

BBC

MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD

Annual Report 2011/12

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OVERVIEW

Our work in the Middle East and North Africa was of particular note this year as events of the 'Arab Spring' brought the role of media in all forms – but especially social media – to the fore. Our long-term experience of delivering media and communication projects in the region meant we were able to respond by building on existing work and embarking on new projects, all with the audience at the heart of what we do. We have been working hard in the region to help strengthen the media as a tool of accountability and as a means of facilitating dialogue and the exchange of ideas. Our work funded by the FCO (Foreign and Commonwealth Office) through the Arab Partnership Peace Fund was developed in direct response to the Arab Spring and is being delivered through projects in Egypt, Jordan, Tunisia, and Palestinian Territories. The aim is to use media to improve opportunities for political, social and economic participation.

Increasingly we are seeing audiences – even in low tech environments – using mobile phones and social media to access and share information. In India and Bangladesh projects include a significant mobile phone component focused on, respectively, maternal and child health and English learning for livelihoods. Our work in this area was recognised by awards including the WISE (World Innovation Summit for Innovation) award for use of mobile phone technology in Bangladesh. In Cambodia a youth-focused project centred on civic participation has been brought alive by connecting with its young audience through social media. A variety of donors including the FCO, The Bill and Melinda Gates Foundation, and the UNDP (United Nations Development Programme) have funded projects with sizeable innovation and technology components.

The year marked a significant change in the identity and scale of the BBC's international development charity. In two separate but parallel developments we changed our name to BBC Media Action and we restructured and scaled up in response to a significant boost to funding. A 'Global Grant' from the UK's Department for International Development (DfID) amounting to £90m will allow us to build and extend existing projects funded by DFID, deliver new programming, and plan more strategically over the next five years, as the grant alleviates some of the pressures of short-term project funding. To avoid over-reliance on any one funder the DfID grant is capped at 40% of total funding in any one year. Other sizeable projects that continued this year include a maternal and child health project in Bihar, India, funded by the Bill and Melinda Gates Foundation (\$22.6m across six years).

Expansion in Research and Learning and Policy and Advisory teams has been one immediate consequence of the boost to funding as it has allowed us to invest at scale in the evidence-base for our work. The Policy and Insight team continue to play a critical role in shaping the design and delivery of our projects and sharing best practice across the organisation and beyond. The policy impact has again increased over the past year through publications, new media work, events and presentations at high-profile events.

The merging of the research and policy teams into one group reflects a wider trend of working more strategically, supportively and collaboratively across teams and countries. This more cohesive sense of

belonging and linkage has in part been facilitated by the rebrand, with workshops held in country to explore – and redefine, collectively – organisational values, positioning, priorities and mission.

The quality of our talented and dedicated personnel around the world has helped us deliver existing work well and develop new projects, extending our good reputation. Work has continued to develop our methodologies and key thematic strategies, while structures have again been strengthened to support project design and delivery. Intensive consultation between country teams and the London office has helped make progress on improving internal communication and data storage and retrieval, while visits to key country offices have explored needs and constraints, especially with regards to technology and access.

Annual expenditure on charitable activities reached £28.1m (2011: £23.9m), with BBC Media Action designing and delivering integrated projects to meet complex development objectives as well as delivering discrete training events. The impact of some of these projects is outlined in the pages that follow.

The Executive Director, Caroline Nursey, and Chair of Trustees, Peter Horrocks, worked with staff and Trustees to consolidate efforts, improve processes and find new sources of funding. In line with the 'How We Work' (2009-2012) strategy paper, BBC Media Action has tightened reporting procedures to help deliver greater transparency, openness and clarity about what we do and how we do it. Unrestricted fundraising efforts have focused on corporate partners in a new scheme, and on 'high net worth individuals'.

In all, the year further reinforced BBC Media Action's position as one of the world's leading charities using media and communication in the pursuit of development and rights. We know the work we do is even more necessary than when the organisation was founded 12 years ago – the increasing investment from donors and deepening interest in our work reflect this. We will continue to deliver high-quality work that is valued by the development community and by media organisations in contributing to development and better standards of governance in developing countries.

BOARD OF TRUSTEES' REPORT

The trustees present their trustees' report and financial statements for the year ended 31 March 2012.

OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT

The objects of BBC Media Action are:

- the education and training of journalists and all others engaged in the broadcast media in the principles and practice of journalism, programme production, broadcasting and related media skills, including ethics and codes of conduct, technical presentation and writing skills, interviewing techniques, press and news conferences, relevant law and newsroom roles and responsibilities, so as to promote high standards of balance, fairness, integrity and professionalism; and,
- the education of the public in the arts and sciences, including health, law, social policy, public administration, history, politics, economics, environmental protection, languages and in the availability of education, and in particular through raising public awareness on subjects such as sexual and reproductive health issues by producing public service announcements, discussion programmes and drama and broadcasting and other dissemination of educational films and radio and television programmes, and the publication of other educational material for the benefit of the public.

BBC Media Action carries out these objects by:

- delivering projects that transform lives through media - using media and communications to promote development and human rights in a range of countries in Africa, Asia, the Middle East and, to a lesser extent, in Eastern Europe and the former Soviet Union. Our projects use radio, television and modern media to reach target audiences and employ drama, debate, current affairs formats, public service announcements and blogs to reach development objectives as well as training journalists and others.
- working in alliance with others towards our vision. Within the BBC, we are extending our reach with broad audiences by working closely with the language services of the World Service in making many of our programmes and, where appropriate, in providing material that will be broadcast by them. We also work with other development actors within the British and international development community and with academic institutions in the UK and the countries where we work particularly to explore the role of media from a policy perspective. We work with civil society organisations, local media organisations and with governments.

We have established that we will achieve greatest impact and public benefit by focusing on three thematic areas: Governance and Rights, Health, and Resilience including Humanitarian Response. The newly merged

Policy and Insight team is helping build capacity to share thematic knowledge internally and externally, bridge research and policy, and strengthen project proposals and implementation. Our approach to gender is cross-cutting and encompasses all areas of our work – reflecting both how we champion diversity and equality as an employer, and integrate it into our work. Across all three thematic areas we aim to be inclusive and seek to be aware of gender and diversity and to design and implement our strategies and projects accordingly to reach beneficiaries across the world. We are committed to exploring this area further within our knowledge sharing activities and have drafted a paper on gender.

Across the three themes, we aim to provide information, to enable debate and conversation and to strengthen media and communications. All this work has public benefit in the way it contributes to improved governance in addition to the targeted work within the governance theme.

We seek to design our projects around four activity sets: research, media development, production and outreach (wherever appropriate designing projects that incorporate all four of these).

The beneficiaries of our work are the audiences who hear, watch or interact with our radio, television, mobile phone, online and social media outputs, and journalists and others who are recipients of training and mentoring, and their audiences. In most cases people receive our services without charge. Occasionally, we charge for a service to set it up in a way that will be sustainable beyond the life of the project.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing BBC Media Action's aims and objectives and in planning future activities. BBC Media Action is committed to strengthening the media in developing countries and using media and communications to reduce poverty and support people in understanding their rights globally.

REVIEW OF 2011/12 OBJECTIVES

WHAT WE ACHIEVED

1) Deliver our programme

Aim: *To deliver our mission to use media and communication to help reduce poverty and support people in understanding their rights. The goal is to deliver projects across all three major themes (Governance and Rights, Health, and Resilience and Humanitarian Response) showing demonstrable impact and reach.*

Delivery: In the financial year 2011/12 we delivered 67 projects. Our work currently reaches more than 300 million people across the world through local broadcast partners, BBC channels, online, mobile and print.

Governance and Rights

The largest area of our work remains Governance and Rights. In the Middle East, the Former Soviet Union and Europe, our work included sustaining and expanding Radio Al Mirbad's programming in Iraq, where a long-running project (2011- 2013) funded by the US Department of State, extended its reach. The station helps

support public accountability and freedom of expression through strengthening local radio. We installed a new transmitter south of Baghdad allowing three further provinces to receive programmes: around a third of the overall population of Iraq can now receive the station.

Our pan-Middle East project, entitled 'Socially Responsible Media Platforms for the Arabic Speaking World', concluded with feedback from donor FCO stating the project was 'very successful and good value for money'. The team in Egypt has received an award from the National Council for Human Rights in Egypt (an organisation chaired by former UN Secretary-General Boutros-Boutros Ghali) for its work to promote human rights at a critical time for Egypt.

In Afghanistan the process of establishing an independent Afghan organisation staffed by former BBC Media Action employees was completed on 2nd April 2012, marking a significant step for both Afghan Education Projects Organisation (AEPO) and BBC Media Action.

