

Annual Report & Accounts 2016/17



BBC
MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD



Transforming lives through media

In 2016/17 our programmes reached more than 200 million people around the world through our debate shows, dramas, radio and TV programmes, public service announcements, mobile phone services and face-to-face communication.

We helped people protect their health, improve their livelihoods, see things differently, act differently, solve their problems, resolve conflict and safeguard their lives.

We discovered that our audience members know more, discuss more and participate in politics more than people who don't listen or watch our programmes – regardless of age, wealth or education.

Our health programmes helped women and families have safer pregnancies and births.

In Ethiopia and Bangladesh, analysis in 2016 showed that women who watched or listened to our programmes were twice as likely to seek antenatal care as those who didn't watch or listen.

In Bangladesh, our TV show *Amrai Pari* (Together we can do it), offering viewers practical tips on how to improve their resilience to natural disasters and improve their livelihoods, reached 22.5 million people over two years. Almost half (47%) of viewers reported they had taken action – such as storing water or home improvements to withstand flooding – as a result of the programme.

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Welcome from the Chair & Vice-chair

The BBC's vision is to reinvent public service broadcasting for a new generation and BBC Media Action's work makes a truly global contribution to this mission.

BBC Media Action's impact goes far beyond programme-making, however. This unique charity combines the creativity and "free thinking" of the media sector with the rigour of aid projects to deliver measurable results, evidence of impact and value for money.

It provides positive role models for people who are unused to seeing people "like them" questioning those in power and encourages those who may not otherwise have done so to influence the decisions which affect their lives. It helps people know more about their rights, improve their livelihoods and take action to improve their health and that of their families.

As we write, the media worldwide is coming under increased scrutiny for being partisan or reinforcing echo chambers, and the development sector is being called upon to prove its effectiveness and demonstrate value for money. In this climate, we are confident that BBC Media Action's projects provide accurate information and a trusted platform for discussion, helping people living in extremely challenging circumstances see that change is possible and motivating them to strive for it.

The charity is supported by a Board of Trustees drawn from the wider BBC, the private sector and the media as well as the international development field. In 2016 we welcomed the return of journalist



and broadcaster Zeinab Badawi as a trustee and the appointment of two new Board members: communication for development specialist Shubhranshu Choudhary and humanitarian expert Sophia Swithern. We also said farewell to two of our longstanding trustees, Bhupendra Mistry and Susan King.

It has been heartening to receive such consistently high performance assessments, year on year, from DFID under its first Global Grant, so we were disappointed by DFID's decision not to fund a second Grant. But in 2017 we look forward to supporting the development of a new three-year strategy for BBC Media Action as well as continuing to oversee the wonderful work that is already being done.

We are fortunate to have such an outstanding leader as Caroline Nursey as our Executive Director, and on behalf of the whole Board we would like warmly to thank her and all the staff of BBC Media Action for their extraordinary efforts over the last year.

Francesca Unsworth
Chair

Martin Dinham CBE
Vice-Chair

Welcome from the Executive Director

This was a year of strong results for BBC Media Action. We secured funding for new projects across Africa, Asia, the Middle East and Europe from a wider range of donors than ever before and completed an ambitious five-year project to improve governance and health and strengthen people's resilience to disaster in 14 countries.

Perhaps most exciting is that, thanks to the rigorous evaluation of our work in these 14 countries, we have our strongest evidence yet of the positive contribution that media and communication can make to the lives of poor people. We are grateful to DFID for funding this work. It enabled us to reach more than 283 million people with TV and radio programmes that improved the health of mothers and their children, supported people to understand their rights and hold those in power to account, and increased individuals' resilience to natural disasters. We have expanded people's knowledge, motivated women to have safer pregnancies and successfully encouraged more people to participate in politics. This was all achieved at a cost of 32p per beneficiary. A special section in this report explains what we have achieved with this grant. Most of the audience insight, data and evidence is now available on our interactive online Data Portal and is regularly discussed on our new Insight blog so that it can be used by the wider development community.

Now this ambitious project is coming to an end, we have closed or scaled down our work in several countries. This means that we have had to say goodbye to some of our talented and dedicated staff. We are, however, confident that our expertise



in using media for development and our track record of securing funding means we are set for another successful year in 2017/18 though at a slightly smaller scale than in the last few years.

We are grateful to our many donors – institutional, corporate and individual – who have supported us this year and to our numerous partners across the world. And I want to thank our staff – past and present – who have helped prove that media and communication are central to achieving development objectives and can help save and transform lives.

Caroline Nursey OBE
Executive Director

Strategic report

Who we are and what we do

BBC Media Action is the BBC's international development charity. We believe in the power of media and communication to help reduce poverty and support people in understanding their rights.

Our aim is to inform, connect and empower people around the world. We work in partnership to provide access to useful, timely and reliable information. We help people make sense of events, engage in dialogue and take action to improve their lives.

We use all kinds of media and communication, from mass media to face-to-face outreach, training and capacity building, to tackle poverty and support long-term change in some of the poorest places in the world. We have expertise in working in fragile and conflict-affected societies, where political, security or other factors mean that media is one of the few options available for reaching and engaging marginalised groups.

PURPOSE

- Media development including training of journalists and broadcasters
- Informing and educating people through media and communication in health and other areas
- 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, news conferences, relevant law and newsroom roles and responsibilities, so as to promote high standards of balance, fairness, integrity and professionalism
- 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 by producing public service announcements, discussion programmes, drama, broadcasting and other dissemination of educational films and radio and TV programmes, and the publication of other educational material for the benefit of the public

PUBLIC BENEFIT

The Trustees approved BBC Media Action's five-year Strategic Plan 2014–2019 in April 2014. They confirm that they gave due consideration to the Charity Commission's published guidance on the public benefit requirement under the Charities Act 2011, when reviewing BBC Media Action's aims and objectives and in planning future activities.

The Strategic Plan identifies three priority areas in which we believe that BBC Media Action can have the greatest impact: governance; health; resilience and humanitarian response, as shown below.

The beneficiaries of our work are the audiences who hear, watch or interact with our radio, TV, mobile phone, online and social media outputs, and journalists and others who receive training and mentoring, and their audiences.



Governance initiatives provide access to information, encourage people to discuss issues, help people to participate in community life and hold those in power to account, as well as strengthening media capacity.



Health initiatives provide information and encourage discussion that can change individuals' behaviour and shift attitudes that affect good health in some of the poorest places in the world. Our programmes aim to build people's confidence and ability to take action in the interests of their own health and the health of their families.



Resilience and humanitarian response initiatives provide information and encourage discussion to increase people's ability to secure food and water; improve their economic security and opportunities, and reduce their risk of vulnerability to disaster – often by working together. We also respond when a humanitarian emergency occurs in a country where we work, getting life-saving information to people and enabling two-way communication.

WHAT WE DO



We produce a wide range of media and communication outputs (radio, TV, face-to-face communication, online, print and mobile phone-based) using a variety of formats (drama, debate, magazine programmes, phone-ins, documentaries, public service announcements). Every output is designed to inform and educate – and to do that, it must entertain. We work in relevant languages and reach large audiences. Usually, we make programmes in partnership with local broadcasters.



We encourage people to discuss what they see and hear with one another. We help bridge political, ethnic and social divides.



We strengthen the capacity of journalists and others working in media and communication through training and mentoring.



We carry out extensive research into the needs and preferences of our audience members to help design, improve and evaluate our programmes and projects.



We work in partnership with the BBC and other broadcasters to extend the reach of our programmes. We work closely with other international development organisations and community organisations to deliver our projects. Collaboration with academic institutions and think tanks helps us explore the role of media and its impact on international development.



We illustrate to policy-makers and influencers how media and communication can help improve governance and health and strengthen resilience and humanitarian response; and we produce policy and research publications and participate in conferences and events to explore 'what works' in the field of media and communication for development.



We work with institutions to develop policies, legislation and regulation that can support media organisations to work in the public interest.

HOW WE WORK

We maximise our impact by working at a number of levels:

People All those who need and help shape our work, including our audiences and beneficiaries

Practitioners Including fellow media professionals and frontline health workers

Organisations Commercial, community and public service media organisations, as well as state institutions, civil society organisations and others in the not-for-profit sector

Systems The context in which we work, including the laws that regulate the media, and the political, social and economic institutions and relationships within a society that can influence how change happens

We tailor our interventions and methodologies to suit the context in which we are working, based on solid research and insight.

WHERE WE WORK

We have offices in 15 countries across Africa, Asia, the Middle East and North Africa: Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Kenya (also covering work in Somalia), Myanmar, Nepal, Nigeria, the Palestinian Territories,* Sierra Leone, South Sudan, Tanzania, Tunisia (also covering work in Algeria and Libya) and Zambia.

Many of our projects reach beyond these countries.

*The office in the Palestinian Territories closed on 30 June 2017.

The Global Grant

In 2011 the UK's Department for International Development (DFID) awarded BBC Media Action a £90 million grant to support our media development, governance, health, resilience and humanitarian response work in 14 countries. This grant ends in July 2017.

Over the course of the grant, we reached more than 283 million people in 14 countries with TV, radio and digital programmes designed to improve the health of mothers and their children, support people to understand their rights and hold those in power to account, increase individuals' resilience to natural disasters and improve humanitarian response. We achieved this at a cost of 32p per beneficiary.

The scale and scope of this multi-country programme of work both reflected and reinforced our position as a leading organisation using media and communication for development purposes. In addition to supporting projects, the funding enabled us to invest in our audience research, conduct policy analysis into the role of media and communication in the fields of governance and health, and share those insights with the wider community of development professionals and donors.

Countries supported by the Global Grant: Afghanistan, Bangladesh, Ethiopia, India, Kenya, Myanmar, Nepal, Nigeria, Pakistan, the Palestinian Territories, Sierra Leone, South Sudan, Tanzania and Zambia

We created TV, radio and online programmes informed by extensive audience research. These were often co-productions with national broadcasters, such as Radio Television Afghanistan and the Kenya Broadcasting Corporation, and we also supported local media to make programmes. We monitored progress over five years and used advanced research methods to compare our approaches across countries. This was a unique and challenging opportunity to see what worked across many countries at scale. We used the results to understand and draw conclusions about media's role in promoting health, supporting governance and helping people to increase their resilience and respond to humanitarian crises.

By 2016 we had established long-term, capacity-strengthening support partnerships with over 130 local media and civil society organisations, covering national, regional, local and state, commercial and community broadcasters. In Kenya, the Palestinian Territories and Sierra Leone, production teams who benefited from our training and mentoring will continue to make and broadcast, either locally or nationally, high-quality discussion and debate programmes beyond the life of the grant.

Our maternal health programmes reached 92.8 million people in four countries. In Bangladesh, Ethiopia, India and South Sudan, BBC Media Action programmes provided information that helped women to have safer pregnancies and births, and to adopt safer practices in the first few months of their babies' lives. In Ethiopia, 21 million people listened to our radio shows about pregnancy, birth and newborn health over the course of just one year – and 14 million of them listened regularly. We boosted our audience numbers year on year by developing partnerships with radio networks and adapting our programming in response to listener feedback.

A significant portion of the Global Grant supported projects to improve governance and accountability in: Afghanistan, Bangladesh, Kenya, Myanmar, Nepal, Nigeria, Palestinian Territories, Sierra Leone and Tanzania.

Against an original target of reaching just over 100 million people with our governance-related programmes, we reached more than 190 million people; this figure does not include those who gained access to our programmes through digital or social media. More than 100 million people have reported a greater understanding of political processes and current affairs as a result of engaging with our programmes. What's more, we have powerful evidence of the role our programmes play in motivating people to take part in political life. Following research in seven of the countries in which we ran governance programmes, it is clear that BBC Media Action's audiences know

more, discuss more and participate more in politics than people who do not listen to or watch our programmes – even taking age, wealth and education into account. The kinds of political engagement that people got involved in ranged from contributing to a neighbourhood effort to solve a problem, contacting a local official or intending to vote in elections. The effect was particularly notable among younger people, less educated people and those less interested in politics.

In keeping with the long tradition of the BBC, our programmes helped audience members to make sense of major national events over the Global Grant period, including:

In Afghanistan in 2014, as security deteriorated and the country prepared for critical national elections, *Open Jirga* (Open Assembly) hosted a series of TV and radio debates featuring nine out of 10 presidential candidates, including the current president, Ashraf Ghani – answering questions before a live studio audience of Afghans from across the country. The programmes gained the trust of audience members who were able to hear from, and question, leaders from across the political spectrum. More than 80% of *Open Jirga* audience members we surveyed agreed that the programme had improved their knowledge of governance issues.

