



**United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General**

Office of Inspections

**Inspection of Voice of America's Indonesian
Service**

Report Number ISP-IB-11-61, August 2011

Office of Inspector General

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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 AND SCOPE

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.
- **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, organizations, and activities affected by this review.



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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

- Indonesia has the world's largest Muslim population and is favorably disposed towards the United States. The Voice of America (VOA) Indonesian Service (the service) is a well managed operation that has established a credible presence in Indonesian media markets with a strategy that relies on affiliate stations to broadcast its television and radio products. In more than 11 years, the service has changed from being a small, shortwave operation to a modern, vibrant, multimedia organization that carefully uses audience research to target its viewers and listeners.
- Television has eclipsed radio in Indonesia, and the use of new media is growing rapidly; Indonesia is the second largest user of Facebook in the world. VOA Indonesian television broadcasts are carried on some of Indonesia's largest stations. The service has appropriately directed resources in response to these changes in the media environment.
- Although the percentage of news in the service's television products is significantly lower than the percentage of feature material, the service believes that this ratio between hard/soft news and information is the appropriate mix, given the local media environment. On the other hand, the radio market is different and VOA radio programs continue to provide a larger percentage of hard news.
- The VOA Indonesian Service has no administrative personnel; it receives administrative support services from VOA's East Asian and Pacific Division (EAP) staff and also from the International Broadcasting Bureau's (IBB) staff in specific areas, especially human resources and contracting. This support does a good job of handling the service's needs.

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 the Office of Inspector General (OIG) inspectors did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between April 11 and May 31, 2011. (b) (6)

Context

Indonesia has the world's largest Muslim population. Since 1942, the U.S. Government, through its VOA Indonesian Service, has been broadcasting into the country, beginning with shortwave radio. More than 10 years ago, in view of the strategic importance of Indonesia, the Broadcasting Board of Governors (BBG) converted the service into a multimedia undertaking.¹

The arrival of democracy in Indonesia had a profound impact on the media in the country. The news is largely reported freely, and Indonesians enjoy a variety of sources of news and information. In the competitive media marketplace that developed in the post-Suharto era, television has emerged as the dominant medium. Radio listening is much reduced in reach and importance, although it is the second most important medium and remains relevant in rural areas, in part because the country consists of more than 6,000 inhabited islands spread out over more than 3,000 miles from east to west. As in many countries, Indonesia is experiencing rapid growth in Internet usage. Much of this growth is due to the proliferation of Web-enabled mobile telephones, rather than through personal computers.

The OIG inspected BBG's overseas operations in Indonesia in late 2010.² The inspection team visited the VOA Indonesian Service office in Jakarta and a satellite office of the Bangkok Regional Marketing and Program Placement office. The inspectors found that each office had strong leadership.

¹ The Broadcasting Board of Governors is an independent Federal agency, supervising all U.S. Government-supported, civilian international broadcasting, whose mission is to promote freedom and democracy and to enhance understanding through multimedia communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas. BBG broadcasting organizations include 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 (Radio and TV Marti). Voice of America reached an audience of 125 million in 2010.

² Inspection of Broadcasting Board of Governors' Operations in Indonesia, OIG Report No. ISP-IB-11-25 (March 2011).

Executive Direction

The VOA Indonesian Service chief, with experience living and working in Indonesia, capably leads the service. Over a period of about 11 years, he has directed the transition away from a radio operation that was reliant on shortwave to a multimedia platform in which television plays a dominant role and the Internet presence, while modest, has assumed increasing importance. He has overseen an active recruiting effort that brought well known journalists and broadcasting talent from Indonesia to the service. He also has played a leading role in supporting conferences that bring together the stations that broadcast VOA media products for training and other activities designed to sustain productive relationships between VOA and its affiliates.

Day-to-day operations are supervised by full-time employees who are responsible for the radio, television, and Internet operations. The language service chief's relationships with the service's senior managers are characterized by confidence and open communication. His office is located close to the staff and his door is open. The production and distribution of the service's products run smoothly, and relations are cordial between full-time employees and the contractors (purchase order vendors or POVs) who supplement their effort. The chief has extremely good relations with BBG management, who praised him at the language service review and in meetings during this inspection.

One senior supervisor has professional skills but a management style that has adversely affected the workplace environment for a portion of the staff. This negative impact is evidenced in a number of personal questionnaires and interviews that show a consistent pattern. The OIG team discussed the situation with the language service chief and made suggestions for possible remedial actions.

