

Broadcasting to Africa Assessment

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Program Code	10001151															
Program Title	Broadcasting to Africa															
Department Name	Broadcasting Board of Governor															
Agency/Bureau Name	Broadcasting Board of Governor															
Program Type(s)	Direct Federal Program															
Assessment Year	2003															
Assessment Rating	Moderately Effective															
Assessment Action Scores	<table border="1"> <thead> <tr> <th></th> <th>Section</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td></td> <td>Program Purpose & Design</td> <td>100%</td> </tr> <tr> <td></td> <td>Strategic Planning</td> <td>88%</td> </tr> <tr> <td></td> <td>Program Management</td> <td>100%</td> </tr> <tr> <td></td> <td>Program Results/Accountability</td> <td>58%</td> </tr> </tbody> </table>		Section	Score		Program Purpose & Design	100%		Strategic Planning	88%		Program Management	100%		Program Results/Accountability	58%
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Program Funding Level (in millions)	<table border="1"> <tbody> <tr> <td>FY2005</td> <td>\$11</td> </tr> <tr> <td>FY2006</td> <td>\$12</td> </tr> <tr> <td>FY2007</td> <td>\$13</td> </tr> </tbody> </table>	FY2005	\$11	FY2006	\$12	FY2007	\$13									
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FY2006	\$12															
FY2007	\$13															

Questions/Answers

Section 1 - Program Purpose & Design

Number	Question	Answer	Score
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1.1	<p>Is the program purpose clear?</p> <p><i>Explanation:</i> The program purpose is to promote and sustain freedom and democracy by broadcasting accurate and objective news and information about America and the world to audiences in Africa.</p> <p><i>Evidence:</i> U.S. International Broadcasting Act of 1994; Foreign Affairs Reform and Restructuring Act of 1998; Voice of America Charter</p>	YES	20%
1.2	<p>Does the program address a specific and existing problem, interest, or need?</p> <p><i>Explanation:</i> Broadcast via Voice of America (VOA), the program addresses the need in Africa for accurate news and information about events in the region and the United States. Broadcasting explains U.S. policies, and establishes constructive dialog to improve relations with and increase understanding among people in the region. The program provides information on issues relevant to the region: war, poverty, political conflict, and numerous social concerns. USAID funds some VOA Africa programming on critical health issues, including the HIV/AIDS epidemic and polio eradication efforts.</p> <p><i>Evidence:</i> Africa Annual Performance Plans; The dearth of free, unbiased media and the existence of anti-American reporting in Africa creates a need for timely and accurate reporting of U.S. policies and actions as well as events in</p>	YES	20%

	the region and the world at large.		
1.3	<p>Is the program designed so that it is not redundant or duplicative of any Federal, state, local or private effort?</p> <p><i>Explanation:</i> The Broadcasting Board of Governors (BBG) is the independent Federal entity responsible for all U.S. government and government-sponsored, non-military international broadcasting. Its efforts are not duplicative of other U.S.-sponsored broadcasting in Africa. Other unbiased, western media outlets broadcast to Africa, including the BBC and CNN. However, only U.S. international broadcasting has immediate and guaranteed access to accurate information about U.S. interests and policies and can be relied upon to provide a distinctly American perspective on events.</p> <p><i>Evidence:</i> The U.S. International Broadcasting Act of 1994 and the Foreign Affairs Reform and Restructuring Act of 1998 state that U.S. international broadcasting should not duplicate the activities of private United States broadcasters or the activities of government-supported broadcasting entities of other democratic nations.</p>	YES	20%