Elsewhere in Asia governance-related projects included *Loy9* in Cambodia. This multimedia initiative to encourage youth participation in civic life has had significant impact. Around 5,000 people have visited the *Loy9* website each week and *Loy9* videos were viewed more than 100,000 times in just eight weeks. In a country of just under 15 million and where less than 7% of young people have access to the internet, this marks huge uptake. In another youth-focused project, 'Burma Horizon' trained journalists and production staff to help prepare them for a new radio show that launched in April 2012, marking a significant shift, post-elections, to a leadership more favourably disposed towards the media.

In Nepal, *Sajha Sawal*, a weekly discussion programme broadcast nationally each week on both TV and radio, has reached 32% of Nepalis aged 15-65. The programme's audience totalled over 16,000, and a majority of listeners (75%) and viewers (64%) tune in to the programme regularly, at least twice a month. Almost all of *Sajha Sawal*'s viewers and listeners feel that the programme has been effective in making politicians pay attention to citizens' problems (92%) and at holding government to account (90%). The current Prime Minister of Nepal, Baburam Bhattarai, sent a letter to BBC Media Action expressing his appreciation for the role the programme plays in raising relevant issues.

Elections and constitution-building work was an aspect of governance related work for several African country programmes. In the 'Somalia Constitution Making' project, work continued on journalism support addressing rights, gender and peace in relation to the country's efforts to put together its first constitution. In newly formed South Sudan our 'voice and participation' programme linked to the elections came to a close. While in Zambia two projects linked to last year's elections helped train, mentor and support journalists at local radio stations and national TV channels. Vanessa Mweemba, a presenter at Radio Chikuni, said of the support from BBC Media Action: "The training has helped me make more of phone-ins and audience participation that helps give voice to ordinary people."

A 'National Conversation' is a pan-African (Angola, Sierra Leone and Tanzania) project that aims to promote accountability, transparency and participation through partnership with public broadcasters in Africa. In Tanzania in follow-up to work delivered around the elections we launched *Haba na Haba* ('Little by Little') a national radio programme co-produced with BBC Swahili. Content is provided by six partner stations across the country and the radio journalists are being trained and mentored by BBC Media Action staff. One trainee, Saouda, from Hits FM, Zanzibar, said of her work: "I used to be a DJ, but thanks to the training I came to realise that I wanted to help people access information to empower them. I now focus my work on supporting women and girls, to help them realise their rights."

Health

A portion of our gender-linked work is delivered within our health portfolio of projects. In Bihar, India a major project to support maternal and child health continues, combining media outputs in drama and discussion shows, partnership with non-governmental organisations and frontline health-workers, and mobile phones. TV adverts to encourage birth spacing have been launched. We conducted a large survey on reproductive, maternal, neonatal and child health in Bihar, and were able to use the data to inform the health research for four other countries within the Global Grant, including a bespoke analysis on the media landscape in Bihar.

Also in India health-related project activities included blood donation public service advertisements combined humour and creativity to get the message across. In a new project to tackle TB an eccentric new superhero called Bulgam Bhai ('Mr Sputum') was introduced across TV and radio adverts. Bulgam Bhai's fight against TB was covered both in press and online media, as well as more than 100 websites.

In Nepal the radio drama *Katha Mitho Sarangiko* has focused on preventing gender-based violence. Across the year the Facebook page grew from a base of 2,000 to the current 25,000, and listeners are sending the programme an average of 1,000 SMSs a month. Here's just one: "I love it, it is not a drama when I listen it feels like I am on the spot." KC Bijay.

In Somalia, formative research into maternal and child health behaviours was extended to include South Central Somalia - a region often under-researched due to ongoing security challenges. The research revealed how important health behaviours such as early and exclusive breastfeeding did not translate into practice due to beliefs, attitudes and the influence of older women and/or husbands. The research led to the creation of characters and storylines for a radio drama that will tackle some of the primary barriers.

Resilience and Humanitarian Response

Our work continued in a partnership arrangement with Internews as part of Infoasaid, a consortium focused on improving how aid agencies communicate with disaster affected communities. As the drought and famine in the Horn of Africa deepened we worked with Actionaid in northern Kenya to provide timely information to pastoralists to help combat food insecurity. Weekly information about livestock and food commodities are sent through SMS messages to field workers in rural communities, who post the information on local notice-boards. A Somali Lifeline service has also been produced in partnership with the BBC. And to help share knowledge

across the sector, as part of our role in the Communicating with Disaster Affected Communities Network, we partnered at an event held at Google in London.

Climate Asia, a research and communications project over seven countries to develop communications strategies to help people become more resilient to the changes in climate, is underway.

In Bangladesh, BBC Media Action continues its partnership programme called English in Action. This major educational initiative is funded by the UK Department for International Development and implemented through a partnership between the UK Government and the Government of Bangladesh. The aim is to contribute to the economic growth of Bangladesh – and build its resilience – by helping raise the English language learning skills of 25 million people by 2017. BBC Janala ('window' in Bangla) is the award-winning multi-platform service that BBC Media Action is delivering. Its media outputs are aimed at improving livelihoods and 26 million people (a quarter of the adult population) had accessed BBC Janala products by January 2011. In March 2012, we launched the latest and second phase of the project with *Janala Amar Engreji* ('My English Course'). Within one month over half a million people had called the mobile phone line alone and over 15,000 unique visitors had accessed the new website in the first two weeks, staying on average for 18 minutes.

Awards

Recognition of our wider contribution to media and development included:

- India: *Stolen Moments*, Global Award for best in healthcare advertising, in TV Announcements category;
- Lebanon: *Shankaboot*, International Digital Emmy, best digital fiction programme, 2011;
- Angola: *100 Duvidas*, Best Reporter Award for Zenilda Volola, at the annual journalism awards ('Maboque de Jornalismo')

HOW WE DID IT

2) Reach and scope

Aim: *To grow the overall size of the organisation's programme portfolio in line with budget and forward plans. To produce regional strategies, country plans, and to better define the parameters of our work.*

Delivery: We consolidated and refined the parameters of our work as the three themes (see 1 above) and outlines of these areas have been shared on our new website: bbcmediaaction.org (How we work). Our work both on existing project delivery work and connected to the new Global Grant has helped strengthen our indicators on reach, and bolstered efforts to capture and systematise how we measure impact. We have research capacity in 18 countries (Afghanistan, Angola, Bangladesh, Cambodia, China, Ethiopia, India, Indonesia, Kenya, Nepal, Nigeria, Pakistan, Sierra Leone, Somalia, South Sudan, Tanzania, Vietnam and Zambia). Evidence of reach and impact gathered during the year includes:

- *Providing spaces for accountability:* 2,532 officials were called to account on air through BBC Media Action - produced or -supported programmes between January and December 2011.

- *Participation and giving people a voice:* Across our programmes 46,705 people got in touch via phone, text, email or letter in the same period.
- *Giving people access to information:* BBC Media Action produced or supported the following programming: 150 public service announcements, 1,201 debate/phone-in programmes, 1,668 magazine programmes and 1,016 drama episodes on multiple platforms and in 35 languages. *Sharing skills:* Journalism training was provided to 2,858 people in 2011 (for example, we conducted capacity-building work with 600 local radio professionals in Nepal to enhance their journalistic and production skills). Between April and June 2011, our Governance programmes in Nigeria reached 30% of the population.
- *Research:* 32,206 people were surveyed or interviewed to gain insights into their attitudes, knowledge and behaviour and to measure the impact of our work. For example, in evaluating the impact of *Loy9* in Cambodia, we found that the young people who participated in our qualitative research for series 1 felt the content encouraged critical thinking and self-expression, with associations of bravery and confidence in young people's capability linked with inspirational characters in the TV drama.

3) Research, knowledge sharing and policy

Aim: *To ensure the Research and Learning (R&L) team is structured and managed to maximise its effectiveness. To expand external engagement and bring the learning gained back into the organisation and across it, in country to country exchange.*

Delivery: The decision to merge R&L and Policy and Advisory teams into one Policy and Insight team has helped strengthen links and internal resources. The new structure has enabled better oversight across a varied and complex portfolio of work. Regional R&L staff now number nearly 50 with a final total of 35 staff in London anticipated shortly after the close of the financial year.

- Three new Policy Briefings were published on Somalia, Afghanistan and information needs at the time of humanitarian emergencies, helping link our project work at country level with detailed analysis of the broader media, societal and policy space we – and others – occupy.
- A creativity and production workshop, a Research and Learning (R&L) workshop, a first-ever Country Director workshop and other knowledge sharing initiatives have helped ensure we learn from our previous work, and wherever we can we collaborate with others to share thinking and experiences.
- Policy work included feeding into preparation for the Fourth High Level Forum on Aid Effectiveness. Collaboration with Wilton Park delivered a high level seminar on media and governance, and with the OECD DAC GOVNET to host a full day meeting for GOVNET members on media and domestic accountability. The Policy and Research Programme on the Role of Media and Communication in Development was completed in March 2012 and was awarded a final score by DFID of A*.

