

Annual Report & Accounts 2017/18

Year ended 31 March 2018



BBC
MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD



“BBC Media Action’s engagement with media partners ... and its ability to carve out a space for challenging programming stands in some contrast to the general decline in media freedom worldwide.”

Independent evaluator, October 2017



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Welcome from the Chair & Vice-chair

We are very proud of the work carried out by BBC Media Action this year that is described in this report. From our swift response to the Rohingya crisis in Bangladesh and the mudslide in Sierra Leone, to the impact of long term work developing the skills and building the experience of partner organisations, the quality of BBC Media Action's work shines through.

It has been a challenging year for organisations working in international development. Revelations of sexual misconduct by a small minority of aid workers have led all development organisations to take a hard look at their approach to reporting and tackling safeguarding incidents and protecting beneficiaries and staff. BBC Media Action responded swiftly to calls for transparent disclosure by publishing details of how historical safeguarding incidents have been handled. We have reinforced our safeguarding policies and practices where necessary and reminded everyone who works in BBC Media Action of the ethical standards that apply to us all. In her capacity as Chair of Bond, the umbrella body for UK overseas aid organisations, our Chief Executive Officer Caroline Nursey contributed integrity and leadership to the sector at an extremely challenging time. Individuals behave badly in every sector and the difficult environment in which development organisations work makes it inevitable that wrongdoing will sometimes occur. But we are committed to doing all we can to build a culture where colleagues, partners and beneficiaries are treated with respect. And we will be open so that anyone can raise any concerns with us and be confident that we will investigate and take action. We must live up to the high standards rightly expected of humanitarian and development charities. As Trustees, we will continue to pay close attention to this.



Part of our role as the Board is to ensure BBC Media Action uses its resources strategically, and we—and staff across the world—have spent time this year assessing what has changed in the world and where we can make the biggest contribution. So we were delighted to approve a new three-year organisational strategy that will help us to build on our strengths, explore new avenues and evaluate our approach to using media and communication to help transform people's lives. This includes an even greater emphasis on working with young people and delivering through digital platforms, as more and more young people engage in this way.

The charity is currently supported by a board of 11 Trustees drawn from the BBC, the private sector, the media and international development. In 2017 we welcomed two new board members—Gavin Mann, global broadcast lead at Accenture and Nick Pickles, head of public policy for Twitter UK—and said a grateful farewell to Sanjay Nazarali, Michael McCulloch and David Kogan.

On behalf of the whole Board of Trustees, we warmly thank Caroline Nursey and all BBC Media Action staff for their commitment over the last year and we look forward to another successful year.

Francesca Unsworth
Chair

Martin Dinham CBE
Vice-Chair

Welcome from the Chief Executive Officer



The early part of this year was challenging as we adapted our ways of working to operate without central funding from the Department for International Development (DFID) and said goodbye to some staff whom we could no longer afford. However we have made the necessary changes and in 2017/18, BBC Media Action continued to respond to challenges in the wider world. We launched exciting projects in Bangladesh, Sierra Leone and Myanmar, and secured funding to continue our work across Africa, Asia, the Middle East and Europe.

We completed the evaluation of our multi-year, multi-country project funded by the UK's DFID, which was awarded an impressive A+ rating and described as "excellent value for money" by our assessors. We took stock of this assessment and others, listened to our staff and partners and looked closely at the environment in which we work, feeding that into a strategy that will guide our organisation for the next three years. This strategy outlines how our work will build on our learning, contribute to the UN's Sustainable Development Goals and take advantage of changes in the media and communication landscape to help us achieve our mission.

In all our work, we try to build social cohesion, challenge stereotypes and help people understand each other. In 2017/18 the global movement for

women's equality gained momentum, characterised by the #MeToo movement against sexual assault and harassment and the push in the UK for equal pay for women and men. As a woman leader I have been proud to see more women join our organisation and I try to support their development, particularly in places where women struggle to work outside the home or face high levels of discrimination.

We are trying to achieve greater diversity overall within our teams but still face specific challenges in individual offices around ethnicity and class as well as gender. When I visited Afghanistan in November, I was encouraged to hear from female colleagues that they feel able to develop their skills and grow in our organisation. I want to ensure that this perception is shared by all our staff and by the people whose lives we help through our programmes. We have invested in understanding gender better within our work too. Support from consultant gender advisors allowed us to launch a multimedia resource to help other organisations advance women's progress. And we have identified gender as a stronger strand of work in our new strategic plan.

This year we continued to expand our funding base and diversify the donors we work with—institutional, corporate and individual—and have made plans and recruited more experienced fundraisers so that we can increase our public fundraising in the future.

I want to thank all our staff whose dedication, creativity and hard work have delivered the work described in this report.

Caroline Nursey OBE
Chief Executive Officer

Strategic report

Who we are and what we do

Founded by the BBC in 1999, BBC Media Action is an independent charity that works on international development and embraces the BBC's values and editorial standards.

We work in partnership with the BBC World Service and other parts of the BBC, and several of our Trustees come from the BBC, but we are an independent organisation. Although we benefit from access to some of the BBC's people and infrastructure, none of our work is directly funded by the BBC licence fee. Our organisation grew out of an assumption that media was part of a democratic state and that democracy is a force for good. We still believe this.

Positive change happens when people have access to reliable, timely and useful information and the opportunity to talk about it. We work in some of the most fragile and divided societies in the world, using media and communication to give people these tools and opportunities.

Our work addresses poverty, not just by supporting people with low incomes, but also those with limited access to health, education and other basic services, those who have little opportunity to hold those with power to account, and people who are living in divided and unsafe environments. This is why we work on our three themes:

- Governance and rights
- Health
- Resilience and humanitarian response

And why reaching younger audiences, addressing the root causes of gender equality and working to build stronger media are increasingly integral to our projects around the world.

OUR VISION AND MISSION

Our vision

A world where informed and empowered people live in healthy, resilient and inclusive communities.

Our mission

With our partners we reach millions through creative communication and trusted media, helping people have their say, understand their rights, responsibilities and each other, and take action to transform their lives.

PUBLIC BENEFIT

The Trustees approved BBC Media Action's three-year Strategic Plan 2018–2021 in January 2018. 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 the charity's aims and objectives and in planning future activities.

Our Strategic Plan identifies three priority areas where we believe we can have the greatest impact: governance and rights, health, and resilience and humanitarian response.

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



A community discussion in Northern Nigeria, part of BBC Media Action's programme to help families make informed choices about immunising their children.

WHAT WE DO



We produce a wide range of media and communication outputs (radio, TV, face-to-face, digital, print and mobile phone-based communication) using a variety of formats (drama, debate, magazine programmes, phone-ins, documentaries and public service announcements). Every output is designed to inform and educate, and to do that, it must entertain. We work in appropriate 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 each other to 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 our reach. We work closely with other international development organisations, governments 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 show policy makers and influencers how media and communication can both improve governance and rights, health, and strengthen resilience and humanitarian response. We produce policy and research publications, and participate in conferences and events, to explore and share learning about what works in the field of media and communication for development.



We work with institutions to develop policies, legislation and regulations to help media organisations work in the public interest.

HOW WE WORK

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

People who need and help shape our work, including our audience members.

Practitioners including fellow media professionals (journalists, producers and actors) and frontline health workers—helping them to be more effective.

Organisations including commercial, community and public service media organisations, international and state institutions, civil society organisations and others in the not-for-profit sector.

Systems 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 engage in one or more of these ways, depending on the contexts where we work and the problems that we seek to address.

WHERE WE WORK

We have country offices in 14 countries across Africa, Asia, the Middle East and North Africa: Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Kenya (also covering work in Somalia), Myanmar, Nepal, Nigeria, Sierra Leone, South Sudan, Tanzania, Tunisia (also covering work in Algeria and Libya) and Zambia.*

We work in low and middle income countries, several of which are classed as fragile states. Many of our projects reach beyond these countries, particularly our work in media development and humanitarian response to emergencies. In 2017/18 we helped to strengthen the capacity of the media and other partners in more than 20 countries.

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

Delivering our programmes

DURING 2017/18 WE WORKED TO ACHIEVE THREE AIMS

- Deliver each agreed project effectively to achieve maximum impact and value for money, measuring achievements and learning from what has and has not worked. Share the learning from each project widely to inform the work of others and our own policy work.

We describe our achievements in this area on pages 14–33.

- Produce a new Strategic Plan which articulates the contribution we will make to the international Sustainable Development Goals and sets parameters for our work over the coming three years.