1.4	<p>Is the program design free of major flaws that would limit the program's effectiveness or efficiency?</p> <p><i>Explanation:</i> There is no conclusive evidence that another approach would be more efficient/effective at achieving the program's goals. In other regions the BBG broadcasts through two entities: 1) VOA, which is a direct federal program, and 2) surrogate broadcasters Radio Free Europe/Radio Liberty (RFE/RL) and Radio Free Asia (RFA), which are non-profit grantees. However, the only mechanism used for broadcasting into Africa is VOA. There is currently no indication that countries in Africa are in need of surrogate broadcasting, such as that provided by RFE/RL and RFA. Broadcasting to Africa through a direct federal program (as opposed to funding private, independent broadcasters) continues to be the best option because only VOA has immediate and guaranteed access to accurate information about U.S. interests and policies, and provides an American perspective on events. Retaining direct control over transmissions and programming content through VOA ensures that broadcasting maintains its quality and directly supports the mission of the program.</p> <p><i>Evidence:</i> U.S. International Broadcasting Act of 1994; Foreign Affairs Reform and Restructuring Act of 1998; Voice of America Charter</p>	YES	20%
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1.5	<p>Is the program effectively targeted, so program resources reach intended beneficiaries and/or otherwise address the program's purpose directly?</p> <p><i>Explanation:</i> The BBG is the sole Federal entity that broadcasts to Africa for the purpose of delivering accurate and objective news and information about the United States and the world. VOA broadcasts in the languages used most widely to reach the broadest possible audience: English, French, Portuguese, Hausa, Swahili, and a variety of local languages. This approach yields 45% of VOA's total worldwide radio audience. Annual Language Service and Program reviews continually refine the target audience. For example, reviews in FY 2002 led to increased programming in the Horn of Africa to target Muslim populations as part of the War on Terror.</p> <p><i>Evidence:</i> U.S. International Broadcasting Act of 1994; Foreign Affairs Reform and Restructuring Act of 1998; Voice of America Charter; Africa Program Reviews and annual Language Service Reviews</p>	YES	20%
Section 1 - Program Purpose & Design		Score	100%

Section 2 - Strategic Planning			
Number	Question	Answer	Score

2.1	<p>Does the program have a limited number of specific long-term performance measures that focus on outcomes and meaningfully reflect the purpose of the program?</p> <p><i>Explanation:</i> BBG's Africa Division performance plans include a long-term outcome measure that ties annual language service activities to the BBG's overall strategic goals. The primary long-term measure is to increase the Africa Division's audience reach. Given that measuring the program's impact on sustaining freedom and democracy in Africa is extremely difficult, audience reach is the most important and quantifiable measure of the program's success. This measure is a culmination of a number of annual common measures used across all of the Africa language services, as well as individual annual action steps for each service. The impact of annual activities (restructuring transmissions, increasing FM broadcasts, increasing region-specific programming, clarifying target audiences, increasing marketing support) should result in increased audience awareness across Africa and an overall growth in audience size. BBG is developing additional long-term goals that address the quality and relevance of broadcasting to better measure program impact.</p> <p><i>Evidence:</i> BBG Strategic Plan. Africa Division and individual Language Service performance plans.</p>	YES	12%
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2.2	<p>Does the program have ambitious targets and timeframes for its long-term measures?</p> <p><i>Explanation:</i> The target for the primary long-term performance measure is to increase audience reach by 5% over the current audience reach by FY 2008. The baseline for this measure is the FY 2002 audience reach level, approximately 34 million adults. The related annual goal of increasing weekly audience size for each African language service will track the progress toward achieving this long-term goal.</p> <p><i>Evidence:</i> Africa language service performance plans; Language Service Review; Program Review</p>	YES	12%
2.3	<p>Does the program have a limited number of specific annual performance measures that demonstrate progress toward achieving the program's long-term measures?</p> <p><i>Explanation:</i> The Africa Division has annual performance measures for both the Division and the individual language services, all of which support the long-term goal of increasing audience reach. There are 4 common measures for all 7 language services: 1) percent of weekly audience, 2) program quality rating, 3) signal strength rating, and 4) cost per listener. The last common measure - cost per listener - is an efficiency measure. Each language service also has, or is developing, individual annual action steps with milestones tailored to the nature of the language</p>	YES	12%

	<p>service and target population. These contribute to achieving the annual and long-term goals. For example, the English to Africa service performance plan includes adding FM coverage, while the Central Africa service plan includes reformatting its programming.</p> <p><i>Evidence:</i> Africa language service performance plans; Language Service Review; Program Review</p>		
2.4	<p>Does the program have baselines and ambitious targets and timeframes for its annual measures?</p> <p><i>Explanation:</i> The common measures have separate baselines and annual targets for each country in each language service. BBG established these separate targets so that language service managers could easily track performance for each country or region they broadcast to, helping them identify areas that need improvement. The baseline for the common measures is the FY 2002 level.</p> <p><i>Evidence:</i> Africa language service performance plans; Language Service Review; Program Review</p>	YES	12%
2.5	<p>Do all partners (including grantees, sub-grantees, contractors, cost-sharing partners, etc.) commit to and work toward the annual and/or long-term goals of the program?</p> <p><i>Explanation:</i> The VOA Africa Division is the sole entity responsible for U.S. international broadcasting to Africa. Editors and service chiefs closely monitor VOA contractors</p>	YES	12%