Historic elections in Nigeria in March 2015 resulted in the first democratic transfer of power from a ruling party to an opposition party, in the country's history and a largely peaceful vote deemed to be mostly free and fair.

A scene from a TV announcement in Nigeria calling for elections to be peaceful

Throughout the campaign period our Hausa- and Pidgin-language radio drama and discussion shows, broadcast on nearly 200 FM radio station partners across the country, covered electoral issues ranging from voter registration and participation, to voter apathy and fraud, electoral violence, intimidation and security challenges. Together with TV public service announcements and social media engagement, the programmes reached over 52 million people, over half the adult population. More than three-quarters of those who saw the TV announcements said they understood and had absorbed their message of non-violence.

In Sierra Leone, during the Ebola outbreak of 2014/15, our national radio discussion programmes remained on air, reaching over 1 million people. The programmes gave people an opportunity to make sense of the unfolding crisis, influence the response and learn what they needed to do to avoid infection. Our research showed that more than two in five listeners to our governance programmes strongly agreed that the programmes played a role in holding government to account.

When the 7.8-magnitude earthquake struck Nepal in 2015, we launched Lifeline programming to give information to those affected. Radio programmes were on air within hours with life-saving information about how to deal with aftershocks, unsafe structures and relief supplies, helping to save lives.



This was possible because of the preparatory work we undertook to train local radio stations. We continue to produce programmes to support people during the reconstruction.

We carried out extensive research into our impact and shared our learning in a number of publications and online resources. The individual sections of this report detail many of our achievements on health, governance, and resilience and humanitarian response. In 2017 we will publish a series of research reports that outline the impact of the grant in each country in more detail.

Delivering our programmes

OUR AIMS IN 2016/17

- Effectively deliver our portfolio of governance, health and resilience work across Africa, Asia, the Middle East and Europe in line with approaches set out in our strategy papers. Achieve maximum impact in a cost-effective way.
- Work more and better with partners within the BBC and externally.
- Make BBC Media Action more diverse in its staffing and programming.
- Put in place digital strategies at country level, with the aim of reaching new audiences and specifically engaging with youth.
- Make BBC Media Action simpler and even more creative.

Improving health

Good communication is critical to good health – whether it is helping people to talk about sensitive issues, giving them clear and unbiased information about available services or countering myths and rumours surrounding diseases.

We help people to understand their own health, encourage them to adopt healthier practices and help to change the attitudes that stand in the way of better health. Everything we do is rooted in health communication theory, and the knowledge that encouraging discussion is a critical driver in the process of change is central to our approach.

Through media, we also help people to hold their healthcare providers and health policy-makers to account. Last year our programmes helped improve maternal and child health in Ethiopia, Bangladesh, South Sudan and India; we broadcast programming to support family health in Afghanistan and Nigeria; we encouraged discussion around sexual and reproductive rights in Zambia, Cambodia and Bangladesh; and we showed people how to take steps to protect themselves from contaminated water and polluted air in Kenya, Ethiopia and South Sudan.

SAFER PREGNANCIES AND BIRTHS

“After watching the drama, mothers-in-law and mothers have become more aware of the need to take their daughters for check-ups when they are pregnant.” Shajeda Aktar, pregnant woman, Bangladesh

Every year 13,000 Ethiopian women and more than 5,000 Bangladeshi women die as a result of complications during pregnancy or birth. The number of newborn deaths a year stands at more than 80,000 in Ethiopia and more than 75,000 in Bangladesh.

When it comes to changing people’s behaviour, the more people you reach, the bigger the difference you can make. That’s because people are deeply influenced by those closest to them and they are more likely to change if they believe they are doing something that’s widely adopted and viewed as the norm. In Ethiopia, our radio programmes on maternal health reached 21 million people and in Bangladesh 32 million people watched our TV drama and discussion programmes.

Our research showed that, in each country, women who watched or listened to our maternal and child health programmes on radio or TV were more than twice as likely to go for antenatal check-ups. They were also more likely to make preparations for a safe birth in a health facility and/or with a skilled birth attendant, and to follow safer infant-feeding practices.

Small changes can help protect the health of women and children. We communicate directly with



We thought husbands were supposed to work in the field, not do home chores. But after listening to *Biiftuu Jireenyaa (Dawning Light)* I decided to help with other work while she's pregnant. I also went with her to the antenatal check-ups."

Hessen Beshire, husband and father, Ethiopia

women but also appeal to those who influence them – often husbands and mothers-in-law – in the context of their social and cultural traditions and beliefs. Research last year identified that the fear of being treated by a male doctor prevented mothers in Bangladesh from seeking treatment during obstructed and prolonged labour or from seeking care for postnatal injuries – so we made sure that our programmes explored this.

We reached fathers too. In Ethiopia, our surveys showed that men who listened to our programmes were more than three times more likely to know how to care for a baby in the first 24 hours of life and three times as likely to know how to prepare for a safer birth. In Bangladesh, research showed they were twice as likely to agree that men should support their wives to go for antenatal check-ups.

SCALING UP OUR PROGRAMMES

In India, where more than 50,000 women die from complications arising during pregnancy or childbirth every year, we train health workers and give pregnant women advice via mobile phone-based health services. Since the Indian government rolled out our *Kilkari* (Baby's Gurgle) mobile phone messaging service to pregnant women and mothers in six Indian states in 2016, we have reached more than two million families with life-saving health information.

TALKING ABOUT SEXUAL HEALTH

Tania's Forest Adventure, an interactive computer game available in 350 schools in Bangladesh as part of our Generation Breakthrough project, is just one of the creative ways we tackled the taboo subjects of puberty, sexuality and reproductive



Our radio programmes in Ethiopia help listeners have safer pregnancies and births

rights in that country last year. To help Tania escape from the enchanted forest, the player was asked to answer "true" or "false" to a series of facts, myths and rumours about adolescent health issues. Young people surveyed were overwhelmingly positive and said the radio programmes we produced as part of the same project provided them with relevant and useful information about sexual health and gender-based violence.

In Zambia, research conducted about *Tikambe* (Let's Talk), a joint BBC Media Action and Restless Development sexual and reproductive health project, showed that 63% of the population had heard or seen one of our related radio or TV programmes or accessed content online.



“Once a child has polio, there is no cure. One of the ways to make sure parents are aware that the vaccination is safe, effective and free is via radio.”

Denise Shepherd-Johnson, Chief of Communication, Advocacy & Civic Engagement, Unicef Afghanistan

We know that discussing sensitive issues both reinforces learning and makes it more likely that people will adopt new ways of doing things, so we will continue to develop our projects in Bangladesh, India, Cambodia and Zambia in 2017/2018 to encourage young people to discuss these issues further.

PREVENTING POLIO

“I knew the hazards of polio, but I now understand that a mother should not miss her child’s vaccination. I heard the story of the paralysed lady in Ghamai. I was really sad for her. I know now how much she suffers in her life.” Listener, Jalalabad, Afghanistan

In Afghanistan, polio is still prevalent but less than half of 1–2-year-olds are fully immunised. In 2016 we launched the radio programme *Ghamai* (which means “jewel” in Pashto) to bring life-saving information into people’s homes. It includes drama segments, special reports and interviews with health experts to provide families with information about a range of health topics, including polio. Our analysis showed that, as with a similar radio programme we produced in Somalia (*Dhibcaha Nolasha* – Drops for Life), it helped improve people’s knowledge and either break down barriers or reinforce positive attitudes towards vaccinations. Listening to the programme encouraged people to discuss what they had heard with others and encouraged them to take their children for vaccinations.

COMMUNITY HEALTH

The impact of polluted air on human health is an area of increasing concern globally. In Ethiopia, indoor air pollution caused by inefficient cooking stoves, smoke from open fires and kerosene lamps contributes to tens of thousands of premature deaths each year. We launched a radio drama and public service announcements to encourage people living in rural communities in Oromia to appreciate the dangers. Early feedback from our researchers suggests that people are discussing the issues raised in the programme and some are investing in safer, more efficient cooking stoves.

SHARING HEALTH INSIGHTS

In 2016/17 we published a number of health-related research and practice publications. They explored the role of communication in the Ebola response, the importance of partnerships in health projects, and gave an overview of our multimedia health projects to train health workers and provide information to pregnant women in India. In addition, our policy briefing, *Coming of age: communication’s role in powering global health*, made a powerful case for including communication in all health interventions, avoiding top-down messaging and underpinning projects with insights from behavioural science.

In 2016 we made publically available an online version of *The Pulse*, our training course to help health communicators and programme-makers design media and communication interventions, via our learning portal iLearn: <https://www.bbcmmediaactionilearn.com>

Strengthening governance

A free and diverse media rooted in a strong culture of independent journalism is a cornerstone of stable societies.

Media can provide one of the most effective guarantors of a government's accountability to its people and can act as a key check against corruption. Media and communication shape how societies inform themselves and how people use their vote and voice. However, in many of the economically and politically fragile societies where BBC Media Action works, media can be co-opted by those in power; become polarised and partisan, and reinforce prejudice or fuel division.

We provide access to reliable and impartial information, enable people to participate in community life and provide a platform for people to hold those in power to account. We also strengthen the capacity of local media to do the same. Our policy and evidence work enables others to have a better understanding of the role and impact of media and communication in strengthening (or sometimes undermining) government accountability, reducing (or sometimes fuelling) tension and conflict, and improving (or sometimes diminishing) political and social inclusion.

In 2016/17 we made or supported: TV and radio discussion programmes in Afghanistan, Cambodia, Kenya, Myanmar, Nepal, Nigeria, the Palestinian Territories, Sierra Leone, Tanzania, Tunisia and Zambia; radio drama in Afghanistan, Nepal, Nigeria, and Myanmar; topical news and current affairs

programmes broadcast on social media to Libya and in Cambodia; and carried out in-depth research into the effectiveness of these interventions.

INSPIRING PEOPLE TO TAKE PART IN CIVIC LIFE

“Everyone can put forth their concern regardless of class, caste and ethnicity.”

Sajha Sawal (Common Questions) viewer, Nepal

“I like the show because they are advocating on behalf of Ebola survivors. It is a burning issue in Waterloo where I live. This programme has given voice and courage to Ebola survivors to express their concerns.” *Wi Di Pipul* (We the People) listener, Sierra Leone

“This type of programme is the direction we are heading in. There is a difference between criticising and holding to account.”

Mahmoud Khaliefah, Deputy Minister of Information, Palestinian Territories, describing the Palestinian Debates discussion programmes supported by BBC Media Action

In 2016 75% of the 78.5 million people who watched or listened to our governance-related programmes funded by the Global Grant tuned in regularly (at least every other episode). In Nigeria alone, our radio shows reached 43.5 million people, of whom

Our long-running radio show in Myanmar gave young people a chance to voice their opinions about the country's future



over 36 million were regular listeners. In a survey, Nigerian audiences overwhelmingly agreed (92%) that our factual programmes played a role in holding government to account and put leaders on the spot.

In 2016 we concluded our long-running and successful radio programme LLKS (Bright Young Stars), aimed at young people in Myanmar. This

collaboration with the BBC Burmese Service ran for nearly five years and – in a country where, as one LLKS staff member observed, “for our parents’ generation speaking out... meant jail” – it gave young people critical information about their society, helped them to get more involved in their communities and enabled them to voice their opinions about the country’s future. Our research



[Archie’s] insistence that she wants to keep the restaurant open no matter what circumstances and negative things happen around her, is something I can relate to; I feel like I have her insistence.”

Teenage *Hay El Matar* (Airport District) listener, Beirut

shows that it informed, engaged and motivated youth audiences across Myanmar to take advantage of the changes in their country and communities by helping them to speak out and build a future during the transition to democracy.

CONFIDENCE BUILDING

We recognise that building people’s confidence and communication skills is often the first step in enabling discussion. In 2016 we worked with members of the community in Berbera, Somalia, to build their capacity to question their leaders by setting up a town hall-style debate, in which people could practise questioning a panel of people posing as political leaders. People then had the opportunity to take part in a real-life panel with their leaders. Some members of the community later said that the experience was life-changing and had helped them feel confident to question their leaders in future.

