,697	\$958,440	\$840,917	\$888,648
118 JAMAICA	\$809,045	\$1,886,608	\$642,683	\$674,810	\$861,861	\$888,012
119 MADAGASCAR	\$553,142	\$1,269,442	\$628,369	\$726,846	\$758,219	\$886,544
120 GUINEA	\$383,700	\$1,334,619	\$611,803	\$1,497,955	\$556,496	\$844,606
121 DENMARK	\$850,355	\$1,745,276	\$902,589	\$917,589	\$796,040	\$844,257
122 PARAGUAY	\$702,834	\$2,472,175	\$798,539	\$917,447	\$750,455	\$821,912
123 MACEDONIA	\$700,663	\$2,099,031	\$765,512	\$850,132	\$780,410	\$806,048
124 NORWAY	\$925,039	\$2,362,172	\$905,006	\$939,131	\$748,949	\$802,674
125 ANGOLA	\$608,480	\$1,402,980	\$815,011	\$866,831	\$718,135	\$799,355
126 ARMENIA	\$586,881	\$3,216,556	\$566,182	\$681,237	\$669,775	\$740,437
127 BAHRAIN	\$654,170	\$3,094,814	\$686,916	\$717,495	\$719,824	\$736,143
128 SUDAN	\$613,938	\$1,335,749	\$629,270	\$643,546	\$688,513	\$730,404
129 MONGOLIA	\$442,540	\$3,067,663	\$475,522	\$553,217	\$653,504	\$720,711
130 YEMEN	\$1,389,403	\$6,744,538	\$1,140,940	\$1,365,845	\$670,797	\$718,363
131 CYPRUS	\$698,863	\$1,609,081	\$712,903	\$788,327	\$672,878	\$709,178
132 SLOVENIA	\$698,609	\$1,384,304	\$750,248	\$780,576	\$661,440	\$707,012
133 ESTONIA	\$713,846	\$1,659,073	\$753,179	\$790,305	\$664,792	\$702,339
134 BENIN	\$539,620	\$1,692,115	\$607,578	\$764,483	\$570,367	\$684,769
135 BARBADOS	\$580,882	\$872,233	\$857,486	\$878,464	\$641,146	\$671,551
136 LIBERIA	\$448,968	\$1,264,169	\$575,754	\$760,289	\$534,665	\$666,350
137 LITHUANIA	\$645,623	\$1,408,231	\$637,767	\$658,067	\$617,926	\$662,910
138 LIBYA	\$507,235	\$3,996,578	\$330,517	\$334,681	\$620,600	\$662,347
139 BELARUS	\$587,832	\$2,291,265	\$673,342	\$872,016	\$641,392	\$652,492
140 SWITZERLAND	\$532,065	\$1,006,358	\$636,656	\$718,489	\$601,712	\$641,560
141 KOSOVO	\$645,229	\$1,877,052	\$616,805	\$726,208	\$607,134	\$635,007
142 TOGO	\$517,645	\$1,628,185	\$559,213	\$673,389	\$570,423	\$633,348
143 TRINIDAD AND TOBAGO	\$506,894	\$1,311,277	\$534,360	\$579,294	\$567,108	\$606,408