	<p>to ensure their activities, particularly stories generated by stringers, support the Division's goals.</p> <p><i>Evidence:</i> Annual Africa Language Service Reviews and Program Reviews</p>		
2.6	<p>Are independent and quality evaluations of sufficient scope and quality conducted on a regular basis or as needed to support program improvements and evaluate effectiveness and relevance to the problem, interest, or need?</p> <p><i>Explanation:</i> BBG's annual Language Service Reviews and Program Reviews conducted by the BBG's Office of Program Review (OPR) serve this purpose. OPR operates independently from all BBG language services. Annual reviews include an initial assessment with regularly scheduled follow-up meetings to check the progress on recommendations generated by the review. The reviews assess radio content, engineering and transmission, marketing efforts, internet development, and production value. BBG contracts with InterMedia, an independent firm that conducts annual surveys for each language service and program, evaluating a variety of factors: market profile, media access and use, and international broadcasting impact and trends. InterMedia also profiles audience listening habits.</p> <p><i>Evidence:</i> The annual Language Service Review assesses two basic issues: (1) where should BBG broadcast and (2)</p>	YES	12%

	<p>how well is BBG broadcasting. The Program Reviews are quality-control mechanisms based on field research and external analyses of program content and presentation.</p>		
2.7	<p>Are Budget requests explicitly tied to accomplishment of the annual and long-term performance goals, and are the resource needs presented in a complete and transparent manner in the program's budget?</p> <p><i>Explanation:</i> To date BBG hasn't included annual performance plans in its budget requests for Africa. The impact of existing and requested funding on program performance goals is not known. Currently BBG does not link its budget requests for Africa programs to the performance plans or strategic plan. BBG reports all direct costs of the program, but does not tie them to performance goals. It does not allocate indirect costs (including administration and program support) to the Africa Division. BBG will include the Africa Division annual performance plans in the FY 2005 budget request. It has agreed to align the funding needs to the performance plans in Africa and link them the long-term and annual performance goals. It will also link related support costs (engineering, marketing, capital projects) to each language service.</p> <p><i>Evidence:</i> FY 2004 Congressional Justification; Language Service Review; Program Review; FY 2004 BBG Budget Request</p>	NO	0%

2.8	<p>Has the program taken meaningful steps to correct its strategic planning deficiencies?</p> <p><i>Explanation:</i> BBG designed a new performance plan template to use for all language services, including Africa. These plans include new performance measures and targets for the Africa Division. The performance plans are based on the new strategic plan, and they attempt to tie individual program goals to the strategic goals of the agency. BBG also continues to revise the new agency strategic plan it presented to its Board in September 2002. This plan proposes an entirely new approach to international broadcasting, "Marrying the Mission to the Market."</p> <p><i>Evidence:</i> BBG Strategic Plan, Africa Division Performance Plans</p>	YES	12%
Section 2 - Strategic Planning		Score	88%

Section 3 - Program Management

Number	Question	Answer	Score
3.1	<p>Does the agency regularly collect timely and credible performance information, including information from key program partners, and use it to manage the program and improve performance?</p> <p><i>Explanation:</i> Using performance data gathered through its annual Language Service Reviews and Program Reviews, the BBG examines the results to adjust resources and set strategic priorities. Program Reviews also include content</p>	YES	17%

	<p>and production analysis to assist managers in improving performance. These same data are included in the Performance Plans. These reviews have resulted in the development of websites for all African language services, improved information on health issues, and increased focus on young audiences. Review of data on broadcast reach initiated an examination of options to increase FM broadcasting in urban centers.</p> <p><i>Evidence:</i> Language Service Review, Program Review, Africa Division Performance Plans.</p>		
3.2	<p>Are Federal managers and program partners (grantees, subgrantees, contractors, cost-sharing partners, etc.) held accountable for cost, schedule and performance results?</p> <p><i>Explanation:</i> Senior managers' "Line of Sight" performance appraisal system requires critical elements and ratings that are tied to the objectives of the BBG. The annual Language Service Review holds managers and partners directly accountable for results by the corresponding resource allocations. No grantees broadcast to Africa. Contractors are accountable to the same program standards. The Program Review process also measures the quality of their work. Many contractors work on a "pay-for-product" basis, with payment dependent upon the timely receipt of quality products. For example, many "stringers" receive payment for each quality news story they deliver.</p>	YES	17%