4) Working with others

Aim: *To continue to strengthen relations with other parts of the BBC and with the development sector.*

Delivery: In 2011/12 BBC Media Action worked in partnership to produce around 12 hours of programming each week that was broadcast on BBC World Service language services. This included the debate programme *Sa'at Hissab* ('Question Time') on Arabic TV and *Sajha Sawal* ('Common Questions') on the Nepali service.

The long-running Nigerian radio drama *Story, Story*, broadcast on English for Africa, focused on corruption and electoral malpractice. In Afghanistan, the radio drama *New Home, New Life* was broadcast three times weekly in both Dari and Pashto on the BBC Afghan stream, and has become the most popular cultural radio programme in the country. In Tanzania the new radio magazine programme *Haba na Haba* ('Little by Little') was broadcast on the Swahili service and brought local issues to a national audience. Broadcasts on BBC Somali discussed the draft constitution and endeavoured to bring women's voices into the mainstream media. Our partnerships with other non-governmental organisations and development players proliferate, while we continue to make engagement with both donors and national governments a central spine of project delivery. For example in Bihar we are working with the Bihar government, multiple NGOs, and mobile phone operators.

5) Striving for quality

Aim: *To produce innovative, creative and appropriate outputs that deliver real impact. To share learning across the organisation, including formulating our theories of change, and signing off policies on our themes.*

Delivery: Programme reviews from both within and across regions have been undertaken. A range of consultants have undertaken reviews of our work on behalf of donors and we have performed consistently well. For example our pan-Middle East project, entitled 'Socially Responsible Media Platforms for the Arabic Speaking World', concluded and received feedback from donor - the Foreign and Commonwealth Office - that the project was (in précis) 'very successful and good value for money'.

6) Support and develop staff

Aim: *To improve staff development with a particular focus on national staff and support for creativity across the organisation.*

Delivery: Quality reviews have been undertaken of completed appraisals and these indicate that performance development has been discussed and realistic objectives set for the year. Capacity building workshops were held for R&L, production staff and Finance teams, bringing together UK and global colleagues. A database of all past and current projects is in use and being used by staff.

7) Keeping costs down and improving project costs recovery

Aim: *To carefully manage costs, particularly those that are not directly project related.*

Delivery: Tightened financial procedures contributed towards achieving a surplus for the year that has exceeded budget expectations and the increase in reserves set out in the Financial Review section on page 15. Procedures introduced last year have bedded in and have encouraged openness and transparency across the organisation.

8) Business Development

Aim: *To raise more unrestricted income in line with the budget.*

Delivery: In the tough external financial climate our business development targets have been especially challenging to meet and so unrestricted income targets were reduced. Despite the constraints, by year end, voluntary income of £1m was raised. Our 'Catalyst Fund' targeting 'high net worth individuals' moved into full operation this year, with two significant gifts. On the corporate side we launched a new 'Corporate Leaders

Fund' with five prestigious members signed up by the year end (Alliance Boots, Globecast, Google, Intelsat and Red Bee).

Major governmental funders include the British Government's Department for International Development, the Foreign and Commonwealth Office and the European Union. Support from foundations was significant, with the Bill and Melinda Gates Foundation supporting our large project in India. We have a strong pipeline of project proposals agreed, submitted and in development. Our 'Business Development Kit' and 'Donor Digests' are shared with all staff to share understanding of both BBC Media Action history with, and opportunities to work with, a range of donors.

9) Communications

Aim: *To complete the rebrand and launch a new website. To forge closer links with country-based teams.*

Delivery: The rebrand was completed in two stages with the name changing on 16th December 2011 and the launch of the new website in February 2012. In parallel with the website BBC Media Action launched its first integrated TV and online campaign on BBC World News and by visiting bbc.com, with short films featuring colleagues from around the world shared perspectives on 'My Media Action'. Eight rebrand workshops held at country offices have strengthened links between teams, and ensured colleagues' voices have been shared within the rebrand process and in external communications. Extensive proactive media coverage across the year included *The Times*, *The Economist*. Local coverage has linked to project launches, including Tanzania, to publicise the launch of a new radio-based governance programme called *Haba na Haba* ('Little by Little').

10) Information systems

Aim: *To identify affordable ways to improve internal communication and access to shared resources.*

Delivery: The Head of Information Systems and Change has worked with colleagues in the UK and country offices to audit and plan improvements. This has included visits to Nigeria and Tanzania to better understand the challenges of communication across three areas: country office and HQ, internal communications across an individual country office, and country to country communications. The Country Directors' workshop held in February also offered the opportunity to track progress in information systems and talk through the constraints. Staff are continuing to demonstrate a deepening understanding of the financial performance of the organisation and their part in improving that.

LOOKING AHEAD: OUR AIMS FOR 2012/13

Work has started on a new operational plan for 2012 – 2015 and a re-articulation of overall strategy. This will be completed early in the year and will outline a number of ways that BBC Media Action will adapt its ways of working to become more effective and efficient. Overall the organisation will focus on four objectives:

Impact

Aim: *To deliver the Global Grant, and new work across the Arab World and Europe, with all programmes effectively increasing reach as planned.*

How we will do it:

- We will ensure that all our broadcast outputs are of high editorial quality and appropriate to the audiences and context in which they are used.
- We will design and deliver the Global Grant and all our projects effectively so that they achieve impact against the agreed objectives of each project.
- We will develop the intellectual framework and mechanisms to measure the impact of the Global Grant and use the information to enhance the quality of all our work and to inform the sector.

Income

Aim: *To secure funding to support the delivery of projects and to increase the organisation's financial security.*

How we will do it:

- We will deliver income to plan so that income is received as budget
- Develop new projects so that 'other' income is secured as budgeted and to develop a good pipeline for future years.
- We will secure unrestricted or budget relieving income from High Net Worth Individuals, corporates and other fundraising initiatives as budgeted.

Innovation

Aim: *To learn from our technologically innovative projects (and from others in the sector and beyond), particularly work in Bihar State, India, and apply that learning where appropriate across our work.*

How we will do it:

- We will improve our systems and support to country teams so that there is more space for innovation.
- We will seek out opportunities to partner with and learn from development innovators, production specialists, social entrepreneurs, and the very best of media practitioners, to strengthen the shape and impact of our own work.

Integration

Aim: *To build partnerships with BBC World Service language services and other parts of Global News that deliver effective work within the Global Grant in particular and are recognised as valuable by both parties.*

Promote the purpose and work of BBC Media Action across the BBC to encourage collaboration and attachment opportunities.

How we will do it:

- Establish framework of meetings, procedures and policies to enhance links with BBC World Service language and Global News colleagues.
- Regular pan-GN communications about our work and opportunities to link in.
- Nations and Regions road-show to BBC offices and regular knowledge sharing of our work across the BBC.

FINANCIAL REVIEW

The income and expenditure account for the year ended 31 March 2012 shows a surplus (net incoming resources) of £0.8m (2011: £0.3m). This exceeds the budget expectation for the year and reflects the continued concerted effort made to attribute costs appropriately to projects. The surplus improves BBC Media Action's reserves.

Total income of £29.5m was £4.7m higher than the previous year (2011: £24.8m) and is broadly in line with budget expectation. Grant funding of £28.3m (2011: £23.8m) was slightly ahead of budget expectation while voluntary income of £1.0m was below budget expectation and did not achieve the increased levels that had been planned.

Total expenditure of £28.7m (2010: £24.5m) was higher than the previous year due to increased activity in the Rest of the World region and was broadly in line with budget expectation. Expenditure on our charitable activity, providing public benefit by changing lives through media development and development communications represented 98.0% of total expenditure (2011: 97.6%)

The consolidated cash flow statement shows that cash has decreased by £4.3m during the year (2011: increase of £3.0m). This reflects an abnormally high level of cash held at 31 March 2011 as noted in the previous year's Trustee Report and a change in the mix of projects. As a result debtors have increased to £7.0m at 31 March 2012 (2011: £4.9m) with the main increase being accrued income at £4.2m at 31 March 2012 (2011: £1.7m), and creditors have decreased to £8.8m at 31 March 2012 (2011: £11.9m) with the main decrease being deferred income at £4.8m at 31 March 2012 (2011: £9.6m).