Post Name	FY 2013 Actual		FY14 Actual		FY15 Actual	
	D&CP	All Sources*	D&CP	All Sources*	D&CP	All Sources*
144 ALBANIA	\$639,922	\$1,813,721	\$626,758	\$731,251	\$570,960	\$593,221
145 IRELAND	\$619,226	\$2,277,542	\$569,444	\$592,969	\$532,824	\$586,571
146 SOUTH AFRICA MEDIA HUB	†	†	†	†	\$286,781	\$577,082
147 MOLDOVA	\$436,198	\$2,598,705	\$486,606	\$519,919	\$552,854	\$572,854
148 MAURITANIA	\$416,595	\$1,373,035	\$318,901	\$618,838	\$331,112	\$523,712
149 GABON	\$184,688	\$536,406	\$158,500	\$246,842	\$272,344	\$520,844
150 LAOS	\$412,349	\$2,674,002	\$443,705	\$519,120	\$345,854	\$513,314
151 CUBA	\$413,870	\$559,120	\$456,666	\$472,517	\$479,360	\$512,942
152 OMAN	\$476,783	\$4,194,466	\$456,752	\$487,697	\$492,136	\$503,596
153 SIERRA LEONE	\$194,922	\$1,893,798	\$243,319	\$362,906	\$373,878	\$483,828
154 MAURITIUS	\$358,565	\$918,951	\$356,606	\$489,636	\$300,415	\$473,795
155 EAP MEDIA HUB	†	†	†	†	\$226,179	\$454,321
156 SOMALIA	\$637,646	\$758,546	\$249,889	\$537,622	\$432,487	\$452,562
157 OSCE VIENNA	\$390,624	\$429,632	\$414,588	\$417,488	\$372,177	\$407,277
158 LUXEMBOURG	\$248,531	\$411,114	\$333,944	\$344,249	\$349,671	\$384,723
159 ICELAND	\$266,769	\$799,514	\$325,774	\$348,400	\$336,873	\$355,873
160 CONGO, REPUBLIC OF	\$178,457	\$972,307	\$239,646	\$289,381	\$239,191	\$355,176
161 MONTENEGRO	\$430,555	\$1,131,126	\$361,930	\$399,569	\$316,981	\$333,981
162 ERITREA	\$277,462	\$318,169	\$323,430	\$366,500	\$305,546	\$308,516
163 BRUNEI	\$202,030	\$468,687	\$243,942	\$250,151	\$274,697	\$305,292
164 DJIBOUTI	\$200,458	\$431,098	\$194,358	\$378,363	\$187,814	\$288,114
165 USUNESCO, PARIS	\$326,374	\$353,644	\$317,608	\$321,408	\$255,290	\$282,790
166 CAPE VERDE	\$161,734	\$305,734	\$187,597	\$224,077	\$195,700	\$266,194
167 SOUTH SUDAN	\$178,904	\$701,659	\$207,641	\$224,115	\$238,651	\$265,549
168 GAMBIA, THE	\$136,200	\$323,200	\$208,850	\$297,170	\$186,900	\$244,050
169 EQUATORIAL GUINEA	\$204,200	\$301,526	\$150,246	\$262,009	\$186,500	\$243,970
170 SAMOA	\$76,497	\$800,797	\$61,791	\$61,791	\$77,343	\$230,343
171 BAHAMAS, THE	\$237,293	\$406,302	\$241,077	\$253,473	\$226,391	\$228,892
172 CENTRAL AFRICAN REPUBLIC	\$128,000	\$285,719	\$129,156	\$129,296	\$179,600	\$181,650
173 USVIE, VIENNA	\$164,453	\$200,755	\$166,289	\$172,889	\$141,444	\$181,144
174 SYRIA	\$280,998	\$1,118,573	\$214,051	\$214,051	\$175,361	\$178,361
175 MALTA	\$170,730	\$406,175	\$159,484	\$176,495	\$137,739	\$165,892
176 USUN, ROME	\$140,180	\$157,680	\$154,131	\$157,931	\$143,250	\$164,050
177 SURINAME	\$119,009	\$606,648	\$153,552	\$180,079	\$133,765	\$150,139
178 BELIZE	\$94,917	\$439,268	\$119,590	\$122,015	\$99,748	\$139,920
179 VATICAN CITY	\$123,600	\$144,900	\$136,815	\$137,715	\$114,210	\$137,110
180 GUYANA	\$90,306	\$282,176	\$98,003	\$110,596	\$101,504	\$102,804
181 GUINEA-BISSAU	\$62,400	\$152,250	\$59,095	\$76,785	\$58,400	\$82,625
182 PALAU	\$29,156	\$85,156	\$14,204	\$14,204	\$47,032	\$54,932
183 FEDERATED STATES OF MICRONESIA	\$45,898	\$260,898	\$33,651	\$57,651	\$31,345	\$41,345
184 MARSHALL ISLANDS	\$23,000	\$126,000	\$36,305	\$67,305	\$27,920	\$36,920
185 NETHERLANDS ANTILLES	\$3,025	\$37,491	\$2,805	\$4,555	\$9,160	\$9,660

*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 host 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

