



United States Department of State
and the Broadcasting Board of Governors

Office of Inspector General

OFFICE OF INSPECTIONS

Inspection of Radio Free Asia

Report Number ISP-IB-11-29, March 2011

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PURPOSE, SCOPE, AND METHODOLOGY OF THE INSPECTION

This inspection was conducted in accordance with the Quality Standards for Inspections, as issued by the President's Council on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General for the U.S. Department of State (Department) and the Broadcasting Board of Governors (BBG).

Purpose

The Office of Inspections provides the Secretary of State, the Chairman of the BBG, and Congress with systematic and independent evaluations of the operations of the Department and the BBG. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- Policy Implementation: whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.

In accordance with the U.S. International Broadcasting Act of 1994 (P.L. 103-236) Section 304(a)(3)(B), OIG is prohibited from evaluating the content of BBG broadcasting entities. The section, entitled "Respect for Journalistic Integrity of Broadcasters," states that "The Inspector General shall respect the journalistic integrity of the broadcasters covered by this title and may not evaluate the philosophical or political perspectives reflected in the content of broadcasts."

- Resource Management: whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.
- Management Controls: whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instance of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

Methodology

In conducting this inspection, the inspectors: reviewed pertinent records; as appropriate, circulated, reviewed, and compiled the results of survey instruments; conducted on-site interviews; and reviewed the substance of the report and its findings and recommendations with offices, individuals, and organizations by this review.



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and the Broadcasting Board of Governors**

Office of Inspector General

PREFACE

This report was prepared by the Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended, and Section 209 of the Foreign Service Act of 1980, as amended. It is one of a series of audit, inspection, investigative, and special reports prepared by OIG periodically as part of its responsibility to promote effective management, accountability and positive change in the Department of State and the Broadcasting Board of Governors.

This report is the result of an assessment of the strengths and weaknesses of the office, post, or function under review. It is based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

The recommendations therein have been developed on the basis of the best knowledge available to the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in black ink, appearing to read "H. W. Geisel".

Harold W. Geisel
Deputy Inspector General

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KEY JUDGMENTS

- Radio Free Asia's (RFA) personnel at all levels are dedicated to its mission of providing accurate and timely news and information to Asian countries whose governments prohibit access to a free press. Staff morale and job satisfaction are high.
- The RFA president and senior management team are providing strong direction for the organization. On questionnaires, personnel give high marks to the RFA president.
- Program jamming and Internet censorship pose significant challenges. Traditional audience research cannot ensure precise RFA audience numbers because of the difficulties of doing research in restricted countries. RFA has been innovative in designing other research and measurements of impact to reflect the accomplishments of its mission. Increasingly, RFA's language services use the Internet, social media, and citizen journalists as options for reaching target audiences.
- In a tight economy, RFA's technical operations division is creative in marshaling its resources and in looking for alternative ways of doing business and of ensuring cyber security.
- There could be more cross-fertilization of ideas among the language services, but this condition arises from the market-focused nature of surrogate broadcasting, cultural sensitivities, language problems, and the fast pace of the work. The situation shows improvement, especially as language services are beginning to coordinate efforts in the use of social media and the Internet.
- Communications between the programming and technical divisions about social media and the Internet could be improved. There is a need that both sides engage in regularly scheduled meetings to discuss needs, desires, problems, opportunities, priorities, implementation schedules, and financial and personnel realities.
- RFA has made major improvements in management and administration since the last OIG report in August 2003. RFA provides good administrative support to all employees located in Washington, DC, headquarters and in overseas offices. The administrative support gets high marks from RFA staff.

All findings and recommendations in this report are based on conditions observed during the on-site review and the standards and policies then in effect. The report does not comment at length on areas where OIG did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between September 15 and November 23, 2010. (b) (6)



CONTEXT

RFA began radio broadcasting in September 1996. It is a private, nonprofit news organization, operating under a grant from the Broadcasting Board of Governors (BBG),¹ broadcasting daily in nine languages to listeners in Asia whose governments restrict media and control the news and information. Through shortwave, medium wave, satellite transmission and the Internet, RFA broadcasts to seven specific countries mandated by Congress: China, Tibet, North Korea, Vietnam, Cambodia, Laos, and Burma using their languages and several dialects. RFA has eight offices/hubs throughout Asia and a network of stringers around the world. It must be creative in overcoming jammed transmissions and Internet censorship and in using a variety of media and methods to connect with its different audiences.

RFA was originally authorized through Section 309 of the International Broadcasting Act of 1994² with a requirement for annual authorization. In June 2010, Congress showed its support of RFA's mission and removed a sunset clause from the original authorization, thus permanently authorizing RFA.³

BBG has two entities that broadcast into China. RFA and Voice of America's (VOA) Chinese branch have complementary missions. RFA's mission is to serve as a surrogate broadcaster. Its programming primarily comprises domestic news and information of unique and specific interest to its listeners. VOA's Chinese branch follows the VOA Charter to represent America, not any single segment of American society, and therefore to present "a balanced and comprehensive projection of significant American thought and institutions." VOA is mandated to present the policies of the United States clearly and effectively, and to also present responsible discussions and opinion on these policies.⁴

According to RFA management, the media and human rights situation in RFA's target regions today is as bad as or worse than 12 months ago. Freedom House's most recent press freedom index, released in April 2010, names every RFA target country as "not free." All but one of RFA's target countries and eight of its nine languages are in the bottom 10 of the entire 196 countries rated, and North Korea is 196th. For

¹ The Broadcasting Board of Governors is an independent Federal agency which supervises all U.S. Government-supported, nonmilitary international broadcasting, including the Voice of America; Radio Free Europe/Radio Liberty; the Middle East Broadcasting Networks (Alhurra TV and Radio Sawa); Radio Free Asia; and the Office of Cuba Broadcasting.

² 22 U.S.C. 6208

³ PL 111-202

⁴ See OIG's *Inspection of Voice of America's Chinese Branch*, Report No. ISP-IB-10-53, July 2010.

human rights, a June 2010 Freedom House report identified China, Laos, Burma, North Korea, and the Tibetan territory as among this year's "worst of the worst" for political rights and civil liberties. In an October 2010 press release, RFA's president said, "This year's World Press Freedom Index is a sober reminder of how dire this situation remains in Asia and much of the world."⁵

⁵ "Radio Free Asia Responds to 2010 Press Freedom Index," October 20, 2010.