FINANCIAL POLICIES

Reserves

As a result of the net incoming resources of £0.8m net assets in the consolidated balance sheet increased to £3.2m at 31 March 2012 (2011: £2.4m).

The Board of Trustees review the reserves policy on an annual basis in the context of BBC Media Action's multi-year plans and a review of the risks and opportunities for BBC Media Action. The Board of Trustees considers that BBC Media Action should hold reserves in the general fund (total unrestricted funds less designated funds) in the range of £3.5m to £4.0m (2011: £2m to £2.5m). This range is based upon an analysis of the financial risks faced by BBC Media Action, the stability, levels and types of future income, the impact of future plans and commitments, and an assessment of the essential running costs of BBC Media Action.

The Board of Trustees has set up a new designated fund named the Catalyst Fund with a balance of £45,000 at 31 March 2012. Further details are set out in note 17 to the financial statements.

Total unrestricted funds held at 31 March 2012 amounted to £3.2m (31 March 2011: £2.4m) of which reserves in the general fund amounted to £2.5m (31 March 2011: £1.7m). The Board of Trustees is pleased that general funds have increased. However, the reserves in the general fund are below the target range of £3.5m to £4.0m, and the Board of Trustees has instructed management to continue to build up reserves in the year ending 31 March 2013 and in the following years. This will be achieved most significantly by increased levels of voluntary income and higher levels of recovery of costs from donors. It is expected that the general funds will meet the target range during the year ending 31 March 2014.

Investment Policy

Cash balances are set out in the consolidated statements and BBC Media Action balance sheets and in the notes of the financial statements. The objective of the investment policy is to maximise interest whilst limiting risk.

Going concern

The Board of Trustees is of the opinion that BBC Media Action and the group has adequate resources to continue in operational existence for the foreseeable future. The Board of Trustees has identified no material uncertainties that cast significant doubt about the ability of BBC Media Action to continue as a going concern as is further explained in Note 1 of the Financial Statements.

OUR ORGANISATION

Staff and volunteers

The quality and creativity of our outputs are directly attributable to the calibre and expertise of our staff. In 2011/12 BBC Media Action employed an average of 500 staff, with 92 based in the London office. Of the staff based outside London, 35% are in the Middle East and Europe region, 47% in Africa, and 38% in Asia. This includes 23 expatriate staff who have specialist skills in media and or international development, and who are originally from UK, Denmark, Belgium, USA, Canada, Nepal, India and Australia.

The skill sets are diverse. In addition to attracting journalists and programme makers from elsewhere in the BBC and other media organisations, we have employed specialist development practitioners, trainers, producers, actors, development finance professionals, marketing and research experts from the private sector and more.

We advertise most of our jobs locally, invest in building local skills, and a high proportion of our staff are based in countries where we work. We seek to develop local skills, so that our work can be sustained long-term, after our own in-country projects have concluded. As a consequence, wherever possible we recruit staff from the countries or regions where we operate. We are keen to ensure a positive and supportive working environment for our staff. BBC Media Action has volunteers and work experience placements on a regular basis.

Legal structure

BBC Media Action is registered as a charity (registered number 1076235), and is incorporated as a company limited by guarantee (registered number 3521587). The financial statements will be delivered to the Registrar of Companies. BBC Media Action was established under its Memorandum of Association with the objects and powers of a charitable company. It is governed by its Articles of Association.

The sole member of BBC Media Action, the BBC, undertakes to contribute to the assets of BBC Media Action in the event of it being wound up while it is a member, or within one year after it ceases to be a member for payment of the debts and liabilities of BBC Media Action contracted before it ceases to be a member, and of the costs, charges and expenses of winding up, for the adjustment of the rights of the contributors among themselves such amount as may be required not exceeding £10. Each Trustee is a subscriber to the Memorandum of Association and accordingly the BBC Media Action had 8 subscribers at the end of the year 2011/12.

Subsidiary companies

BBC Media Action has two subsidiary companies which are 100% owned by BBC Media Action at 31 March 2012: The Marshal Plan of the Mind Inform and BBC WST Limited. The Marshall Plan of the Mind Inform did not trade during the year. Work in India during the year was largely transacted through BBC WST Limited. On 4 March 2012 the ownership of Southern Iraq Company for Radio and TV Broadcasting Limited was transferred to the existing management team in Iraq. Therefore BBC Media Action held no shareholding in Southern Iraq Company for Radio and TV Broadcasting Limited at 31 March 2012.

On 28 December 2007 an independent entity known as the BBC World Service Trust India was set up in India with broadly similar objects to BBC Media Action. BBC World Service Trust India is able to receive funds from donors in India in Indian rupees. BBC Media Action has no investment in BBC World Service Trust India, however, in accordance with SORP 2005, BBC World Service Trust India is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements. During 2011/12 £454,000 of activity on the Global Fund TB project was carried out by BBC World Service Trust India and has been consolidated in the financial statements.

Governance

The Trustees, who are also directors of the company, are listed on page 21. They meet at quarterly intervals. A Trustee may, and the Secretary on requisition of a Trustee may, at any time summon a meeting of the Trustees. The quorum necessary for the transaction of the business of the Trustees shall be the greater of two Trustees or one third of the total number.

The Trustees seek to ensure that all activities conform to UK and relevant local laws and are within agreed charitable objectives. Their work includes setting strategic direction and agreeing the financial plan. They perform some of their function through sub-committees of the Board, including a Finance and Audit sub-

committee. The Finance and Audit Committee (FAAC) consists of three members. The Chair of the Finance and Audit Committee is a non-BBC nominated trustee. The FAAC meets at least four times a year. Trustees act on advice and information from regular meetings with the directors. Decisions made at other levels of the organisation are reported to the Trustees.

The Trustees have the power at any time, to appoint any person to be a Trustee, either to fill a casual vacancy or as an addition to the existing Trustees, so long as the number does not exceed the total number of Trustees referred to in the Articles of Association. Trustees are selected following either advertisements or recommendations. An interview process is carried out by the Chairman of the Trustees and at least one other member of the Board. Nominations are then put forward to the full Board for approval. An induction programme is available for all Trustees as is internal training on duties and responsibilities. Trustees are encouraged to visit BBC Media Action projects to obtain first hand experience of BBC Media Action at country level. Knowledge sharing sessions provide trustees with the opportunity to gain up to date information on particular issues.

During the year the Articles of Association of BBC Media Action were amended. The clause relating to the number of Directors was amended and now states that 'the number of Directors shall not be less than three and not more than 15 of whom eight shall be nominated by the British Broadcasting Company'.

Organisational structure and management

BBC Media Action has its head office in London, UK, where central support functions of Business Development, Communications, Policy and Insight, Finance, Human Resources, IT and the Director are based. In light of the recent restructuring the Senior Management Team of eight senior staff was disbanded in February and replaced by a Management Team of five (who comprise: Executive Director, Director of Programmes, Director of Policy and Insight, Director of Finance and Business Services, Director of Communications and Branding) and a Leadership Group that includes additional London based managers and country directors. The new structure reflects the growth of the organisation and will provide appropriate management and leadership to deliver high quality work around the world.

In addition to the UK office at 31 March 2012 there are BBC Media Action country offices in 15 countries (Afghanistan, Angola, Bangladesh, Cambodia, Ethiopia, India, Kenya, Nepal, Nigeria, Palestinian Territories, Sierra Leone, Somalia, South Sudan, Tanzania and Zambia), managed by Country Directors or Heads of Project, appointed by and accountable to the UK office. The country offices work with local development organisations and media partners in delivering the work described above. A streamlined group of Senior Project Managers and Assistant Project Managers support Regional Directors and Country Directors through project life cycles, providing support on logistics and project development. In addition 5 staff now provide thematic support in the Policy and Advisory team.

The Research and Learning team has undergone significant expansion to meet the research requirements of the Global Grant in particular. As well as carrying out formative research to ensure that programmes are designed to reach appropriate and large audiences and that projects achieve maximum impact, BBC Media

Action will evaluate impact across countries and publish our findings so that the sector can learn what works best.

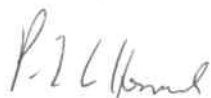
Risk Management

BBC Media Action has identified the major risks affecting its work and has ranked these by likelihood and impact. The Trustees have assessed these risks and are satisfied that reasonable steps are being taken to mitigate exposure to them. The Management Team reviews the risk register quarterly and is responsible for managing each risk identified. The Trustees review the risk register on an annual basis with more frequent review through a sub-committee. BBC Media Action operates an annual planning and budgeting system with an annual budget approved by the Trustees. Any significant changes to those plans need specific approval. Financial forecasts are made during the year.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditors are unaware; and each trustee has taken all the steps that he ought to have taken as a trustee to make himself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by the Board of Trustees on 26 July 2012 and signed on its behalf by:

A handwritten signature in dark ink, appearing to read 'P. Horrocks', is written over a light blue horizontal line.