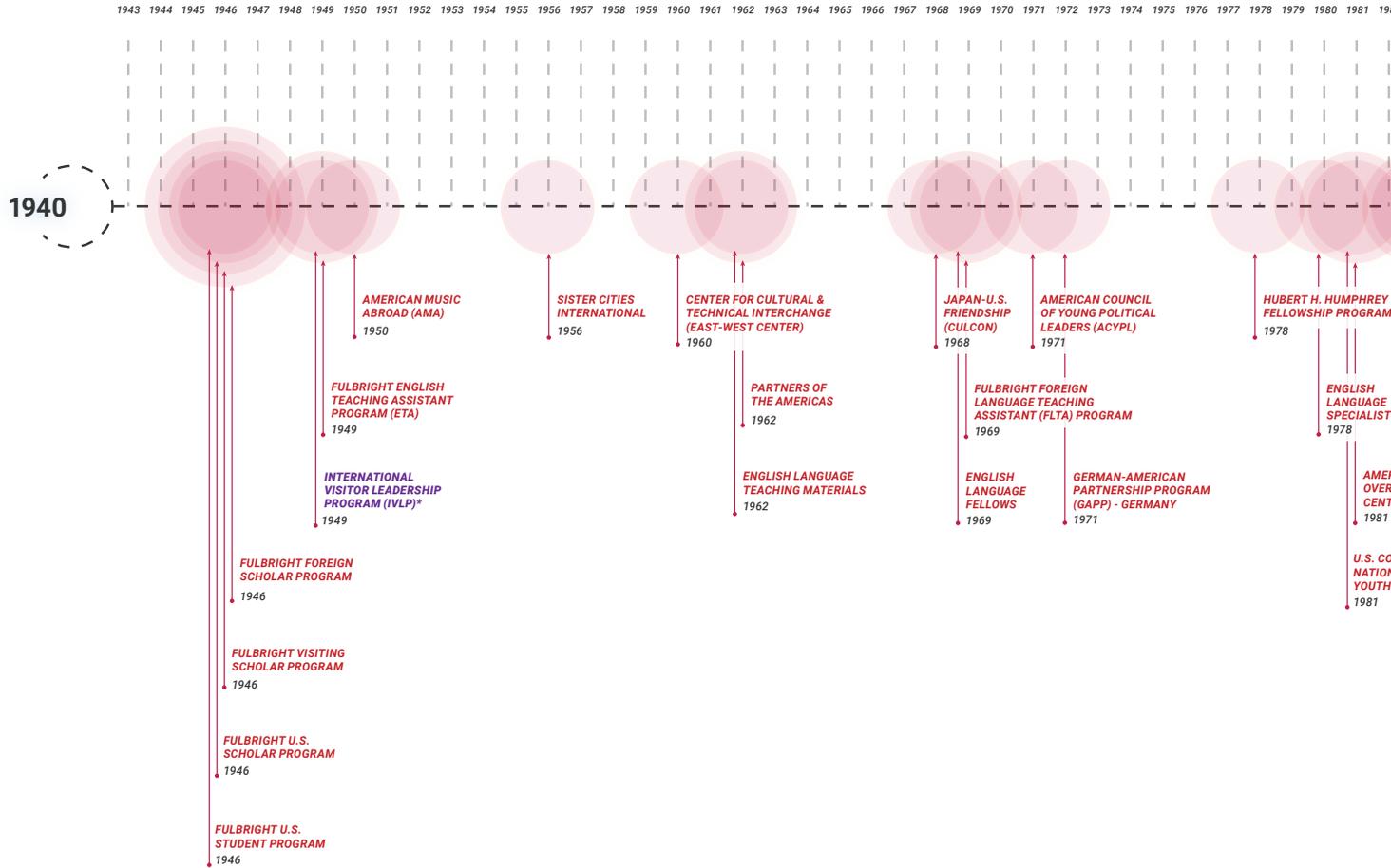
Cost by participant rankings alone are not enough to compare the costs of various programs. Programs are structured in a variety of ways requiring different levels of travel and logistics, for performance and speaker programs the higher individual costs do not reflect the impact the speaker or performer 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.