EXECUTIVE DIRECTION

Through individual meetings with RFA management and staff plus responses to personal questionnaires, the OIG inspection team observed that RFA has strong, experienced executive direction. Management and staff alike praised the RFA president and on questionnaires gave consistently high ratings of her performance. She came to RFA at a time when the organization was experiencing organizational problems and became president in 2005. Her ability to speak Mandarin and her experience as a labor-relations lawyer are invaluable assets. Many people in RFA and BBG spoke of her passion for the RFA mission and her ability to make decisions that result in a well functioning organization whose staff are proud of their contributions. In addition to her management skills, she is highly esteemed for her concern for individual workers.

The senior management team is well qualified. The vice president for programming, who helped set up RFA, is a well respected veteran journalist. The vice president for administration and finance brought years of experience from the corporate world to efficiently manage RFA's business. The chief technology officer and chief financial officer have also been with RFA from the beginning and have helped shape its current operations. Likewise, the human resources manager, chief financial officer, and legal counsel have created or systematized policies and procedures that were lacking from the early days. Of the nine language service directors, six came to RFA within the first 2 or 3 years and have seen advances in their services.

OIG published a report on RFA in 2003⁶ when the organization was going through major organizational and management challenges. The current RFA executive management has significantly addressed most of the management weaknesses outlined at that time.

Two common trends were identified in the personal questionnaires filled out by the RFA employees (221 questionnaires from a total of 261 employees, an 85 percent response rate). The first was that a majority of the respondents mentioned how proud they were to be working for an organization like RFA that was performing a crucial mission. Secondly, nearly 90 percent of the respondents rated their morale as a 4 or 5 on a scale of 1 (low) to 5 (high). Even those few employees who voiced a number of complaints about RFA still rated their morale at 4 or 5, because of the chance to work for a company with such an important purpose.

⁶ *Review of Radio Free Asia Activities*, Report No. IBO-A-03-05, August 2003.

LANGUAGE SERVICE PROGRAMMING

The on-board staffing for the RFA language services and hours of broadcasts in FY 2010 vary, with four services now producing Webcasts.

Language Service	Staffing	Programming
Burmese Service	18	3 hours original/day plus 1 hour of repeat – 7 days/week; SW, FM, and satellite; Internet
Cambodian Service	13	2 hours original/day, 7 days/week; SW, FM, and satellite; Internet (supplemented by contractors in Phnom Penh office)
Cantonese Service	5	2 hours/day – 1 hour live in the morning and updated/repeated in the afternoon – 7 days/week; SW and 24-hour streaming audio over satellite; Internet
Korean Service	22	5 hours/day, 7 days/week (3 original hours, half an hour repackaged, and 1 hour and a half repeated); SW, MW, and satellite; Internet
Laotian Service	14	2 hours original/day 7 days/week; SW, FM, and satellite; Internet
Mandarin Service	40	6 hours original/day and 6 hours of repeat 7 days/week; SW, MW, and satellite; Internet; webcasting
Tibetan Service	36	5 hours original and 5 hours repeat 7 days/week; SW and satellite; Internet; webcasting
Uyghur Service	13	2 hours daily with Saturday and Sunday news updates; SW and satellite; Internet; webcasting
Vietnamese Service	18	2 hours original/day, 7 days/week; SW, FM, and satellite; Internet; webcasting

SW=short wave; MW=medium wave/AM radio

Source: RFA, 2010

USE OF INTERNET AND NEW MEDIA

Despite its name, RFA is not just about radio broadcasting—and has not been for many years. Admittedly, radio in all its forms (shortwave, FM, and AM) is still an important component of the RFA programming mix, and in many parts of the RFA domain radio is still an absolute necessity. However, RFA has moved strongly and adeptly into the realm of the Internet and new media.

One reason for this expansion is the persistent and effective jamming of radio signals by governments that consistently rank at the bottom of press freedom indices. Given the pervasive obstruction of radio signals, it was only logical for RFA to take advantage of alternate methods of information delivery. Notwithstanding, the move to new technologies also has a generational reason: even in some of the most repressive regimes in the world, there are people who know how to use the latest gadgets to get the news they want.

In interviews, documents, and demonstrations, the OIG team observed that RFA is passionate about reaching its audience by whatever means possible. Each of the nine language services has its own Web site, and there is one Web site in English as well. The Web sites serve as platforms for many information services: language-specific text versions of radio news and features, video Webcasts, news/topical blogs, regularly updated RSS news feeds, cell-phone feeds, streaming videos, newsletters, Facebook links, Twitter click-points, YouTube channels, comment/dialogue sections, message boards, podcasts, and news-tip drop-boxes. A Flickr site displays program-related photographs. A flash video player has its own playlist for each of the language services. Using Skype rather than toll-free lines for call-in shows has proven to be cheaper for RFA and more secure for the callers. Distribution of news headlines to mobile devices has just begun. Implementation is under way for news distribution via smart phone with Wi-Fi technology and capability. Additionally, to help visitors access its blocked Web sites, RFA is developing proxy server technology to circumvent Web censors. (See Appendix C for a list of RFA social and new media sites.)

“Citizen journalists” are also a new part of the programming mix. The photos, videos, comments, and tips they share enrich communication and provide RFA with story leads and news content—such as footage of the 2009 crackdown on Uyghur protests in China—not otherwise available from within its information-restricted client countries. In addition, the comment sections of Web sites allow visitors to interact with each other and with RFA in ways forbidden by their governments. These developments are beginning to match the vision of Broadcasting Board of Governors Chairman Walter Isaacson, who wants “a new approach that catalyzes

social networks” and “peer-to-peer global communities” that can “help guarantee the universal human right of access to the free flow of information.”

RFA takes steps to ensure reliability when using material from citizen journalists. The two-source rule is used, even if it slows down the story. Some of the citizen journalists may have their own political agenda or may be false leads to compromise RFA’s journalistic reputation. For stories about protests, reporters must call the local police to confirm the event and identify themselves as journalists with RFA. A source might say that there were 200 people at a demonstration. The police may confirm that it took place but say the count was closer to 50. The Web editors carefully examine photographs to catch any clues that might signify misidentification, such as the photo of a previous typhoon being claimed as a recent flood.