The new plan was approved by Trustees at their board meeting in January 2018

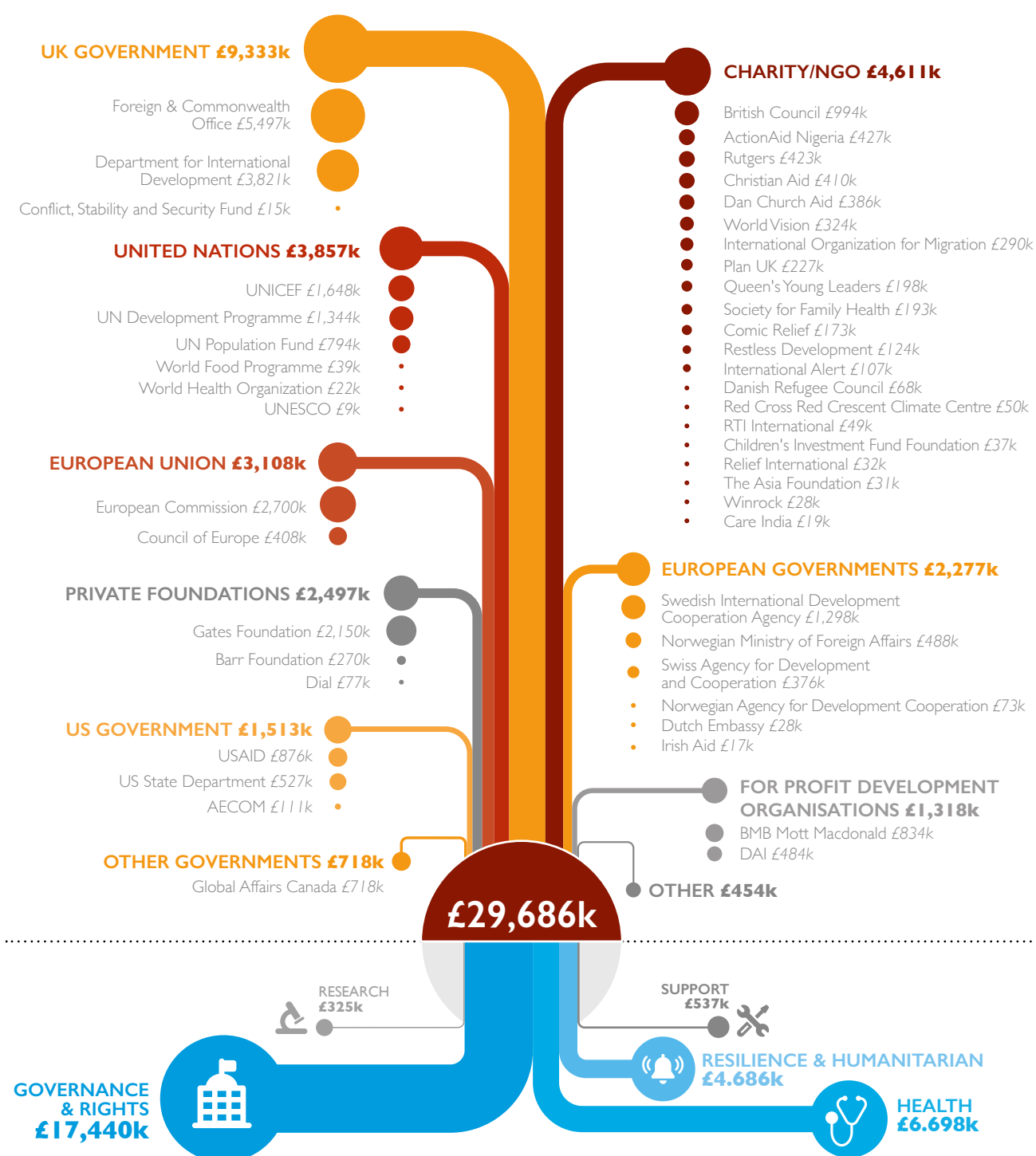
- Implement a set of actions to make our organisation more efficient and cost-effective, and produce plans to carry this work further.

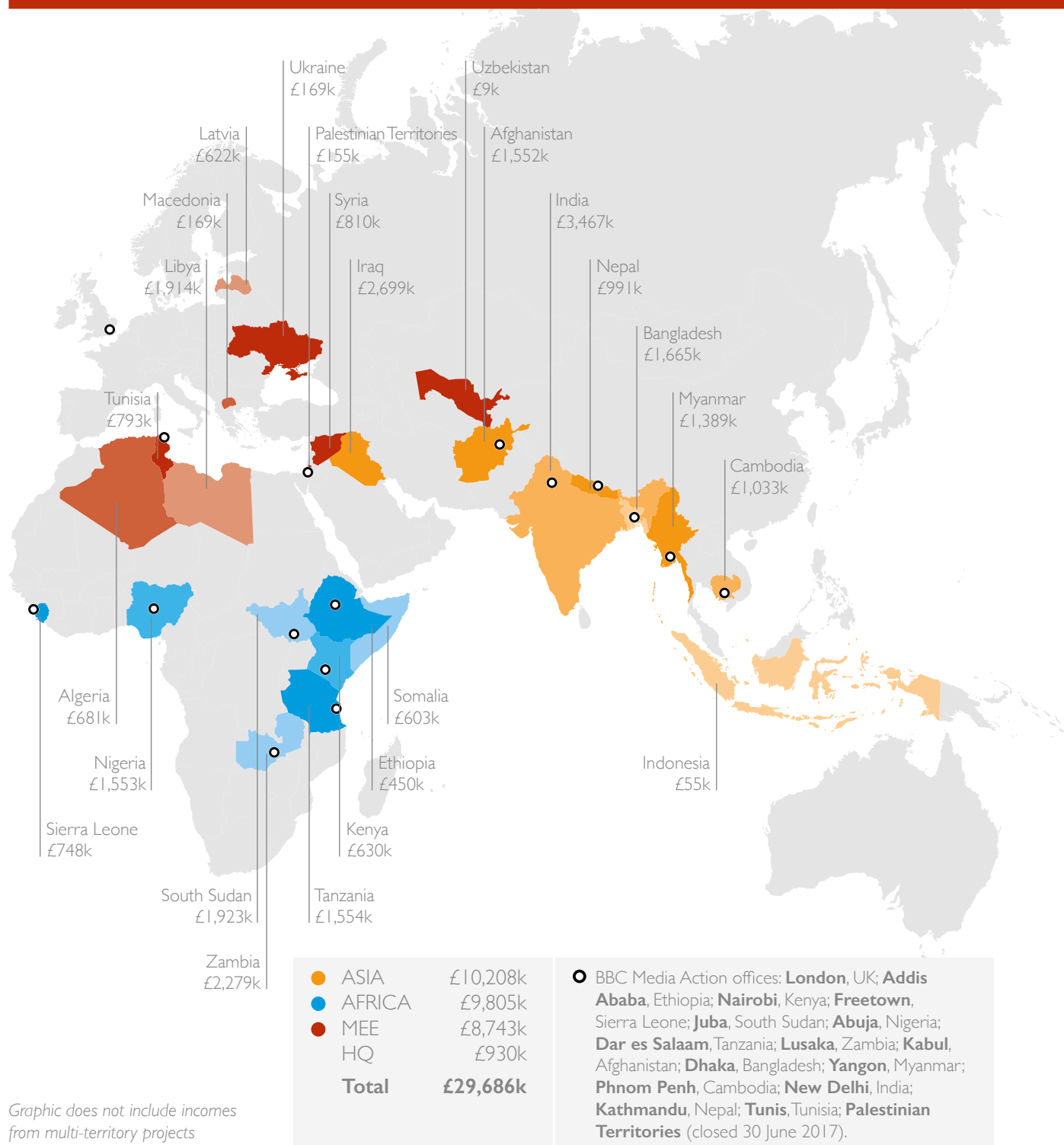
The work carried out in this area is described in page 34.



Recording of *Hirwar Mushtarak*, our debate show for Libyan audiences.

Funding our projects around the world





Governance and rights

Independent and responsible media outputs are central to accountable, inclusive and peaceful societies but media power is double-edged.

Media can help to ensure a government's accountability and act as a check against corruption, or it can protect vested interests. It can help promote social cohesion or reinforce division. We work closely with local media organisations to help them develop editorially and commercially so their programmes can support accountability, protect freedom and build social cohesion. Where the context allows, we seek to influence laws to encourage media independence and responsibility.

Through radio, TV or online content that we make or support others to produce, we:

- enable people to hold those in power to account more effectively;
- support free and fair elections;
- ensure that people understand their rights and responsibilities;
- help people to appreciate different viewpoints and live together peacefully.

Our policy and evidence work enables others to have a better understanding of the role and impact of media and communication in supporting effective democracies and in promoting political and social inclusion.

In 2017/18 we made or supported:

- TV and/or radio discussion programmes in Afghanistan, Iraq, Myanmar, Nepal, Nigeria, Sierra Leone, Tanzania, Tunisia and Zambia;
- Radio dramas in Myanmar and Nigeria;

- Topical news and current affairs programmes broadcast on social media to Libya and in Cambodia;
- Carried out in-depth research into the effectiveness of these interventions.