ENGAGING DRAMA

Drama has a unique power to engage people emotionally, get them talking and challenge their assumptions. It is an effective vehicle to discuss sensitive and controversial issues, such as violence, local and national conflict, and corruption. In Nigeria our long-running weekly radio soap opera *Story Story –Voices from the Market* explores the social, cultural and economic issues facing West Africans and attracts a hugely loyal following. The funny, lively and topical drama is loved by its audience and is broadcast by 143 radio stations across Nigeria, as well as by the BBC World Service in West and Central Africa. In 2016 the BBC World Service made it available as a podcast. Our research showed

that *Story Story* and another drama *Gatanan Gatanan Ku* (Telling a Story) had prompted people to make contact with leaders in their communities. However, our research also found that a number of factors still held citizens back from holding leaders to account, including fear of corruption and a lack of trust that the law would protect them.

BRIDGING DIVISION

In Syria, where the six-year war has claimed hundreds of thousands of lives and deeply divided communities, we created the radio drama *Hay El Matar* (Airport District), which features a cast of characters from across ethnic, religious and political groupings. The aim of the drama and its accompanying discussion programme, both broadcast by BBC Arabic, is to help people to recognise their shared humanity and common experiences, and bridge social, political and cultural divides. As one listener put it – the drama can help people with their “shared pain” and can act as “shared healing”. An English adaptation of the drama was broadcast on BBC Radio 4 in June 2017.

In South Sudan, where the ongoing conflict has caused millions of people to flee for their lives, 76% of listeners to our radio drama *Life in Lulu* surveyed in 2016 said the programme had improved their understanding of non-violent ways to solve conflict.

Building resilience and responding to humanitarian crises

People living in poverty are usually the most vulnerable to disaster and least likely to be able to afford to prepare for it. We increase people's ability to secure food and water, improve their economic security and opportunities, and reduce their risk of vulnerability to disaster, as well as responding when a humanitarian emergency occurs. We do this by sharing information, changing attitudes towards risk and innovation, supporting dialogue that will facilitate positive change and encouraging greater accountability in service provision and policy-making.

BRACED FOR ADVERSITY

Bangladesh is prone to major cyclones, its sea levels are rising and 80% of the land lies on a flood plain. The TV series *Amrai Pari* (Together we can do it) helped communities to find practical, low-cost ways to prepare for extreme weather events. This included building bridges, strengthening storm defences, growing flood-resilient crops and engaging with local government to prepare for disasters. At the end of the third series in 2016, our research found that more than 45% of viewers had taken action – such as flood-proofing their homes or storing water and food – as a result of watching the programme.

In Myanmar we are helping 1.7 million people to take steps to guard against flooding. Last year our media partners MRTV and Myanmar Radio broadcast a series of short public service TV announcements produced by BBC Media Action. These advertisements featured "real-life" examples of people taking steps to protect themselves against future disasters and were devised in collaboration



In Bangladesh TV show *Amrai Pari* inspired viewers to prepare for extreme weather events

with the communities affected. According to research in January 2017, 92% of those reached by our public service announcements said they had a better understanding of ways to prepare for extreme weather as a result of the public service announcements, and more than half (52%) of those reached said that they or their family had done something to prepare for disaster (such as making an evacuation plan). We also supported staff from several government departments to communicate effectively about disaster risk reduction.



I remember the episode where you interviewed a group of female builders. Skills you learn are always your own! I love that your programme motivates women to learn new skills.”

Sita Poudel, *Milijuli Nepali* (Together Nepal) listener, Nawakot, Nepal

PREPARING FOR CRISIS

When disaster strikes – whether in the form of an earthquake, conflict or epidemic – people need the right information to understand what is happening and how they can best respond. Our preparation for lifeline training helps broadcasters, government departments and humanitarian agencies make programming for people affected by humanitarian crisis, giving them practical information, psychological support and an opportunity to ask questions and seek answers from those leading the response.

We worked closely with Oxfam GB and United Nations agencies in Gaza to deliver training in lifeline communication during the year. Our lifeline training was put to use in Benin, when Unicef responded to an outbreak of Lassa fever, and in Indonesia, where an active network of aid agencies and local media enabled people affected by flash floods to get the information they needed.

RECOVERING FROM DISASTER

Following the devastating 2015 earthquakes in Nepal, we broadcast a series of programmes, initially designed to help people survive in the immediate aftermath of the disaster, and later to support them as they rebuilt their homes and lives. In 2016 we launched the latest strand of this programming: *Katha Maala* (Garland of Stories) is a drama series following a female character who works as a builder, helping people to rebuild their homes in the aftermath of the earthquake. Feedback from listeners suggests that they find the drama (and

particularly the main female character) inspiring and motivating, with some listeners saying it convinced them that they could work together to repair their homes and rebuild their local economies.

HUMANITARIAN RESOURCES

We made our guides for media and humanitarian agencies available on our online learning portal iLearn. These free resources help media and aid workers to use information and communication to save lives in a humanitarian crisis. They include:

- A guide for the media on how to make programming that will help audiences affected by crises to survive, cope and begin recovery
- A booklet for humanitarian agencies with advice on working with local media
- Guides providing practical information on topics including food, shelter, water and sanitation

A LIFELINE FOR REFUGEES

We created a new app for mobile phones to help Syrian refugees living in Lebanon. It featured short films produced by BBC Media Action to give them information about their rights and essential health, education and housing services, as well as enabling them to reach aid agencies via a voice messaging service. Refugees said they found the films accurate, relevant and informative. In Europe we worked with research organisation Dahlia to better understand the information and communication needs of refugees, particularly those living in camps in Greece and Germany. Findings were shared with agencies and academics involved in delivering and assessing the response to the refugee crisis.

We supported a radio programme for people forced from their homes by fighting in northern Iraq



MOHAMED EL-SHAHED/AFP/Getty Images

In our partnership with UNHCR in Iraq we supported cross-community communication and communication between officials and the public. We worked with a local FM station, Radio Nawa, to distribute battery-powered radio sets, and supported the production of a radio programme for people forced from their homes by the fighting. In Hasan Sham camp to the east of Mosul, where there is often no electricity and people have little contact

with the outside world, the programming and radio sets were urgently needed. With our support, Radio Nawa produced a daily, two-hour programme where people could phone in, raise issues and seek answers from one of the officials invited to join the show. This communication lifeline gave people vital information and a chance to raise questions with officials, and is helping displaced people feel part of Iraqi society once again.

Building a stronger media

A strong, independent media sector can give people an opportunity to voice their concerns, question those in power, learn how to improve their health and stay safe in a disaster. It can make a major contribution to a country's economic development and governance.

In 2016/17 we ran capacity-strengthening programmes for TV and/or radio stations – from community radio stations to public broadcasters – in a wide range of countries: Afghanistan, Algeria, Bangladesh, Estonia, Ethiopia, Iraq, Kenya, Myanmar, Nigeria, Tanzania, Nepal, the Palestinian Territories, South Sudan, Tunisia, Ukraine and Zambia. We also carried out research and scoping exercises with a view to developing support for independent media in Bosnia and Herzegovina, Georgia, Macedonia, Moldova and Serbia.

MENTORING

We find long-term mentoring is one of the most effective ways to strengthen the capacity of partner media organisations. In 2016 we held our first international mentoring workshop in Kenya and brought together 25 mentors from 13 country offices to discuss how to help our media partners reach and engage with young audiences. It led to the creation of a mentors' network and a guide published on our online training portal iLearn aimed at radio station managers. The guide includes information on different ways of mentoring, tips for working with station partners and guidance on evaluating the effectiveness of mentoring.

In Zambia, where presidential elections were held in 2016, we helped to strengthen editorial standards among 16 of the country's network of vibrant independent radio stations. Many stations operate on very limited budgets, often with volunteer journalists. We arranged for a member of the BBC Radio 1 Newsbeat team and a World Service broadcast journalist to train staff and volunteers from 20 of our partner radio stations, including the national broadcaster ZNBC. We also organised expert technical and financial assistance for them from staff at the Radio Academy at the University of Witwatersrand in South Africa and provided sustained support from our project staff.

In the run-up to August's elections we joined forces with the Media Institute of Southern Africa to monitor the media coverage of political parties, analyse editorial quality and identify key themes covered throughout the election period. We also worked closely with the biggest commercial TV station Muvi TV to broadcast live presidential candidate debates and regional MP and mayoral debates. This enabled people to hear directly from, and question, the people vying to represent them.



We didn't have the knowledge for making programmes, but now we have it. We used to receive programmes that are produced from Juba and play them, but now we make our own programmes."

Radio Easter producer, South Sudan

In our water and sanitation project in Kenya, we used mentoring to help radio producers create powerful programmes to protect people's health. We supported volunteer broadcasters at Mtaani Radio in Nairobi's densely populated Kawangware settlement to produce the weekly show WASH Wednesdays. The show gives its 100,000 listeners valuable information about sanitation, safe drinking water and their constitutional right to clean water. One listener told Mtaani Radio: "My child challenged me to wash my hands before serving her food, because of what she'd heard on the radio." By matching Mtaani's volunteer broadcasters with our experienced journalist mentors, we helped them develop the skills to make their programmes accurate, relevant and, above all, life-saving.

We routinely assess the quality and effectiveness of our capacity-strengthening programmes. Last year in South Sudan, we made considerable progress in our work to strengthen the capacity of the local radio stations that have remained on air despite the conflict and political instability. Our evaluation showed improvements in the ability of radio station staff to check facts and information sources, interview contributors and produce a range of programmes.

In Iraq, in addition to our work with Radio Nawa in the conflict-affected north, we continued to support Radio Al Mirbad, an independent radio station in Basra broadcasting to nine southern provinces. And we organised expert advice to parliamentarians who are revising and amending media laws that will help support media independence in the country.

PUBLIC SERVICE BROADCASTING

A long-established strand of our work is supporting the modernisation and reform of state-owned and national broadcasters. We help to raise editorial standards through mentoring and training programmes, sharing our audience research methods and insights, and, in some cases, co-producing radio, TV and multimedia programmes.

Myanmar is making the transition from military rule and international isolation to democracy. Over the past five years we have supported the national broadcasters MRTV and Myanmar Radio through a period of considerable change by supporting the training of hundreds of journalists, as well as co-producing a news programme, current affairs and drama programming. Research at the end of the project showed that 97% of those reached by the news and current affairs programmes agreed that the programmes had played a role in holding government to account.

In Algeria and Estonia we delivered a comprehensive programme of training and support to national broadcasters (Algerian Radio and TV, and in Estonia the national Russian-language TV channel ETV+). This included expert tuition from BBC staff in digital media, TV graphics production, and study tours, as well as advice on modernising studio sets, improving news planning and studio production and training in reporting and editing using smartphones. ETV+ reported a 34% audience increase in the first six months of the project, which is encouraging, although not wholly attributable to our support.



We work closely with Tunisia Television to produce the youth TV show *Ija Inbox*

In the Palestinian Territories, we co-produced the monthly discussion programmes *Voices from Palestine* and *Hur El Kalam* (Free to Speak) with the Palestinian Broadcasting Corporation (PBC). *Voices of Palestine* ceased transmission in 2016. PBC will continue to produce *Hur El Kalam* when BBC Media Action's support ends during 2017.

In Tunisia, where 40% of under-25s are unemployed, we worked closely with the national broadcaster TTV (Tunisia Television) to make a second series of *Ija Inbox* (Come to My Inbox), a TV show that encourages and supports young people. We also trained and mentored TTV staff.

TOWARDS LASTING CHANGE

Much of our work is delivered in partnership with other international organisations. In 2016 this included: working with Save the Children and CARE International's network of community health workers in Bangladesh to screen our health drama and stage discussions about family health; helping to improve people's resilience to the effects of extreme weather in Ethiopia and Myanmar, as part of the BRACED project, in partnership with Christian Aid, ActionAid, King's College London and the UK's Met Office; improving water and sanitation in Kenya in partnership with Oxfam GB; and working with implementing partners Cambridge Education, Winrock International and Charlie Goldsmith Associates as part of the Girls' Education South Sudan (GESS) consortium.

In South Sudan, where girls are significantly more likely to drop out of school than boys and many don't complete primary education, GESS aims to help girls complete their education and improve their life prospects. We produce the radio programme *Our School*, which features inspirational stories aimed at convincing girls and their families that education matters, as well as exploring the reasons why many girls do not complete their education. Our partners advise the education sector, set up incentives to help girls stay at school and systems to monitor school attendance. Research in 2016 showed that *Our School* reached an audience of 2 million – over 50% of people with radio access – and an estimated 1.6 million listeners tuned in to every other episode.