	Program Name	Cost per Participant	Cost per Participant per Day	Length of Program in Weeks	
1	U.S.-South Pacific Scholarship Program	\$116,667	\$109	152.6	(2015)
2	U.S.-Timor-Leste Scholarship Program	\$116,667	\$109	152.6	(2015)
3	Mike Mansfield Fellowship Program	\$110,000	\$309	50.9	(2015)
4	Hubert H. Humphrey Fellowship Program	\$75,342	\$212	50.9	(2015)
5	American Arts Incubator	\$60,000	\$1,973	4.3	(2015)
6	Teachers of Critical Languages Program	\$54,348	\$204	38.1	(2015)
7	Fulbright Regional Network for Applied Research (NEXUS) Program:	\$52,000	\$73	101.7	(2014)
8	Biennales	\$48,667	\$213	32.6	(2015)
9	Tibetan Scholarship Program	\$47,333	\$110	61.4	(2015)
10	J. William Fulbright-Hillary Rodham Clinton Fellowship	\$45,833	\$154	42.4	(2015)
11	Tunisia Community College Scholarship Program	\$44,048	\$165	38.1	(2014)
12	Fulbright U.S. Scholar Program	\$41,690	\$141	42.4	(2015)
13	Fulbright Distinguished Awards in Teaching Program	\$40,163	\$301	19.1	(2015)
14	English Language Fellows and Specialists	\$40,000	\$225	25.3	(2014)
15	Emerging Young Leaders Award	\$40,000	\$1,905	3.0	(2016)
16	Community College Initiative Program	\$39,202	\$110	50.9	(2015)
17	Fulbright Visiting Scholar Program for Iraq	\$38,636	\$550	10.0	(2015)
18	Tunisia Undergraduate Scholarship Program (Tunisia UGRAD)	\$37,262	\$140	38.1	(2014)
19	Global Media Makers	\$35,714	\$1,020	5.0	(2016)
20	American Music Abroad (AMA)	\$34,000	\$1,214	4.0	(2015)
21	Fulbright-National Geographic Digital Storytelling Fellowship	\$31,400	\$118	38.1	(2015)
22	International Leaders in Education Program (ILEP)	\$31,239	\$234	19.1	(2015)
23	DanceMotion USA	\$30,952	\$1,720	2.6	(2014)
24	Arts in Collaboration - Next Level	\$30,769	\$1,758	2.5	(2015)
25	Empowering Women and Girls through Sports Initiative	\$29,429	\$1,338	3.1	(2015)
26	Teacher Exchange Programs	\$28,649	\$181	22.6	(2014)
27	Fulbright Junior Fulbright Development Programs (NEA ONLY)	\$28,209	\$403	10.0	(2015)
28	Fulbright Visiting Scholar Program	\$28,185	\$95	42.4	(2015)
29	TechWomen	\$27,778	\$309	12.9	(2015)
30	Kennedy-Lugar Youth Exchange & Study (YES) -- Foreign Participants	\$27,737	\$104	38.1	(2015)
31	OneBeat	\$26,000	\$867	4.3	(2015)
32	Fulbright U.S. Student Program	\$25,628	\$84	43.5	(2015)
33	Afghanistan Junior Faculty Development Program (AJFDP)	\$25,000	\$357	10.0	(2015)
34	Mandela Washington Fellowship for Young African Leaders	\$24,740	\$353	10.0	(2015)
35	Fulbright-Fogarty Fellowships in Public Health	\$23,333	\$87	38.1	(2015)
36	Future Leaders Exchange (FLEX)	\$23,257	\$87	38.1	(2015)
37	Community Solutions	\$23,000	\$189	17.4	(2015)
38	Global Undergraduate Exchange Program Pakistan (UGRAD-Pakistan)	\$22,556	\$147	21.9	(2015)
39	Global Undergraduate Exchange Program (UGRAD)	\$22,134	\$147	21.6	(2015)
40	Teachers for Global Classrooms Program	\$21,500	\$473	6.5	(2015)
41	IVLP Division (formerly known as the Regional Programs Division)	\$21,142	\$1,007	3.0	(2015)

	Program Name	Cost per Participant	Cost per Participant per Day	Length of Program in Weeks	
42	Fulbright Program	\$21,051	\$58	52.1	(2015)
43	Fulbright English Teaching Assistant Program (ETA)	\$20,969	\$79	38.1	(2015)
44	American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE)	\$20,909	\$78	38.1	(2015)
45	Teaching Excellence and Achievement Program (TEA)	\$20,847	\$496	6.0	(2015)
46	Fulbright mtvU Fellowship	\$20,712	\$78	38.1	(2015)
47	Global Sports Mentoring Program (GSMP): espnW GSMP and Sport for Community GSMP	\$20,600	\$589	5.0	(2016)
48	Young Leaders in the Americas Initiative (YLAI)	\$20,000	\$476	6.0	(2016)
49	Community College Administrator Program	\$19,167	\$456	6.0	(2015)
50	Fulbright Economics Teaching Program (FETP)	\$19,000	\$27	101.7	(2015)
51	Center Stage	\$18,868	\$629	4.3	(2014)
52	International Visitor Leadership Program (IVLP)	\$18,415	\$877	3.0	(2015)
53	American Film Showcase	\$18,000	\$2,118	1.2	(2015)
54	American Overseas Research Centers (ORCs)	\$17,391	\$130	19.1	(2015)
55	Fulbright Foreign Student Program	\$17,321	\$47	52.1	(2015)
56	Critical Language Scholarship (CLS) Program	\$16,364	\$260	9.0	(2015)
57	Institute for Representative Government	\$16,262	\$1,626	1.4	(2015)
58	Young Southeast Asian Leaders Initiative (YSEALI)	\$16,000	\$457	5.0	(2015)
59	Study of the U.S. Institutes for Student Leaders and Scholars	\$15,636	\$406	5.5	(2015)
60	Professional Fellows Program	\$15,564	\$421	5.3	(2015)
61	Professional Fellows "On Demand" Program	\$15,538	\$681	3.3	(2015)
62	Kennedy-Lugar Youth Exchange & Study (YES) Abroad -- U.S. Student	\$14,996	\$49	43.5	(2015)
63	Fulbright Foreign Language Teaching Assistant (FLTA) Program	\$14,787	\$50	42.4	(2015)
64	National Security Language Initiative for Youth (NSLI-Y)	\$14,662	\$55	38.1	(2015)
65	The Ngwang Choephel Fellows Program	\$14,024	\$467	4.3	(2015)
66	Fortune/U.S. State Department Global Women's Mentoring Partnership	\$13,158	\$548	3.4	(2015)
67	Summer Institutes for European Student Leaders	\$12,500	\$357	5.0	(2014)
68	TechGirls	\$12,222	\$582	3.0	(2015)
69	American Center for International Labor Solidarity	\$11,333	\$810	2.0	(2015)
70	Museums Connect	\$10,350	\$28	52.1	(2015)
71	American Youth Leadership Program	\$9,959	\$405	3.5	(2015)
72	Youth Leadership Programs	\$9,836	\$401	3.5	(2015)
73	National Youth Science Foundation/ National Youth Science Camp	\$8,125	\$271	4.3	(2015)
74	Youth Leadership On Demand	\$8,000	\$381	3.0	(2015)
75	Congress-Bundestag Staff Exchange	\$8,000	\$889	1.3	(2015)
76	U.S. Congress-Korea National Assembly Youth Exchange	\$7,800	\$371	3.0	(2015)
77	Benjamin A. Gilman International Scholarship Program	\$7,517	\$58	18.5	(2015)
78	Youth Ambassadors	\$7,488	\$357	3.0	(2015)
79	American Council of Young Political Leaders (ACYPL)	\$7,145	\$510	2.0	(2015)
80	IVLP On Demand Division (formerly the Voluntary Visitors Division)	\$6,912	\$691	1.4	(2015)
81	EducationUSA Leadership Institutes	\$6,250	\$417	2.1	(2015)
82	Fulbright Specialist Program	\$6,143	\$219	4.0	(2015)
83	Partners of the Americas	\$6,119	\$437	2.0	(2015)
84	Congress-Bundestag Youth Exchange (CBYX) – Germany	\$5,642	\$21	38.1	(2015)
85	International Sports Programming Initiative	\$5,617	\$330	2.4	(2015)
86	International Writing Program (IWP)	\$5,000	\$105	6.8	(2014)
87	Arts Envoy Program	\$3,846	\$385	1.4	(2014)
88	Sports Visitor Program	\$2,432	\$203	1.7	(2015)
89	English Access Microscholarship Program	\$1,598	\$2	101.7	(2015)
90	E-Teacher Scholarship Program	\$1,302	\$4	50.9	(2015)
91	German-American Partnership Program (GAPP) - Germany	\$56	\$3	3.0	(2015)
92	Sports Envoy Program	\$40	\$6	0.9	(2015)
93	EducationUSA	\$3	-	0.0	(2015)