All of these new media approaches seem to be working. In 2009, direct visits to RFA Web sites increased by 41 percent over 2008. In 2010, visits increased by another 13 percent. The nine RFA YouTube channels are consistently in the top ten of non-profit channels, despite the fact that RFA content is in Asian languages and YouTube is mostly an English-language phenomenon. The Vietnamese-service webcasts on YouTube have been ranked number one in the world among non-profit organizations, despite the fact that the RFA Web site itself is blocked in Vietnam. Almost every language service has a ready example of its target country finally acknowledging a societal problem only after an RFA Web site has brought it to public attention.

Some of this flourishing of media is the result of the hiring of new tech-savvy employees, but much of it is thanks to the adaptability of traditional, veteran radio broadcasters, who have taken on webcasting duties in order to better fulfill their mission of bringing news to those who are deprived of it. Regular meetings of the new-media personnel of all of the language services help share best practices throughout the company, the Web site managing editor fosters a culture of continuous development, and RFA senior management provides both moral and financial support to new media. The International Broadcasting Bureau’s Office of New Media is also supportive. In addition, a soon-to-open video studio will vastly improve the quality of webcast programs now being recorded in general-purpose meeting rooms and vacant spaces.

While all of the language services have participated in the development of these new media opportunities, none of them is compelled to follow the same path. In-country technological conditions and user preferences are acknowledged: where the Internet is underdeveloped and less appreciated, the emphasis is on traditional forms of communication; where modern technology is racing ahead, every advance is used as an opportunity for programmatic advantage.

The new media aspect of RFA is a continual work in progress, and RFA is always on the look-out for new ways to reach its audience. Its wish list, should funding ever

be available, includes additional editorial capacity for video production, the hiring of mobile-device content editors, increasing in-country video production, and the addition of social-network outreach specialists to all language services.

As might be expected in a field as constantly changing as new media, there can be practical problems. Chief among these seems to be a communication disconnect. Some of the technical operations people, who make the systems function, think the new media people are demanding, impatient, or inclined to want the next big thing. Many of the new media people, on the other hand, find the technical operations people to be slow, uninterested, or lacking in technical skills to bring them the advances they feel they need in areas such as Web page redesign, search-engine updating, and archive transference. RFA management said that this was a known issue that RFA had begun to address prior to the OIG visit in order to promote a more holistic approach to workflow and content creation for the Web. It plans to update and reinstall relevant software.

Because of the lack of mutual understanding between the two groups, the OIG team left an informal recommendation that representatives of both sides engage in regularly scheduled meetings to discuss needs, desires, problems, opportunities, priorities, implementation schedules, and financial and personal realities.

AUDIENCE RESEARCH AND MEASURING EFFECTIVENESS

RFA's strategic planning process falls under the BBG Strategic Plan 2008-2013. Through audience research, RFA identifies BBG strategies that align with opportunities in its target countries and implements plans in each of its language services. RFA is covered by the BBG audience research contract with InterMedia, which reports on audience reach (the number of people who have read/seen/heard an RFA item in the last week), how people judge RFA's reliability and credibility, and whether RFA enhances understanding. InterMedia employs subcontractors familiar with specific countries and language groups to collect information and conduct polling.

Both RFA and the contractor explained the difficulties in conducting research in RFA countries and gathering reliable numbers about listeners.

1. Audience estimates do not include any listeners for Tibetan, Korean, and Uyghur services. Refugee surveys suggest RFA listening rates are quite high among the 5.4 million Tibetans and 23 million North Koreans. Anecdotal evidence also suggests substantial audiences among the estimated nine million Uyghurs living under Chinese rule.
2. Audience estimates also do not include estimates of listening in areas that were not sampled. This severely limits data on Lao and Vietnamese listening.
3. Audience measurement becomes absolutely impossible during crises when audiences are highest. Research firms refuse to conduct surveys during crises, when RFA knows the reliance on international radio peaks. For example, following the 2007 antigovernment Saffron Revolution in Burma, RFA's audience research subcontractor left the area because the situation was too dangerous.
4. Internet traffic reports do not include data from those who visited via proxy servers and other "anonymizing" systems—the majority of traffic in China and Vietnam. To date, there is not a consistent system for measuring indirect impact of digital content.
5. People are fearful of telling strangers about listening to an illegal station or accessing a banned site.

Under these circumstances, the most recent figures for measurable audience for RFA totaled 9.7 million for regular listeners and 15.4 million for annual listeners. According to RFA, the research information needs to be triangulated with other information. Surveys only tell part of the story. BBG policy is not to project audience size based on refugee, defector, or traveler data. That rules out the information obtained from interviewing recent Tibetan refugees in Nepal and North Korean refugees and travelers from the region. RFA's research director said that the research done on North Korea is the first quantitative research for the audience. There are no data for Uyghur. Cantonese data are 7 years old, though RFA will field a survey this year in Guangdong.

To supplement audience research, RFA identifies other indications of impact. It counts on anecdotal information such as listeners' comments on the Web and blogs, call-in show participants, emails, letters, and phone calls. RFA knows that information is also spread through word-of-mouth networks or as republication of RFA materials on blogs. RFA has no measure for the word-of-mouth networks but can keep track when it finds its materials on blogs. In addition, RFA tracks the growing number of times that its stories are picked up by reputable media organizations. This is especially important in times of national crises when RFA, often the only organization with sources inside a country, can provide fast-breaking reliable news to the outside. RFA also has numerous examples when one of its stories has forced the local regimes to take action on a problem that was previously hidden.

MAINTAINING JOURNALISTIC STANDARDS

Journalistic standards are important to any news organization, and a government-sponsored operation is no exception. RFA acknowledges its professional obligations in a “Code of Journalistic Ethics” that is both broad and clear. (See Appendix A.) RFA products must be “accurate, fair, and balanced”—there can be no stories based on unsubstantiated information, there will be no incitement to violence or emigration, there should be no propaganda, there must be no connection to any political party or exile group.

RFA features the Code of Journalistic Ethics prominently on its Web site (for the whole world to see) and posts it on the walls of its language-service work areas. The Code is reinforced during on-the-job mentoring of new employees and often serves as a topic during short training programs focused on journalistic professionalism (especially important in an organization that sometimes employs people more for their linguistic abilities than their reporting pedigrees.) Even outside contractors, as they prepare commentaries and reports, are subject to the same ethical standards.