With the rise in the profile, budget, and staff of television has come a corresponding decline in the presence of radio at the service. VOA's decision to eliminate all Indonesian shortwave broadcasts was a difficult change for radio section staff; many continue to see the decision as a mistake. (b) (5)

The language service chief is aware of the issue and is taking steps to mitigate the effects of the change, to the greatest extent possible. In some cases, radio employees have been able to transfer to the television division. Also, the service chief is reviewing the grade structure and promotion possibilities for radio broadcasters.

Strategic Planning

Strategic planning for the VOA Indonesian Service is closely linked with BBG's strategic plan. It begins with the service's analysis of its strengths and weaknesses and includes a 3-year performance plan. Strengths include the dedicated, professional, and talented staff. Two of the identified threats are the declining importance of radio and radio audiences, and the possible implementation of government regulations against foreign broadcasters.

In its FY 2011–2013 performance plan, the service ties its objectives and milestones to BBG's strategy, with performance indicators. For example, one of the service's goals is to, "reach the full spectrum of Indonesian adults with VOA programming." This goal corresponds to two BBG strategy implementations: "Enhance program delivery across all relevant platforms," and: "Build on BBG reach and impact within the Muslim world." Other goals of the service, corresponding to BBG strategies, are to reach Indonesian adults with VOA programming via new media and to produce programming in Indonesian that increases understanding about America.

VOA senior managers expressed their awareness of a potential vulnerability in relying on affiliate stations. As one person commented, "there is no VOA station." An extant media law technically gives the Indonesian Government the authority to intervene and even prevent material from foreign broadcasters from being seen or heard in the country. There is a further stricture on the broadcast of breaking news by foreign media organizations. The consensus view is that the government is unlikely to make use of this law. While the OIG team is not in a position to assess the validity of that view, the team believes it is a defensible approach.

The service has appropriately directed resources in response to changes in the media environment. Between 2005 and 2007, it received supplemental funding to build up its television unit. The unit began with two POVs and has grown to 15 full-time employees, plus a larger number of POVs. The new media unit is slower to arrive at its desired strength. It has one full-time employee and three POVs, but the service knows it needs to devote more resources to take advantage of the new media opportunities in a country that has the world's second largest use of Facebook.

The VOA Indonesian Service is a well managed operation that has established a credible presence in Indonesian media markets with a strategy that relies on affiliate stations to broadcast its television and radio products. Television broadcasts are on 9 of the 11 national stations. The service also broadcasts regularly on Indonesia's two 24-hour television news stations. These placements are made possible by developing relationships with people at Indonesian television and radio stations and networks, signing agreements with them to broadcast specific media products that the service produces, and distributing those products by satellite or over the Internet.

The service works with IBB's Office of Marketing and Program Placement (OMPP). OMPP supports the service by maintaining more than 230 radio and television affiliate agreements, monitoring compliance, and advertising. During the inspection, the OIG team learned that an agreement inadvertently had been allowed to lapse, although the affiliate station continued to broadcast the material the service sent for 2 months afterwards. There have long been differences of opinion concerning the assigned roles of OMPP and the language service, but

the situation has improved. Many in the service believe they are better placed to create new business and sustain effective relationships with the media community in Indonesia than is OMPP, because while still living in Indonesia they worked at the radio and television stations with which VOA seeks to establish an affiliation. The service's Jakarta office, and in particular its director, also have proven to be key assets in developing new broadcasting opportunities. As part of an ongoing, strategic review, the BBG board is reviewing how U.S. Government broadcasters market their products.

In order to make the affiliate strategy work, the service needs to be responsive to the needs, preferences, and program formats of the stations with which it works. The service has four long-form television programs. All other programming is in the form of inserts, which are short segments that an affiliate can include as part of a longer program. There has been huge growth in the television audience, due to this insert strategy. Affiliates are reluctant to provide large blocks of time. They are more willing to accept short inserts from VOA, ranging in television broadcast time from 3 to 5 minutes. An insert can be replayed perhaps two or three times. Some are daily, but most are weekly. Five-minute inserts for radio have even more replay possibilities. The service notes that U.S. advertisers recognize the effectiveness of short, repetitive messages. For example, they sometimes pay millions of dollars to place 30-second spots at sporting and cultural events. The service director stressed that all insert broadcast time is free of charge to VOA, and all broadcasts clearly display the VOA logo or identify the piece as coming from VOA, at both the beginning and end of the segments.