Partnerships with others are central to our ability to deliver long-term change. In 2016/17, as in previous years, we extended the reach of our TV, radio and online programmes by working closely, where appropriate, with the language services of BBC World Service and with other broadcasters and we mentored radio and television stations to support them in making and delivering their own programmes. We know that media and communication is often only part of the solution and we frequently collaborate with government departments, international development organisations and community organisations to deliver our projects.

BBC PARTNERSHIPS

In 2016/17 BBC World Service language services broadcast our programmes in Afghanistan, the Middle East, Nepal, Somalia, Tanzania and West Africa. We are fortunate to be able to draw on the talent and experience of staff from the wider BBC. A wide range of BBC staff working in news, current affairs, social media and children's departments helped deliver training and/or hosted study tours for our partner journalists and programme-makers from Algeria, Estonia, Tunisia and Zambia, among others. Our TV drama for young people in the Palestinian Territories benefited from the support of the social media manager for the BBC I drama Doctor Who, and staff from the BBC Natural History Unit advised the team developing our upcoming series on the impact of deforestation in Indonesia.

SHARING OUR EXPERTISE

Policy analysis and research on the media's role in development is an important strand of our work. Last year we launched a new website and blog to share our expertise, hosted two major stakeholder events on the role of media and communication in governance and global health, and published and promoted numerous research reports, policy briefings, films and microsites to share the wealth of learning amassed over the course of the DFID-funded Global Grant.

In April 2016 we launched the Research and Insight section of our corporate website, including the BBC Media Action Insight blog, which stimulates discussion and debate in the international development community about the role of media in improving governance and rights, health, resilience and humanitarian response.

At the 2016 World Humanitarian Summit we co-convened a panel discussion entitled "The role of media in crises", drawing on our work during the Ebola crisis and elsewhere.

A panel discussion based on the findings of BBC Media Action's policy briefing Coming of age: communication's role in powering global health explored how far the global health community has embraced effective communication. The panel included prominent global health representatives from the London School of Hygiene & Tropical Medicine (LSHTM), the World Health Organization (WHO), Unicef, USAID and the Wellcome Trust, and generated speaking invitations across the UK, Europe and the United States of America.

An event at BBC Broadcasting House brought together approximately 50 policy-makers, researchers and practitioners to discuss media's role in fostering political participation and accountability. Speakers included representatives from Oxfam GB, the OECD Development Assistance Committee, Article 19 and the World Bank.

In 2017 we launched an interactive data portal (<http://dataportal.bbcmediaaction.org>). This online resource features reports, visualisations and data from BBC Media Action audience research with more than 100,000 people in 13 countries across Africa, Asia and the Middle East over the last five years. The data portal was shared at several international events, including the UN Data Forum in Cape Town in January.

Reaching younger audiences

We know our work makes the biggest difference when we succeed in getting people talking, whether face-to-face or via the media.

While many people in the Global South still lack reliable and affordable online or mobile connections, this is changing. Younger audiences will turn, increasingly, to digital and social media rather than TV and radio for their news, information and entertainment. At BBC Media Action, we are responding to this trend by sharing more of our programmes online, making some shows exclusively for online and social media, as well as increasing our engagement with younger audiences via digital and social media. In several countries, including Bangladesh, India, Nigeria, the Palestinian Territories and Sierra Leone we have produced bespoke content aimed at young people for social media platforms such as Facebook and Twitter:

In Nigeria we launched a series of radio advertisements and related social media content to encourage young people to get involved in solving problems faced in their everyday lives. *No Sidon Look* challenges people to do something about a problem, rather than wait for someone else to fix it. Supported by media, not-for-profit organisations and radio listeners, the campaign went viral in Nigeria and people called for change as they shared photos and videos of problems they had encountered. As one young woman tweeted, "Bad roads, terrible health facilities, no water... let's stop keeping quiet. We need to speak up!!! #NoSidonLook".

In Cambodia our TV and social media series *Klahan9* (Brave9) is helping to build the confidence of young people, prepare them for employment and improve their life prospects. According to research, the project is teaching young people key life skills, such as self-confidence, communicating with others, facing up to problems and working hard. Our research showed that members of our target audience said that they felt inspired to improve their economic prospects as a result of watching the programmes. Dara, a 29-year-old woman living in a rural area, told us: "Now I am starting to have good communication with all my customers and speaking with them more, so they are more interested in buying my products. Before, I could only sell one or two bunches of bananas but since watching the programme I have been able to sell between 5 and 20 bunches."

In Sierra Leone, where internet use among young people (particularly in urban areas) is growing, our Facebook page was the most "liked" in the country. The team developed social media components for a number of governance and rights projects – particularly those aimed at younger audiences. A film about Freetown's first (and only) set of traffic lights since the civil war went viral, as did a short film about a widow working as a car mechanic to support her family following her husband's death from Ebola.

On the road with Ishiwi, our radio project in Zambia aimed at young people



The online Ukrainian drama *5Baskiv* (Five Bucks) was produced in collaboration with the National Television Company of Ukraine (NTU). Aimed at improving the employment prospects of young people, it won the Grand Prix for Best Director at the 2016 Bilbao Web Festival.

In Tanzania our youth-focused radio and online programme *Niambie* (Tell Me) has a loyal online following – last year its Instagram account attracted more than 43,000 followers.

Our Facebook-only news and current affairs show *El Kul* (For Everyone) is made by young Libyans. It is a source of impartial and trusted news and current affairs in an environment where journalism tends to be highly polarised and politically biased. In 2016 *El Kul* ranked in the top five online news providers in Libya, according to Facebook analytics.

Diversity front and centre

Diverse organisations respect people for *who* not *what* they are. At BBC Media Action, we know a diverse team provides a range of perspectives which bring innovation and fresh ideas to projects.

This year we have implemented our diversity strategy Celebrating Difference, Transforming Lives. We held meetings of our gender learning group, we introduced a gender checklist across project life cycles and we published a new online course which included many positive examples of our approach to diversity across the world.

In our programme content and in the composition of our live studio audiences and panels, we strive to achieve a representative spread of gender, age, social class and ethnicity. Our research teams work hard to collect the views of women in places such as Afghanistan, where access is very difficult.

We know that more men than women tend to watch or listen to our governance programming and it remains a challenge to engage female audience members. We were encouraged therefore by research into our youth-focused radio programme in Tanzania (*Niambie*), which showed that we had succeeded in reaching women and influencing their political participation. Just over half of the 3.8 million 15–35-year-olds they reached were female, and advanced analysis found that, even taking factors such as age, income and interest in politics into account, *Niambie* listeners – both male and

female – were more likely to have knowledge of key governance issues, discuss politics and participate in political processes than non-listeners.

In India we launched *Adhafull* (Half Full), a drama and discussion programme aimed at challenging traditions that perpetuate gender stereotypes, breaking the silence surrounding sensitive issues affecting young people, and boosting the ability of teenagers to take action to improve their lives. It addresses child marriage, education, nutrition, gender roles, peer pressure and bullying, body image, violence and abuse.

In Afghanistan, where women's access to public life is often restricted, we have staged a number of public discussions about women's rights, including one in Bamyán state which looked at the role women play in government departments. Three out of four panel members were women, and six of the nine questions asked by the audience came from women.

Teams in Nepal, Afghanistan and India contributed to the record-breaking Wikipedia edit-a-thon as part of the BBC 100 Women season in December 2016. Before the event, just 17% of profiles on Wikipedia were of women – with even fewer

In Afghanistan we have staged a number of discussions about women's rights. Pictured, radio presenter Shabana Mohammadzai



in languages other than English. More than 400 entries were added or updated, the highest number of entries about women added to or updated on Wikipedia in a single event.

In 2016 we published *Turn up the volume: empowering women through media*, a briefing that analysed the impact of our governance-

related programming on women. It highlighted a number of ways in which our programmes have encouraged women's participation, covered issues of relevance to women and featured female experts and contributors. However, it also showed that our governance programming overall was more successful at reaching and engaging men than women. It reminds us that there is work still to do.

Supporting innovation

In 2016/17 we encouraged our projects to innovate using social and digital media as well as supporting them through our central research, technology and finance teams.

DIGITAL INNOVATION

It is becoming quicker and cheaper to make films and multimedia using mobile phones and mobile phone-based editing apps. Social media innovations, such as Facebook Live (a filmed event live-streamed online) mean that it is possible to make and share live discussions easily and quickly. Last year we trained teams across our country offices to create films and multimedia using mobile phones, and strengthened our support for social media producers through a BBC Media Action-wide WhatsApp group. Our teams are taking advantage of these developments and others to create and share vital, sometimes life-saving, information in new and innovative ways.

In 2016 a series of Facebook Live discussions with cyclone-affected communities in Bangladesh reached 178,000 people. The BBC Media Action Bangladesh team created a 360-degree interactive guide on how to prepare for an earthquake on their Facebook page, as well as a series of cartoons showing people what to do in an earthquake, in collaboration with the popular YouTube channel Pencilmation. The silent, short animations give clear safety messages in a humorous way and can be shared widely within the emergency preparedness sector. They are available on the BBC Media Action YouTube channel ([youtube.com/bbcmmediaaction](https://www.youtube.com/bbcmmediaaction)).

RESEARCH AND EVALUATION

Research underpins all that we do. Extensive research into the needs, preferences and media consumption of our audience members helped our programme-makers decide what to make. Testing programmes with listener groups and eliciting feedback once programmes were broadcast allowed us to adapt our work while it was being delivered. Then, as our projects ended, our research enabled us to measure and evaluate what we had achieved and allowed us to contribute to the exchange of ideas in the policy sphere. In 2016/17 our researchers carried out population-level surveys to gather quantitative information and talked to people before, during and after our programmes went on air or online to gain qualitative insights.

TECHNOLOGY SUPPORT

In 2016 we rolled out a number of technology initiatives to help our teams around the world communicate and collaborate more effectively and efficiently. As part of our corporate partnership with Fujitsu, we began a programme of installing a cost-effective new IT system in our country offices, using Microsoft's Office 365 platform, which will make it easier to communicate across the world. Thanks to a corporate partnership with Imagen Ltd, we began to archive our films and stills in a central database, which

A scene from a 360-degree interactive guide on how to prepare for an earthquake in Dhaka, Bangladesh



will considerably reduce the amount of staff time spend logging and retrieving audiovisual content.

Last year we embedded a new financial software system. The new system provides more timely management information, is easier to use and has helped us reduce the amount of time that staff

members spend inputting financial data from our country offices. The finance team also benefited from expert pro-bono advice from the management consultancy firm Accenture. A number of changes to our business processes have been adopted, including a more rigorous process for producing accurate monthly financial management reports.

How our work is funded

BBC Media Action's 97 projects in 2016/17 were supported by a range of funders.

This included national governments, the United Nations and other international organisations, foundations, corporate partners and private individuals. DFID remained our largest single donor. Since 2011 it has provided funding through the multi-year Global Grant to a total value of £90 million. The grant will run until 31 July 2017.