On-the-ground implementation of the Code of Journalistic Ethics involves several layers of management. Sub-editors and editors supervise reports in-progress. The deputy directors of programming and the vice president of programming provide guidance during the daily editorial meetings. Language-service managers review finished reports and authorize their broadcast or on-line placement. Monitoring committees, senior editors, deputy directors, or directors, (depending on the policy of the individual language-service) listen to all actual broadcasts. Language-service directors review every daily broadcast log with the aim of spotting and dealing with anomalies. Each language service conducts annual program reviews in which experts (including many from outside RFA) analyze a sampling of broadcasts to arrive at critiques of both substance and style. In addition, radio listeners and Web site visitors offer critical program feedback via comment sites and call-in programs.

Because no news organization is perfect, there can be flaws in news stories—even when the standard guideline of having more than one source for a story has been followed. According to State Department officials, RFA senior staff has always been responsive to reports of editorial mistakes.

In addition, RFA can point with pride to external validation of the quality of its journalistic output: in the last 2 years alone, RFA and its language-service components have earned several international awards for their broadcasts and Web sites. (See Appendix B.)

TECHNICAL OPERATIONS DIVISION

The Technical Operations Division manages all master control and studio operations; audio production; Web technical support; network and systems administration; security and support; technology infrastructure and development; and facilities services.

It is comprised of the program and operations support department (including the help desk, which has improved significantly in the last year), the system administration/security group, the projects/development group, the technical Web support group, and Asian operations, all under the chief technical officer. Between employees and contractors, the chief technical officer has 50 people reporting to him.

The two biggest challenges facing technical services are: 1) maintaining vigilance against cyber security threats, including staying on top of the most current security solutions developed by the industry, and 2) keeping current with technology changes, both in hardware and software. These challenges are made more difficult in times of constrained budgets (especially training budgets) and limitations on staffing slots.

In a tight economy, RFA's technical operations division is creative in marshaling its resources and setting priorities. Several people commented in their personal questionnaires that software and equipment were a problem. The chief technical officer said that he tries to do the best he can and to stay current on the things that matter such as Windows 7 and the servers. The personal computers are working well for most of the staff, but funds are not available to provide the Web editors with updated equipment. The OIG team heard from another manager that RFA is out of laptops. It needs more coverage and upgrades because people want laptops for video and audio editing. The chief technical officer finds replacement parts on eBay for the old previous generation systems still being used in the studios. He is engaged in finding equipment that is workable and within budget, although it may not be top-of-the-line. RFA manages with what it has, but personnel in all areas said that they could do more and better with improved equipment.

RESOURCE MANAGEMENT

RFA provides good administrative support to all employees located in DC headquarters and in overseas offices. RFA administrative services include finance, human resources, procurement, technical operations, property management, and facilities. The administrative services in general have improved dramatically since the last OIG review.⁷ Besides providing good customer service, there are written standard operating procedures for all RFA administrative services accessible on the RFA intranet Web site. Based on the personal questionnaires reviewed by the OIG team, the employees are generally pleased with the administrative support.

As a grantee organization, RFA is not a Federal agency. Its funding comes from an annual federal grant made and supervised by the Broadcasting Board of Governors, which oversees all U.S. Government-sponsored civilian international broadcasting. Its operating requirements are stipulated in the grant agreement and in Office of Management and Budget (OMB) Circulars No. A-110, A-122, and A-133. The estimated FY 2010 budget for RFA was \$37.2 million, with \$38.4 requested for FY 2011. RFA has 286 positions with 264 employees on board. Of this number, 253 employees are located at the DC headquarters with the exception of one California-based correspondent for RFA's Mandarin Service. The remaining 11 employees work in RFA's overseas bureaus: four in Seoul; four in Hong Kong; two in Taipei; and one in Bangkok.

The personal questionnaires filled out by RFA employees and personal interviews revealed that the greatest challenge that RFA faces today is the lack of resources. For FY 2011, RFA is asking for an increase of seven positions and \$38.4 million for total funding. RFA has seen its impact and advancement of its mission grow exponentially in the past couple of years. To meet its mission, many RFA employees are asked to work overtime. A review of time and attendance revealed that RFA paid 8,536 hours of overtime at a labor cost of \$279,508. Many employees told the OIG inspection team that sometimes they work extra hours without getting any formal compensation because they are committed to their work and the mission of RFA. The OIG team did not conduct a human capital review to determine if the organization is rightsized or not. However, closer attention should be given to RFA's request for additional resources. The long hours and additional duties may affect the staff morale and create work fatigue that eventually could affect the quality of the work.

Although RFA administration staff performs well, the OIG team identified some minor weaknesses with regard to procurement competition and process and human resources. The OIG team left informal recommendations addressing these and other administrative areas.

⁷ *Review of Radio Free Asia Activities*, OIG Report No. IBO-A-03-05, August 2003

HUMAN RESOURCES

The Human Resources (HR) section at RFA has done an excellent job of codifying their policies and procedures, clearly communicating them to the employees, and making it easy to access human resources-related forms or get advice on policy. The director of Human Resources and his two-person staff and the general counsel devoted considerable effort to conducting a comprehensive review and recasting of all administrative policies and procedures. It took 2 years to review, update and consolidate these policies and the update was published (Policies and Procedures site) on the RFA intranet Web page on August 23, 2010. Thus, these revised policies are now accessible to all employees whenever they need to consult them.

Communications

There could be more cross-fertilization of ideas among the language services, but this condition arises from the market-focused nature of surrogate broadcasting, cultural sensitivities, language problems, and the fast pace of the work. Journalists at various levels said that they do not know what their counterparts in other services are working on. The vice president for Programming would like to improve the situation. At a short daily editorial meeting for the language service directors, OIG inspectors observed that he made a point of giving suggestions to the language service directors when there was the opportunity to work together on a story or to share photographs. It is up to the directors to convey this information to their employees. RFA management pointed out that there are two subgroups who work closely together: the five East Asian Services broadcasting to China and North Korea, and the four Southeast Asian services broadcasting to Burma, Laos, Vietnam, and Cambodia. RFA notes that the situation shows improvement for the stories that clearly go beyond the borders of these two groups, especially as language services are beginning to coordinate efforts in the use of social media and the Internet. The OIG team made an informal recommendation for some kind of regular coordination meeting for mid-level employees to share information.

Four years ago, the HR section developed an on-line weekly newsletter to all employees—the *HR Horizon*. This newsletter features news about RFA, explanations about HR policies and procedures, notices about impending visits, conferences or meetings, etc. The *HR Horizon* emphasizes the HR Toolkit which is on the RFA intranet and contains all the forms (accessible via Internet link), instructions and background information about the full range of HR issues. The HR staff use the newsletter to describe developments or changes in benefits and to explain the basics about each of the benefit packages and other relevant information. The newsletter welcomes new employees with a picture and brief bio, and notes major milestones and awards won by employees.