Peter Horrocks, Chair

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES OF THE BBC MEDIA ACTION IN RESPECT OF THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they have elected to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of income over expenditure for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue its activities.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

TRUSTEES, SENIOR STAFF AND ADVISORS

Trustees**

Peter Horrocks* (Chair)

Richard Manning (Vice-chair)

George Alagiah*

Alison Evans

Michael C. McCulloch †

Prof Patrick Vaughan (until September 2011)

Bhupendra Mistry †

Susan Robinson-King

Richard Thomas*†

Company secretary

Lindsey North*

* BBC representative

† Member of Finance and Audit Committee

** All trustees are also directors of the company

Management Team

Caroline Nursey – Executive Director

Kirsty Cockburn – Director of Communications and Branding

James Deane – Director of Policy and Insight

Caroline Howie – Director of Programmes

Andrew Lawrence – Director of Finance and Business Services

Auditors

KPMG LLP, Chartered Accountants, Registered Auditors, 15 Canada Square, London, E14 5GL.

Bankers

Lloyds TSB Bank plc, City Office, PO Box 72, Bailey Drive, Gillingham Business Park, Kent ME8 0LS

Registered Office

Broadcasting House, Portland Place, London W1A 1AA

Registered number 3521587

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BBC MEDIA ACTION

We have audited the financial statements of BBC Media Action for the year ended 31 March 2012 set out on pages 24 to 42. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees Responsibilities set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2012 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006


In our opinion the information in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime.



25 September 2012

K Wightman (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
15 Canada Square
London E14 5GL

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities

(including the income and expenditure account) for the year ended 31 March 2012

	Note	Unrestricted funds 2012 £'000	Restricted funds 2012 £'000	Total 2012 £'000	Total 2011 £'000
Incoming resources					
<i>Incoming resources from generated funds:</i>					
Voluntary income	2	344	691	1,035	953
Activities for generating funds	3	144	-	144	-
Investment income	4	27	-	27	15
<i>Incoming resources from charitable activities:</i>					
Grant funding for specific charitable activities	5	2,552	25,725	28,277	23,800
Total incoming resources		3,067	26,416	29,483	24,768
Resources expended					
<i>Cost of generating funds:</i>					
Costs of generating voluntary income	6	(260)	(6)	(266)	(333)
Fundraising trading cost of goods sold and other costs	6	(49)	(1)	(50)	-
Total costs of generating funds		(309)	(7)	(316)	(333)
<i>Charitable activities</i>					
<i>Changing lives through media and communication:</i>					
Africa	6	(493)	(7,234)	(7,727)	(6,674)
Asia	6	(554)	(8,184)	(8,738)	(9,263)
Rest of World	6	(657)	(9,495)	(10,152)	(7,048)
Cross cutting activities	6	(78)	(1,417)	(1,495)	(889)
Total charitable activities		(1,782)	(26,330)	(28,112)	(23,874)
<i>Governance costs</i>	6	(172)	(79)	(251)	(259)
Total resources expended	6	(2,263)	(26,416)	(28,679)	(24,466)
Net income for the year	7	804	-	804	302
Reconciliation of funds					
Total funds brought forward		2,414	-	2,414	2,112
Total funds carried forward	17, 18	3,218	-	3,218	2,414

The statement of financial activities includes all gains and losses recognised during the year. All incoming resources and resources expended derive from continuing activities.

The notes on pages 27 to 42 form part of these financial statements.

Consolidated and BBC Media Action Balance Sheets

at 31 March 2012

	Note	Group 2012 £'000	Group 2011 £'000	Charity 2012 £'000	Charity 2011 £'000
Fixed assets					
Tangible assets	10	142	106	142	106
Investments	11	-	-	20	20
		142	106	162	126
Current assets					
Debtors	12	7,009	4,865	6,636	4,772
Cash at bank and in hand	13	5,412	9,728	5,315	9,569
		12,421	14,593	11,951	14,341
Liabilities					
Creditors: amounts falling due within one year	14	(8,818)	(11,937)	(8,368)	(11,705)
Net current assets		3,603	2,656	3,583	2,636
Total assets less current liabilities		3,745	2,762	3,745	2,762
Provisions for liabilities	15	(527)	(348)	(527)	(348)
Net assets		3,218	2,414	3,218	2,414
Funds					
Unrestricted funds	17,18	3,218	2,414	3,218	2,414
Restricted funds	17	-	-	-	-
Total Funds	17	3,218	2,414	3,218	2,414

The notes on pages 27 to 42 form part of these financial statements.

The financial statements on pages 24 to 42 were approved by the Board of Trustees on 26 July 2012 and were signed on its behalf by:



Peter Horrocks
Chair

Consolidated Cash Flow Statement

for the year ended 31 March 2012

	Note	Total 2012 £'000	Total 2011 £'000
Net cash (outflow)/inflow from operating activities	20	(4,265)	2,943
Returns on investments and servicing of finance			
Interest received		27	15
Capital expenditure and financial investment			
Purchase of tangible fixed assets		(94)	(3)
Sale of tangible fixed assets		16	11
(Decrease)/increase in cash in the year		(4,316)	2,966
Cash at the start of the year	13	<u>9,728</u>	<u>6,762</u>
Cash at the end of the year	13	<u>5,412</u>	<u>9,728</u>

Notes (forming part of the financial statements) for the year ended 31 March 2012

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) *Basis of preparation*

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules.

The accounts have been prepared in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (March 2005) and on a going concern basis.

The Financial Review in the Trustees Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2012 in comparison to the prior and earlier years.

The BBC Media Action Group has a healthy cash balance as set out in note 13 and has a large proportion of grant funding required for 2012/13 and 2013/14 contracted with donors. The Trustees Report explains how the BBC Media Action is structured and managed and how the major risks are managed.

The Board of Trustees has a reasonable expectation that BBC Media Action has adequate resources to continue in operational existence for the foreseeable future. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements.

b) *Basis of consolidation*

The consolidated financial statements include the financial statements of BBC Media Action and its subsidiary undertakings made up to 31 March 2012.

The financial statements of BBC WST Limited, a company registered in England and Wales, the financial statements of BBC Marshall Plan of the Mind Inform, a close joint stock company registered in Russia, and the financial statements of BBC World Service Trust India have been consolidated with those of BBC Media Action.

It should be noted that BBC Marshall Plan of the Mind Inform did not trade in the current or prior years.

BBC Media Action owned 100% of the Southern Iraq Company for Radio and TV Broadcasting Limited until 4th March 2012 when the ownership of the company was transferred to the existing management team. The financial statements of the Southern Iraq Company for Radio and TV Broadcasting Limited for the period from 1 April 2011 to 4 March 2012 have not been consolidated as restrictions substantially hinder the exercise of the rights of BBC Media Action over the assets of the company in Iraq.

Under section 408 of the Companies Act 2006 the Company is exempt from the requirement to present its own statement of financial activities or income and expenditure account.

BBC Media Action USA, Inc (formerly known as BBC WST, Inc) is a non-profit organisation that was incorporated on 18 May 2010 in the State of Delaware, USA. This organisation has a common director/trustee: Susan Robinson King. BBC Media Action does not have power to exercise dominant influence or control over BBC Media Action USA, Inc and on that basis it is not consolidated.

c) *Limited by guarantee*

BBC Media Action is a company limited by guarantee. The sole member of the company undertakes to contribute to the assets of the company in the event of it being wound up, while it is a member or within one year after it ceases to be a member, for payment of the debts and liabilities of the company contracted before it ceases to be a member, and of the costs, charges and expenses of winding up, and for the

adjustment of the rights of the contributors among themselves, such amount as may be required not exceeding £10. BBC Media Action had one member (the BBC) at the end of the period.

Each trustee is a subscriber to the Memorandum of Association and accordingly BBC Media Action had 9 subscribers at the end of the year.

d) Fund Accounting

BBC Media Action has various types of funds for which it is responsible and for which separate disclosure is required as follows:

Restricted income funds

Grants which are earmarked by the funder for specific purposes. Such purposes are within the overall aims of the charity.

Unrestricted funds

Funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity.