ENGAGING YOUNG PEOPLE TO OVERCOME PROBLEMS

The UN predicts that the number of young people in Africa will have increased by more than a third by 2030. However, low literacy rates and high unemployment levels mean that many young people are unemployed or under-employed—contributing to social unrest and stifling economic development.

In Sierra Leone, our radio series *Dis Na Wi Voice* (This Is Our Voice) and our short, shareable films shown on Facebook and TV, and screened in the community, encouraged young people to tell their own stories, discuss their frustrations and take action to improve their livelihoods and solve their problems. This social media content, which included nine short documentaries showing “ordinary people doing extraordinary things”, contributed to the BBC Media Action Sierra Leone Facebook page winning the Best Social Media Engagement category in the 2017 African Digital Media Awards.

Film screenings stimulated community discussions between the young audience members and local decision-makers. An external evaluator documented several stories of change including young people

Maraya Conte interviews a guest for *Dis Na Wi Voice* in Sierra Leone.



pursuing employment and education or renouncing violence as a result of listening to the show or watching the films. These include a former prisoner who was inspired by the story of a reformed gang leader to start a small business and a school dropout who went on to invest in his brother's business.

#NoSidonLook (Don't just sit and watch) started as a small multimedia platform conversation aimed at providing a safe space for discussions about active citizenship. The conversation grew into an extremely popular trend on social media, especially Twitter, and on TV and radio stations across Nigeria. The initiative encouraged young Nigerians to individually or collectively get involved in the electoral processes and engage their leaders

towards solving their local and national problems. This message resonated with partner radio stations and youths across Nigeria who adopted the #NoSidonLook hashtag in their own local activities and online conversations. In 2017/18, some of our radio partner stations produced live shows and Facebook Live events and participated in Twitter conversations where young people were encouraged to share their stories of active citizenship and participation in governance. Our tweets using the #NoSidonLook hashtag achieved more than 16,000 retweets and over 200 million impressions on social media. #NoSidonLook also included TV spots featuring groups working to articulate their needs and follow a democratic strategy to achieve results in their communities.



It was during my last release from prison that I was fortunate to listen to the story of the gang leader. This story has transformed me completely. It taught me that ghetto life can't help."

Ishiaka Amara, *Dis Na Wi Voice* listener, Kenema, Sierra Leone

FOSTERING UNDERSTANDING IN FRACTURED SOCIETIES

Libya remains an extremely unstable environment for journalists, with the media largely controlled by armed political factions. In 2017/18 our Facebook-based news and current affairs show *El Kul* (For Everyone) remained among the top five most-read Facebook pages in Libya, reaching more than 10% of the Libyan population. The show covered a range of sensitive topics, including the aftermath of the May 2017 suicide bombing by a Libyan in Manchester. Research showed that *El Kul*'s viewers welcomed the chance to get accurate, impartial news and critical analysis in a highly partisan environment and that they believed the programme helped to foster understanding of other cultures. Our audience-led discussion show for Libyans, *Hiwar Mushtarak* (Shared Debate) continued to train and mentor young Libyan journalists and producers to broadcast impartial debate on a range of topical issues.

Evaluation of *Hay el Matar* (Airport District)—our 150-episode radio drama for Syrians broadcast online and on BBC Arabic—concluded that the show mirrored the daily challenges facing all parties living through the conflict. Qualitative research into the drama's impact on audience members found it helped to reinforce their rejection of violent extremism. One character in particular resonated strongly. Nidal, a kind young man with supportive and well-respected parents, becomes radicalised after a series of humiliations. This storyline successfully captured the complex factors that can contribute to radicalisation, including isolation, rejection and the influence of others.

In 2017/18, 30 radio stations in South Sudan broadcast the fourth series of our radio drama,

Life in Lulu, which focuses on building peace and promoting reconciliation. After listening to the show, research respondents said they were more likely to resolve disputes peacefully and seek the advice of village elders to ease community tensions. Women, in particular, said they felt empowered to participate in solving problems in their local area. Storylines also aimed to educate people about the dangers of landmines and explosive remnants of war—a risk in large areas of the country.

In Myanmar, we continued to produce *The Tea Cup Diaries*, a weekly radio drama that seeks to bridge ethnic and religious divides. In 2017/18, escalating violence against the Rohingya minority in Rakhine state and the backlash against international reactions and media reporting on the crisis posed operational challenges for us in Myanmar. Nevertheless, the drama continued to air weekly on the state broadcaster MRTV, regularly reaching around 5 million listeners. We also delivered training for journalists from state and independent media organisations on how to report sensitively on vulnerable groups and how to avoid spreading disinformation.

PROVIDING TRUSTED PLATFORMS FOR DEBATE

In many countries, our programmes are household names and trusted platforms that help the public to explore important topics and hold power-holders to account. In 2017/18, two of our longest-running and extremely popular serials were taken off air, though we hope to relaunch them when we have secured funding. These are the topical TV and radio discussion show *Sajha Sawal* (Common Questions) in Nepal and *Story Story: Voices from the Market* broadcast on 164 Nigerian radio stations and by the BBC World Service across West Africa.



In the mountains, we have had to scrape snow off slopes ahead of the recording. I remember waking up in a tent with frozen fingers... and thinking, this is why it is so important that I record the voices from these areas.”

Prakash Ghimire, *Sajha Sawal* sound technician, Nepal



Recording of *Sajha Sawal* in Humla, Nepal.

In its 10 years on air, *Sajha Sawal* hosted discussions in front of live audiences in every region of Nepal and put every prime minister (bar one) in the hot seat, reaching more than 6 million regular listeners. The 500th episode, featuring a rare media appearance by the prime minister, has been watched more than a million times on YouTube and received more than 10,000 reactions on the channel. A companion show *Taja Sawal* was launched on Facebook aiming to engage an audience of 15–24 year-olds (see page 26).

“When the audience comes to you, they come to you with trust. And it becomes our job to protect that trust.”

Sita BK, *Sajha Sawal* audience recruiter, Nepal

Story Story: Voices from the Market, a hugely popular character-led drama set in Nigeria that regularly attracted 17 million listeners, explored topics ranging from HIV stigma to local corruption. More

than 80% of audience members credited the programme with improving their understanding of political issues. At the time of publication, our team continues to investigate a new direction for these shows, to build on their strong track record.

In Afghanistan, our long-running discussion and debate series *Open Jirga* (Open Assembly) returned for a seven-episode series with new presenters, a new look and a new funder—the UK Government's Foreign and Commonwealth Office. These episodes were broadcast at a crucial point in negotiations between Afghanistan's government and the Taliban, when deteriorating security in the country threatened both peace and effective governance.

Health

A student describes proper handwashing techniques during an outreach event in Marsabit, Northern Kenya.





I would like to tell all men that any effort in assisting our wives to take care of the children goes a long way.”

Brian Wafula, listener, Kenya

BBC Media Action gives people accurate and complete information so they can make fully informed decisions to improve their health and the health of their families.

Our programmes encourage discussion to help shift the social norms that prevent people from enjoying good health because people are more likely to make changes if they believe they are doing something “normal” and widely adopted. We believe that recognising the importance of social norms in good health, as well as enabling people to have their voices heard, will be key to achieving the Sustainable Development Goal 3 (Good Health and Wellbeing) health targets by 2030.

Our programming reaches millions of people and prompts listeners, viewers and online users to talk about sensitive subjects. We focus on improving the health of mothers and children, promoting good nutrition and stopping the spread of infectious diseases—including those caused by poor sanitation

In 2017/18 our projects helped:

- support the health of women and children in Afghanistan, Kenya and Nigeria;
- encourage discussion around sexual and reproductive rights in Bangladesh, India, Tanzania and Zambia;
- people to protect themselves from malaria in Sierra Leone and from disease caused by poor sanitation in India, Kenya and Myanmar.

IMPROVING BABIES' START IN LIFE

Premature birth is a leading cause of neonatal death worldwide. In Bungoma county in Kenya's Western Province, premature babies and babies from multiple births are often stigmatised or seen as a curse. Through our 13-part radio drama *Ngozi kwa Ngozi* (Skin to Skin), our training for health workers and organising community listening groups, we tackled this stigma and helped parents to protect their newborns. The radio drama centred on a



Our communication toolkit, *Khoon ka Rishta* (Bloodline), which successfully encouraged women to take regular folic acid supplements during pregnancy, won a silver Abby award, regarded as the “Oscars” of advertising in India.



It is really enlightening... because my husband doesn't like the polio [vaccination], but since I made him start listening to the programme, he now allows the children to receive the immunisation."

Madubi (Mirror) listener, Nigeria

conversation between twins as they fought for space in the womb and their first days of life after being born pre-term. This device helped listeners to care about the twin babies and value their lives. Listener groups enabled people to speak frankly about obstacles to good healthcare. On-air discussions and community outreach activities encouraged parents to have intensive "skin-to-skin" contact with their newborn babies, greatly increasing survival chances. Our final evaluation found that mothers felt the drama helped decrease their feeling that they had done something wrong by giving birth prematurely. Men who heard the drama said they wanted to support their partner and baby. Some had taken up skin-to-skin care and challenged other men to do the same.