	<p><i>Evidence:</i> "Line of Sight" Performance Standards/ Appraisals; Manual of Operations and Administration, Sec. 490 - Performance Appraisal System; Language Service Review</p>		
3.3	<p>Are all funds (Federal and partners') obligated in a timely manner and spent for the intended purpose?</p> <p><i>Explanation:</i> All requisitions must include verification that funds are available, and the funds are obligated when a contract or agreement is signed or a purchase order is done. The mid-year and 3rd quarter review provides an opportunity for managers to verify that unliquidated obligations are valid and that once an obligation has been fully expended, remaining balances are deobligated. Financial transactions are coded to both an organization and to a function or project. Given that BBG has a high percentage of fixed costs (salaries, transmission and infrastructure expenses, rent, etc.), funds must be obligated in a timely manner in order to continue operations.</p> <p><i>Evidence:</i> The reviews and the allotment control procedures enable the Agency to track obligations to ensure that funds are used for the intended purpose by the appropriate Agency office.</p>	YES	17%

3.4	<p>Does the program have procedures (e.g., competitive sourcing/cost comparisons, IT improvements, appropriate incentives) to measure and achieve efficiencies and cost effectiveness in program execution?</p> <p><i>Explanation:</i> The annual Language Service Review process includes an efficiency measure -- cost per listener. The Program Review process also assesses the efficiency and productivity of each language service. To increase program efficiency through IT improvements BBG developed the Production Digitization project for VOA. This multi-year effort will modernize the program production capabilities of VOA's radio and TV through the use of digital audio, video, and computer network technologies. Digital audio and video offers sharp improvements in quality and operational efficiency.</p> <p><i>Evidence:</i> Africa Program Performance Plans; Language Service Reviews; Program Review ; Production Digitization for VOA</p>	YES	17%
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3.5	<p>Does the program collaborate and coordinate effectively with related programs?</p> <p><i>Explanation:</i> BBG is solely responsible for all non-military, U.S. international broadcasting. Therefore, there are no related programs that share similar goals and objectives.</p> <p><i>Evidence:</i> U.S. International Broadcasting Act of 1994; Foreign Affairs Reform and Restructuring Act of 1998; Voice of America Charter</p>	NA	0%
3.6	<p>Does the program use strong financial management practices?</p> <p><i>Explanation:</i> The BBG is cross-serviced by the State Department to provide financial services using the BFMS system. Internal controls are in place to minimize erroneous payments. The BBG Administrative Officers obligate financial transactions, and the State Department processes the payments, thus ensuring checks and balances on BBG accounts.</p> <p><i>Evidence:</i> BFMS System. The State Department has received clean audit opinions.</p>	YES	17%

3.7	<p>Has the program taken meaningful steps to address its management deficiencies?</p> <p><i>Explanation:</i> The Office of Program Review conducts an independent analysis of program content and presentation, which includes the management of the program. The Action Plans resulting from the Program Reviews lay out specific and meaningful steps to correct deficiencies when they are identified. The Office of Program Review regularly follows up with managers to track progress. The senior managers' "Line of Sight" performance appraisal system requires critical elements and ratings based on the mission and is tied to the objectives of the BBG.</p> <p><i>Evidence:</i> Program Reviews; BBG Manual of Operations and Administration "Line of Sight" Performance Appraisal System, Section 490</p>	YES	17%
Section 3 - Program Management			Score 100%

Section 4 - Program Results/Accountability			
Number	Question	Answer	Score
4.1	<p>Has the program demonstrated adequate progress in achieving its long-term outcome performance goals?</p> <p><i>Explanation:</i> In the past year BBG has taken steps to advance progress toward increasing audience reach by 5%. Once the FY 2003 African language service and program reviews are complete BBG will</p>	SMALL EXTENT	8%