Some employees interviewed were concerned about the affiliate stations' expressed preference for features and other light material, rather than news. VOA management acknowledged this trend, and stated that it had made a conscious management decision on its distribution strategy. Television has eclipsed radio in Indonesia, and Internet usage is growing rapidly. The percentage of news in the service's television products is significantly lower than the percentage of feature material, reflecting interests and pressures in the Indonesian television market.

The service has developed a pop culture unit that produces interesting, light material for television, to which affiliates have responded positively. The BBG has no formula for determining which percentage of a service's products must be news. The service acknowledged that disinterest in world news poses a threat. Even with pop culture, however, the service integrates hard news whenever it can, for a minute or two. Reporting news objectively and accurately is one of the service's three principal responsibilities under the VOA charter. The others include presenting a balanced, comprehensive view of America and carrying out a responsible discussion of U.S. policy. It is likely that the competitive nature of the media market in Indonesia and the availability of diverse sources of news will continue to put pressure on the service to offer fewer news products and more feature material.

There are also daily program feeds that go out to all affiliates, which include an important 3-minute television package that they may carry, or not. This tactic appears to be working. In addition special news events, such as the death of Osama bin Laden, go out to all affiliate stations. The timing of such news events is unpredictable, and audience numbers from these programs do not appear in audience research.

Notwithstanding the shortcomings and potential vulnerabilities of relying on affiliate stations, the OIG team believes that the affiliate strategy represents a sensible approach to sustaining a VOA presence in Indonesia's currently free and open media marketplace.

Audience Research

The service makes regular use of available information and mechanisms to monitor the effectiveness of its programs. The BBG contracts InterMedia, a media market research firm, to conduct surveys to estimate the audience reach of VOA's programs in Indonesia. This information is expressed as both a percentage and the number of adults (age 15 or older) who recall seeing or hearing VOA's content within a given period of time, usually within the past 7 days. The most recent InterMedia study of VOA in Indonesia, conducted in April 2010, indicated an increased reach for television products; the reach of the service's radio programs was down slightly since 2009. According to the April 2010 research, television programming reached 15.7 percent of Indonesia's adults weekly (24 million people), while radio programs reached 1.3 percent (2 million people). These audience research findings are consonant with the service's increase in resources, its emphasis on television, and the abovementioned change of strategy. Nonetheless, managers indicate that it is important to use a variety of media, since each mode may reach a different audience, and the mixture allows for flexibility and responsiveness to market changes.

The service also participates in VOA's annual program review, an internal process that assesses the quality of selected, individual programs. BBG personnel told the OIG team that they are folding the language service program reviews into BBG's year-long reassessment of its global strategy, which was in process during the inspection.

While not statistically valid, feedback on VOA products reaching the service through the Internet, especially the social media sites, has anecdotal interest. Many of the comments posted by readers, listeners, and viewers respond to VOA's coverage of specific issues. For instance, during the inspection, the death of Osama bin Laden elicited a high number of online posts. This unsolicited feedback offers an informal measure, if not of the service's effectiveness, then of the interest that VOA programs generate.

The OIG team believes that managers in the VOA Indonesian Service are making appropriate use of available research information and anecdotal material, and incorporating it into their planning and decision making. For example, based on research, the service has targeted women's programming. It has used focus group findings to define the needs of audiences in the lower socioeconomic status—the most important area in which to expand radio programming. Focus groups also have provided important feedback for creating and improving the service's Web site. In response to such research, the service also now offers special programming for Muslims, including a program on Islam in America. Finally, research has guided the shift toward the Internet and mobile phones as media outlets.

Language Service Programming

The affiliate network of national and local stations includes 9 of the 11 national TV stations, more than 20 regional TV stations, and more than 230 FM/MW radio stations. The service has diversified its radio programming beyond general purpose news and information, to target particular audiences: youth, young executives, women, businessmen, and people in the lower economic strata. It is attracting a new set of listeners with tailored content for such widely popular outlets as Ben's Radio in Jakarta, part of the Ethnic Network of 14 stations; the Woman Radio Network; and Female Radio.