Notwithstanding the *HR Horizon* and the frequent town meetings and broadcast emails from upper management, the OIG inspectors noted that a number of employees wished there was a means to communicate positive operational ideas or constructive suggestions upward to management. Given the broad base of experience and knowledge of the RFA workforce, the RFA management could benefit significantly from these suggestions. Accordingly, OIG inspectors left an informal suggestion to develop a “suggestion box”—either physical or on-line, to promote getting suggestions from the employees. This would also signal an increased receptivity of upper management to input from the employees. RFA indicated that it would establish an intranet link for suggestions.

Orientation

HR has developed an orientation program for new employees, covering issues ranging from proper safeguarding of confidential information, conflict of interest/nepotism policies, the code of journalistic ethics, use of technology resources, prevention of sexual harassment and discrimination, Equal Employment Opportunity (EEO) policies and so forth. New employees sign forms to acknowledge receipt of the orientation briefing and compliance with all policies (to avoid future “protests of ignorance of the policy”), and complete the usual panoply of information forms, contact information, and initiation of benefits forms. They receive comprehensive briefing booklets describing each of the generous benefits offered by RFA. OIG inspectors noted that numerous employees commended the completeness and usefulness of the orientation program in getting them off to a good start.

Performance Evaluation and Job Descriptions

To improve the results of the performance evaluation process, the HR director conducted eight training sessions (both live and electronic) to cover all supervisors. Completion of the evaluation forms is electronic. The procedures and definitions are standardized and are posted on the intranet. All ratings by the rating and reviewing officers are reviewed by both the HR director and the president, and are subject to adjustment. Once approved, the evaluations are reviewed with the employees. The ratings are important because the resulting numerical index has a direct impact on the size of the employee’s performance award for the year. OIG inspectors performed a spot check on the performance evaluation files and found them to be comprehensive, accurate, and complete.

While most employees consider their performance evaluations fair, a few employees are not happy with the performance evaluation system. Their main complaints seemed to lay in the area of inconsistency between supervisors in applying the rating scale (“hard graders vs. easy graders”), favoritism (which may be a subjective observation) and the need for better supervisor training (which management has been addressing).

Hiring Procedures

OIG reviewed RFA's hiring procedures, which are clearly delineated in their policy statement. The process involves posting job opportunities on the Web site and other relevant media, initiating and maintaining contact with candidates, getting resumes into the data base, coordination with the hiring managers and facilitating their requirements, arranging interviews, filing all related paperwork, ensuring security forms are properly filled out and processed to International Broadcasting Bureau Security, arranging for fingerprinting of candidates and preparation of offer letters. OIG inspectors performed a spot check of the recruiting and hiring files and found them to be accurate and properly documented.

Training

Besides the performance evaluation training noted above, all senior staff and managers have been trained this year in Equal Employment Opportunity and Fair Employment practices. RFA is now working on an update to the training program for the workers (last performed in 2007-2008 with the help of BBG's Office of Civil Rights). For job-related training, each department has its own training requirements and training programs. The training budget decreased from \$100,000 to \$36,000 last fiscal year. This has meant that RFA conducts little outside training (usually involving outside consultants) and uses mostly internal, on-the-job training.

RFA promotes an English-language-proficiency program that lasts 12 weeks and is sponsored by George Mason University for those who need it. It also has been searching actively for Web training courses to assist with journalism and new media training. The technical operations division usually conducts its own training, in an apprenticeship mode.

OIG inspectors observed that both employees and managers felt that there has been insufficient funding for training. For example, more training for first—and second-level managers could be beneficial. A common observation was that service managers/directors and senior editors, while highly experienced and skilled, often had little training in managerial and supervisory skills. OIG inspectors left an informal recommendation that RFA pursue managerial training for first—and second-level supervisors. The RFA president instructed that such training be initiated.

Awards

All employees are eligible for performance awards, which are determined based on their numerical performance-evaluation scores. There is currently no other RFA award program. RFA management has been considering establishing a service award

in time for the upcoming 15-year anniversary of the start of RFA, which would enable the possibility of 15-year (and possibly 10-year) service awards. When RFA personnel are cited for awards by the BBG or outside journalism organizations, these honors are featured in the *HR Horizon* and often the individuals are recognized in a public ceremony.

OIG inspectors left an informal recommendation that RFA, in setting up the planned service awards, explore having awards ceremonies perhaps once or twice a year to recognize performance, special accomplishments, etc. These could involve recognition such as cash awards and certificates of appreciation to encourage other employees to try harder. RFA management said that it anticipated a new awards ceremony during RFA's 15th anniversary year of broadcasting.

Equal Employment Opportunity

RFA conducted anti-sexual harassment training (with the help of BBG's Office of Civil Rights) in 2007 for all employees. The training is conducted by RFA's human resources director and general counsel. RFA has been developing its own training program more recently. It has been given to senior staff and all supervisors already. They are working on a tailored program for the rest of the employees to be conducted in early 2011. Also, sensitivity to EEO, sexual harassment and conflicts of interest is part of every new employee's orientation program. All employees must complete forms regarding nepotism or knowledge of the employment of any relatives at RFA when they first come on board and whenever there is a change.

In the past several years only one formal complaint was sent to the EEO Commission, and it was later withdrawn. If any employees are aware of any problems in these areas, they are instructed to bring them up to their service director, or to the director of human resources or the general counsel. The HR director investigates any complaints that are presented to him. OIG inspectors noted that, as mandated, the EEO bulletin board was prominently located in the main employee lunch room and properly listed the policy and procedures to be followed in the case of EEO or sexual harassment and related problems.

Union (Guild)

Negotiations for the original union (Guild) contract between RFA and the Washington-Baltimore Newspaper Guild, Local #32035,⁸ took place between 2001 and 2003. The National Labor Relations Board certified the contract on July 13, 2003. The contract covers the broadcasters and related job categories who make up about

⁸ Chartered by The Newspaper Guild – Communications Workers of America (American Federation of Labor and Congress of Industrial Organizations, Central Labor Council)

half of RFA's employees. Both RFA management and local representatives of the Guild described the interaction between RFA and the Guild as "constructive." In the last 2 years, there have been four grievances presented by the Guild: one went to arbitration, one was settled, and two are in Step 1 or Step 2 processing. The grievance procedures appear to be working properly. OIG inspectors noticed the Guild bulletin board in the main RFA lunch room, which held notices and other information for members.