In India, where more than 50,000 women die from pregnancy or childbirth complications every year, we train health workers and give pregnant women advice via mobile phone-based services. In 2016 the Indian government started to roll out our *Kilkari* (Baby's Gurgle) mobile phone messaging service. By March 2017 we had reached more than 3 million families in 10 states with life-saving health information. Alongside this, more than 140,000 community health workers have been trained using our mobile phone-based curriculum: Mobile Academy. In November 2017 Johns Hopkins University began a rigorous evaluation of the project to scale up the mHealth services which, when completed (expected 2018), will help to inform our future work in mobile health and beyond.

PROTECTING FAMILIES FROM LIFE-THREATENING DISEASES

The elimination of polio worldwide is tantalisingly close but it persists in three countries and can kill or maim children and adults alike. In conflict-affected north-eastern Nigeria, where nearly half the population needs humanitarian aid, many parents refuse to vaccinate their children against polio or do not see it as a priority. Gaining parents' trust and acceptance by the wider community is vital to achieving the level of vaccination that will end the disease forever.

In 2017/18 we worked with UNICEF to produce *Madubi* (Mirror), a 15-minute Hausa-language radio drama that was broadcast on 44 stations across northern Nigeria. The drama was re-enacted by actors in live community performances in which community members joined discussions about vaccinations and childcare, with UNICEF health experts on hand to answer questions. The presence of community leaders at these events increased their impact. Research showed that this project helped to debunk harmful myths around the polio vaccine and that health workers regarded the drama as an effective way to challenge vaccine refusal.

Contaminated ground water and unsafe disposal of human waste contribute to an estimated 1 in 10 deaths in India. The Indian government aims to end the widespread practice of open defecation by 2019. But persuading people to use toilets (when they are available) has been slow and difficult. We



I go to the clinic and I'm able to express myself, [ask for] the kind of help that I need, the type of person I need to talk to. Tikambe has really changed the Priscilla you are seeing now."

Tikambe listening group member, Zambia

produced a series of entertaining, two-minute audio dramas in 2017/18 featuring a persuasive salesman who sells cleaning products on public transport. He helps to bust common sanitation myths in a non-confrontational, entertaining way and shows people how to overcome barriers that deter them from using toilets. The series was conceived using results from extensive consumer research funded by the World Bank in Uttar Pradesh and was aired on All India Radio network and private FM radio stations.

In Nepal, where unsafe disposal of children's faeces is widespread, we helped to tackle this harmful practice by supporting two local radio stations to produce public service announcements, informed by our initial research into the needs of the populations they serve. We also completed our WASH (water and sanitation) project in Kenya to mentor eight partner community radio stations to help promote safe sanitation practices. Our evaluation showed that radio producers felt equipped to continue to produce water and sanitation-related radio programmes without direct BBC Media Action support, and that 7 out of 10 listeners could identify at least two situations when hand-washing with soap is necessary.

TALKING ABOUT SEXUAL HEALTH

Discussion reinforces learning and makes it more likely that people will adopt new behaviour, even on sensitive subjects such as sexual health. In 2017/18 our youth-focused programmes in Zambia, Tanzania and Bangladesh helped young

people discuss taboo subjects including sexually transmitted infections, multiple partners, teenage pregnancy, and paid-for sex in an engaging, non-judgemental environment. For example, *Tikambe* (Let's Talk), our TV, radio and online show in Zambia, reached more than half of the 14–24 year-olds in the three districts we measured. Our researchers found that those who had watched, listened to or encountered *Tikambe* through social media were significantly more likely to adopt safer sexual and reproductive health practices. Statistical analysis that took into account the potential influence of factors other than our programme, found that regular viewers or listeners were more than twice as likely to have visited a sexual health clinic in the past month.

Our evaluation of a special health strand of *Niambie* (Tell Me), our youth-focused radio and multimedia show in Tanzania, included in-depth interviews with young listeners who said it had improved their knowledge of reproductive health and raised awareness of their right to health services. Research also showed that the show prompted listeners to take action—such as visiting a sexual health clinic or educating themselves about their menstrual cycle. Several listeners said the programme explored topics in detail, such as teenage pregnancy, that neither their parents nor schools had covered sufficiently.

Building resilience and strengthening humanitarian response

BBC Media Action's work on resilience and responding to humanitarian emergencies seeks to help people prepare for and withstand shocks and stresses—including a changing environment or economic challenges and humanitarian disasters.

As well as providing people with useful information through the programmes that we make or support others to create, we inspire people to believe they can improve their lives.

When disaster strikes—such as an earthquake, conflict or epidemic—people need the right information to understand what is happening and how they can best respond. Our training helps broadcasters, government departments and humanitarian agencies to make relevant programming for people affected by humanitarian crises, providing practical information and psychological support. It also gives people affected by these crises an opportunity to ask questions of, and seek answers from, those leading the humanitarian response.

STRENGTHENING FINANCIAL LITERACY

Migrating for work, driven by poverty, food and job shortages, is common in Myanmar. Millions of people leave rural areas for cities and an estimated 2 million migrant workers live in Thailand—often without documentation or a decent place to live. According to the World Bank, more than two-thirds of adults have no access to credit or banking services, or take on loans without knowing their rights.

To address this need, in 2017/18 we launched a 48-part radio series *Yay Kyi Yar* (To Clear Water) which broadcast on Myanmar's state broadcaster MRTV and a Thai community radio station, along with listening clubs and training for broadcasters. This programme covered issues including work skills, savings and loans, migration laws, mobile banking, obtaining official papers and stories of successful entrepreneurship. Early feedback suggests audience members find the show memorable and useful. In 2018 a discussion programme recorded on location in a Yangon garment factory became our first factual programme to air on MRTV (it has previously broadcast our radio dramas).

HELPING PEOPLE PREPARE FOR EXTREME WEATHER

In Ethiopia our radio programmes *Genna Bona* (winter to summer) and *Walle Damma* (Honey-seeking bird) included short weather forecasts as well as information about issues affecting farmers. Our evaluation in 2017/18 showed that three-quarters of listeners used these professional weather forecasts and discussed them with others. Following a programme about an outbreak of cattle disease in the southern Oromia region, more than 400 listeners called in to find out how they

A woman and children walk to collect water during drought in Somalia.



GETTY IMAGES

could treat their cattle—prompting our producers to interview a vet who outlined symptoms and prevention and treatment methods.

In Myanmar we concluded a two-year project that helped people better prepare for cyclones, floods and other disasters. MRTV aired our TV public service announcements, which audience members appreciated for their practical and cost-efficient advice. This included showing people how to flood-proof their possessions, build communal flood-resistant latrines and grow “gardens” in discarded bottles. Town and village leaders in

eight target areas received DVDs of the short films and booklets to help spread and embed this knowledge. We also successfully led two capacity-strengthening events for state and non-state media and staff from the government meteorology and disaster resettlement departments, as well as civil society organisations.

LIFELINE PROGRAMMING IN HUMANITARIAN CONTEXTS

The arrival of more than 600,000 Rohingya people fleeing violence in Myanmar posed huge challenges for those affected and the host community in Cox’s



When I heard about safe water treatment from the radio programme and practised that, I found that my children stopped getting sick.”

Listener, *Rohingya Lifeline* programme, Bangladesh

Bazar, Bangladesh. In 2017/18 we worked closely with UNICEF to support the state broadcaster, Bangladesh Betar, and local broadcaster, Radio Naf, to produce humanitarian radio programmes, including a twice-weekly programme for children, who make up more than half of the recent arrivals.

We helped to organise listening groups in the camps so the programme could reach people who do not own a radio or a smartphone. We also partnered with Internews and Translators Without Borders to gather views and feedback from camp dwellers and members of the host community to inform future programmes and improve the quality and effectiveness of the humanitarian response.

In 2017/18 our earlier Preparation for Lifeline training helped our staff and broadcast partners in Sierra Leone, India, Nepal and Myanmar to respond to floods and landslides with practical, humanitarian programmes and meet the information needs of people affected by conflict in Syria, Ethiopia and Bangladesh.

- Following heavy floods in Myanmar, MRTV—previously trained by us—broadcast twice-weekly Lifeline programmes for those affected.
- In Nepal, we worked with the national broadcaster, Radio Nepal, and other radio stations to contact people in flood-affected areas via Facebook, email and phone to understand their priority information needs. We then produced public service announcements that were widely shared by our programme partners.

- In Sierra Leone, following floods and a deadly mudslide, we shared information via Facebook on how to access emergency helplines and centres providing food, clothing and other assistance. We shared advice on social media on how to avoid unsafe water and prevent cholera and typhoid.
- In Bangladesh we worked with the national government, the UN and non-governmental organisations after cyclone Mora hit the south-east of the country. We led the CDAC Network’s Disasters and Emergencies Preparedness Programme in Bangladesh, and helped to coordinate early warning communication for affected areas.
- We produced Lifeline programming in response to a drought and food crisis in Somalia. The programming formed part of a new BBC Somali magazine show examining the situation.