The Indonesian Service has responded to TV and radio affiliate demands for short-form programming (for instance, the inserts mentioned above, which an affiliate airs during its own regular programming and often repeat several times in a week). It maintains that a short segment on a very popular national TV station reaches many more viewers than longer programs on less well known stations. The service produces 5 minutes of international headline news for radio 32 times per day; more than 100 stations carry several editions of these headlines each day. (See appendices A and B for descriptions of VOA Indonesian Radio and TV programs.)

Use of the Internet and New Media

The service has established an effective presence on the Internet, consisting of a Web page that is updated around the clock; accounts on Twitter, YouTube, and Facebook; and a staff-written blog. At the time of the inspection, the service anticipated hiring additional, dedicated Internet staff and increasing the number of staff written blogs. BBG managers told the OIG team that the Indonesian Service is a “poster child” for moving forward in working with new media. It knows its market and works well with the BBG Office of New Media. (See Appendix C for more details on the service’s use of new media.)

The service has successfully exploited Indonesians’ interest in Facebook. Less than 2 years old at the time of the inspection, its main Facebook page already had attracted more than 320,000 fans. The use of Facebook supports the BBG mission of engagement.

The service also is exploring ways to take advantage of the rapid rise in the use of smartphones in Indonesia. While relatively few Indonesians own a computer, mobile telephones are ubiquitous, and Indonesians use them in a variety of ways, including surfing the Web and sending text messages. The OIG team views the service’s focus on smartphones as a sound strategic move.

Maintaining Journalistic Standards

Both managers and staff members at all levels in the VOA Indonesian Service appear to be cognizant of VOA's charter, its mission, and the imperative to present balanced and accurate reporting. Some of those working in the service are contractors, and they are similarly aware of the need to maintain journalistic standards. The VOA code has sections on sourcing, accuracy and balance, fairness, content and comprehensiveness, and procedures. Periodic training is available, and both the code and VOA charter are on BBG's intranet.

In March 2011, the Indonesian service chief circulated an email reiterating and refreshing the quality review policy. Every story the service broadcasts should be reviewed by someone else, preferably a senior programmer/editor, before being aired or used on the Web site. "It goes for everyone, no exceptions." The chief also requested a follow-up from each person, providing the names of the person or people who routinely provide oversight, so that the chief could verify that staff members are following procedures. The OIG team commended the chief's proactive interest in maintaining journalistic standards.

Resource Management

The service has a FY 2011 budget of \$5.9 million. There are currently 44 budgeted full-time positions, plus four positions in Jakarta (one local employee and three contractors). In addition, the service uses approximately 36 contractors (POVs and stringers) in its operations. The contractor numbers vary throughout the year.

Administrative Support

The service has no administrative personnel. Administrative services are provided for it by VOA's EAP staff and by IBB staff in specific areas.

Human Resources³

The BBG Office of Human Resources provides good support to the service. Position descriptions and job classifications are basically in good order. Inspectors found some concern about the grade levels for staff in the radio operation, versus the television operation. The television operation has positions classified at GS-12, whereas the radio operation still has a significant number of GS-11 positions. Management is reviewing the classification level of these radio positions.

Recruitment and hiring are ably handled by the BBG Office of Human Resources, but the pace has slowed during the last year due to budget constraints and the uncertainties of continuing resolutions. Voice of America upper management and the BBG Office of Human Resources have worked closely to establish a system whereby vacated GS-11 positions can be filled by a language service as a GS-9/11 ladder progression, with potential to move to a GS-12, as justified.

Most employees felt they had received a good orientation to the work environment, and especially their benefits, when they first came on board. They noted, however, that with regard to their actual work, there was basically an on-the-job-training approach. Several employees indicated that, although they understood the budgetary constraints, they would appreciate the opportunity for more training. This feeling was especially true for the POVs, who must obtain a written exception and justification in order to receive training. Management addressed the training issue by arranging a journalism refresher training for half the employees (on the radio side) in April 2011; the remaining employees will be trained in the near future. This training has been particularly helpful for a number of the longer-serving employees, who started out as translators and may have had little or no journalism experience. The service chief encourages supervisors to pursue training in leadership and communication skills. He also has supported the BBG-wide, mandatory training sponsored by the Office of Civil Rights (OCR) on preventing sexual harassment and discrimination.