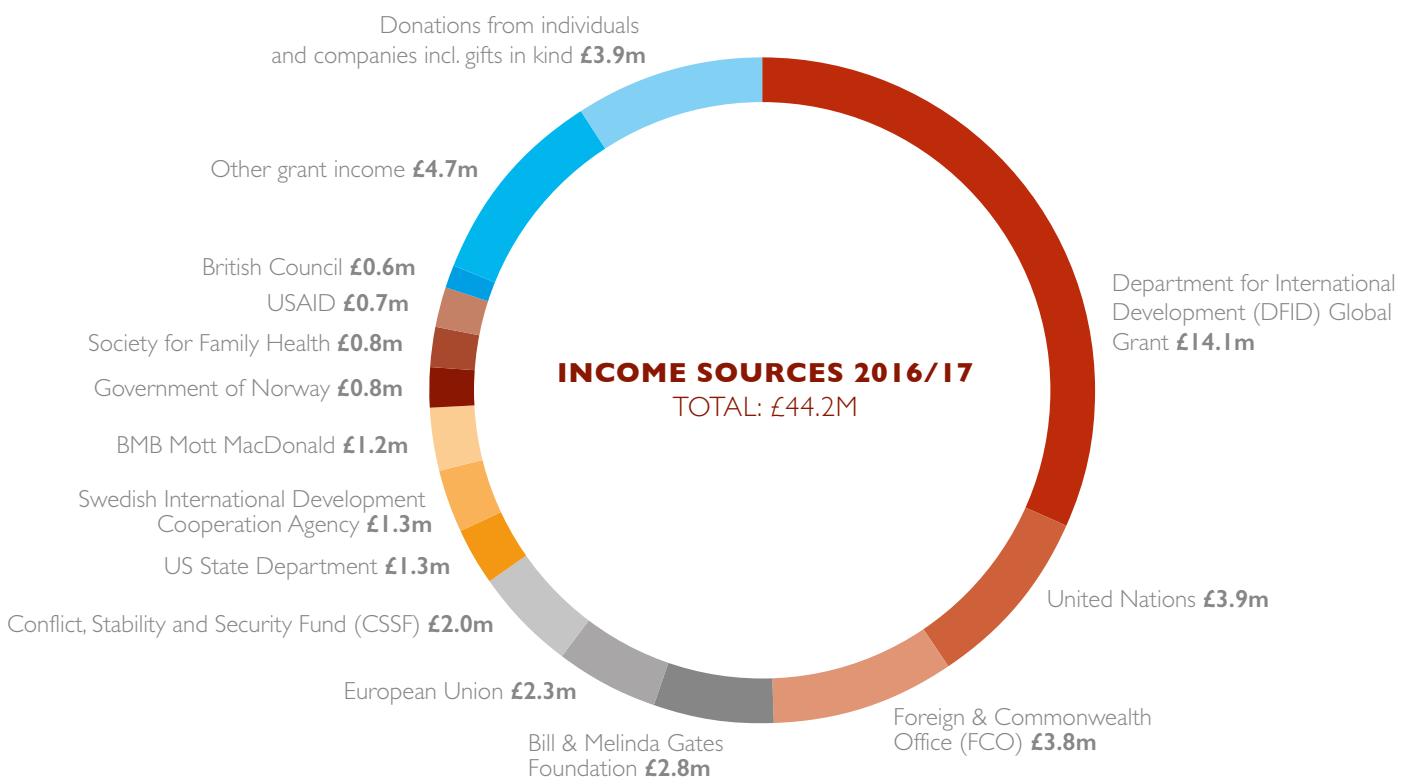
Notable successes in securing funding include:

- A £2.4 million agreement with the Canadian government to help us improve the ability of women and girls to take part in decision-making at household, local and national level in Afghanistan
- £1.4 million from the Livelihoods and Food Security Trust Fund to make radio and digital programmes and organise community outreach in Myanmar to strengthen people's financial management skills
- £1.5 million from the UK's Foreign & Commonwealth Office (FCO) for the *El Kul* (For Everyone) project, which supports young Libyan trainees to produce impartial, accurate and timely news and current affairs programmes
- £1.5 million from the FCO for a TV and social media project that enables young Tunisians to express their opinions on a variety of economic, social and political issues

- A £1m grant from the Bill & Melinda Gates Foundation to produce multimedia content in India and provide communication advice to the government to improve sanitation
- In Zambia we secured £423,000 from the Swedish International Development Cooperation Organisation (SIDA) for Tikambe, our sexual and reproductive health project, and £834,000 from the British Council for Zambia Speaks, a project that seeks to increase people's engagement with political processes

When the Global Grant from DFID ends in July 2017, the volume of work that we can afford to deliver will reduce. We are optimistic, however, that we will replace that income over the next couple of years through grants and contracts from DFID and other donors.

A range of activities generated funds from individuals during 2016/17. Income from our annual fundraising event, The Correspondents' Dinner, grew by more than 30% on the previous year. Individual donations were also generated by our major gifts programme The Catalyst Fund, and from BBC staff via payroll giving.



Our 14 corporate partners helped us with flights, IT support, logistics, marketing, banking services and advice. Access Bookings provided hotel accommodation for training workshops; Atos gave IT support to our London office; Brussels Airlines gave us flights to Sierra Leone; The Langham, London provided food, drinks and the venue for our annual fundraising Correspondents' Dinner; Getty Images gave us free use of library images for our publications; Facebook and Twitter each provided free advertising to promote many of the programmes broadcast in

various countries and to publicise our work overall; Imagen supplied an audiovisual archive; Inmarsat provided satellite phones for emergency use; Fujitsu provided IT support and solutions to our non-UK offices; Accenture provided specialist consultancy for our finance and leadership team; Barclays provided third-party loan guarantees and savings on foreign exchange rates; Universal Music waived charges for music used in our programme-making; and Walgreens Boots Alliance gave us valuable unrestricted funding.

Principal risks and uncertainties

BBC Media Action faces significant risk every day. We work in many countries classed as fragile – where risk levels are much higher than elsewhere in the world – threatening the safety of our staff, the sustainability of our work and even our permission to operate. We face risk too in whether or not we can raise the funds we need to deliver planned work effectively. We have robust procedures in place to identify, mitigate and manage these risks, but we cannot avoid them entirely as they are intrinsic to what we do.

RISK MANAGEMENT

Each month the Management Team of BBC Media Action meets and discusses a range of issues including the current risks faced, and agrees actions. On a quarterly basis, the Management Team formally reviews the organisation's risk register. They consider what the risks are, how they are being monitored and mitigated, whether each is increasing or decreasing in likelihood and impact and identify any additional actions that should be taken. The most significant risks from the risk register are reviewed each quarter by the Board of Trustees. On an annual basis, the Management Team and the Board of Trustees step back and consider the overall risk profile of BBC Media Action in more depth.

A small Assurance and Risk team carries out a programme of internal audits agreed with the Finance and Audit Committee and delivers reports to the committee and to managers in the organisation. Annually, the Head of Assurance and Risk meets the Finance and Audit Committee without other staff in attendance. The Chair of the Finance and Audit committee reports wider learning from individual audits to the full trustee board and

shares the committee's view of the overall control environment within BBC Media Action.

The external auditors meet the Finance and Audit Committee without staff present.

We have whistleblowing policy and procedures in place and remind all staff of them when appropriate. We follow up on any concerns raised, whether by staff, partners, beneficiaries or others and seek to understand the basis of that fully.

FRAUD RECOVERY AND PREVENTION

We work in environments where there is a high risk of fraud and corruption. We tolerate neither and have taken action to minimise them. We are clear with staff about our expectations, and have delivered anti-bribery training in all our offices and fraud awareness as appropriate. We have put in place day-to-day procedures to detect fraud and take action if any is suspected. In 2016/17 all cases of fraud were at a low level in financial terms and disciplinary action was taken where appropriate.

SAFETY AND SECURITY OF STAFF

There were no work-related fatalities of BBC Media Action staff in 2016/17. Three minor road traffic accidents were reported (two in Tunisia and one in South Sudan) and no serious accidents at work. No staff members have been injured in security incidents this year although we had to temporarily close our office in South Sudan in August 2016 when fighting escalated in Juba.

WE IDENTIFIED THE FOLLOWING MAJOR RISKS AT AN ORGANISATIONAL LEVEL.

Risk	Management actions
<p>Significant grant ending 31 July 2017 As DFID has ended central grants to non-governmental organisations, there is a risk that the scope of our work will be reduced and we can afford fewer roles that enhance quality.</p>	<ul style="list-style-type: none"> — We will seek to continue the trend of growth in income received from sources other than DFID — During 2017/18 we will make use of reserves to ensure we are making sufficient investment in quality and supporting country offices that are transitioning to new funding
<p>Safety and security The environments BBC Media Action works in are inherently challenging as a result of conflict, lack of infrastructure and natural disasters.</p>	<ul style="list-style-type: none"> — Risk advisor in place for BBC Media Action and back-up support from the BBC High Risk Team — Hostile environment training mandatory prior to deployment to high-risk areas — Appropriate protocols and sign-offs in place for travel. — Emergency plans in place in country offices
<p>Compliance with local laws Failure to keep across changes in local laws across the many countries we work in could result in significant financial penalties and even being unable to continue work in a country.</p>	<ul style="list-style-type: none"> — Country offices not opened without registration in place — We have in-country teams in the key 16 locations that we work in. These staff are responsible for ensuring compliance with local requirements including registration, tax and statutory reporting — We monitor changes to UK regulation and take appropriate action as a result of changes
<p>Business model and changes in funding environment BBC Media Action income is primarily funded by grants and contracts for specific projects. There is currently a significant degree of volatility in relation to these sources of funding. If donors become less willing to fund the full cost of projects or put increased risk on the recipient, there is a risk that BBC Media Action might not secure funding for an appropriate level of support costs and investment in systems.</p>	<ul style="list-style-type: none"> — Budgets to donors for grants are reviewed through a methodology to ensure that project budgets cover a fair share of support costs — Contracts for delivery are priced appropriately, reflecting the full cost and risk of proposals
<p>Reputation Events or incidents result in negative coverage in the UK and internationally, with consequent impact on areas including delivery, funding and safety.</p>	<ul style="list-style-type: none"> — Clear lines of accountability are in place — BBC Editorial Guidelines are followed — Reactive lines in place for known risks and staff prepared to handle hostile press coverage

Looking forward: 2017/18

We will continue to work in line with our five-year Strategic Plan, which was approved by the Board of Trustees in April 2014, and in the three thematic areas of governance, health and resilience and humanitarian response. However, there have been such profound changes in the world in which we operate – from the agreement of international Strategic Development Goals to new ways of working within several of our major institutional donors – that we have begun to develop a new Strategic Plan, which we expect the Board of Trustees to agree in late 2017.

Many projects that we are currently implementing will continue throughout the coming year. New projects include a three-year initiative in Afghanistan to increase understanding of the rights of women and girls. During this project we will increase the number of FM radio stations that we support, and deliver more training and mentoring to their staff. This project will be supported by the Canadian government, which is a new funder for BBC Media Action. Another new project – this time funded by the EU – will continue our work in Iraq with Al Mirbad (a truly non-partisan radio station in Basra that we set up and have supported as an independent station) and Radio Nawa in Suleimaniya in the north of Iraq. We will also continue our work to improve public service broadcasting for the minority Russian-speaking populations in Estonia and Latvia with £1 million funding from the FCO.

In Nepal new funding from USAID will support us to broadcast a weekly radio programme until the end of 2018, helping people to rebuild their homes and their lives in the wake of the 2015 earthquakes.

In all our work, we will continue to expand the use of online and social media to complement our other work and encourage the deeper engagement that leads to change in attitudes and behaviour.

We have learned a lot from implementing the Global Grant and want to continue to share that with others. We will secure specific funding to support our data portal and continued engagement at a policy level on the role of media and communication in development.

Because we expect to have less income in 2017/18, we have restructured our London office and several of our country offices. Our office in the Palestinian Territories closed in June 2017. We are confident that our work to strengthen the public service broadcaster the Palestinian Broadcasting Corporation (PBC) will mean that it can continue producing the weekly TV debate show, *Hur Al Kalam*, originally conceived by BBC Media Action and supported with the help of the Global Grant from DFID.

We have appointed a temporary change management team to implement ways of working more efficiently and cost-effectively. Its work will help to ensure that we continue to deliver projects that are effective, value for money and achieve the greatest impact with reduced staffing.

AIMS FOR 2017/18

We will deliver each agreed project effectively to achieve maximum impact and value for money, measuring what it has achieved and learning from what has and has not worked. We will share the learning from each project widely to inform the work of others and our own policy work.

We will produce a new Strategic Plan, which articulates the contribution that BBC Media Action will make to the international Strategic Development Goals and sets parameters for our work over the coming three years.

We will implement a set of actions to make BBC Media Action more efficient and cost-effective and produce plans to carry this work further over the next couple of years.

Financial review and policies

The income and expenditure account for the year ended 31 March 2017 shows a surplus (net incoming resources) of £0.4m (2016: £1.3m).

Total income of £44.2m was £1.1m lower than the previous year (2016: £45.3m). This reduction partly relates to Gifts in Kind donations which, at £3.2m, was £0.8m lower than the previous year (2016: £4.0m).

Institutional grants/contract funding for projects of £40.3m was £0.6m lower than the previous year (2016: £40.9m). The largest single amount came through a Global Grant from the UK government's Department for International Development, with a value of £14.0m in the year (2016: £14.7m). This grant ends on 31 July 2017.

Total expenditure of £43.8m (2016: £44.0m) is in line with the prior year. Expenditure on our charitable activity, providing public benefit by changing lives through media development and development communication, represented 99.5% of total expenditure (2016: 99.2%).

The consolidated cash flow statement shows that cash has increased by £3.2m during the year (2016: increase of £0.5m) to a strong position of £12.8m.

RESERVES

As a result of the net incoming resources of £0.4m, net assets in the consolidated balance sheet increased to £6.9m at 31 March 2017 (2016: £6.5m).

The Board of Trustees reviews 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 purpose of this policy is to ensure sufficient reserves are held to continue operating after negative financial shocks, whilst not tying up too much funding that could be spent on charitable activities.