In Nepal, following the devastating earthquakes in April and May 2015, we continued to produce radio programmes *Milijuli Nepali* (Together Nepal) and the drama series *KathaMaala* (Garland of Stories) to help affected communities rebuild their homes and local communities. In addition, our local partner radio stations held and broadcast community discussions to help people understand the reconstruction process and ask engineers about rebuilding their houses. Our research showed that the central character in the drama, a young woman who trains as a mason to help her neighbours to rebuild their homes, had inspired other women to take up the profession.



Sometimes in the media all we focus on is ... a person's suffering. I [now] understood you can produce content that gives them hope, ideas they can benefit from... something they really need."

Radio producer and BBC Media Action mentee, Syria



SUPPORTING BETTER OUTCOMES FOR CHILDREN IN SYRIA

Children in Syria have paid a heavy price during the seven-year war, with thousands killed and even more traumatised. In 2017/18 we supported independent radio producers, animators and film-makers in Syria to make animations, radio dramas, discussion programmes and a documentary about child rights and risks. During six months of intensive support, we helped radio producers and animators to improve the standard of their work and create valuable, practical and life-saving content.

- A series of animations helped parents identify post-traumatic stress disorder in their children and learn how to spot explosive devices, including those disguised as toys.
- Discussion programmes broadcast by our partner radio stations covered topics such as maternal and child health, vaccination, pregnancy and education services.
- A radio drama we produced with radio station Arta FM helped to debunk common misconceptions about pregnancy, based on discussions with local women and maternal health experts.
- An independent documentary producer captured the growing problem of child labour in a constructive way by following two brothers as they stopped selling food on the streets to re-enrol in school.

Reaching younger audiences

There are more young people than there have ever been. Half the world is under 30 years old and nine in 10 of these young people live in developing countries.

Most of them have fewer opportunities than their elders to influence their family, or local and national decisions, that affect their lives. Young people in these countries also face significant challenges in finding employment and in getting appropriate healthcare.

In 2017/18 we increased our engagement with younger audiences via digital and social media and strengthened the research used to assess our impact.

“I used to make comments to girls in the street but that will never happen again.”

Hello Check Facebook page user, Bangladesh

In Bangladesh we created *Hello Check*, a multimedia (TV, radio and online) brand to help young people know more about, and become active in, solving health, social and environmental problems. Our research revealed that exposure to the *Hello Check* Facebook page had a significant impact on young people's awareness and understanding of gender-based violence. Three in 10 respondents could list three or more ways to tackle this issue after exposure to *Hello Check*, compared with fewer than 1 in 10 beforehand.

In India, a similar social media campaign as part of *AdhaFULL* (Half Full), our gender youth empowerment project, delivered impressive results. *#BHL (BigdiHuiLadki/BigdaHuaLadka*, which means *GirlGoneBad/BoyGoneBad*) aimed to challenge gender stereotypes and deepen the conversation

around them. In three months, the seven *#BHL* videos had more than 3.2 million views, 210,000 “likes” and 84,000 shares on Facebook. More than 50 young people shared their personal experiences on a microsite—these posts were shared more than 9,000 times.

“Presenting *Taja Sawal* makes me feel like I finally have a platform—not just to voice my own opinions but also those of others like me.”

Sujita Chaudhary, Presenter, Taja Sawal

In Nepal, we extended our long-running *Sajha Sawal* brand by launching an online discussion show aimed at younger audiences because young people are the most active users of the *Sajha Sawal* Facebook page. Hosted by two young people, the online show *Taja Sawal* (Fresh Questions) aims to boost audience members' confidence and increase their understanding of political decision-making. By March 2018, the 23 episodes of *Taja Sawal* shared on the programme's Facebook page had achieved 5 million impressions (audience views, likes, comments and shares).

“We feel really alone and helpless when puberty starts and can't talk frankly about teenage issues. This type of game helps us to learn about the rights and wrongs of [growing up] by ourselves.”

15-year-old boy, Barisal, Bangladesh

Taja Sawal reaches young people in Nepal using Facebook Live.



More than half the population in Cambodia is under the age of 25. Officially unemployment is low but many of the jobs on offer are insecure, poorly paid and fail to offer young people either social protection or decent working conditions. In 2017/18 we launched a new TV show as part of our existing *Klahan9* (Brave) project, shaped by audience feedback. The 12-episode, 60 minute-long reality TV series *Dream Station* followed one young person in each episode as they tried to realise an ambition. Experts and role models highlighted how personal and interpersonal skills such as adaptability, communication, confidence, problem-solving, negotiation and planning, can help us achieve our dreams. Our evaluation indicated that audience members felt more confident about their communication and negotiation skills after watching the TV programmes.

In Tunisia, our *Ija Inbox* (Come to my inbox) project, which aimed to support and empower young people, began as a TV show in partnership with public broadcaster Tunisian Television (TTV). In 2017/18 we turned *Ija Inbox* into a social media platform for 18-30-year-olds to discuss the issues that matter to them, particularly taboo subjects such as mental health and homelessness. Fifty young people from across Tunisia, including regions that are under-represented in the mainstream media, made films, staged live events and stimulated discussion for the Facebook platform. Following a revamp of the Facebook pages, between December 2017 and March 2018, *Ija Inbox*'s followers rose from 80,000 to 140,000, with more than 1.8 million video views a month.

Gender equality, gender transformation

To address the root causes of inequalities between women and men in society, we want our work to be gender sensitive.

Using our research, experience and creativity, we carefully consider the effect of our work on different sectors of society and which audiences to target. We take into account the various needs of women and men, girls and boys as we design and deliver each project. Going beyond that, we want some of our work to be gender transformative and support systemic changes towards meeting Sustainable Development Goal 5 (Gender Equality). This involves looking beyond individuals and focusing on unequal power relations between women and men, girls and boys. Crucially, it involves asking women and girls themselves to identify what is important to them and the barriers they need to overcome.

“After listening to the programme I started to send all my children [including the girls] to school—and my sister’s children and the neighbours’ children.”

Deng Wol Wol, Father and
Our School listener, South Sudan

In South Sudan we continued to produce *Our School*, a weekly radio programme that encourages parents to educate their daughters and challenges obstacles including gender roles and expectations. Part of a wider consortium project, Girls Education South Sudan, the project received the top A++

score in 2017/18 from its funder DFID following an independent evaluation. After controlling for other factors, our analysis showed that regular *Our School* listeners were significantly more likely than non-listeners to report that their young daughters were in school. Regular listeners were, on average, twice as likely as non-listeners to discuss education with their daughters or other girls in their social circle.

As part of our *Tikambe* sexual health project in Zambia (described in detail on page 21) we delivered comprehensive gender and health training to 35 journalists and other radio station and production staff. Including a gender focus in this work helped reframe our objectives and approaches.

In Afghanistan, where women and girls traditionally live very restricted lives, we embarked on a new and ambitious three-year project, *Her Voice, Her Rights*, to empower women and girls to take part in decision-making at household, local and national levels. In 2018 we began a comprehensive training programme for our partner FM radio stations to help each of them produce and broadcast 25 radio programmes that support women’s and girls’ empowerment.

AdhaFULL challenged gender stereotypes in India.



In India we completed *AdhaFULL* (Half Full), a multimedia project that challenged traditions which perpetuate gender stereotypes and silence discussion around sensitive issues affecting young people. Over 23 months up to November 2017 we produced 78 episodes of the *AdhaFULL* TV drama, which attracted over one million viewers per episode. We also produced 78 episodes of *Full on Nikki*, a radio discussion show, which aired in more than 13,000 schools and community radio stations across north India. Results from a randomised control trial to assess the project's impact on attitudes towards gender found that young men who watched *AdhaFULL* were significantly more likely to reject traditional gender norms than those who watched a similar drama.

The research revealed a more complex picture for girls. Both girls who viewed *AdhaFULL* and those who didn't were, on average, more likely to report that they could challenge gender norms, compared to the boys. But when probed it became apparent that both sets of girls struggled to see how they could, in reality, challenge gender expectations.

Building a stronger media

Collaborating with others is central to our ability to deliver long-term change. We forge partnerships of many kinds—learning from partners and seeking to develop their skills.

We use the very best BBC talent—broadcasters, producers and technical experts—to support our partners and build strong professional relationships through our projects. Many of these projects are explicitly designed to strengthen broadcast organisations or the quality of journalism. When working with online platforms, state or public sector broadcasters, community media or journalists, we engage with people across the organisation—helping technical, editorial and managerial staff to support change.