During the last few years, the service had money in the budget for awards and accordingly conducted awards ceremonies at the end of the year, supplemented by on-the-spot

³ For a detailed discussion of the support provided to VOA language services by the BBG Office of Human Resources, especially with regard to position descriptions, job classifications, recruitment, and hiring, see procedures outlined in: Inspection of Voice of America's Chinese Branch, Report Number ISP-IB-10-53, July 2010.

awards for special efforts and accomplishments. This year, budget constraints and the uncertainties of the continuing resolutions have thrown the awards program into question. Once any funding is made available, the service chief plans to allocate it appropriately for awards. The service also utilizes nonmonetary recognition awards (plaques), as well as time-off awards to recognize exceptional efforts. The chief also has nominated several of his staff for the IBB-wide medal awards.

A few employees referred to perceptions of nepotism, arising from the fact that there are four married couples working in the service. When the OIG team raised this concern with the service chief, he indicated that, in every case, proper reporting structures were in place so that one member of the couple could not supervise the other and no conflicts of interest could arise. One of the marriages occurred after the two individuals had become employees. There is a strict procedure for documenting any potential case of nepotism to ensure that all BBG regulations are followed.

Equal Employment Opportunity

Through the intranet and broadcast emails, most employees in the service are aware of the Office of Civil Rights (OCR) and how it can help them if they have problems or disputes at work. OCR informed the OIG team that during the last 5 years, they had received no complaints from the Indonesian Service.

As noted above, as of January 2010, OCR initiated sexual harassment awareness and prevention training online, which is mandatory for all employees on an annual basis. In addition, online training in the No Fear Act, aimed at providing certain protections to employees who have filed Equal Employment Opportunity and whistle blower complaints, is also mandatory every 2 years for all employees.

According to the BBG Office of Employee Relations, there have been no major disciplinary problems in the VOA Indonesian Service in recent years.

Communication and Morale

Seventy-eight percent of the service employees responding to OIG questionnaires rated their morale as high (4 or 5, with 5 being the highest ranking), despite also raising a number of issues. (b) (5)

The radio unit also is under pressure to produce programming day in and day out, on a virtually continuous basis, whereas the television side is more project- and presentation-oriented, with fewer hours to fill.

One of the complaints was a lack of communication and transparency in the service. Some employees were not clear on the service's mission and how BBG wants them to accomplish it. Others noted that the radio unit and the television unit are too stove piped and cut off from each other's actions and activities, so that neither unit knows what the other is doing.

Informal Recommendation 1: The Voice of America Indonesian Service should hold periodic town meetings for all employees and contractors (taped for redistribution), to

communicate Voice of America and BBG policy, update employees on developments inside and outside their service, and facilitate questions and answers.

Financial Management, Procurement, and Inventory

The VOA Indonesian Service chief, assisted by the EAP administrative assistants, generates a budget proposal annually and receives his service's funding from the BBG. This year, with the multiple continuing resolutions, it was much more difficult to finalize spending plans. In many cases, this situation doubled or tripled the paperwork required for procurement, POV processing, etc. The administrative staff of EAP support the service with time and attendance processing for employees, travel advance and reimbursement processing, preparation of procurement documents for the POVs, inventory of high-value property items, provision of expendable supplies, and purchase card/requisition processing. Appropriate procedures appear to be in place, required approvals signatures are obtained, and proper documentation is on file. One possible problem area cited by two employees was the allegation of abuse of the time and attendance system.

Informal Recommendation 2: The Voice of America Indonesian Service should review time and attendance procedures and follow up by spot checking via managerial observation.

A majority of the POVs mentioned one problem: late payment for their contracts. Some cited 2-month delays. Purchase order vendors must submit their invoices, by certain due dates monthly, to the appropriate administrative assistant in EAP. The EAP must process them, check signatures, and convey the invoices to the finance section, which then processes them via the MOMENTUM accounting system. If everything works perfectly, the invoices are paid, usually in about 2 weeks, but if an invoice has errors or is incomplete, it is rejected and must be reinitiated. However, the terms of the agreement with the POVs clearly state that payment will be within 30 days. Special attention by the EAP administrative assistants has greatly reduced these problems, but this case exemplifies the way clearer communication, perhaps via the recommended town meetings, could clarify the situation and reduce anxiety.

When the OIG inspectors discussed the POV contract payment issue with the service chief, he noted that a major problem had occurred from November 2010 to January 2011, when the finance office experienced a large turnover of processing personnel. The problem has since been resolved. In addition, due to this year's budget uncertainties and continuing resolutions, the finance office sometimes has had to process two or three times as many invoices because of the irregular funding authorization periods. Occasional glitches still occur, but the situation has improved significantly.