General funds are those unrestricted funds that have not been set aside by trustees for a particular purpose. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Free reserves are unrestricted funds less funds relating to fixed assets and designated funds.

e) Incoming Resources

Incoming resources from charitable activities are grants specifically for the provision of goods and services to be provided as part of charitable activities or services to beneficiaries (paragraph 145e of SORP 2005). These are grants receivable which relate to the current year and are subject to donor imposed conditions which specify the time period in which expenditure of resources can take place. These grants less the management fee are credited to restricted income within the SOFA, with unspent balances being carried forward to subsequent years within the relevant fund. Where grants allow a management fee to be earned the management fee is credited to unrestricted income within the SOFA. Specific debts are recognised where approved grant expenditure exceeds grant income received to date and the charity can demonstrate entitlement to the income. Similarly, where entitlement to income is in a future period, the income has been deferred.

Activities for generating funds are the activities where BBC Media Action provides goods, services or entry to events in order to generate incoming resources to undertake charitable activities. Where income is received in advance, recognition is deferred and included in creditors and where entitlement arises before income is received, the income is accrued.

Gifts in kind are valued at a reasonable estimate of the value to BBC Media Action, which is normally equal to the market value.

f) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category as listed below.

Governance costs are the costs associated with the governance arrangements of the charity as opposed to those costs associated with fundraising or charitable activity. The costs include internal and external audit, legal advice for trustees and costs associated with constitutional and statutory requirements (e.g. the cost of trustee meetings and preparing statutory accounts). Included within this category are any costs associated with the strategic as opposed to day to day management of the charity's activities.

Support costs, which include the central or regional office functions such as general programme support, payroll administration, budgeting and accounting, information technology, human resources, and financing, are allocated across the categories of charitable expenditure and governance costs. The basis of the cost allocation has been explained in the notes to the accounts. The allocation for the purposes of

the Statement of Recommended Practice may not always reflect the definition per various donor contracts.

g) Foreign currency

Transactions denominated in foreign currencies are recorded in sterling at the exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rates ruling at the balance sheet date and any exchange differences arising are taken to the statement of financial activities.

h) Pension Costs

Some UK employees are members of the BBC's pension schemes. The BBC group operates both defined benefit and defined contribution schemes for the benefit of the employees.

Defined Benefit scheme

The defined benefit schemes provide benefits based on final pensionable pay. The assets of the BBC Pension Scheme, to which the majority of BBC employees belong, are held separately from those of the BBC group.

BBC Media Action, following the provisions within FRS 17, accounts for the scheme as if it were a defined contribution scheme. This is because it is not possible to identify its share of underlying assets and liabilities of the scheme on a consistent and reasonable basis. The expenditure charged in the SOFA therefore represents the contributions payable to the scheme in the year.

Defined Contribution scheme

The assets of the scheme are held separately from those of BBC Media Action in an independently administered fund. The amounts charged as expenditure for the defined contribution scheme represent contributions payable by BBC Media Action in respect of the financial year.

i) Provisions

A provision is recognised in the balance sheet when BBC Media Action has a present legal or constructive obligation arising from past events, it is probable that an outflow of economic benefits will be required to settle the obligation and the amount can be reliably estimated.

j) Leases

Payments made under operating leases are made on a straight-line basis over the lease term.

k) Tax

BBC Media Action is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

l) Fixed assets and depreciation

Tangible fixed assets are normally stated at cost less accumulated depreciation. Assets costing more than £2,000 with an expected useful life of more than one year are capitalised. Depreciation is provided in order to write off the cost of tangible fixed assets over their estimated useful economic lives, on a straight line basis, as follows:

Fixtures and equipment	3 years
Motor vehicles	4 years

2. Voluntary income

Donations in the current year were derived from the following sources:

	Total 2012 £'000	Total 2011 £'000
BBC Group	600	578
BBC World Service	150	150
BBC World News	78	-
BBC Worldwide	13	-
Norwegian Agency for Development Cooperation (Norad)	138	174
Individuals / other	56	51
	1,035	953

The BBC Group donation represents the gift in kind value of office facilities. The valuation is based on the actual cost of providing the office to the BBC.

The BBC World News donation represents gift in kind commercial TV time for BBC Media Action content.

The BBC Worldwide donation represents gift in kind services for online advertising space for content.

3. Activities for generating funds

Activities for generating funds were derived from the following sources:

	Total 2012 £'000	Total 2011 £'000
BBC Worldwide	100	-
Other	44	-
	144	-

4. Investment income

	2012 £'000	2011 £'000
Bank interest receivable	27	15

5. Incoming resources from charitable activities:

	Total 2012 £'000	Total 2011 £'000
Grant funding for specific charitable activities		
Africa	7,657	6,539
Asia	8,769	9,383
Rest of World	10,194	6,891
Cross cutting activities	1,657	987
	28,277	23,800

6. Resources expended

	Direct project costs 2012 £'000	Project staff costs 2012 £'000	Allocation of support costs 2012 £'000	Total 2012 £'000	Total 2011 £'000
<i>Cost of generating funds:</i>					
Costs of generating voluntary income	246	-	20	266	333
Fundraising trading cost of goods sold and other costs	46	-	4	50	-
<i>Charitable activities</i>					
Changing lives through media and communication					
Africa	4,707	2,361	659	7,727	6,674
Asia	4,984	3,012	742	8,738	9,263
Rest of World	7,275	2,002	875	10,152	7,048
Cross cutting activities	781	603	111	1,495	889
Total costs of charitable activities	17,747	7,978	2,387	28,112	23,874
<i>Governance costs</i>	57	90	104	251	259
Total resources expended	18,096	8,068	2,515	28,679	24,466

Governance costs of £251,000 (2011: £259,000) includes audit costs, trustee meeting costs and a proportion of the cost of the Executive Director, the Director of Finance and Business Services and finance staff. Support costs are allocated on an apportionment basis.

The support costs allocated and basis of apportionment were:

<i>Support activity</i>	<i>Basis of apportionment</i>	Total 2012 £'000	Total 2011 £'000
Programme support	Specific allocation by region	370	382
General management	Pro-rata by direct project expenditure	898	618
Financial management	Pro-rata by direct project expenditure	334	276
Information technology	Pro-rata by direct project expenditure	310	303
Premises and facilities	Pro-rata by direct project expenditure	603	583
		2,515	2,162

As permitted by section 408 of the Companies Act 2006, the individual charity's statement of financial activities has not been included in these financial statements. The gross income of the charity is £27,307,000 (2011: £23,056,000) and the net result is a surplus of £804,000 (2011: £302,000).

7. Notes to the SOFA

Net income for the year is stated after charging/(crediting):

	2012 £'000	2011 £'000
Audit of financial statements of subsidiaries pursuant to legislation in UK	26	25
Audit of financial statements of subsidiaries pursuant to legislation in India	15	12
	<u>41</u>	<u>37</u>
	2012 £'000	2011 £'000
Depreciation	48	52
Profit on disposal of fixed assets	(6)	-
Hire of other assets – operating leases	<u>534</u>	<u>491</u>

8. Trustees and employees

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006) receive no remuneration for their services. Trustees' expenses of £2,662 (2011: £2,137) during the year relates to the reimbursement of travel costs incurred while carrying out their duties for BBC Media Action. Expenses were paid to two trustees (2011: two). Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy. There is no direct charge to BBC Media Action.

All UK staff employed on a continuing basis by BBC Media Action have employment contracts with the BBC. Staff costs referred to in note 9 are either incurred in the form of payments to the BBC for these staff members or internationally by project based payrolls.

9. Staff costs

	2012 £'000	2011 £'000
Costs of staff are split out by:		
Wages and salaries	7,796	7,138
National insurance	405	388
Pension costs	500	609
Other staff costs	32	71
	<u>8,733</u>	<u>8,206</u>

Employees with emoluments of £60,000 and over fell into the following bands:

	2012	2011
£60,000 - £69,999	4	5
£70,000 - £79,999	3	3
£80,000 - £89,999	3	2
£90,000 - £99,999	1	1
£120,000 - £129,999	1	-

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 10 (2011:11). The employee with emoluments in the band £120,000-£129,999 has specialist knowledge and is working on a specific project on a fixed term contract.

The average number of employees calculated on a full-time equivalent basis, analysed by function was:

	2012	2011
Programme activities (charitable):		
Asia	156	133
Africa	195	220
Rest of World	145	160
Cross cutting activities	3	4
Governance	1	1
	<u>500</u>	<u>518</u>

The average number of persons, including part time staff, employed across the year on UK contracts in the UK and overseas was 115 (2011: 108). The number of staff, including part time staff, employed locally on overseas contracts was 385 (2011: 410) at a cost of £3,257,303 (2011: £2,773,049).

Total staff costs of £8,732,806 (2011: £8,206,056) are split in Note 6 between staff costs directly attributable to activities and staff costs included within support costs and allocated to activities and governance.