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

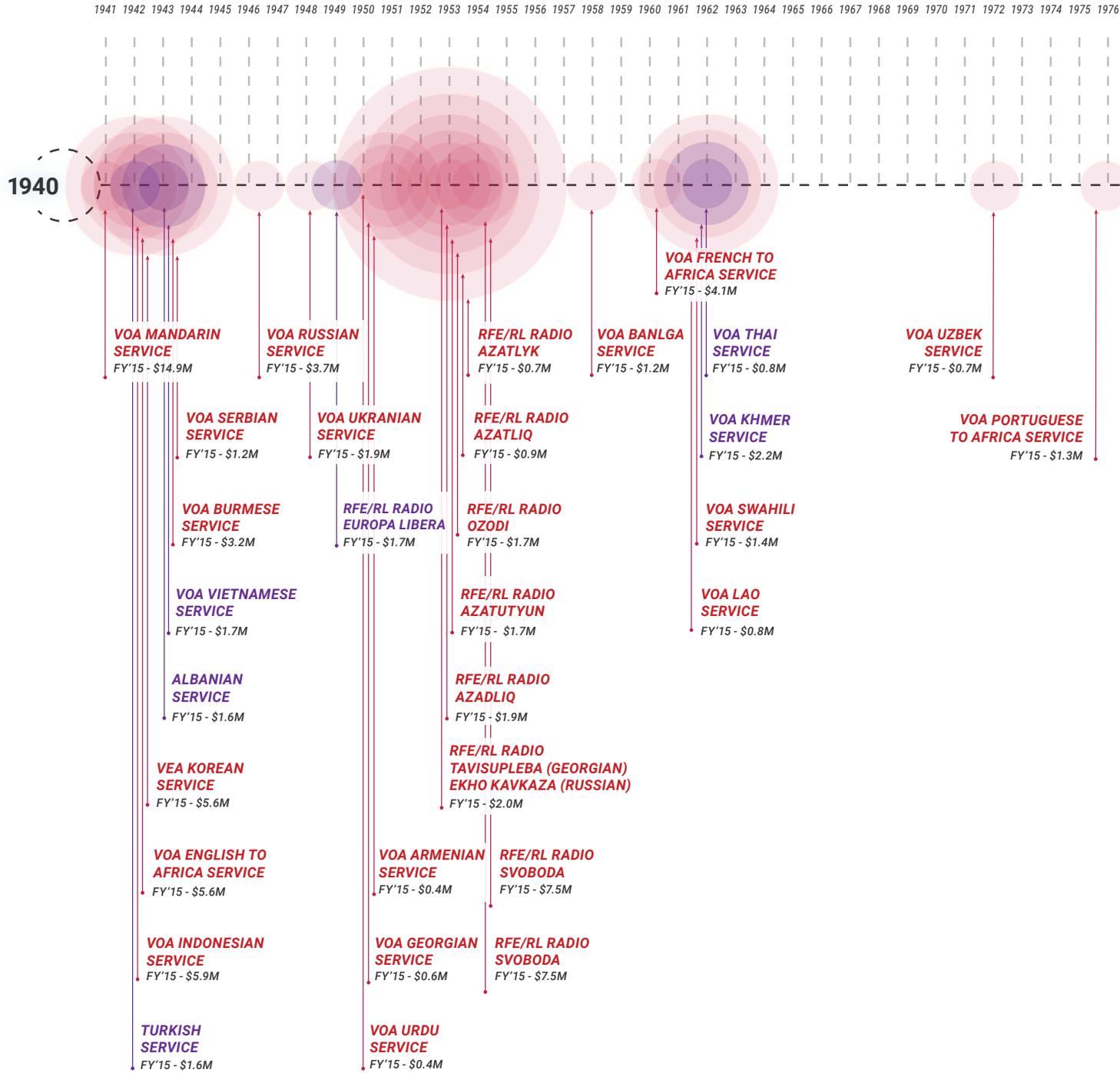
BBG LANGUAGE SERVICES RANKED BY FY 2015 BUDGETS

	Service	Name	Total Budget with Program Delivery	Original Broadcast Hours Radio	Total Broadcast Hours Radio	Original Broadcast Hours TV	Total Broadcast Hours TV
1	MBN	Alhurra TV	\$29,089,000	N/A	N/A	57.5 hours/week	168 hours/week
2	VOA	Persian Service	\$19,107,000	N/A	N/A	38.3 hours/week	168 hours/week
3	MBN	Radio Sawa	\$18,758,000	168 hours/week	168 hours/week		
4	VOA	Mandarin Service	\$14,861,000	42 hours/week	125 hours/week	14 hours/week	24 hours/week
5	RFE/RL	Radio Farda	\$11,100,000	139 hours/week	155 hours/week	10.5 hours/week	10.5 hours/week
6	RFE/RL	Radio Svoboda	\$7,496,000	48 hours/week	168 hours/week via internet; 105 hours/week via SW	N/A	N/A
7	RFA	Mandarin Service	\$6,093,000	31 hours/week	84 hours/week	2.5 hours/week	14 hours/week
8	VOA	Indonesian Service	\$5,939,000	34.25 hours/week	44.75 hours/week	3.53 hours/week	3.53 hours/week
9	MBN	Alhurra Iraq	\$5,903,000			79 hours/week	168 hours/week
10	RFA	Tibetan Service	\$5,837,000	35 hours/week	70 hours/week	1.5 hours/week	28 hours/week
11	VOA	English to Africa Service	\$5,569,000	74.5 hours/week	83.5 hours/week	3.5 hours/week	8 hours/week
12	RFE/RL	Balkan Service	\$4,296,000	50 hours/week	50 hours/week	Regional 0.5 hour (30 minutes)/week; Bosnian 0.5 hour (30 minutes)/week; Macedonian 0.2 hour (12 minutes)/week	Regional 0.5 hour (30 minutes)/week; Bosnian 0.5 hour (30 minutes)/week; Macedonian 0.2 hour (12 minutes)/week
13	VOA	French to Africa Service	\$4,049,000	47 hours/week	168 hours/week	1 hour/week	1 hour/week
14	VOA	Korean Service	\$3,838,000	34 hours/week	42 hours/week		
15	VOA	Tibetan Service	\$3,766,000	42 hours/week	70 hours/week	3 hours/week	24 hours/week
16	VOA	Russian Service	\$3,764,000			4.47 hours/week	4.47 hours/week