	<p>be able to more accurately determine its progress.</p> <p><i>Evidence:</i> Language Service Review, Program Review, Africa Division Performance Plans</p>		
4.2	<p>Does the program (including program partners) achieve its annual performance goals?</p> <p><i>Explanation:</i> The Africa Division has maintained the FY 2002 baseline for its common measures, and has made progress toward achieving its FY 2003 targets. However, the full progress toward the FY 2003 targets will not be known until BBG completes its FY 2003 Africa language service and program reviews.</p> <p><i>Evidence:</i> Africa Division Performance Plans, Program Reviews, Language Service Reviews.</p>	LARGE EXTENT	17%
4.3	<p>Does the program demonstrate improved efficiencies or cost effectiveness in achieving program performance goals each year?</p> <p><i>Explanation:</i> BBG has already established an efficiency measure -- cost per listener -- and shows improved cost effectiveness for its Africa programs. Previous annual Language Service Reviews and Program Reviews assess efficiency and cost effectiveness through this measure. However, it should be noted that as BBG incurs high capital</p>	LARGE EXTENT	17%

costs through adding transmitters the cost per listener will increase in the short term. The new transmitters should increase the range of the signal and increase the size of the audience, ultimately driving the cost per listener back down. In other measures of efficiency, the Africa Division created web pages for all of the Africa language services. Through these web pages BBG can reach more people, particularly those that are part of the diaspora, without adding staff or additional resources. VOA has also completed its Production Digitization project for Africa, which modernizes the program production capabilities of VOA's radio and TV through the use of digital audio, video, and computer network technologies, improving quality and operational efficiency.

Evidence: Africa Division Performance Plans, Program Reviews, Language Service Reviews.

4.4

Does the performance of this program compare favorably to other programs, including government, private, etc., that have similar purpose and goals?

Explanation: BBG is solely responsible for all non-military, U.S. international broadcasting. Therefore, there are no related programs that share similar goals and objectives.

NA

0%

	<i>Evidence:</i>		
4.5	<p>Do independent and quality evaluations of this program indicate that the program is effective and achieving results?</p> <p><i>Explanation:</i> Annual Program Reviews and Language Service Reviews indicate that VOA Africa has its strengths, but there is room for improvement in program content, transmission capabilities, and quality of some reporting. For example, the most recent English to Africa review revealed that 81% of weekly listeners familiar with HIV/AIDS programming believe that VOA is producing the right amount on the topic. However, anecdotal evidence collected through the reviews indicates that HIV/AIDS programming could improve by including more information on prevention and medication. The review also suggests that VOA Africa should produce more stories targeted to specific countries. The weekly audience reach in 2002, which measures the percent of target audience tuning in, ranges from a low of 0.4% in Cote D'Ivoire to a high of 35.3 in Mozambique, indicating a wide range of impact on the target populations. VOA managers have used review results to improve reporting and tailor broadcasts to local populations, as well as restructuring broadcast transmission plans.</p>	LARGE EXTENT	17%

Evidence: Program Review schedules, results and action plans; Language Service Review analysis and results.

Section 4 - Program Results/Accountability

Score

58%

Program Performance Measures

Term	Type																						
Long-term	Outcome	<p>Measure: Audience reach in Africa. (millions of listeners)</p> <p><i>Explanation:</i> This number estimates the number of adults that have listened to Voice of America broadcasting in Africa in an average week period.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>n/a</td> <td>34</td> </tr> <tr> <td>2005</td> <td>34</td> <td>38.5</td> </tr> <tr> <td>2008</td> <td>35.7</td> <td></td> </tr> </tbody> </table>	Year	Target	Actual	2002	n/a	34	2005	34	38.5	2008	35.7										
Year	Target	Actual																					
2002	n/a	34																					
2005	34	38.5																					
2008	35.7																						
Annual	Outcome	<p>Measure: Audience reach in Central Africa. (%)</p> <p><i>Explanation:</i> This number estimates the percentage of the target adult population that has listened to VOA broadcasting to Central Africa in an average week period.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>n/a</td> <td>25%</td> </tr> <tr> <td>2003</td> <td>n/a</td> <td>52%</td> </tr> <tr> <td>2004</td> <td>n/a</td> <td>52%</td> </tr> <tr> <td>2005</td> <td>n/a</td> <td>77.2%</td> </tr> <tr> <td>2006</td> <td>78%</td> <td></td> </tr> <tr> <td>2007</td> <td>78%</td> <td></td> </tr> </tbody> </table>	Year	Target	Actual	2002	n/a	25%	2003	n/a	52%	2004	n/a	52%	2005	n/a	77.2%	2006	78%		2007	78%	
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2002	n/a	25%																					
2003	n/a	52%																					
2004	n/a	52%																					
2005	n/a	77.2%																					
2006	78%																						
2007	78%																						