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 £5.5m to £6.0m (2016: £5.5m to £6.0m).

This range is based upon:

- the stability, levels and types of future income
 - the majority of BBC Media Action's project funding is from institutional donors. In general there is a high degree of uncertainty of income more than 12 months ahead and the nature of the funding is that it is mainly restricted, reducing the ability to rebuild reserves after negative financial shocks.
- an analysis of the financial risks faced by BBC Media Action – including considering scenarios that would result in a significant deficit in a financial year.
- the impact of future plans and commitments
 - these include signed leases, as well as other supplier and partner commitments.

- an assessment of the essential running costs of BBC Media Action – the Board considers that six months' essential running costs should be covered.

Total unrestricted funds held at 31 March 2017 amounted to £6.9m (31 March 2016: £6.5m), of which reserves in the general fund amounted to £6.4m (31 March 2016: £5.9m).

The organisation expects to use £0.6m of reserves in 2017/18 to aid the transition at the end of the grant, and reserves by March 2018 are expected to be in the target range of £5.5m to £6.0m.

The other unrestricted funds are funds that have been designated by Trustees for a particular purpose. The Catalyst Fund was at £39,000 at 31 March 2017 and used to develop and pilot new projects and approaches, and provide matched funding for large-scale grants. The Technology-led Change Fund was at £498,000 at 31 March 2017 and is in place to ensure that sufficient resources are invested in organisational change, including the development and enhancement of internal processes and systems. All designated funds are expected to be spent within three years.

INVESTMENT POLICY

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

GOING CONCERN

A large, multi-country grant from DFID will end on 31 July 2017. This grant represented 32% of income in the year to 31 March 2017.

This grant will not be directly replaced as DFID has moved away from central grants of this kind. The terms of the grant precluded BBC Media Action from receiving other kinds of direct DFID funding. Now the grant is ending, BBC Media Action is able to seek direct funding from DFID, although this funding is not expected to be at the same level as the central grant in the short or medium term.

Based on agreements that have already been signed and prospects in place, we expect that the reduced funding from DFID will be partially replaced by increased income from non-DFID sources, which has increased in each of the last three years and is expected to increase again in 2017/18 financial year.

Overall, total income is expected to drop by c.20% in 2017/18 compared to 2016/17 the prior year – a significant reduction but not sufficient to pose a threat to the going concern status of BBC Media Action.

Therefore, 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 2016/17 BBC Media Action employed an average of 838 FTE staff, with 18% based in the London office. Of the staff based outside London, 6% are in the Middle East and Europe region, 47% in Africa, and 47% in Asia. This includes 38 expatriate staff who have specialist skills in media and international development. Volunteers are not used to carry out activities.

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, and marketing and research experts from the private sector.

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 work experience placements on a regular basis.

BBC Media Action give full consideration to applications for employment from disabled persons

where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. Opportunities are available to disabled employees for training, career development and promotion. Where existing employees become disabled, it is the group's policy to provide continuing employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim.

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 12 subscribers at the end of the year 2016/17.

SUBSIDIARY COMPANIES

BBC Media Action has two subsidiary companies which are 100% owned by BBC Media Action at 31 March 2017: BBC Media Action (India) Limited and BBC Media Action Nepal Private Limited. Work in India during the year was largely transacted through BBC Media Action (India) Limited. BBC Media Action Nepal Private Limited is an entity established in Nepal and is 100% owned by BBC Media Action.

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, but, in accordance with paragraph 24.14 of SORP FRS 102, BBC World Service Trust India is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements.

GOVERNANCE

The Trustees, who are also directors of the company, are listed on page 76. 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 their 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, agreeing the financial plan and approving key policies at board meetings. Key strategic documents include a formal plan for 2014–2019, approach papers covering our governance, health and resilience work, an approaches paper on diversity and a geographic 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 (FAC) consists of three members. The Chair of the Finance and Audit Committee is a non-BBC nominated trustee. The FAC meets at least four times a year. Trustees act on advice and information from regular meetings with the staff. Decisions made at other levels of the organisation are reported to the Trustees. The Board has appointed some of its members as lead trustees in particular areas and they report to the board on what they find.

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, which 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 Corporation”. The Board has established a Governance Committee to take an overview of how well governance is functioning, including reviewing the composition of the board and managing the recruitment of new trustees for approval by the overall board.

Potential trustees are usually identified through networks of current trustees to fill specific profiles that are identified to be needed. 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.

ORGANISATIONAL STRUCTURE AND MANAGEMENT

BBC Media Action has its head office in London, UK, where the central support functions of Programme Development, Communications, Editorial Development, Policy and Research, Finance, Human Resources, Technology, Legal and the Director are based. There is a Management Team of five (Executive Director, Director of Programmes, Director of Policy and Research, Director of Finance and Business Services, Chief Operating Officer) and a Leadership Team that includes additional London-based managers and country directors. The salaries of these key staff members are reviewed on an annual basis. The Executive Director carries out this review for other members of the management team, and the Executive Director's salary is reviewed by Trustees. In general, these salaries are held static or increased in line with the BBC's salary review for all BBC UK contracted staff. Salary levels of new staff are set by comparison to those paid in other international development organisations.

In addition to the UK office, at 31 March 2017 there were BBC Media Action offices in 16 countries – Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Kenya, Myanmar (Burma), Nepal, Nigeria, Palestinian Territories, Sierra Leone, Somalia (sub office to Kenya), South Sudan, Tanzania, Tunisia (covering work in Tunisia, Libya and Algeria) and Zambia, managed by Country Directors or Heads of Project, appointed by and accountable to the UK office. The office in Palestinian Territories closed early in 2017/18. The country offices work with local development organisations and media partners in delivering the work described above. A streamlined group of London-based staff support Regional Directors and Country Directors, providing support on logistics and project development. An Advisory team and Editorial Development team provide thematic support and editorial support.

The Research and Learning team carries out formative research to ensure that programmes are designed to reach appropriate and large audiences and that projects achieve maximum impact. They also evaluate the impact of our work.

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 they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

The strategic report and the annual report are approved by the Board of Trustees on 10 July 2017 in their capacity as directors and signed on its behalf by:



Francesca Unsworth, Chair

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

The Trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' 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
- 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.

In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditor is unaware
- the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The Trustees, in their capacity both as Trustees and company directors, have reviewed and approve the Trustees' report, which incorporates the Directors' Report and the requirement in the Strategic Report as set out in the Companies Act 2006 (Strategic Report and Directors Report) Regulations 2013.

Accounts

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 2017, which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent company Balance Sheet, the Consolidated Cash Flow Statement and the related notes 1–23. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 “Reduced Disclosure Framework” applicable in the UK and Republic of Ireland.

This report is made solely to the 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 company's members those matters we are required to state to them in an auditors' 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 company and the company's 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 Trustees' Responsibilities Statement set out on pages 46–47, 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 Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the Consolidated and Parent charitable company's affairs as at 31 March 2017 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 United Kingdom Generally Accepted Accounting Practice, including FRS 101 "Reduced Disclosure Framework"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

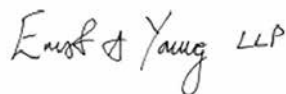
- the information given in the Strategic Report and Trustees' Annual Report is consistent with the financial statements.
- The Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have identified no material misstatements in the Strategic Report and Trustees' annual report.

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:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.



Richard Wilson (senior statutory auditor) for and on behalf of Ernst & Young LLP, Statutory Auditor
London
28 July 2017

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including the income and expenditure account) for the year ended 31 March 2017

	Note	Unrestricted funds 2017 £'000	Restricted funds 2017 £'000	Total 2017 £'000	Total 2016 £'000
Income and endowments from:					
Donations and legacies	2	438	3,263	3,701	4,236
Other trading activities	3	154	-	154	112
Investments	4	32	-	32	26
<i>Income from charitable activities:</i>					
Grant funding for specific charitable activities	5	4,323	35,941	40,264	40,904
Total income and endowments		4,947	39,204	44,151	45,278
Expenditure on:					
Raising funds	6	(229)	(12)	(241)	(331)
<i>Charitable activities:</i>					
Changing lives through media and communication:					
Africa	6	(1,422)	(13,256)	(14,678)	(18,072)
Asia	6	(1,398)	(12,865)	(14,263)	(13,782)
Rest of World	6	(1,131)	(9,324)	(10,455)	(8,316)
Cross-cutting activities	6	(379)	(3,747)	(4,126)	(3,452)
Total expenditure on charitable activities		(4,330)	(39,192)	(43,522)	(43,622)
Total expenditure	6	(4,559)	(39,204)	(43,763)	(43,953)
Net income for the year	7	388	-	388	1,325
Reconciliation of funds					
Total funds brought forward		6,513	34	6,547	5,222
Total funds carried forward	17, 18	6,901	34	6,935	6,547

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 54 to 75 form part of these financial statements.

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

at 31 March 2017

	Note	Group 2017 £'000	Group 2016 £'000	Charity 2017 £'000	Charity 2016 £'000
Fixed assets					
Tangible assets	10	-	-	-	-
Investments	11	-	-	23	23
Total fixed assets		-	-	23	23
Current assets					
Debtors	12	6,205	7,202	6,094	7,546
Cash at bank and in hand	13	12,801	9,573	12,638	8,951
Total current assets		19,006	16,775	18,732	16,497
Liabilities					
Creditors: amounts falling due within one year	14	(11,383)	(9,825)	(11,132)	(9,570)
Net current assets		7,623	6,950	7,600	6,927
Total assets less current liabilities					
Provisions for liabilities	15	(688)	(403)	(688)	(403)
Net assets		6,935	6,547	6,935	6,547
Funds					
Unrestricted funds	17,18	6,901	6,513	6,901	6,513
Restricted funds	17,18	34	34	34	34
Total Funds	17,18	6,935	6,547	6,935	6,547

The notes on pages 54 to 75 form part of these financial statements.

The financial statements on pages 51 to 75 were approved by the Board of Trustees on 10 July 2017.



Francesca Unsworth, chair

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2017

	<i>Notes</i>	Total 2017 £'000	Total 2016 £'000
Net cash inflow/from operating activities	20	3,187	451
Returns on investments and servicing of finance			
Interest received		32	26
Financing activities			
Sale of tangible fixed assets		9	-
Increase in cash in the year		3,228	477
Cash at the start of the year	13	9,573	9,096
Cash at the end of the year	13	12,801	9,573

The notes on pages 54 to 75 form part of these financial statements.

Notes

(forming part of the financial statements)
for the year ended 31 March 2017

I. ACCOUNTING POLICIES

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

I.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 group's financial statements have been prepared in compliance with FRS 102 and with the Statement of Recommended Practice (FRS 102) "Accounting and Reporting by Charities" (January 2015) as it applies to the financial statements of the group for the year ended 31 March 2017.

The Financial Review in the Trustees Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2017 in comparison to the prior and earlier years.

The BBC Media Action group has a healthy cash balance as set out in Note 13. Forecasts indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed. The Trustees Report explains how BBC Media Action is structured and managed and how 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 continues to adopt the going concern basis of accounting in preparing the annual financial statements.

I.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 2017. For the purposes of complying with FRS 102 the entity is a public benefit entity.

The financial statements of BBC Media Action (India) Limited (formerly BBC WST Limited), a company registered in England and Wales (no. 2746733), the financial statements of BBC Media Action Nepal Private Limited, an entity established in Nepal (no: 112548/60/070), and the financial statements of BBC World Service Trust India have been consolidated with those of BBC Media Action.

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 is incorporated in the State of Delaware, USA. This organisation had a common director/trustee, Susan King, until 20 January 2017. 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.

I.c LIMITED BY GUARANTEE

BBC Media Action is a company limited by guarantee, registered in England and Wales. 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 12 subscribers at the end of the year.

I.d FUND ACCOUNTING

BBC Media Action has various funds 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.

I.e INCOME

Income from charitable activities includes income earned both from the supply of goods or services under contractual arrangements and from performance-related grants which have conditions that specify the provision of particular goods or services to be provided by the charity. To fall within this analysis heading, the activities specified by the contractual terms or grant conditions must be undertaken for the charitable purposes of the charity (paragraph 4.33 of SORP FRS 102). This income is usually subject to donor-imposed conditions which specify the time period in which expenditure of resources can take place and so income is recognised in line with this.

These grants or contract income, less the management fee (for indirect costs), are credited to restricted income within the SOFA, with unspent balances being carried forward to subsequent years within the relevant fund. Where funding allows a management fee to be earned, the management fee is credited to unrestricted income within the SOFA. Specific debts are recognised where the charity can demonstrate entitlement to income greater than receipts to date.