17	RFA	Korean Service	\$3,439,000	24.5 hours/week	35 hours/week		
18	VOA	Burmese Service	\$3,266,000	17.5 hours/week	31.5 hours/week	3.5 hours/week	22.5 hours/week
19	RFE/RL	Radio Svoboda	\$3,264,000	19.5 hours/week	19.5 hours/week	4.5 hours/week	8.5 hours/week
20	VOA	Hausa Service	\$3,065,000	16 hours/week	16 hours/week	.25 hour (15 minutes)/week	.25 hour (15 minutes)/week
21	VOA	Horn of Africa Service	\$2,581,000	14.5 hours/week	29.00 hours/week		
22	RFE/RL	Radio Svoboda	\$2,562,000	7.5 hours/week	28 hours/week	0.5 hours (30 minutes)/weekly (Belsat)	1.5 hours/weekly (Belsat)
23	VOA	Kurdish Service	\$2,547,000	14 hours/week	21 hours/week	1.5 hours/week	1.5 hours/week
24	VOA	Khmer Service	\$2,186,000	10.5 hours/week	10.5 hours/week; Repeated 14 hours/week by affiliates	1.2 hours/week	1.2 hours/week; Also repeated 14 hours/week by affiliates
25	RFA	Burmese Service	\$2,181,000	14 hours/week	28 hours/week	3 hours/week	10.5 hours/week
26	RFE/RL	Radio Tavisupleba (Georgian), Ekho Kavkaza (Russian)	\$2,070,000	115 hours/week	126 hours/week	19 hours/week	19 hours/week
27	VOA	Ukrainian Service	\$1,920,000	N/A	N/A	2.5 hours/week	2.5 hours/week
28	RFE/RL	Radio Azadliq	\$1,868,000	3 hours/week	3 hours/week	2 hours/week	2 hours/week
29	RFA	Vietnamese Service	\$1,813,000	14 hours/week	14 hours/week	3 hours/week on web TV	3 hours/week on web TV
30	RFE/RL	Radio Europa Libera	\$1,739,000	11.1 hours/week	12.75 hours/week	3.7 hours/week	3.7 hours/week
31	VOA	Vietnamese Service	\$1,709,000	10.5 hours/week	10.5 hours/week	1 hour/week	1 hour/week
32	RFA	Uyghur Service	\$1,694,000	7 hours/week	14 hours/week	10 minutes/week on web TV	10 minutes/week on web TV
33	RFE/RL	Radio Azatutyun	\$1,659,000	20.6 hours/week	38 hours/week	7 hours/week	7 hours/week
34	VOA	Turkish Service	\$1,606,000	N/A	N/A	2.5 hours/week	2.5 hours/week