The OIG team also found that a new POV must submit a price proposal for the assignments/stories or hours of work to be performed, which delineates what the compensation rate will be. When POVs are activated, they must sign a detailed agreement which spells out clearly that they are not employees of the U.S. Government and are not entitled to benefits. The IBB contracting office prepares and distributes detailed training materials, to make sure supervisors and managers follow the required steps in arranging for POVs.

At the time of the inspection, the annual inventory of accountable property had just been completed, and all items were accounted for properly. Accountable items generally fall into five categories: recorders, video cameras, laptop computers, wireless microphones, and mini digital VCRs. The VOA uses two different inventory programs, depending on the type of property.

List of Recommendations

None.

List of 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.

Informal Recommendation 1: The Voice of America Indonesian Service should hold periodic town meetings for all employees and contractors (taped for redistribution), to communicate Voice of America and Broadcasting Board of Governors policy, update employees on developments inside and outside their service, and facilitate questions and answers.

Informal Recommendation 2: The Voice of America Indonesian Service should review time and attendance procedures and follow up by spot checking via managerial observation.

Voice of America Indonesian Service Principal Officials

Position	Name	Arrival Date
VOA Asian and Pacific Division	William Baum	Sept. 2010
Indonesian Service Chief	Norman Goodman	Oct. 2000
Managing Editor	Irna Sinulingga	June 2008
Executive TV Producer	Helmi Johannes	May 2005
Supervisory International Broadcaster	Djoko Santoso	May 2008
Supervisory International Broadcaster	M. Ali Lubis	June 2008
Supervisory International Broadcaster	Jimmy Manan	Aug. 2005
Supervisory TV Production Specialist	Nadia Madjid	Aug. 2009
Supervisory TV Team Leader	Patsy Widakuswara	Oct. 2005

Abbreviations

BBG	Broadcasting Board of Governors
Department	U.S. Department of State
EAP	East Asian and Pacific Division
IBB	International Broadcasting Bureau
OCR	Office of Civil Rights
OIG	Office of Inspector General
OMPP	Office of Marketing and Program Placement
POV	Purchase order vendor
Service	Voice of America Indonesian Service
VOA	Voice of America

Appendix A: Indonesian Service Radio Programs

- *Morning Show (Siaran Fajar)*: A 150-minute show that includes news, editorials, correspondent reports, features on America, personal development, and infotainment. *The Morning Show* format was completely revised in February 2006. The show is carried in whole or in part by 107 affiliates.
- *Evening Show (Siaran Petang)*: A 60-minute show that includes news, editorials, correspondent reports, features on America, personal development, and infotainment. *The Evening Show* format was completely revised in February 2006. The show is carried in whole or in part by 67 affiliates. The show was reduced to 60 minutes, 7 days per week in April 2007, to free resources for VOA Executive Lounge and other radio initiatives.
- *Headline News*: Launched on April 3, 2005, 33 five-minute daily newscasts; 7 days per week, produced in response to requests from affiliate stations. There are 135 affiliate stations airing *Headline News* for various frequencies each day.
- *VOA DC*: A popular culture and news program with sophisticated production quality aired by 107 stations in 87 cities. The 1-hour show airs Thursday, Friday and Saturday evenings.
- *The VOA-Sonora Interactive*: A weekly 60-minute interactive on current events with Jakarta affiliate Radio Sonora and five Sonora affiliates in major cities.
- *VOA Minute*: a 3- to 5-minute, prerecorded insert on “Youth News” for Prambors Radio and seven Prambors affiliates. VOA prepares five inserts per week, and each is aired twice in prime time and once in non-prime time each day.
- *VOA Executive Lounge/VOA Executive Weekend*: A 30-minute daily talk show produced for the Trijaya Radio Network. The show targets young professionals with the slogan: “Success in career, success in life.” The show airs in primetime on Trijaya FM in Jakarta and 18 other cities across Indonesia.
- *Pojokan DC Bersama Patsy*: A weekly, 5-minute, live phone conversation for radio between Patsy Widakuswara in Washington and popular Delta FM host Farhan. Conversation covers topical issues in Indonesia and how U.S. handles similar issues, e.g. home schooling, freedom of speech, and religion. Delta FM network (6 stations), Monday mornings between 7:30-7:45 a.m.
- *VOA Inserts*: The inserts are short features on a variety of topics (health, science and technology, education, English, etc.) that have been excerpted and repackaged from our long-form programs, *The Breakfast Show*, *Evening Show* and *VOA DC*. The service produces eight 2- to 3-minute inserts each week. Stations are encouraged to insert the VOA package whenever and as often as they like throughout their programming day.
- *DC Jakarta Chat*: A weekly, 30-minute, interaction between VOA and Global radio hosts on pop culture developments, Mondays from 8:00 to 8:30 a.m., Jakarta time.