10. Tangible fixed assets

Group

	Fixtures and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation			
At 1 April 2011	18	140	158
Additions	81	13	94
Disposals	-	(31)	(31)
At 31 March 2012	99	122	221
Depreciation			
At 1 April 2011	5	47	52
Charge for year	10	38	48
Disposals	-	(21)	(21)
At 31 March 2012	15	64	79
Net book value			
At 1 April 2011	13	93	106
At 31 March 2012	84	58	142

Charity

	Fixtures and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation			
At 1 April 2011	18	140	158
Additions	81	13	94
Disposals	-	(31)	(31)
At 31 March 2012	99	122	221
Depreciation			
At 1 April 2011	5	47	52
Charge for year	10	38	48
Disposals	-	(21)	(21)
At 31 March 2012	15	64	79
Net book value			
At 1 April 2011	13	93	106
At 31 March 2012	84	58	142

11. Fixed asset investment

	Charity 2012 £'000	Charity 2011 £'000
Investment in BBC WST Limited		
Cost	55	55
Less: Cumulative impairment	(35)	(35)
	<u>20</u>	<u>20</u>

BBC WST Limited is 100% owned by the BBC Media Action. The BBC Marshall Plan of the Mind Inform is 100% owned by BBC WST Limited and did not trade in the year. The carrying value of BBC Marshall Plan of the Mind Inform in the accounts of BBC WST Limited is £nil (2011: £nil).

The statement of financial activities of BBC WST Limited may be summarised as follows:

	2012 £'000	2011 £'000
Total incoming resources	1,762	1,712
Total resources expended	(1,762)	(1,712)
Net incoming resources	-	-
Total funds brought forward	21	21
Total funds carried forward	21	21

The balance sheet of BBC WST Limited may be summarised as follows:

	2012 £'000	2011 £'000
Fixed and current assets	1,936	2,046
Liabilities	(1,915)	(2,025)
Net assets / funds	21	21

BBC Media Action owned 100% of the Southern Iraq Company Radio and TV Broadcasting Limited until 4 March 2012 when the ownership of the company was transferred to the existing management team. No investment was held by BBC Media Action in the Southern Iraq Company for Radio and TB Broadcasting at 31 March 2012. The financial statements of this company have not been consolidated into the consolidated financial statements as explained in note 1 b.

BBC Media Action has no investment in BBC World Service Trust India, however in accordance with s390 of SORP 2005 is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements. The statement of financial activities of BBC World Service Trust India can be summarised as follows:

	2012 £'000	2011 £'000
Total incoming resources	454	-
Total resources expended	(454)	-
Net income resources	-	-

The balance sheet of BBC World Service Trust India can be summarised follows:

	2012 £'000	2011 £'000
Fixed and current assets	45	-
Liabilities	(45)	-
Net assets/Funds	-	-

12. Debtors

	Group 2012 £'000	Group 2011 £'000	Charity 2012 £'000	Charity 2011 £'000
Trade debtors	1,835	2,693	1,835	2,693
Amounts due from related undertakings	1	-	1	-
Other debtors	504	346	404	295
Prepayments	452	152	452	152
Accrued income (see note 16)	4,217	1,674	3,944	1,632
	7,009	4,865	6,636	4,772

All debtors fall due within one year.

13. Cash at bank and in hand

	Group 2012 £'000	Group 2011 £'000	Charity 2012 £'000	Charity 2011 £'000
Cash held at bank in UK	4,757	8,803	4,757	8,699
Cash held at bank and in hand overseas	655	925	558	870
	5,412	9,728	5,315	9,569

14. Creditors: amounts falling due within one year

	Group 2012 £'000	Group 2011 £'000	Charity 2012 £'000	Charity 2011 £'000
Trade creditors	998	519	998	519
Amounts due to subsidiary and related undertakings	1,712	1,112	3,222	2,906
Other creditors	244	416	228	388
Accruals	1,037	310	954	288
Deferred income (see note 16)	4,827	9,580	2,966	7,604
	8,818	11,937	8,368	11,705

15. Provisions for liabilities

	Overseas employment tax £'000	Project costs £'000	Total £'000
At beginning of year	159	189	348
Utilised during the year	(10)	(45)	(55)
Charge to SOFA for the year	86	223	309
Amounts released unused	(27)	(48)	(75)
At 31 March 2012	208	319	527

The provision for overseas employment tax relates to employer and employee tax obligations in countries where BBC Media Action is operating or has operated in the past. It is expected that BBC Media Action will settle these employment tax obligations within the next five years.

The provision for project costs relates to costs that are not expected to be recovered from the donor and are therefore an obligation at 31 March 2012. It is expected that the majority of these obligations will be paid during the year ending 31 March 2013.

16. **Accrued and Deferred income**

The most significant projects for which income was deferred and accrued are detailed below. In the year to 31 March 2012 the Group had 67 (2011:92) active projects:

	Total Deferred Income 2011 £'000	Total Accrued Income 2011 £'000	Amount received and other movements 2011 £'000	Released through the SOFA 2011 £'000	Total Deferred Income 2012 £'000	Total Accrued Income 2012 £'000
* BMB English In Action Bangladesh	-	384	(3,321)	3,286	-	349
British Council Asia Talks Climate	(125)	-	-	125	-	-
* DFID Climate Asia	-	-	(611)	611	-	-
* DFID Global Grant	-	-	(3,191)	3,082	(109)	-
* DFID Global Transparency Fund	(504)	-	(965)	1,238	(231)	-
* DFID ICD Policy and Research	(25)	-	(254)	440	-	161
* DFID Infoasaid	(1,417)	-	-	842	(575)	-
* DFID Gender Based Violence Nepal	(29)	-	(151)	180	-	-
* DFID Good Governance Nepal	(30)	-	(370)	400	-	-
Dutch Government and FCO Iran	(621)	-	(211)	832	-	-
Dutch Government Voice	(136)	-	(638)	834	-	60
* SFH Nigeria ENR to HIV/AIDS	(38)	-	(806)	941	-	97
EU Angola Historia	(208)	-	1	331	-	124
EU Serbia - EU Integration	-	371	(435)	485	-	421
EU Serbia Digital Switchover	-	111	6	740	-	857
EU Turkmenistan Media	(376)	-	(87)	632	-	169
EU Zambia MAKE	(296)	-	13	171	(112)	-
+ FCO Arabic Question Time	-	-	(215)	570	-	355
+ FCO Egypt RTU	-	-	(44)	193	-	149
+ FCO Media Platforms	(1,026)	-	(490)	1,516	-	-
+ FCO APPF Tunisia	-	-	(47)	174	-	127
Gates Foundation MCH Bihar	(1,924)	-	(866)	960	(1,830)	-
Girl Hub Ethiopia	(72)	-	(73)	155	-	10
Global Fund Cambodia GF 9 Malaria	(50)	-	(207)	231	(26)	-
IREX Belarus MediaMonitor	(29)	-	(25)	98	-	44
PHFI NACO Support India	-	3	(347)	332	(12)	-
SIDA Media & Comms	(108)	-	(141)	162	(87)	-
UNDP Somali HIV-AIDS	-	-	(209)	146	(63)	-
UNDP Cambodia Multimedia	(111)	-	(526)	638	-	1
UNDP Somalia Constitution Building	(13)	-	(386)	403	-	4
UNFPA Nepal Reproductive Health	-	-	(187)	142	(45)	-
UNICEF Somalia Health	-	-	(108)	96	(12)	-
US Dept of State Afghan Media Pool	(915)	-	5	1,085	-	175
US Dept of State Iraq	-	20	(1,189)	1,238	-	69
USAID Burma Horizon	-	-	(158)	137	(21)	-
USAID Expanded Social Marketing	-	-	-	-	-	-
USAID Governing Justly & Democratically	-	155	(772)	844	-	227
UNDP Enhancing Effective Media	-	-	(305)	409	-	104
Other projects	(1,527)	630	(3,671)	3,578	(1,704)	714
	(9,580)	1,674	(20,981)	28,277	(4,827)	4,217

* These projects were wholly funded by the Department for International Development (DFID).

+ These projects were wholly funded by the Foreign and Commonwealth Office (FCO).

17. Funds Analysis

	Balance at 1 April 2011 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers £'000	Balance at 31 March 2012 £'000
Unrestricted funds:					
Designated funds:					
Afghan Education Project fund	325	-	-	-	325
Technology led change fund	300	-	(77)	-	223
Catalyst fund	-	45	-	-	45
Tangible fixed assets fund	106	-	-	36	142
Total designated funds	731	45	(77)	36	735
General funds	1,683	3,022	(2,186)	(36)	2,483
Total Unrestricted funds	2,414	3,067	(2,263)	-	3,218
Total Restricted funds	-	26,416	(26,416)	-	-
Total Funds	2,414	29,483	(28,679)	-	3,218

The Board of Trustees Report explains why the group and the charity hold unrestricted funds and the adequacy of these funds at the year end. The reserves policy is reviewed on an annual basis.