	Service	Name	Total Budget with Program Delivery	Original Broadcast Hours Radio	Total Broadcast Hours Radio	Original Broadcast Hours TV	Total Broadcast Hours TV
35	VOA	Albanian Service	\$1,595,000	N/A	N/A	3.67 hours/week	3.67 hours/week
36	VOA	Somali Service	\$1,544,000	18.5 hours/week	24.5 hours/week	.25 hour (15 minutes)/week	.25 hour (15 minutes)/week
37	VOA	Swahili Service	\$1,419,000	10.5 hours/week	16.5 hours/week	.33 hour (20 minutes)/week	.33 hour (20 minutes)/week
38	RFE/RL	North Caucasus Languages Services	\$1,377,000	7 hours/week	14 hours/week	N/A	N/A
39	VOA	Central Africa Service	\$1,332,000	9.5 hours/week	9.5 hours/week	N/A	N/A
40	VOA	Portuguese to Africa Service	\$1,303,000	10 hours/week	10 hours/week	N/A	N/A
41	VOA	Serbian Service	\$1,233,000			3.75 hours/week	3.75 hours/week
42	RFA	Lao Service	\$1,174,000	6 hours/week	14 hours/week	1 hour/week of web TV	1 hour/week of web TV
43	RFA	Cantonese Service	\$1,153,000	9 hours/week	14 hours/week	1 hour/week	1.5 hour/week
44	VOA	Cantonese Service	\$1,126,000	14 hours/week	28 hours/week	.10 hours (6 minutes)/week	.30 hours (18 minutes)/week
45	VOA	Zimbabwe Service	\$935,000	14.5 hours/week	14.5 hours/week		
46	RFA	Cambodian Service	\$851,000	14 hours/week	14 hours/week	2.5 hours/week of web TV	2.5 hours/week of web TV
47	RFE/RL	Radio Azatliq	\$846,000	3.5 hours/week	3.5 hours/week	N/A	N/A
48	VOA	Lao Service	\$829,000	3.5 hours/week	3.5 hours per week	.09 hour (7 minutes)/week	.28 hour (17 minutes)/week
49	VOA	Bosnian Service	\$813,000	N/A	N/A	2.58 hours/week	2.58 hours/week
50	VOA	Thai Service	\$787,000	8.7 hours/week	8.7 hours/week	.28 hour (17 minutes)/week	.28 hour (17 minutes)/week
51	VOA	Azerbaijani Service	\$669,000	1.5 hours/week	2.2 hours/week	3.5 hours/week	4.2 hours/week
52	MBN	Afia Darfur	\$568,000	3.5 hours/week	10.5 hours/week		
53	VOA	Georgian Service	\$565,000	3.5 hours/week	3.5 hours/week	.66 hour (40 minutes)/week	.66 hour (40 minutes)/week
54	VOA	Armenian Service	\$425,000	N/A	N/A	1.58 hours/week	1.58 hours/week
55	VOA	Macedonian Service	\$322,000	N/A	N/A	.92 hour (55 minutes)/week	.92 hour (55 minutes)/week
56	VOA	Bambara Service	\$157,000	4.5 hours/week	8 hours/week		
57	VOA	Afghan Service	\$5,974,000	46.5 hours/week	58 hours/week	6.5 hours/week	6.5 hours/week
58	VOA	Radio Deewa	\$3,752,000	63 hours/week	168 hours/week	14 hours/week	14 hours/week
59	VOA	Uzbek Service	\$669,000	3.5 hours/week	7 hours/week	30 minutes /week	4.5 hours/week
60	VOA	Urdu Service	\$4,293,000	42 hours/week	91 hours/week	2.5 hours/week	2.5 hours/week
61	VOA	Bangla Service	\$1,225,000	8.1 hours/week	8.1 hours/week	.25 hour (15 minutes)/week	.25 hour (15 minutes)/week
62	RFE/RL	Radio Azadi	\$6,508,000	71 hours/week	84 hours/week	1.15 hours/week	1.15 hours/week
63	RFE/RL	Radio Mashaal	\$3,839,000	56.5 hours/week	63 hours/week	N/A	N/A
64	RFE/RL	Radio Ozodi	\$1,693,000	22.75 hours/week	63 hours/week	N/A	N/A
65	RFE/RL	Radio Azatlyk	\$719,000	5.5 hours/week	56 hours/week	N/A	N/A
66	RFE/RL	Radio Azattyk	\$1,710,000	26.3 hours/week	49 hours/week	2 hours/week	2 hours/week
67	RFE/RL	Radio Azattyq	\$1,552,000	N/A	N/A	0.42 hours (25 minutes)/week	0.42 hours (25 minutes)/week
68	RFE/RL	Radio Ozodlik	\$1,516,000	19.5 hours/week	52.3 hours/week	N/A	N/A
69	OCB	Radio/Television Marti	\$29,918,000	80 hours/week	168 hours/week	5 hours/week	168 hours/week
70	VOA	Spanish Service	\$2,834,000	27.30 hours/week	49 hours/week	5.40 hours/week	28.4 hours/week
71	VOA	Creole Service (Haiti)	\$1,198,000	12.25 hours/week	13.40 hours/week		