- *Economic Reports*: A 5-minute report; the first 2.5 minutes are based on the latest global markets, commodities prices, and exchange rates. The second half consists of news on the U.S. economy or other business-related stories. Produced for the PAS FM network of five stations, plus other stations. Transmitted via email, it airs Monday through Friday.
- *VOA Green Living for Green Radio*: Three minutes, Monday through Friday, repeated one or more times, addressing climate change, environment, and green lifestyles.
- *Gondangdia for Dangdut TPI Radio*: Five minutes, daily, an insert on life in America presented in the style of stations that appeal to C and D class listeners who enjoy dangdut music and culture. Dangdut is a popular mix of Arabic, Indian, and Malay/Indonesian music.
- *VOA Smart Living for Smart FM*: Saturday and Sunday, 5 minutes, three times per day on how to be successful in career, workplace, health, and relationships.
- *VOA America Today for Smart FM*: Saturday and Sunday, 5 minutes, three times per day on science, technology, and education.
- *VOA Jazz for Smart FM*: Tuesday, 25 minutes, Jazz.
- *VOA Country for Smart FM*: Mondays, 10 minutes of country music.
- *VOA Aje*: Short inserts for Jakarta's most popular radio station, Ben's Radio, a station that appeals to C and D class listeners. VOA contributes three 5-minute inserts per week that are played multiple times, on culture and profiles of people in the United States, plus coverage of dangdut bands in the US.
- *VOA Flash*: The latest news from Hollywood (movies and behind the scenes), music industry, artist interviews, concert info, and coverage, along with inspirational stories of Indonesians holding successful careers in the United States or unique career paths, such as a fashion designer to the celebrities and/or an animator for a box-office hits movie. All of this is segmented for Jak-FM listeners of general affluent audience from the capital city of Jakarta.
- *VOA Kisah Rantau*: Short stories of Indonesians and their unique experiences living in the United States, along with their stories of success (if any) as they try their luck living abroad; segmented for CPP Radio Group for listeners of dangdut and Indo-Pop music.
- *VOA Pop Notes for Radio*: Culture and lifestyle interaction by phone with a university station in Jogjakarta, Indonesia; offshoot of Pop Notes TV show.
- *VOA Scoop*: Daily inspirational stories targeted to women, covering parenting, health, social issues, profiles of successful women, and celebrities.

Source: VOA Indonesian Service

Appendix B: Indonesian Service Television Programs

Regular Programs

- *Dunia Kita (Our World)*: The Indonesian Service's longest running TV production, launched in 2000, is a weekly half-hour TV magazine featuring human interest stories that airs on Metro TV. It alternates between in-studio and outdoor presentation. 26 stations in 22 cities.
- *VOA Snapshots*: A 30-minute weekly program featuring American trends, lifestyle, sports and news, launched in February 2011 for Metro TV, Saturdays at 9:30 a.m., replayed Mondays at 11:05 a.m.
- *Warung VOA (VOA Cafe)*: Launched in January 2006, a 1/2-hour weekly talk show broadcast on JTV, a Surabaya-based station that covers 30 million people in East Java. It includes *Opo Inggris? (What's the English for ...?)* a segment based on radio's *How Do You Say That?*
- *VOA Pop Notes*: A 30-minute popular culture show launched in February 2007, the show airs Saturdays at 7:00 p.m. on JAK-TV, a local TV station in Jakarta, reaching a young audience in the Indonesian capital.
- *VOA Splash for Insert Pagi on Trans TV*: Consists of 2- to 3-minute inserts, 6 times per week, covering lifestyle and celebrities based on acquired content.
- *VOA for Dahsyat on RCTI*: Weekly, 3-minute packages featuring inspiring and unique stories from all over the United States; Dahsyat is one of the most popular programs on all of Indonesian TV.
- *Sana Sini for ANTV*: Five-minute, weekly segment featuring comparisons between events or public facilities in the United States and Indonesia.
- *Laporan VOA (VOA Report)*: Up-to-the-minute U.S. news reports for Metro TV's morning newscast, *Metro Pagi*, weekdays between 4:30 and 6:00 a.m. on Metro TV.
- *Seputar Indonesia Inserts (Around Indonesia Inserts)*: Three-minute features on family-oriented issues and trends for RCTI's morning newscast, *Seputar Indonesia*. Stories range from interesting architecture and festivals to socio-cultural trends. The Indonesian Service contributes four packages a month that are aired Saturdays or Sundays between 4:30 to 6:00 a.m. on RCTI.
- *US News Segment on Indosiar's Diplomatic Affairs*: Launched in December 2006 as *Indosiar Round Up News; Diplomatic Affairs* is aired weekly on Sunday night and features top international stories of the past week. The 7- to 8-minute segment provides the latest U.S. news, usually comprising the latest hard news wrap-up and a lifestyle/human interest story.
- *Apa Kabar Amerika*: Launched in June 2008, a weekly, 6-minute international news summary inserted into tvOne's Monday morning news program.