FINANCIAL MANAGEMENT

The finance section is well managed. Last year's audit conducted by Certified Public Accountants Gelman, Rosenberg & Freedman found that RFA is following accounting procedures in accordance with the U.S. Generally Accepted Accounting Principles. The section is led by an experienced chief financial officer who oversees the day-to-day operations. The budget officer is responsible for updating the annual budget and communicating the status of funds periodically to the service directors and chief of sections. The section has seven employees who process all the financial transactions for both domestic headquarters and overseas. They are all cross-trained and they back up each other during absences. The OIG team noted teamwork among all of the staff and cooperative relations with the program offices.

RFA has one grant and its senior management is familiar with grant content, practices, and restrictions. Its legal team has participated in the Washington, DC, Bar's continuing legal education program entitled "Nuts and Bolts of Federal Grants Law."

A review of a sample of travel vouchers and payments to stringers and editorial consultants showed that financial transactions appear to be properly conducted, maintained, and reported. The monthly reports sent to BBG are prepared on time and in accordance with the grant agreement. The review of time and attendance records showed that they are properly recorded with appropriate supporting documents (i.e., leave approval document, overtime approval document). The petty cash reconciliations are conducted periodically.

Procurement

The procurement operations fall under the finance section. One employee is responsible for processing the full range of acquisition functions for RFA in headquarters and overseas. In FY 2010, RFA processed 856 procurement actions (both domestic and overseas) with a total of \$1.8 million. In general, RFA is competing purchases for goods and services. Based on a limited review of purchase orders and purchase cards, the files are adequately maintained with three price quotes included. However, the

OIG team did not find evidence that RFA has advertised in print or on the Internet for services requiring competition. RFA's approach may give the appearance of limited competition, thus potentially excluding qualified bidders and more economical bidders. The OMB Circular A-110 requires that "all procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition." RFA management said that it would determine a practical and viable means of advertising. This issue was addressed through an informal recommendation.

The OIG team also reviewed sole-source purchases. OIG found that out of 856 procurement actions, only 42 were purchased without soliciting bids from multiple sources. The total money spent on sole-source purchases in FY 2010 was \$671,288 or 39 percent of the FY 2010 total cost of procurement actions. This percentage appears to be high. In reviewing the files of sole-source vendors, the OIG team noted two minor weaknesses. First, the procurements showed that some vendors were being used on a continual basis, with purchases from at least five vendors each totaling from about \$41,000 to more than \$130,000. Although RFA is not bound by the Federal Acquisition Regulation (FAR), FAR 5.101 requires government agencies to publicize procurements expected to exceed \$25,000 as a means to enhance competition. Second, the written justification used in the sole-source purchases is weak. From the reviewed sample, only one written justification followed RFA procedures for preparing justification for sole-source procurement. The review of the sample written justifications showed that there was no description of the technical or performance characteristics or why these characteristics were essential and unique that no other source could provide them. These two issues were the subject of informal recommendations because the inspectors found no evidence of impropriety on the part of RFA or vendors. However, continually using the same vendors and preparing weak justification create an environment that could lead to noncompetitive practices.

RFA agreed with the OIG assessment and said that it would address the sole-source procurement process and had directed the vice president of Administration and Finance to approve sole-source procurements.

PERSONAL PROPERTY MANAGEMENT

Yearly inventory and reconciliation is done for the capital inventory. This information is maintained by the finance department. The OIG team conducted a limited review of the electronic inventory process and concluded that the process is effective and efficient in tracking equipment, computers, software, and the staff that the equipment is assigned to at headquarters and field offices. Standard operating procedures are in place, duties separated, and safeguards in place over inventory. No major issues were noted by the inspection team.

INTERNAL CONTROLS

From the last OIG review to now, RFA initiated a number of improvements in its administrative operations, including the regularization or standardization of processes and procedures. RFA senior staff and employees alike appear to be attentive to issues of waste, fraud, and mismanagement.

The RFA's audit for this year will be focused on internal controls. This is a good step in the right direction. The review of the processes and procedures revealed one internal controls weakness in the procurement process. It appears that there is no approval process by a higher authority in preparing the justification for sole-source procurements. The current process gives the appearance that the requestor is also approving the sole-source justification. The purchasing manager does not have the authority to approve or disapprove the written sole-source justification; his only job is to ensure that a written justification is submitted with the request. It would be beneficial if the vice president of administration and finance approved the sole-source procurements before they are processed. Following this procedure, the vice president could correct weak justifications and provide better oversight on sole-source procurements. The OIG team made an informal recommendation addressing this weakness.

RECOMMENDATIONS

There are no formal recommendations.

INFORMAL RECOMMENDATIONS

Informal recommendations cover operational matters not requiring action by organizations outside the inspected unit and/or the parent regional bureau. Informal recommendations will not be subject to the OIG compliance process. However, any subsequent OIG inspection or on-site compliance review will assess the mission's progress in implementing the informal recommendations.

New Media Technology

Lack of mutual understanding about new media issues exist between the technical operations and new media staffs.

Informal Recommendation 1: The Broadcasting Board of Governors should require that Radio Free Asia hold regular meetings involving media staffers and technical operations employees to allow for a better understanding of each other roles and open discussion of needs, desires, problems, opportunities, priorities, implementation schedules, and financial and personnel realities.

Communications

There is the need for more cross-fertilization of ideas among the language services, but this condition arises from the market-focused nature of surrogate broadcasting, cultural sensitivities, language problems, and the fast pace of the work.

Informal Recommendation 2: The Broadcasting Board of Governors should require that Radio Free Asia institute a regularly scheduled meeting where mid-level representatives from all areas may exchange information and ideas.

Given the broad base of experience and knowledge of the RFA workforce, RFA management could benefit from a mechanism to receive operational or policy suggestions from the workforce.

Informal Recommendation 3: The Broadcasting Board of Governors should require that Radio Free Asia provide a suggestion box either physical or on-line through which personnel may offer suggestions to managers without fear of retribution.

Training

Both managers and employees said that some supervisors, while highly experienced and skilled, often had little training in managerial and supervisory skills.

Informal Recommendation 4: The Broadcasting Board of Governors should require that Radio Free Asia provide leadership training for first- and second-level supervisors.

Awards

RFA management is establishing a service award in time for the upcoming 15-year anniversary of the start of RFA.