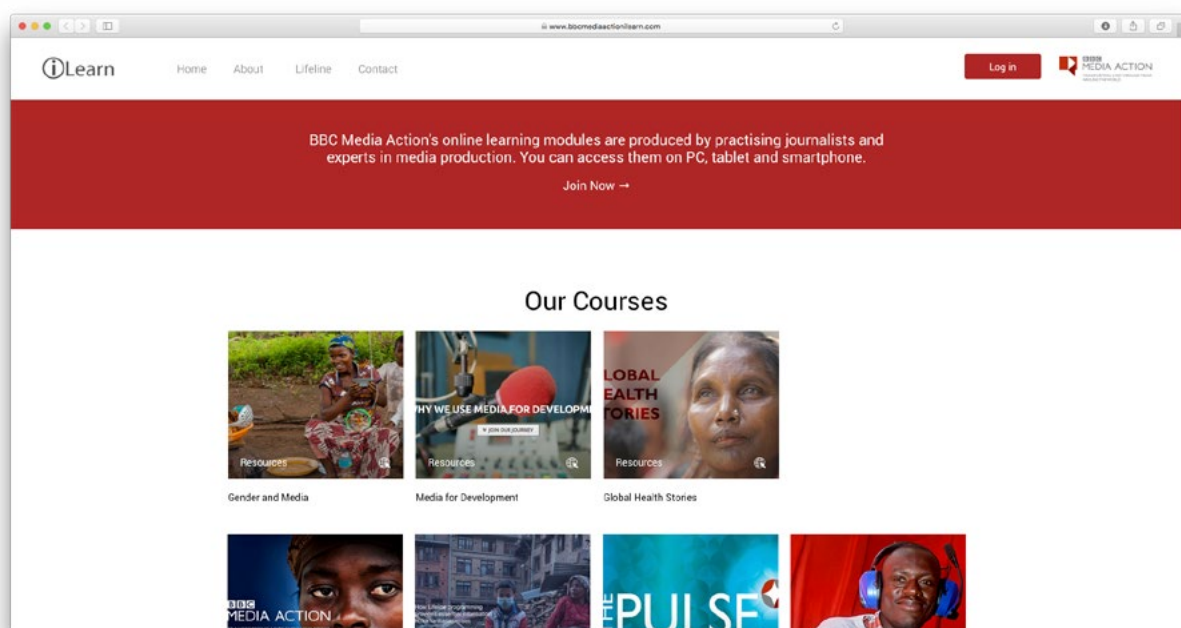
In 2017/18, as in previous years, we extended the reach of our TV, radio and online programmes by working closely with BBC World Service language services and other broadcasters. BBC World Service language services broadcast our programmes in Afghanistan, the Middle East, Nepal, Somalia, Tanzania and West Africa. We continued to draw on the talent and experience of colleagues in the BBC, especially in digital strategies and social media approaches.

During 2017/18 we helped to strengthen the capacity of TV and/or radio stations—ranging from community radio stations to state broadcasters—in Afghanistan, Algeria, Bangladesh, Estonia, Ethiopia, Georgia, India, Iraq, Kenya, Macedonia, Moldova, Myanmar, Nepal, Nigeria, South Sudan, Tanzania, Tunisia, Ukraine and Zambia.

In the run-up to national elections in Sierra Leone in March 2018, we delivered training courses for journalists, young people and representatives from organisations overseeing the electoral process on the responsible use of social media. One attendee commented, “Before now, I was not verifying information. I just forward posts received blindly ...now I don't just post things, I am very conscious now in terms of how I post on social media.”

In the Middle East, we developed online modules for use across the six Gulf Cooperation Council (GCC) countries Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates to equip professional and citizen journalists, online publishers and other media practitioners to produce accurate, impartial and credible news reports. The project aims to build their technical and editorial capacity, as well as skills in facilitating dialogue between different interest groups. It also seeks to amplify female voices.

In Nepal, we worked with development agency Young Innovations to develop modules for our online training platform iLearn. These modules aim to help local and regional media partners to host audience-led debate programmes in their areas, helping people to gain a better understanding of federalism as a governance structure. We devised sales and marketing modules for media managers on iLearn, in partnership with BBC World Service,



to help radio stations develop financially sustainable business models. The courses are available to our media partners in English, Indonesian, French, Nepali and Urdu.

In Zambia in 2017/18 we enabled the production of two live debate shows in one day, in partnership with 16 radio stations. The debates addressed freedom of expression, political participation and the divisive issue of mandatory HIV testing, attracting lively and diverse views from audience members via social media and text messages.

Between 2015 and 2017, we worked with the National Public Broadcasting Company of Ukraine (UA: PBC) to produce the international award-

winning youth drama *5basiv.net*, which is now being turned into a feature film. In 2017/18 we extended this partnership to support UA: PBC's transition to a public service broadcaster at a politically challenging time. Working alongside the German broadcaster Deutsche Welle and Danish consultants Niras, we embarked on a three year project to train and mentor journalists and managers and help the broadcaster establish a multi-platform newsroom. The aim of the project is to enable the production of higher quality, impartial news across Ukrainian TV, radio, online and social media.

Sharing our insights

At BBC Media Action, we invest heavily in evaluating our work. Our in-house research team designs and delivers baseline assessments and final evaluations of many of our projects, identifying where investment and approaches are most effective.

Alongside formative research that influences the design of all our programmes and content, and user testing to help us adapt programming over time, evaluative research helps us develop a body of evidence on what works best. As well as learning from these findings internally, we work with academics and practitioners to share them externally, to inform future interventions, including development policy. Our [Data Portal](#)¹ makes research questionnaires and raw data available to all who want them.

IMPROVING HEALTH OUTCOMES

We hosted two learning events in London during the year. The first, attended by 16 global health and media for development practitioners, shared insights from our DFID Global Grant-funded health work in Bangladesh, Ethiopia, India and South Sudan between 2011 and 2016. The second event brought together representatives from the World Health Organization and not-for-profit organisations to discuss issues around evaluating behaviour change and health communication interventions.

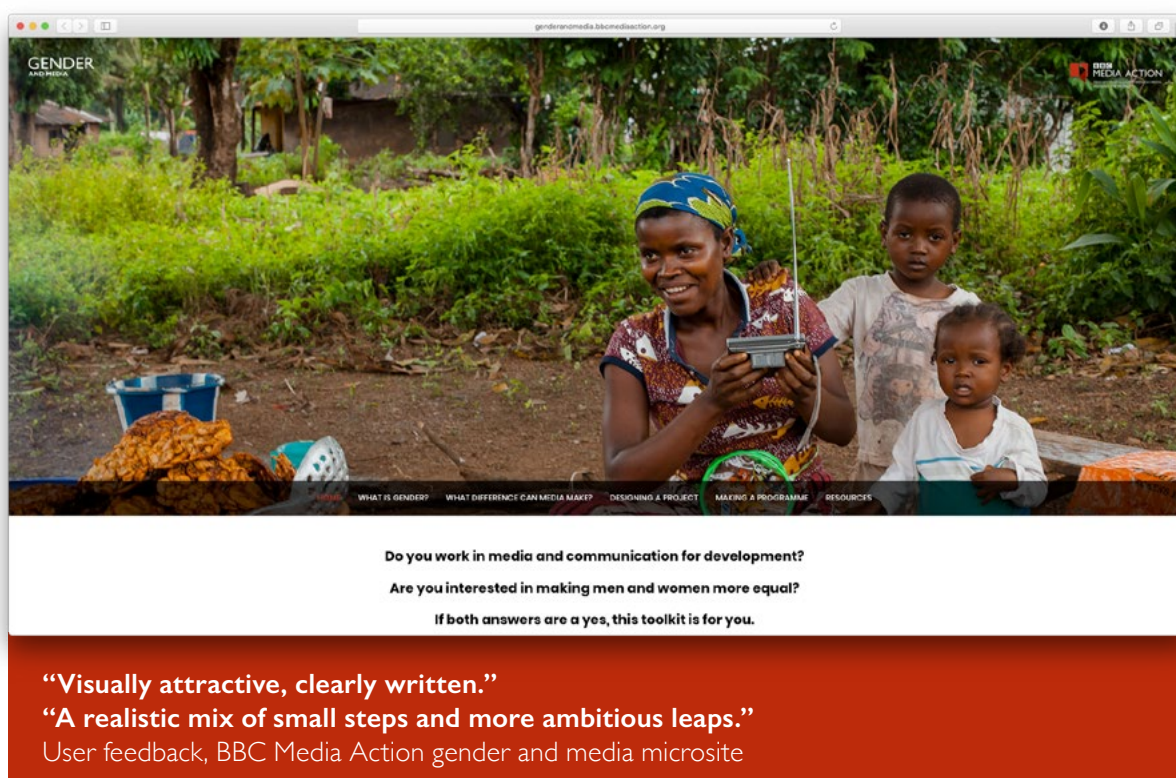
We published a practice briefing, *Rethinking communication for maternal and child health*, to document Shaping Demands and Practices, our innovative and human-centred health communication approach in the challenging environment of Bihar that could be scaled up nationally. We produced a number of summary

reports about our governance, health and resilience work. And we published new data and analysis from our health projects in Bangladesh, South Sudan and Ethiopia on our searchable [Data Portal](#).