Government grants are recognised when it is reasonable to expect that the grants will be received and that all related conditions will be met, usually on submission of a valid claim for payment. Grants of a revenue nature are credited to income, so as to match them with the expenditure to which they relate.

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.

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

1.f EXPENDITURE

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. *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.

1.g FOREIGN CURRENCY

Transactions denominated in foreign currencies are recorded in sterling at the 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.

1.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 section 28 of FRS 102, 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 this 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. Where these contributions are reclaimable directly from donors they are charged to restricted funds, where they are not they are charged to unrestricted funds.

I.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.

I.j REDUNDANCY

Redundancy payments are payable when employment is terminated by the group before the normal retirement date or end of employment contract. Termination costs are recognised at the earlier of when the group can no longer withdraw the offer of the benefits or when the group recognises any related restructuring costs.

I.k LEASES

Rentals payable under operating leases are charged in the profit and loss account on a straight line basis over the lease term. Lease incentives are recognised over the lease term on a straight line basis.

I.l 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.

I.m 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

I.n JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. During the year there were no judgements or estimates which have had a significant effect on amounts recognised in the financial statements.

I.o FINANCIAL INSTRUMENTS

BBC Media Action uses foreign exchange forward contracts to manage its exposure to foreign currency exchange risk. The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date.

2. DONATIONS AND LEGACIES

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

	Unrestricted funds 2017 £'000	Restricted funds 2017 £'000	Total 2017 £'000	Total 2016 £'000
BBC Group	250	101	351	812
BBC Global News Limited	-	1,385	1,385	987
Airtime/media space from various providers	-	1,208	1,208	1,685
Individuals/other	188	569	757	752
Total	438	3,263	3,701	4,236

The BBC Group includes some gift in kind office facilities and an unrestricted cash grant of £250,000, which reflects the value of programming that is provided to the BBC World Service by BBC Media Action.

The BBC Global News Limited contribution represents gift in kind commercial TV time and online advertising space for BBC Media Action content.

Airtime/media space represents the gift in kind commercial value of broadcast slots provided by radio and TV broadcasters in Bangladesh and Nigeria. This valuation is based on commercial rates as advertised by the broadcasters. In other locations, BBC Media Action receives free airtime but does not have a sufficient basis to recognise it as gift in kind income and expenditure in these accounts.

3. OTHER TRADING ACTIVITIES

Other trading activities were derived from the following sources:

	2017 £'000	2016 £'000
Fundraising dinner and corporate partners	154	112
Total	154	112

4. INVESTMENT INCOME

	2017 £'000	2016 £'000
Bank interest receivable	32	26
Total	32	26

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES:

	Total 2017 £'000	Total 2016 £'000
Grant funding for specific charitable activities:		
Africa	12,782	15,678
Asia	13,599	13,119
Rest of World	9,575	6,906
Cross-cutting activities	4,308	5,201
Total	40,264	40,904

6. EXPENDITURE

	Direct project costs 2017 £'000	Project staff costs 2017 £'000	Allocation of support costs 2017 £'000	Total 2017 £'000	Total 2016 £'000
<i>Raising funds:</i>					
Costs of generating voluntary income	98	-	14	112	194
Fundraising trading cost of goods sold and other costs	112	-	17	129	137
Total expenditure on raising funds	210	-	31	241	331
<i>Charitable activities</i>					
Changing lives through media and communication					
Africa	6,670	5,948	2,060	14,678	18,072
Asia	7,084	5,103	2,076	14,263	13,782
Rest of World	6,420	2,411	1,624	10,455	8,316
Cross-cutting activities	514	3,035	577	4,126	3,452
Total expenditure on charitable activities	20,688	16,497	6,337	43,522	43,622
Total resources expended	20,898	16,497	6,368	43,763	43,953

The support costs allocated and the basis of apportionment were:

<i>Support activity</i>	<i>Basis of apportionment</i>	2017 £'000	2016 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	1,018	883
General management	Pro-rata by direct project expenditure	3,715	2,124
Financial management	Pro-rata by direct project expenditure	557	602
Information technology	Pro-rata by direct project expenditure	470	666
Premises and facilities	Pro-rata by direct project expenditure	608	1,229
Total		6,368	5,504

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 £40,176,000 (2016: £41,562,000) and the net result is a surplus of £388,000 (2016: £1,325,000).

7. NOTES TO THE SOFA

	2017 £'000	2016 £'000
Net income for the year is stated after charging:		
Amounts receivable by the company's auditor and its associates in respect of Audit of these financial statements	42	-
Amounts receivable by the company's auditor and its associates in respect of Audit of the financial statements of subsidiaries	9	9
(Gain) on disposal of fixed assets	(9)	-
Exchange rate (gain)	(100)	(172)
Hire of other assets – operating leases	1,920	1,786

The audit fee in the prior year was borne by the BBC.

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 £3,370 (2016: £2,170) during the year relate to the reimbursement of travel costs incurred while carrying out their duties for BBC Media Action. Expenses were paid to seven trustees (2016: seven). Donations made by Trustees in the year totalled £nil (2016: £51,750). Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy.

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

	2017 £'000	2016 £'000
Costs of staff are split out by:		
Wages and salaries	15,845	14,635
National insurance	632	632
Pension costs	616	641
Other staff costs	542	84
Total	17,635	15,992

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

	2017	2016
£60,000–£69,999	12	6
£70,000–£79,999	7	6
£80,000–£89,999	2	1
£90,000–£99,999	2	2

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefit schemes is 10 (2016: 13). The senior management team who have authority and responsibility for planning, directing and controlling the activities of the group are considered to be key management personnel. Total remuneration in respect of these individuals, including the Executive Director's earnings of £95,349 (2016: £94,078), is £382,624 (2016: £402,829).

The increase in the number of staff earning more than £60,000 per annum largely reflects inflationary increases from the prior year – with eight of those staff in the table above earning less than £63,000. In addition, there are two staff based overseas whose salary is denominated in foreign currency, and who are now earning more than £60,000 due to weakening of the British Pound in the year.

The average number of employees, on a headcount basis, analysed by function was:

	2017	2016
Programme activities (charitable):		
Asia	379	377
Africa	381	394
Rest of World	75	56
Raising Funds/Other	3	5
Total	838	832

The average number of persons, including part-time staff, employed across the year on UK contracts in the UK and overseas was 187 (2016: 174). The number of staff, including part-time staff, employed locally on overseas contracts was 651 (2016: 658) at a cost of £7,941,659 (2016: £7,367,013).

The costs charged in year include redundancy payments of £479,886 (2016: nil) of which £469,295 (2016: nil) was still due to be paid out at 31 March 2017.

Total staff costs are split in Note 6 between staff costs directly attributable to activities and staff costs included within support costs and allocated to activities.

10. TANGIBLE FIXED ASSETS

Group and charity

	Fixtures and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation			
At 1 April 2016	78	43	121
Disposals	(52)	0	(52)
At 31 March 2017	26	43	69
Depreciation			
At 1 April 2016	78	43	121
Disposals	(52)	0	(52)
At 31 March 2017	26	43	69
Net book value			
At 1 April 2016	-	-	-
At 31 March 2017	-	-	-

11. FIXED ASSET INVESTMENT

	Charity 2017 £'000	Charity 2016 £'000
Investment in BBC Media Action (India) Limited		
Cost	55	55
Less: Cumulative impairment	(35)	(35)
Investment in BBC Media Action Nepal Pvt. Limited		
Cost	3	3
Totals	23	23

BBC Media Action (India) Limited is 100% owned by the BBC Media Action.

BBC Media Action Nepal Private Limited is an entity established in Nepal and is 100% owned by BBC Media Action.

BBC Media Action (India) Limited

The statement of financial activities of BBC Media Action (India) Limited may be summarised as follows:

	2017 £'000	2016 £'000
Total incoming resources	3,966	3,716
Total resources expended	(3,966)	(3,716)
Net incoming resources	-	-
Total funds brought forward	21	21
Total funds carried forward	21	21

The balance sheet of BBC Media Action (India) Limited may be summarised as follows:

	2017 £'000	2016 £'000
Fixed and current assets	583	662
Liabilities	(562)	(641)
Net assets/funds	21	21

BBC World Service Trust India

BBC Media Action has no investment in BBC World Service Trust India, however in accordance with paragraph 24.14 of SORP FRS 102 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:

	2017 £'000	2016 £'000
Total incoming resources	-	-
Total resources expended	-	-
Net incoming resources	-	-

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

	2017 £'000	2016 £'000
Fixed and current assets	-	-
Liabilities	-	-
Net assets/funds	-	-

BBC Media Action Nepal Private Limited

The statement of financial activities of BBC Media Action Nepal Private Limited may be summarised as follows:

	2017 £'000	2016 £'000
Total incoming resources	9	2
Total resources expended	(9)	(4)
Net incoming resources	-	(2)
Total funds brought forward	1	3
Total funds carried forward	1	1

The balance sheet of BBC Media Action Nepal Private Limited may be summarised as follows:

	2017 £'000	2016 £'000
Fixed and current assets	1	1
Liabilities	-	-
Net assets/funds	1	1

12. DEBTORS

The statement of financial activities of BBC Media Action Nepal Private Limited may be summarised as follows:

	Group 2017 £'000	Group 2016 £'000	Charity 2017 £'000	Charity 2016 £'000
Trade debtors	1,765	2,049	1,765	2,049
Amounts due from related undertakings	-	-	-	383
Other debtors	361	468	311	432
Prepayments	518	711	457	708
Accrued income (see Note 16)	3,561	3,974	3,561	3,974
Total	6,205	7,202	6,094	7,546

All debtors fall due within one year.

13. CASH AT BANK AND IN HAND

The statement of financial activities of BBC Media Action Nepal Private Limited may be summarised as follows:

	Group 2017 £'000	Group 2016 £'000	Charity 2017 £'000	Charity 2016 £'000
Cash held at bank in UK	11,246	8,007	11,209	7,922
Cash held at bank and in hand overseas	1,555	1,566	1,429	1,029
Total	12,801	9,573	12,638	8,951

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

The statement of financial activities of BBC Media Action Nepal Private Limited may be summarised as follows:

	Group 2017 £'000	Group 2016 £'000	Charity 2017 £'000	Charity 2016 £'000
Trade creditors	375	239	243	239
Amounts due to subsidiary and related undertakings	1,638	2,304	1,948	2,307
Other creditors	1,992	1,195	1,847	1,099
Accruals	1,052	874	768	712
Deferred income (see Note 16)	6,293	5,213	6,293	5,213
Derivative liability	33	-	33	-
Total	11,383	9,825	11,132	9,570

15. PROVISIONS FOR LIABILITIES

Charity and group	Overseas Employment Tax £'000	Project Costs £'000	Total £'000
At 1 April 2016	51	352	403
Utilised during the year	-	(10)	(10)
Charge to SOFA for the year	-	417	417
Amounts released unused	(51)	(71)	(122)
At 31 March 2017	-	688	688

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 2017. It is expected that the majority of these obligations will be paid during the year ending 31 March 2018.