Informal Recommendation 5: The Broadcasting Board of Governors should require that Radio Free Asia hold awards ceremonies perhaps once or twice a year to recognize performance, special accomplishments, and extra efforts, as it sets up the planned service awards.

Procurement

Although the majority of procurement actions do not require advertisement to increase competition and best value, RFA has not advertised in print or on the Internet for the small services that require competition.

Informal Recommendation 6: The Broadcasting Board of Governors should require that Radio Free Asia advertise in print or in the Internet through its Web site for services to provide, to the maximum extent practical, open, and free competition.

Some sole-source procurement files showed that some vendors were being used on a continual basis.

Informal Recommendation 7: The Broadcasting Board of Governors should require that Radio Free Asia use a variety of vendors to the maximum extent practical.

Some sole-source justifications are weak and they do not address the technical or performance characteristics of the goods or service, why these characteristics are essential or why the goods or service cannot be obtained from any other source.

Informal Recommendation 8: The Broadcasting Board of Governors should require that Radio Free Asia prepare well written justification for sole-source procurements.

Internal Controls

There is no approval process by a higher authority in preparing the justification for sole-source procurements.

Informal Recommendation 9: The Broadcasting Board of Governors should require that Radio Free Asia's vice president of administration and finance approves the sole-source procurements before they are processed by the purchasing department.

RADIO FREE ASIA PRINCIPAL OFFICIALS

Position	Name	Arrival Date in Position
RFA President	Libby Liu	Sept. 7, 2005
Vice President for Programming/Executive Editor	Dan Southerland	July 8, 1996
Deputy Director of Programming	Alex Tseu	Aug. 1, 1996
Deputy Director of Programming	Susan Lavery Rodgers	Sept. 10, 2001
Vice President for Administration & Finance	Norm Thompson	Jan. 16, 2006
Chief Technology Officer (new title)	David Baden	July 1, 1996
Chief Financial Officer	Patrick Taylor	Mar. 12, 1996
General Counsel	Bernadette Burns	Apr. 14, 2008
Director of Communications/External Relations	John Estrella	Sept. 24, 2007
English News Director	Param Ponnudurai	Oct. 1, 2010
Director-Managing Editor, RFA Online	Catherine Antoine	June 14, 2004
Executive Administrator	Jane Wilhelm	June 17, 1996
Language Service Directors		
Mandarin	Jennifer Chou	Jan. 1, 1998
Tibet	Jigme Ngapo	July 1, 1996
Cantonese	Wo Tak Li	Apr. 25, 2005
Burmese	Nyein Shwe	July 2, 2007
Uyghur	Dolkun Kamberi	Jan. 1, 2001
Vietnamese	Khanh Van Nguyen	Nov. 15, 2009
Korean	Max Kwak	June 7, 2010
Cambodian	Sos Kem	Aug. 30, 2004
Lao	Viengsay Luangkhot	Sept. 16, 1997

ABBREVIATIONS

BBG	Broadcasting Board of Governors
CFO	Chief Financial Officer
EEO	Equal Employment Opportunity
HR	Human Resources
NYF	New York Festivals
OIG	Office of Inspector General
OMB	Office of Management and Budget
RFA	Radio Free Asia
VOA	Voice of America

APPENDIX A: RADIO FREE ASIA CODE OF JOURNALISTIC ETHICS

At the very core of RFA's mission is strict adherence to the highest standards of journalism. All RFA journalists (including all who gather, obtain, post, or disseminate reports or programs for RFA) must conduct themselves professionally and ethically and promote the highest standards of journalism, in accordance with the following basic principles:⁹

- RFA reports and programs must be accurate, fair, and balanced.
- RFA journalists must maintain a calm, dispassionate tone and avoid polemics, propaganda, or slurs directed against any persons, groups, or governments. RFA journalists must not preach or talk down to listeners.
- RFA journalists must not incite listeners to violence or encourage acts of rebellion or emigration; rather, they should uphold democratic values such as the free flow of information and provide a forum for a variety of opinions and points of view.
- RFA journalists must not include rumor or unsubstantiated information in any report or program. Whenever possible, they must seek and obtain more than one source for a story.
- If an RFA journalist makes a material error in a broadcast or published RFA news, commentary, or information, the journalist must promptly acknowledge the error and issue a correction, typically via the same communication medium in which the error was disseminated.
- RFA journalists must give full credit when using any part of another news organization's or media source's interviews, reports, or materials.
- RFA journalists must remain independent of any political party, opposition group, exile organization, or religious body in the countries to which RFA news and information are disseminated, and must not advocate any political viewpoint potentially compromising or being perceived as compromising RFA's objectivity or impartiality.

⁹Though journalistic matters are primarily the responsibility of the Editorial Division, all employees should be knowledgeable and supportive of this Code of Journalistic Ethics.

- RFA journalists must clearly identify outside contributors and, in any commentary, include a disclaimer that the opinions expressed are not necessarily those of RFA. In each case, RFA retains the right to edit the work of outside contributors and make the final decision as to what goes into a report or program.
- RFA journalists must not accept anything of value such as gifts, favors, or trips from news sources or others who might be in a position to influence RFA's reports or programs.
- RFA journalists must not take on work or activities outside of RFA that would infringe on their responsibilities to RFA. Anyone who wants to pursue such an outside responsibility or activity, including the making of speeches or other public appearances related to the activities of RFA, must obtain prior approval as provided in the Conflict of Interests policy.
- In their work for RFA, journalists must not identify or hold themselves out as representing any other entity or media organization, government body, or nongovernmental organization.

Source: RFA

APPENDIX B: RADIO FREE ASIA AWARDS (2010–2009)

In September 2010, broadcasters from RFA's *Vietnamese Service and Burmese Service* won **gold and bronze medals** respectively at the **2010 New York Festivals** (NYF) competition in broadcasting. Both winning entries produced pieces exploring the issue of human trafficking in Asia. Additionally, broadcasters from RFA's Mandarin and Korean services were named as **finalists** by the competition's judges for pieces on the anniversary of the 1989 Tiananmen Square crackdown and the North Korea's youngest defectors.

In August 2010, **The Society of Environmental Journalists** awarded RFA **First Prize for Outstanding Online Reporting on the Environment** for its 2010 multimedia series "The Last Untamed River." RFA's investigative reporting trek down the Mekong River, with original reporting in English adapted into seven Asian languages, comprised 22 high-quality videos, along with blogs, graphics, slideshows, and other social media features.