STRENGTHENING RESILIENCE AND HUMANITARIAN RESPONSES

Members of our Kenya team attended the third annual Aid and Development Africa summit in Nairobi where leaders from local and international organisations explored how to improve aid operations and resilience in sub-Saharan Africa. At the event, we explained how media and communication can better support water and sanitation practices, particularly in remote areas, and shift social norms by getting key influencers involved in radio shows and community outreach events.

Our Bangladesh team hosted a two-day seminar on humanitarian communication attended by more than 150 people, focusing on new tools and resources developed by disaster emergency preparedness partners. These included new guidelines for local volunteers and community radio stations on communication during disasters, a system allowing donors to assess community engagement elements of funding proposals systematically and new social media resources facilitating communication with disaster-affected communities.



In 2017/18 we continued to promote our guides for media and humanitarian agencies. These free resources, available on our [online learning portal iLearn](#)², help media and aid workers to use information and communication to save lives in a humanitarian crisis.

MEDIA DEVELOPMENT

In 2017/18 we launched several microsites including a [new digital guide](#)³ to using media as an effective tool for development. Aimed at media and development practitioners, it shows how vital media is in enabling people to hold those in power to account, improving public health

and helping communities prepare for—and deal with—major emergencies. Our multimedia site [Global Health Stories](#)⁴ explores the role of communication in improving maternal and child health in four countries and includes valuable learning for health communication practitioners.

A [gender and media microsite](#)⁵ covers how media can influence gender norms, how to carry out a gender analysis when designing a project and examples of how we have challenged gender stereotypes in our factual, drama and social media content around the world.

Innovating for value

One of our aims in 2017/18 was to implement a set of actions to make our organisation more efficient and cost-effective, and produce plans to carry this work further.

To help us achieve this we rolled out a number of technology initiatives to help our teams around the world work more efficiently and effectively. With pro bono support from Accenture, we reviewed our operating model and simplified and strengthened many processes and systems to improve our ability to deliver activities from our country offices rather than our UK headquarters.

These changes included:

- Completing the installation of a cost-effective new IT system in our country offices, making it easier to communicate across the world. This has already resulted in greater data security, lower costs and more collaboration.
- Launching a SharePoint intranet site to help staff in various offices collaborate using the same internal administrative processes, to help speed up the sign off process for projects and financial information, and support multi-location collaboration and mobile working.
- Simplifying monthly reporting processes across our head office and country offices, saving staff time and improving delivery speeds.
- Developing more efficient finance systems, making greater use of data visualisation tools and ensuring consistent reporting across our teams and country offices.
- Establishing a relationship with Adobe: the technology company donated 250 software licences to support our graphic design, audio/video editing, staff training and training of partner media organisations. This will save money and enable our teams across the world to collaborate more easily and share materials, templates and editing skills.
- Continuing to expand our funding base and diversify the donors we work with— institutional, corporate and individual—and recruiting a fundraising team so that we can increase our income from individuals and companies in the future.

Inside the gallery during a recording of Libyan debate show *Hiwar Mushtarak* (Shared Debate).



How our work is funded

We are grateful to the wide range of funders, including national governments, the UN and other international organisations, foundations, corporate partners and private individuals that supported the 100 different projects we undertook in 2017/18.

Securing a £4.1 million grant from the European Commission for our work in Iraq was a particular highlight of the year, representing our largest single contract since 2011. Another notable success was raising almost £3 million from a range of funders including the European Union and the UK's Foreign and Commonwealth Office for several media development and capacity-strengthening projects in and around the European region.

For our health programming, the Norwegian government awarded us £2.2 million to produce a new series of our South Sudanese radio drama, *Life in Lulu*, alongside media capacity-strengthening. We also secured a £2.18 million contract with Sida for a second phase of our radio-based health programme *Tikambe* in Zambia and the Bill & Melinda Gates Foundation provided US\$800,000 to fund our water, sanitation and hygiene-related work in India.

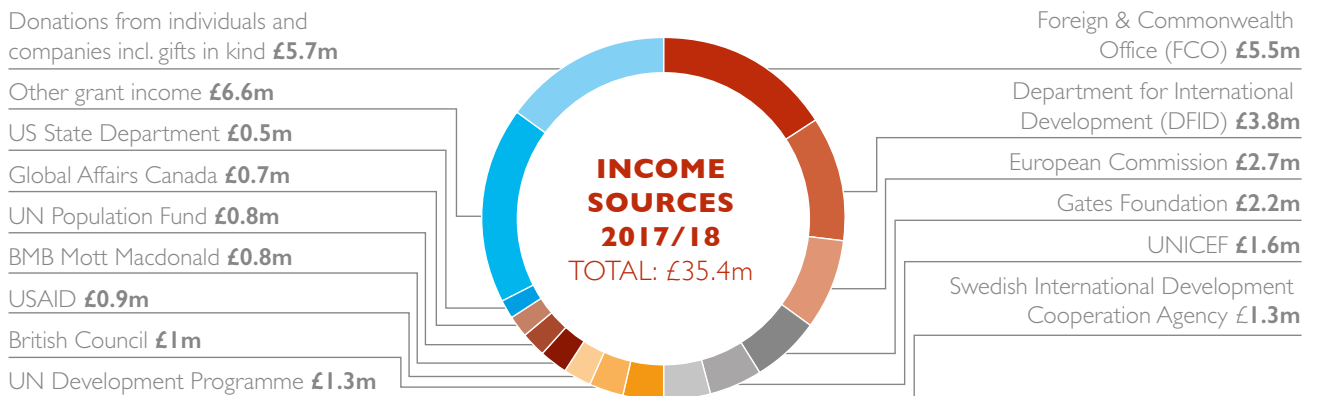
Our governance and accountability work benefited from the UK Foreign and Commonwealth Office providing £400,000 towards our *Open Jirga* (Open Assembly) debate show in Afghanistan. We also signed a contract for US\$350,000 with the UN Development Programme (back funded by DFID) for a six-month election project in Sierra Leone, with the specific aim of increasing the participation of women and people with disabilities.

We signed a US\$225,000 contract with UNICEF for several months' work with Rohingya refugees in Bangladesh—supporting humanitarian radio programmes for refugees and the host community in Cox's Bazar as well as community outreach.

Our media development work benefited from £809,000 over two years from the UK's Foreign and Commonwealth Office for media engagement and dialogue around security and justice and reform in Nigeria. We also signed a 16-month, £341,000 contract with International Alert to strengthen media capacity in Nepal to bring communities together peacefully ahead of local and national elections. And our Tanzania team secured US\$600,000 from USAID's *Tusome Pamoja* (Let's read together) project to research and design content to help local media engage parents with their children's pre-primary and primary education.

Our 15 corporate partners in 2017/18 helped us in diverse and valuable ways, including IT support, transport and logistics, marketing, banking services and professional advice, as outlined below:

- Accenture provided specialist consultancy services to our finance and leadership teams
- Access Bookings provided hotel accommodation for training workshops
- Adobe gave us free software and Creative Cloud for enterprise licences



- Atos provided IT support to our London office, and donated more than 100 laptop computers
- Barclays provided us with third-party loan guarantees and savings on foreign exchange rates
- Brussels Airlines gave us flights to Sierra Leone
- Facebook provided free advertising to promote many of our programmes and our overall work
- Imagen supplied us with an audio-visual archive
- Getty Images gave us free use of library images for our publications
- Inmarsat provided connectivity for our Sierra Leone office
- Globecast gave us valuable unrestricted income
- The Langham, London provided food, drinks and the venue for our fundraising Correspondents' Dinner
- Twitter provided free advertising for our corporate social media accounts
- Universal Music waived charges for music used in our programme-making
- Walgreens Boots Alliance gave us valuable unrestricted funding

Our annual fundraising event The Correspondents Dinner and gifts from individual donors continued to raise valuable unrestricted income for the organisation.

BBC Media Action generates unrestricted income using three fundraising products. The first is an annual fundraising dinner which is marketed to corporate companies and individual supporters. Secondly, 15 companies form the Corporate Leaders Group who, under contract, donate cash or gift in kind support to the organisation. Thirdly we use payroll giving via the Charities Trust to raise funds, predominantly from BBC staff.

BBC Media Action does not engage with fundraising from the public beyond the three products mentioned above. BBC Media Action has not voluntarily subscribed to any fundraising standards or fundraising regulations given the very limited fundraising of this kind. There have been no complaints regarding our fundraising activities.

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 raising the funds 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 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 their 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 Board of Trustees 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.

WHISTLEBLOWING POLICIES AND PROCEDURES

We have whistleblowing policies and procedures in place and remind all staff of them on a regular basis. The details are also available to all our staff on our Sharepoint intranet. We follow up on any concerns raised, whether by staff, partners, beneficiaries or others, and seek to understand the basis of them fully.