BROADCASTING BOARD OF GOVERNORS SERVICE ORIGIN DATES

Service name and types by origination date



Breaks in Services

SERVICE	NAME	OPEN DATES
VOA	Turkish Service	1942 (closed in 1945, reopened in 1948)
VOA	Albanian Service	1943 (closed in 1945, reopened in 1951)
RFE/RL	Radio Europa Libera	1950 (to Romania, ended in 2008; Moldova-focused programs continue since 1998)
VOA	Vietnamese Service	1951 (also on air 1943-1945)
VOA	Thai Service	1962 (also on air 1942-1958)
VOA	Khmer Service	1962 (also on air 1955-1957)
VOA	Persian Service	1979, (also 1942-1945; 1949-1960; and 1964-1966). TV network replaced radio in 2007.
VOA	Cantonese Service	1987 (also on air 1941-1945 and 1949-1963)
VOA	Horn of Africa Service	Amharic 1982, Tigrigna and Afaan Oromo 1996
RFE/RL	Balkan Service	Bosnian, Croatian, Serbian: 1994; Albanian to Kosovo: 1999; Montenegrin: 2005; Macedonia: 2001
RFE/RL	Radio Azadi	Dari 1985-1993, resumed 2002-present; Pashto 1987-1993, resumed 2002-present
VOA	Afghan Service	Dari-1980; Pashto-1982

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

RESEARCH AND EVALUATION OF PUBLIC DIPLOMACY AND INTERNATIONAL BROADCASTING ACTIVITIES

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 *Also see "Data-Driven Public Diplomacy: Progress Toward Measuring the Effectiveness of Public Diplomacy and International Broadcasting": <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>

- **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 and 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

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

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*Also see "Getting the People Part Right II: The Human Resources Dimension of Public Diplomacy in 2015": [http:// www.state.gov/pdcommission](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 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.
 - **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

SPOTLIGHT COUNTRY—KAZAKHSTAN (BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS)

- **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 Kazakhstanis 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 Kazakhstanis 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

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

BROADCASTING BOARD OF GOVERNORS (BBG) SPECIFIC RECOMMENDATIONS

- **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 new Digital Media Response Team (DIGIM) platform, continue to seek new distribution streams for the "Current Time" project, and expand research on the best practices for getting their content to the impacted zones.
 - **Target Audience:** BBG leadership, VOA; House and Senate Appropriations Committees; Senate Foreign Relations Committee; House Foreign Affairs Committee

ACPD ANALYSIS