16. ACCRUED AND DEFERRED INCOME

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. The most significant projects for which income was deferred and accrued are detailed below. In the year to 31 March 2017 the group had 97 (2016: 99) active projects:

	Total Deferred Income	Total Accrued Income	Amount received and other movements	Released through the SOFA	Total Deferred Income	Total Accrued Income
	2016 £'000	2016 £'000	2017 £'000	2017 £'000	2017 £'000	2017 £'000
* DFID: Global Grant	(932)	-	14,046	(14,150)	(1,036)	-
* ActionAid: Nigeria - Deeping Democracy	(13)	-	533	(431)	-	89
* BMB Mott MacDonald: Accountability in Somalia	-	46	88	(134)	-	-
* BMB Mott MacDonald: South Sudan - Girls Education	-	184	997	(1,024)	-	157
British Council: Zambia Speaks!	(185)	-	123	(627)	(689)	-
* Christian Aid: Ethiopia - BRACED	-	43	220	(204)	-	59
Christian Aid: Sierra Leone - SABII	-	-	176	(112)	-	64
CIFF: Health	(32)	-	298	(304)	(38)	-
DFID: Tanzania - National Conversations 3	-	-	175	(216)	(41)	-
EU: Enhancing the capacity of the Gulf	-	-	(377)	(8)	(385)	-
EU: Med Media ENPI	-	776	637	(774)	-	639
EU: Syria - Radio Drama Project	(914)	-	1,880	(1,195)	(229)	-
+ FCO: Afghanistan - Open Jirga Ph.II	-	-	511	(479)	-	32
+ FCO: Algeria - Public Service Broadcasting	-	198	1,076	(798)	-	476
+ FCO: CSSF Estonia - ETV	-	-	396	(416)	(20)	-
+ FCO: CSSF Iraq - Community Cohesion	-	129	1,377	(1,381)	-	125
+ FCO: CSSF Serbia and Macedonia	-	-	211	(210)	-	1
+ FCO: Iraq - Consolidation Media Freedoms	(315)	-	213	(285)	(387)	-
+ FCO: Libya - El Kul	-	349	1,447	(1,513)	-	283
+ FCO: Tunisia - Ija Inbox	-	-	1,135	(706)	-	429
+ FCO: Ukraine Drama	-	126	(77)	(49)	-	-
Gates: India - MCH	(147)	-	1,964	(1,943)	(126)	-
Gates: India - UP Demand Generation	(216)	-	611	(387)	-	8
Gates: India: National Scale Up Phase II	(374)	-	61	(216)	(529)	-
Gates: India: SCU for a cleaner India	-	-	(632)	(85)	(717)	-

	Total Deferred Income	Total Accrued Income	Amount received and other movements	Released through the SOFA	Total Deferred Income	Total Accrued Income
	2016 £'000	2016 £'000	2017 £'000	2017 £'000	2017 £'000	2017 £'000
LIFT Consortium: Myanmar - Kyat Chat	-	-	11	(127)	(116)	-
Norwegian Govt: Ethiopia - Air We Breathe	(516)	-	1,018	(509)	(7)	-
Norwegian Govt: South Sudan - Life in Lulu 3	(42)	-	96	(54)	-	-
* Oxfam: Kenya - WASH	(140)	-	504	(309)	-	55
* PLAN UK: Myanmar - BRACED	(18)	-	279	(266)	(5)	-
SDC: Tanzania - Niambie	(96)	-	600	(399)	-	105
SIDA: Zambia - Radio Waves	(269)	-	956	(858)	(171)	-
SIDA: Zambia - Tikambe! Lets Talk!	-	133	149	(477)	(195)	-
Society for Family Health: Nigeria - Gombe	(109)	-	746	(742)	(105)	-
UNDP: Cambodia - Khlan9	-	164	460	(676)	(52)	-
UNFPA: Bangladesh - Strengthening Midwifery	-	-	294	(236)	-	58
UNICEF: Afghanistan - Child Vaccination	-	109	595	(704)	-	-
UNICEF: India - Adhafull	-	71	1,308	(1,409)	(30)	-
UNICEF: Kenya - SHARE	-	-	148	(166)	(18)	-
UNICEF: Nigeria - MERCI Phase II	(9)	-	683	(665)	-	9
US State Dep (MEPI): Libya - Hiwar Mushtarak	-	98	653	(606)	-	145
USAID: India - mServices to 6 states	(17)	-	507	(442)	-	48
USAID: Nepal - Earthquake Reconstruction	-	-	298	(250)	-	48
USAID: Palestinian Territories - Khaleena Nitfaham	-	122	859	(742)	-	239
World Vision: Bangladesh - DEPP	(15)	-	572	(491)	-	66
Other Projects	(854)	1,426	946	(2,489)	(1,397)	426
Total	(5,213)	3,974	38,771	(40,264)	(6,293)	3,561

* 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 2016 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers £'000	Balance at 31 March 2017 £'000
Unrestricted funds:					
Designated funds:					
Technology-led Change Fund	475	-	(127)	150	498
Catalyst Fund	177	10	(148)	-	39
Total designated funds	652	10	(275)	150	537
General funds	5,861	4,937	(4,284)	(150)	6,364
Total Unrestricted funds	6,513	4,947	(4,559)	-	6,901
Total Restricted funds	34	39,204	(39,204)	-	34
Total Funds	6,547	44,151	(43,763)	-	6,935

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.

The Technology-led Change Fund represents funds set aside for the development and enhancement of processes and systems.

The Catalyst Fund is used to develop and pilot new projects and approaches and provide matched funding for large-scale grants. It is expected that new funds raised each year for the Catalyst Fund, will then normally be used within one year. During 2016/17 £10,000 has been raised for the Catalyst Fund and there has been expenditure from the fund of £148,000.

At 31 March 2017 undesignated general funds of £6,364,000 were held (2016: £5,861,000).

The fund balances held at 31 March 2016 and 31 March 2017 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 Notes 2–6.

18. ANALYSIS OF GROUP AND CHARITY NET ASSETS BETWEEN FUNDS

	Net current assets £'000	Provisions for liabilities £'000	Total funds £'000
Restricted funds	34	-	34
Unrestricted designated funds	537	-	537
Unrestricted general funds	7,052	(688)	6,364
Total Funds at 31 March 2017	7,623	(688)	6,935

19. SUBSIDIARY UNDERTAKINGS

BBC Media Action has two 100% owned subsidiary undertakings: BBC Media Action (India) Limited and BBC Media Action Nepal Private Limited.

The investment in BBC Media Action (India) Limited (registered number 2746733, charity number 1121665) is held directly.

BBC Media Action Nepal Pvt. Ltd, (Company registration number: 112548/60/070) is an entity established under the laws of Nepal. It is a 100% owned subsidiary of BBC Media Action.

BBC Media Action has no investment in BBC World Service Trust India, however in accordance with paragraph 24.14 of SORP FRS 102 is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements as BBC Media Action has the right to appoint the majority of Trustees.

20. RECONCILIATION OF MOVEMENT IN FUNDS TO NET CASH OUTFLOW FROM OPERATING ACTIVITIES

	2017 £'000	2016 £'000
Net income for the year	388	1,325
Investment income	(32)	(26)
Gain on sale of tangible fixed assets	(9)	-
Decrease in debtors	997	(1,519)
Increase in creditors	1,558	581
Increase in provisions	285	90
Cash inflow from operating activities	3,187	451

21. COMMITMENTS

Sub-grants

BBC Media Action has committed the following amount in sub-grants to partners working on international projects, which will form part of the grants allocated in future years:

	Group 2017 £'000	Group 2016 £'000	Charity 2017 £'000	Charity 2016 £'000
Within one year	436	1,096	188	1,096
In the second to fifth years inclusive	103	168	-	168
Total	539	1,264	188	1,264

Other financial instruments – forward contracts

BBC Media Action uses foreign exchange forward contracts to manage its exposure to foreign currency exchange risk. The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date.

At 31 March 2017 had commitments to sell 1,500,000 US dollars and 800,000 EUR in foreign exchange forward contracts, with an unrealised loss of £32,544 recognised in the statement of financial activities (2016: nil).

Operating leases

These were the annual commitments under non-cancellable operating leases:

	Group 2017 £'000	Group 2016 £'000	Charity 2017 £'000	Charity 2016 £'000
Land and buildings				
Operating leases which expire:				
Within one year	390	344	331	326
In the second to fifth years inclusive	428	571	428	571
Total	818	915	759	897

At 31 March 2017 total amounts payable in the future on non-cancellable operating leases were £1,494,400 relating to land and buildings (2016: £2,259,998).

BBC Media Action is involved in various tax claims arising in the normal course of business. Management does not expect this to have a material adverse effect on BBC Media Action's financial position, changes in net assets or cashflow.

On 10 July 2017 the Board of Trustees of BBC Media Action agreed to provide financial support to its subsidiary, BBC Media Action (India) Limited, if the need should arise in order for BBC Media Action (India) Limited to continue as a going concern.

22. PENSION COSTS

Many of the Company's 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 2016 actuarial valuation by Willis Towers Watson of the pension scheme showed a funding shortfall of £1,769 million.

An 11-year recovery plan (2017–2028) was agreed between the BBC and the pension scheme Trustees which details the total amounts to be paid by the BBC (these amounts include both the employer's normal contributions in respect of future service accrual and the amounts payable in respect of the funding shortfall).

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

The next formal actuarial valuation is to be performed as at 1 April 2019.

Contribution rates

	Projections (%)		
	2018	2017	2016
Employer	31.4	16.7	16.7
Employee (Old and New Benefits)	7.5	7.5	7.5
Employee (Career Average Benefits 2006)	4.0	4.0	4.0
Employee (Career Average Benefits 2011)	6.0	6.0	6.0

BBC Media Action, following the provisions within IAS 19, 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 BBC Media Action to the scheme and the costs amounted to £372,193 in the year (2016: £409,118). In addition, at 31 March 2017, contributions of nil had been prepaid (2016: £nil).

The accounting valuation as at 31 March 2017 was undertaken by Willis Towers Watson, consulting actuaries. This valuation identified a deficit of £1,149.1 million in the scheme at 31 March 2017 (2016: £1,003.4million). 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 101, 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 US and Australia. The pension cost represents contributions payable by BBC Media Action to the funds and this amounted to £252,721 in the year (2016: £233,096).

23. RELATED PARTY TRANSACTIONS

The following related party transactions occurred during the year:

	Services procured from related parties £'000	Amounts owed by related parties £'000	Amounts owed to related parties £'000
<i>Other related parties</i>			
2017	460	4	1,638
2016	579	3	2,304

During the year, BBC Media Action procured some HR, IT and other support services of £460,278 (2016: £578,508) from the BBC.

Donations received from the BBC World Service, BBC Group and BBC Global News Limited are detailed in Note 2.

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, US. This organisation had a common director/ trustee, Susan King, until 20 January 2017. At 31 March 2017 an amount of £4,010 (2016: £3,470) was owed by BBC Media Action USA, Inc. This amount is non-interest bearing and repayable on demand.

At 31 March 2017, an amount of £1,637,639 (2016: £2,303,594) was owing to the BBC Group. This amount owing is non-interest bearing and repayable on demand.

TRUSTEES, SENIOR STAFF AND ADVISORS TRUSTEES**

Francesca Unsworth* ‡ (Chair)
Martin Dinham ‡ (Vice Chair)
Zeinab Badawi (from 17 October 2016)
Shubhranshu Choudhary (from 18 January 2017)
Richard Dawkins* †
Susan King (until 20 January 2017)
David Kogan
Keith McAdam
Michael C McCulloch † ‡
Bhupendra Mistry (until 20 January 2017)
Sanjay Nazerli
Sophia Swithern (from 18 January 2017)
Alison Woodhams † ‡
Mike Wooldridge

COMPANY SECRETARY

Lindsey North* †

MANAGEMENT TEAM

Caroline Nursey Executive Director
Chris Baker Director of Finance and Business Services (until 15 February 2017) then Chief Operating Officer
Kirsty Cockburn Director of Communications and Fundraising (until 26 August 2016)
James Deane Director of Policy and Learning
Alan de Sousa Caires Director of Finance and Business Services (from 15 February 2017)
Caroline Howie Director of Programmes

AUDITORS

Ernst & Young LLP, 1 More London Place, London SE1 2AF, United Kingdom

BANKERS

Barclays Bank Plc, 1 Churchill Place, London E14 5HP

REGISTERED OFFICE

Broadcasting House, Portland Place, London W1A 1AA

Registered number 3521587

Charity number 1076235

* BBC staff member

† Member of Finance and Audit Committee

‡ Member of Governance Committee

** All Trustees are also directors of the company

Thanks and acknowledgements

We are grateful to the following donors for making the work of BBC Media Action possible in 2016/17

GOVERNMENT AND MULTILATERAL DONORS

Conflict, Stability and Security Fund (CSSF) – UK
European Civil Protection and Humanitarian Aid Operations (ECHO, EC)
European Commission
Norwegian Agency for Development Cooperation
Norwegian Ministry of Foreign Affairs
Somalia Stability Fund
The Swiss Agency for Development and Cooperation
Swedish International Development Cooperation Agency
United Nations Children's Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Population Fund (UNFPA)
UK Department for International Development (DFID)
UK Foreign & Commonwealth Office (FCO)
US State Department
US Agency for International Development (USAID)

TRUSTS, FOUNDATIONS AND OTHER PARTNERS

ActionAid
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Notes



BBC
MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD

Cover image: An audience member in Achham district, western Nepal questions panellists during an episode of BBC Media Action's topical discussion show *Sajha Sawal* (Common Questions).

Find out more:
bbcmediaaction.org

   [bbcmediaaction](https://www.bbcmediaaction.org)

BBC Media Action is a registered charity in England and Wales (no 1076235) and a company limited by guarantee in England and Wales (no 3521587) at Broadcasting House, Portland Place, London W1A 1AA.