- *VOA Kabar Pasar (Market News)*: Three minutes of economic news for tvOne on Mondays between 09:30 and 10:00 a.m.
- *Kampung Amerika*: Five-minute segment featuring interesting places and events in the United States for JTV's Pojok Kampung.
- *VOA All Affiliates Satellite Feed*: Top story of the day package offered to all TV affiliates, five times per week, plus ad hoc reports.
- *Apa Kabar Indonesia Weekend on tvOne*: Light feature stories on various topics from the United States ranging from health and parenting to cultural performances and tourism; five-minute package, airs Sunday mornings.
- *Inspirasi VOA for Apa Kabar Indonesia Pagi on tvOne*: Three-minute packages, twice per week, aired in the Apa Kabar morning show; Indonesian-related stories from the United States.
- *Inserts for Lintas MNC TV*: Three-minute packages on the life, activities, and events involving Indonesians in the United States.
- *Feature for Liputan 6 Pagi SCTV*: Weekly, 3-minute feature packages on various events in the United States from extreme sports to adventure tourism.
- *Metro Pagi Weekend*: Three-minute packages on sports and/or feature events, depicting unique people; launched in March 2008, the program airs weekly on Saturdays or Sundays, between 4:30 and 6:00 a.m.
- *VOA for Redaksi Siang/Redaksi Malam on Trans 7*: Two 3-minute packages on various topics from the United States, ranging from health and parenting to cultural performances and tourism.
- *VOA for Galeri Siang on B Channel*: Launched May 1, 2011, Galeri VOA airs twice per week at noon. Three-minute packages, covering various aspects of American and international culture, as well as entertainment news. B Channel is a Jakarta local channel networked with 26 local stations across Indonesia.
- *VOA Inserts for JAKTV*: Two 3-minute stories featuring interesting places and events in the United States, profiles of successful Indonesians in the United States.
- *Kilas VOA*: One-minute newsflash summarizing today's top stories from around the world for VOAIndonesia.com and local TV stations.

Source: VOA Indonesian Service

Appendix C: Voice of America Indonesian Service's Social and New Media Distribution

Owner: VOA Indonesian Service

<i>Type of Media</i>	<i>Site Name</i>	<i>Site Address</i>	<i>Type</i>
Social Media	VOA Indonesia	www.voaindonesia.com	General
Social Media	Warung VOA Facebook	http://www.facebook.com/executivelounge#!/profile.php?id=100000029351929	Facebook
Social Media	VOA Pop News Twitter	http://twitter.com/voapopnews	Blog
Social Media	Pojokan DC Blog	http://blogs.voanews.com/indonesian/pojokan-dc	Blog
Social Media	VOA Executive Lounge	http://www.facebook.com/executivelounge	Facebook
Social Media	VOA Pop News	http://www.facebook.com/#!/VOA-Pop-News	Facebook
Social Media	Dunia Kita on Facebook	http://www.facebook.com/#!/DuniaKita	Facebook
Social Media	VOA Facebook	www.facebook.com/voaindonesia	Facebook
Social Media	VOA Twitter	www.twitter.com/voaindonesia	Tweets
Social Media	VOA YouTube	www.youtube.com/voaindonesia	YouTube
Mobile Phones	VOA for Mobile	www.voahp.voa.mobi	World News

VOA Indonesian Service

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