In 2008/09 the Board of Trustees designated £150,000 in an Afghan Education Projects fund recognising that at the time of the Afghan Education Project becoming an independent NGO, there would need to be an initial working capital balance. During 2010/11 the trustees transferred an additional £175,000 from the Partnership fund to the Afghan Education Project fund.

On 2 April 2012 an agreement took place between BBC Media Action and Afghan Education Production Organization (AEPO), established in Afghanistan as a registered national NGO on 17 February 2011, for the transfer of business and assets of the BBC Media Action's Afghan Education Projects team in Afghanistan. The consideration of the transfer of assets was £1 (one pound sterling). AEPO accepted the burden of the contracts transferred by BBC Media Action as consideration for the contracts. As part of the agreement £162,000 was paid by BBC Media Action to AEPO on 2 April 2012. As a result of the agreement a payment in the region of £163,000 is expected to be paid by BBC Media Action to AEPO on completion which is expected to take place in August 2012. The payment of £162,000 and expected payment of £163,000 will be drawn from the Afghan Education Project Fund.

In 2009/10 The Board of Trustees designated £300,000 in the Technology led change fund as it recognised that with the growth of the charity that it is important to invest resources in organisational change which will include the development and enhancement of internal processes and systems. In the current year there has been £77,000 expenditure relating to this fund.

The Board of Trustees have set up a new designated fund named the Catalyst Fund. The Catalyst Fund will be used to develop and pilot new projects and approaches and provide matched funding for large scale grants. It is expected that new funds will be raised each year for the Catalyst Fund which will then normally be used within one year. During 2011/12 £45,000 has been raised for the Catalyst Fund.

The Tangible fixed asset fund at 31 March 2012 represents the net book value of BBC Media Action's tangible fixed assets.

At 31 March 2012 general funds of £2,483,000 were held (2011: £1,683,000).

The funds balances held at 31 March 2011 and 31 March 2012 are the same for the Group and the charity and therefore the movement for the charity has not been disclosed separately. The charity's income and expenditure is detailed in note 6.

18. Analysis of group and charity net assets between funds

	Tangible fixed assets £'000	Net current assets £'000	Provisions for liabilities £'000	Total funds £'000
Restricted funds	-	319	(319)	-
Designated funds	142	593	-	735
General funds	-	2,691	(208)	2,483
Total Funds at 31 March 2012	142	3,603	(527)	3,218

19. Subsidiary undertakings

BBC Media Action has two 100% owned subsidiary undertakings: BBC WST Limited and BBC Marshall Plan of the Mind Inform, which were acquired on 1 October 1999.

BBC Marshall Plan of the Mind Inform is incorporated in Russia. It did not trade during the current or prior years.

The investment in BBC WST Limited is held directly. The investment in BBC Marshall Plan of the Mind Inform is held by BBC WST Limited.

BBC Media Action has no investment in BBC World Service Trust India, however in accordance with s390 of SORP 2005 is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements.

On 4 March 2012 the ownership of the Southern Iraq Company for Radio and TV Broadcasting was transferred to the existing management team.

20. Reconciliation of movement in funds to net cash (outflow)/inflow from operating activities

	2012 £'000	2011 £'000
Net income for the year	804	302
Depreciation	48	52
Investment income	(27)	(15)
(Profit) on sale of tangible fixed asset	(6)	-
(Increase)/decrease in debtors	(2,144)	439
(Decrease)/increase in creditors	(3,119)	2,362
Increase/(decrease) in provisions	179	(197)
Cash (outflow)/inflow from operating activities	(4,265)	2,943

21. Commitments

	Group 2012 £'000	Group 2011 £'000	Charity 2012 £'000	Charity 2011 £'000
Land and buildings				
Operating leases which expire:				
Within one year	230	122	205	78
In the second to fifth years inclusive	271	231	254	225
Over five years	-	-	-	-
	501	353	459	303

At 31 March 2012, total amounts payable in the future on non-cancellable operating leases were £892,154 relating to land and buildings (2011: £504,703).

On 26 July 2012 the Board of Trustees of BBC Media Action agreed to provide financial support to its subsidiary, BBC WST Limited, if the need should arise in order for BBC WST Limited to continue as a going concern.

22. Pension costs

Many BBC Media Action employees are members of the BBC's pension schemes, the BBC Pension Scheme (a defined benefit scheme) and defined contribution schemes (LifePlan and the Group Personal Pension Scheme).

BBC Pension Scheme

The BBC Pension Scheme provides pension benefits on a defined benefit basis from assets held in separate, trustee-administered, funds.

The scheme is subject to independent valuation by a professionally qualified actuary at least every three years, on the basis of which the actuary certifies the rate of employer's contributions. These, together with the specified contributions payable by employees and proceeds from the scheme's assets, are expected to be sufficient to fund the benefits payable under the scheme. The most recent full actuarial valuation of the scheme was prepared as at 1 April 2010 by Towers Watson, consulting actuaries. At 1 April 2010, the actuarial value of the assets was sufficient to cover 87.9% of the benefits due to members, after allowing for expected future increases in earnings.

As a result of the 2010 actuarial valuation by Towers Watson, it was agreed between the BBC and the pension scheme trustees that:

- additional contributions totalling £905m will be paid by the BBC over an 11 year period that commenced in 2011.
- employer contributions decreased from 18.15% to 15.5% on 1 April 2011 and then to 14.5% from 1 January 2012. Employee contributions for Old and New Benefit members are 7.5%, employee contributions for the Career Average Benefit 2006 members are set at 4% and for the Career Average Benefit 2011 members are set at 6%.

The contributions to the scheme are paid via a salary sacrifice arrangement. These have been treated as employer contributions.

The next formal actuarial valuation is expected to be performed as at 1 April 2013.

Contribution rates	Projected	Actual			
	2012-13 %	2011-12 %	2010-11* %	2009-10* %	2008-09* %
Employer**	14.5	14.5/15.5	18.15	18.9	19.1 / 19.65
Employee (Old and New Benefits)	7.5	7.5	7.5	6.75	6.0
Employee (Career Average Benefits 2006)	4.0	4.0	4.0	4.0	4.0
Employee (Career Average Benefits 2011)	6.0	6.0	0.0	0.0	0.0

* Restated to include BBC AVC Plus contributions.

** Excludes the cost effectively paid for by the employee and the salary sacrifice element and includes an allowance for BBC AVC matching contributions of 0.1% (2011: 0.3%).

BBC Media Action, following the provisions within FRS 17, accounts for the scheme as if it were a defined contribution scheme. This is because it is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The pension cost for this scheme therefore represents contributions payable by the BBC Media Action to the scheme and the costs amounted to £468,307 in the year (2011: £596,266). At 31 March 2012, no contributions had been prepaid (2011: nil).

The actuarial valuation was updated for FRS 17 purposes to 31 March 2012 by Towers Watson, consulting actuaries. This valuation identified a deficit of £1,172.0 million in the scheme at 31 March 2012 (2011: £920.5 million). Additional disclosure about the scheme and its financial position under IAS 19, which as a result of options taken by the BBC Group is equivalent to FRS 17, is provided in the BBC Annual Report and Accounts that can be obtained from www.bbc.co.uk/annualreport.

Group LifePlan and other schemes

The BBC also operates its own defined contribution pension schemes, including those operated in the USA and Australia. The pension cost represents contributions payable by BBC Media Action to the funds and this amounted to £31,709 in the year (2011: £12,533).

23. Related party transactions

During the year, BBC Media Action procured some legal, HR and IT support services of £307,375 (2011: £278,144) from the BBC and BBC World Service on an arms length basis.

Donations received from the BBC World Service, BBC Group, BBC World News and BBC Worldwide are detailed in note 2. Funds received from BBC Worldwide in exchange for services provided are detailed in note 3.

Funding for specific charitable projects received from BBC World Service was nil (2011: £29,503).

At 31 March 2012, an amount of £1,711,773 (2011: £1,111,821) was owing to the BBC Group. This amount owing is non-interest bearing and repayable on demand. At 31 March 2012 BBC Worldwide owed BBC Media Action £1,400 (2011: nil).

BBC Media Action USA, Inc (formerly known as BBC WST, Inc) is a non-profit organisation that was incorporated on 18 May 2010 in the State of Delaware, USA. This organisation has a common director/trustee: Susan Robinson King. At 31 March 2012 an amount of £3,153 (2011: £3,130) was owed by BBC Media Action USA, Inc. This amount is non-interest bearing and repayable on demand.