Annual	Outcome	<p>Measure: Program quality for broadcasting to Central Africa. (Range 1-4; 4 being highest)</p> <p><i>Explanation:</i> This measure is based on individual ratings for program content and presentation.</p> <table border="1" data-bbox="511 430 990 819"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>n/a</td> <td>3.4</td> </tr> <tr> <td>2003</td> <td>n/a</td> <td>3.7</td> </tr> <tr> <td>2004</td> <td>n/a</td> <td>3.7</td> </tr> <tr> <td>2005</td> <td>n/a</td> <td>3.3</td> </tr> <tr> <td>2006</td> <td>3.5</td> <td></td> </tr> <tr> <td>2007</td> <td>3.5</td> <td></td> </tr> </tbody> </table>	Year	Target	Actual	2002	n/a	3.4	2003	n/a	3.7	2004	n/a	3.7	2005	n/a	3.3	2006	3.5		2007	3.5	
Year	Target	Actual																					
2002	n/a	3.4																					
2003	n/a	3.7																					
2004	n/a	3.7																					
2005	n/a	3.3																					
2006	3.5																						
2007	3.5																						
Annual	Output	<p>Measure: Signal strength for broadcasting to the Horn of Africa. (Range 1-5; 5 being highest)</p> <p><i>Explanation:</i> This measure refers to whether the programs are capable of being heard by target audiences.</p> <table border="1" data-bbox="511 1218 990 1606"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>n/a</td> <td>3.3</td> </tr> <tr> <td>2003</td> <td>n/a</td> <td>3.9</td> </tr> <tr> <td>2004</td> <td>n/a</td> <td>3.5</td> </tr> <tr> <td>2005</td> <td>n/a</td> <td>3.2</td> </tr> <tr> <td>2006</td> <td>3.2</td> <td></td> </tr> <tr> <td>2007</td> <td>3.2</td> <td></td> </tr> </tbody> </table>	Year	Target	Actual	2002	n/a	3.3	2003	n/a	3.9	2004	n/a	3.5	2005	n/a	3.2	2006	3.2		2007	3.2	
Year	Target	Actual																					
2002	n/a	3.3																					
2003	n/a	3.9																					
2004	n/a	3.5																					
2005	n/a	3.2																					
2006	3.2																						
2007	3.2																						

Annual	Efficiency	<p>Measure: Cost per listener for broadcasting in English to Africa. (\$)</p> <p><i>Explanation:</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>n/a</td> <td>\$0.45</td> </tr> <tr> <td>2003</td> <td>n/a</td> <td>\$1.15</td> </tr> <tr> <td>2004</td> <td>n/a</td> <td>\$0.33</td> </tr> <tr> <td>2005</td> <td>n/a</td> <td>\$0.21</td> </tr> <tr> <td>2006</td> <td>\$0.20</td> <td></td> </tr> <tr> <td>2007</td> <td>\$0.20</td> <td></td> </tr> </tbody> </table>	Year	Target	Actual	2002	n/a	\$0.45	2003	n/a	\$1.15	2004	n/a	\$0.33	2005	n/a	\$0.21	2006	\$0.20		2007	\$0.20	
Year	Target	Actual																					
2002	n/a	\$0.45																					
2003	n/a	\$1.15																					
2004	n/a	\$0.33																					
2005	n/a	\$0.21																					
2006	\$0.20																						
2007	\$0.20																						

Program Follow-up Actions

Year Began	Follow-up Action	Status	Comments
2003	Ensuring that funding for broadcasting to Africa is explicitly linked to the accomplishment of relevant performance goals.	Completed	BBG's 2006 and 2007 Budget request to OMB presented integrated performance information, and funding for this program was linked to the following performance objective: "Target African broadcasting to areas prone to terror incidents, genocide or failed states." Funding in 2007 was directed to the following action steps that will lead to the accomplishment of this performance objective: "Continue VOA Zimbabwe programming when USAID funding ends."
2004	Revising the current agency strategic plan to build on a market-based approach to broadcasting.	Action taken, but not completed	

2004	Designing and implementing additional performance measures that capture the quality and credibility of the radio and television programs.	Action taken, but not completed	BBG added program-wide measures of "credibility" (percent of the audience assessing BBG news and information as trustworthy or very trustworthy) and is defining internet and television performance measures.
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