In May 2010, RFA contributor and Tibetan blogger Tsering Woeser won the **2010 Courage in Journalism Award**, sponsored by the **International Women's Foundation**. Woeser, based in Beijing, was recognized for her bravery in persisting to blog and report on Tibetan human rights abuses in China despite threats from authorities. Though Woeser was unable to attend the awards ceremony, held in October in New York, she delivered her acceptance speech to attendees by video.

In February 2010, RFA won the **American Women in Radio and Television Gracie Award** for its multimedia feature titled "Half the Xinjiang Sky" in the category of **Outstanding Website – News**. The multimedia Web page showcases RFA's extensive coverage of protests led by Uyghur women in the immediate and long-term aftermath of the Uyghur-Han ethnic riots and the crackdown led by Chinese authorities in the Xinjiang and Guangdong provinces.

In July 2009, **New York Festivals** named RFA "**Broadcaster of the Year**" and awarded RFA an unprecedented seven medals for journalistic excellence. *Four of RFA's nine language services won top honors* for excellence in journalism in the international competition, which included three gold, one silver, and three bronze medals.

- Honored at NYF with gold were Mandarin reporter Ding Xiao in the category of **Best Investigative Report** for her story on a petitioner held illegally by authorities in a "law study group" detention center for disciplinary

re-education and Uyghur broadcaster Shohret Hoshur in the **Best Human Interest** category for his exclusive story on an ethnic Uyghur woman in China facing a forced, third-term abortion. International pressure resulting from the story led to authorities releasing the woman, who was able to give birth to a son.

- Other RFA medal winners at NYF included: Mandarin's Peter Zhong with a silver in **Best Investigative Report** category for his feature titled "Crime without Punishment"; Mandarin's Jill Ku with a bronze in the category of **Best Special Report** for her story on the arrest of a petitioner during the Beijing 2008 Olympics; Mandarin's Asia Pacific Report with a bronze in the **Best Newscast** category; and Vietnamese's Giao Pham with a bronze in the **National/International Affairs** category for his timely coverage on young Olympic protestors being arrested and beaten by police.

Source: RFA

APPENDIX C: RADIO FREE ASIA'S SOCIAL AND NEW MEDIA DISTRIBUTION¹⁰

YouTube (9 channels):

1. <http://www.youtube.com/rfavideo>
2. <http://www.youtube.com/RFAChinese>
3. <http://www.youtube.com/cantoneseRFA>
4. <http://www.youtube.com/RFATibetan>
5. <http://www.youtube.com/RFAUyghur>
6. <http://www.youtube.com/RFABurmese>
7. <http://www.youtube.com/RFAVietnamese>
8. <http://www.youtube.com/RFAKhmer>
9. <http://www.youtube.com/RFAmandarin>

Flickr:

- <http://www.flickr.com/photos/44373612@N02/sets/72157622623274219/>

RFA News Blogs (17):

1. Khmer
<http://www.rfakhmerplus.com>
2. Chinese
<http://www.rfachina.com>; <http://www.gmbd.cn>
3. English
<http://rfaunplugged.org>

¹⁰The external Web sites listed in this appendix were active at the time of the OIG inspection; however, OIG takes no responsibility for unavailable or deactivated links.

4. Korean
<http://shortwave.tistory.com/>; <http://isan.tistory.com/>; <http://rhees.tistory.com/>
5. Vietnamese
<http://www.rfavietnam.com/>
6. Tibetan
<http://www.paldengyal.com/>; <http://youshun12.com/>; <http://www.sherabt.org/>;
<http://www.gaitho.com/>; <http://enrichingthoughts.blogspot.com/>;
<http://rangwanglengtek.wordpress.com/>
7. Uyghur
<http://www.azigh.com>
8. Burmese
<http://kmhtun.wordpress.com>

Facebook (8):

1. Radio Free Asia
<http://www.facebook.com/pages/Radio-Free-Asia/31744768821?ref=s>
2. RFA Tibetan
<http://www.facebook.com/pages/RFA-Tibetan/42108497470>
3. RFA Burmese
<http://www.facebook.com/pages/RFA-Burmese/39218993127>
4. RFA Mandarin
no current link
5. RFA Cantonese
<http://www.facebook.com/pages/RFA-Cantonese/190712519515>
6. RFA Korean
<http://www.facebook.com/pages/RFA-Korean/117459698841>
7. RFA Uyghur
<http://www.facebook.com/pages/Erkin-Asiya-Radiosi/106605925076>
8. RFA Vietnamese
<http://www.facebook.com/pages/Dai-A-Chau-T-Do/130885564570>

Twitter (9 feeds):

1. <http://twitter.com/burmesenews>
2. <http://twitter.com/cantonese>

3. <http://twitter.com/khmernews>
4. <http://twitter.com/koreannews>
5. <http://twitter.com/laonews>
6. <http://twitter.com/mandarinnews>
7. <http://twitter.com/uyghurnews>
8. <http://twitter.com/RadioFreeAsia>
9. <http://twitter.com/vietnamnews>

Delicious:

- <http://delicious.com/rfakorean/%E C%98%AC>

RFA Message Boards (3):

1. <http://www.rfanews.org/vietbbs/>
2. <http://www.rfanews.org/tibbs/>
3. <http://www.rfanews.org/korbbs/>

Inside the Great Chinese Firewall, the Mandarin service currently maintains 40 alias blog accounts which change frequently and 20 alias micro/twitter accounts. These accounts do not include semi-private blogs and social media sites maintained by RFA journalists.

Cell Phone Distribution (6):

Available in Mandarin, Vietnamese, English, Cantonese, Korean, Uyghur (Latin script).

1. <http://www.rfamobile.org/english/news>
2. <http://www.rfamobile.org/mandarin>
3. <http://www.rfamobile.org/cantonese>
4. <http://www.rfamobile.org/korean>
5. <http://www.rfamobile.org/vietnamese>
6. <http://www.rfamobile.org/uyghur>

RFA Webcasts (4):

In addition, all services offer video reporting on key issues affecting their audience.

1. Mandarin
<http://www.rfa.org/mandarin/rfashipin> (five programs)
2. Vietnamese
<http://www.rfa.org/vietnamese>
3. Tibetan
<http://www.rfa.org/tibetan>
4. Uyghur
<http://www.rfa.org/uyghur>

All services offer video reporting on key issues relevant to their audience.

Source: RFA

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