SAFEGUARDING POLICIES AND PROCEDURES

We have policies in place to protect children and vulnerable adults with whom we work. Champions in each country deliver training to colleagues supported by a staff mentor from headquarters who has safeguarding as part of her responsibilities. We also have policies that set out expectations of staff behaviour towards each other. Of course this does not prevent bad behaviour occurring sometimes. Any incidents are investigated and disciplinary action is taken where appropriate.

Safeguarding incidents in several development NGOs during 2017/18 have encouraged all organisations to review their policies and procedures in this area. BBC Media Action has made several changes to practice to reduce the chances of safeguarding or respect at work incidents being

overlooked and we now record concerns more systematically centrally. We have updated our training and reminded all staff of their responsibilities. We are engaged in sector-wide initiatives and anticipate that learning from those will guide us to build on improvements in this area during 2018/19.

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 2017/18 all cases of fraud were at a low level in financial terms, except for one involving a larger sum, which was retrieved from the individual concerned. Disciplinary action, including dismissal, was taken where appropriate.

SAFETY AND SECURITY

The environments BBC Media Action works in are inherently challenging as a result of conflict, lack of infrastructure and natural disasters. In every country where we operate there is a risk of road traffic accidents. In several countries our staff members are at risk of violent attack by criminals or by factions who want to suppress our work, and staff can be caught by accident in attacks aimed at others.

We continue to have offices in both Afghanistan and South Sudan and are implementing important work in both countries. However, we review frequently whether or not it is possible to manage the level of risk to staff and to continue to operate.

BBC Media Action has a risk advisor and back-up support from the BBC High Risk team. Staff attend mandatory hostile environment training prior to employment in high risk areas, with appropriate protocols and sign offs in place for travel. We have emergency plans in place in country offices.

There were no work-related fatalities of BBC Media Action staff in 2017/18. There were no serious accidents reported in the workplace. Two road traffic accidents were reported—in Myanmar and in Ethiopia.

FUNDING

Most BBC Media Action income has traditionally come from institutional donors in the form of grants for specific projects. The funding environment is changing. Increasingly we see a shift towards more complex funding arrangements including payment by results, fee and day rates, and service contracts that have less flexibility than grant funding. The average value and duration of funding awards has reduced. All these factors lead to uncertainty and make planning for the longer term more of a challenge. The completion of one large grant from DFID in July 2017 that covered one third of our work increased the risk in this area.

Donors are becoming less willing to fund the full cost of projects, including overheads and are putting increased risk on the grant recipients. This makes it more difficult for BBC Media Action to afford key roles that help ensure the quality of our work.

We maintain close relationships with the funders that have traditionally supported our work and engage with new funders to diversify our portfolio of funding streams. We are proactive in explaining the nature and benefits of our work in order to stay relevant as an organisation and ensure that we can demonstrate the impact of our work. We negotiate hard to ensure that project budgets cover a fair share of support costs, even though this occasionally means that we have to turn down an award. We mitigate the challenges around payment by results by agreeing carefully what measures of success to adopt.

INFORMATION SECURITY

The new General Data Protection Regulation (GDPR) requires new ways of working across all our countries to ensure that we are fully compliant. A head office team coordinates our work on this, reporting to the Board of Trustees.

COMPLIANCE WITH LOCAL LAWS

Failure to keep across changes in local laws and requirements, including registration, tax and statutory reporting in each of the countries in which we work, could result in significant financial penalties or even make it impossible to work in a country.

We have country offices in 14 countries where we work at scale. We do not open a country office without the relevant local registrations being in place. We secure tax and legal advice in each country as needed, with support from the wider BBC, in order to leverage a wide range of expertise.

We have an internal audit function that visits country offices to review practice and acts as an additional source of advice. We monitor UK regulation and take appropriate action when it changes. Our external statutory auditors have specialist knowledge of the sector in which we work and its regulations.

REPUTATION

Incidents in any of the areas of risk described above could result in negative coverage of BBC Media Action and even our most successful work could be depicted negatively by a journalist choosing to attack the organisation. Over the last few years, press campaigns against the 0.7% GDP aid commitment have sought to ridicule the work of many organisations in the sector and this has increased risk in this area. Revelations in early 2018 around safeguarding and respect at work incidents in several development NGOs have attracted negative coverage and further increased risk.

We maintain close relationships across our sector and with our funders. Our communications staff are trained and prepared to handle known risks and hostile coverage. In all cases BBC Editorial Guidelines are followed. Where there is heightened risk in this area, Trustees are consulted.

Looking forward: 2018/19

We will work to our new three-year strategic plan, which the Board of Trustees agreed in January 2018, continuing the three thematic areas:

- Governance and rights
- Health
- Resilience and humanitarian response

The strategy explains how our work will contribute to the UN's Sustainable Development Goals and states that gender equality and women's rights and the growing youth population will be focus areas.

It explains our approach based on:

- bringing about change in four interdependent areas of influence: people, practitioners, organisations, and the wider media or government systems;
- working in partnership;
- identifying problems, understanding people, adapting and evaluating what we do;
- influencing development thinking through our policy work;
- strengthening capacity.

It also outlines how we will operate including where we work, resourcing, building our staff teams and working with integrity, improving our operations, improving how we learn and ensuring effective governance.

AIMS FOR 2018/19

- Start to deliver our new three year strategy, at a scale of more than £35m expenditure, and ensure that all our work shows impact and value for money. In particular, strengthen our work on countering misinformation, promoting global media literacy and giving support to independent media.
- Increase the proportion of our work that addresses the needs of those who may be marginalised on grounds of ethnicity, gender, age, legal status, disability, class, language, religion or sexuality. In particular, produce a strategy for our work with youth.
- Ensure that all staff understand and engage with the organisational values that have been freshly articulated in the 2018–2021 strategy. In particular, and as part of sector-wide efforts, seek commitment from all staff to treat their colleagues and everyone we engage with respectfully.
- Ensure that the content that we and our partners provide is accessible to people on the platform that most makes sense for them. In particular, work with the most appropriate digital service providers wherever we are and extend our responsible use of social media.

Financial review and policies

With the successful completion of a large multi-country, multi-year grant from DFID in July 2017, BBC Media Action has had to seek funding from a wider variety of sources, reduce its costs and restructure to ensure that it has the most appropriate staffing mix so that the organisation can continue to deliver high quality work in the next few years. Trustees decided that it was appropriate to use reserves to support the organisation while it adapted and agreed deficit budgets for 2017/18 and for 2018/19.

In line with this decision, the income and expenditure account for the year ended 31 March 2018 shows a deficit (net expenditure) of £0.5m (2017: a net surplus of £0.4m).

Total income of £35.4m was £8.8m lower than the previous year (2017: £44.2m). This is due to a reduction of £10.6m in institutional grants and contracts income from £40.3m to £29.7m. The Global Grant from the UK government's DFID ended on 31 July 2017, income for the final four-month period being £1.7m (2017: £14.0m). Other sources of restricted income increased by £1.7m to £28.0m (2017: £26.3m).

Extra corporate funding of £1.8m was established through gift in kind programmes with the total of gift in kind donations for the year at £5.1m (2017: £3.3m).

Total expenditure of £35.9m (2016: £43.8m) sees a reduction on the previous year of £7.9m. Expenditure on our charitable activity, providing public benefit by changing lives through media development and

development communication, represented 99.3% of total expenditure (2017: 99.5%).

The consolidated statement of cash flow shows that cash has decreased by £3.4m during the year (2017: increase of £3.2m) to a position of £9.4m.

RESERVES

As a result of the net expenditure of £0.5m, net assets in the consolidated balance sheet decreased to £6.4m at 31 March 2018 (2017: £6.9m).

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 the 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 (2017: £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, including signed leases, other supplier and partner commitments.
- An assessment of the essential running costs of BBC Media Action. The Board of Trustees considers that six months' essential running costs should be covered.

Total unrestricted funds held at 31 March 2018 amounted to £6.4m (31 March 2017: £6.9m), of which reserves in the general fund amounted to £5.8m (31 March 2017: £6.4m). The organisation expects to use £0.4m of reserves in 2018/19 and reserves by March 2019, at £5.4m, are expected to be just below the target range of £5.5m to £6.0m.

The other unrestricted funds are funds that have been designated by the Board of Trustees for a particular purpose. The Catalyst Fund was at £20,000 at 31 March 2018 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 £510,000 at 31 March 2018 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

Overall, total income has dropped by c.20% in 2017/18 compared to 2016/17, with an appropriate reduction in expenditure. This is a significant reduction but the Board of Trustees does not consider it poses a threat to the going concern status of BBC Media Action given that the charity restructured to operate with the lower level of income.

The Board of Trustees is therefore of the opinion that BBC Media Action 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

At the beginning of 2017/18 we reduced staffing in London by one third because of a reduction in funding. We restructured teams to ensure that we could still provide support and oversight to our country teams and continue to produce high quality work. We have reduced staffing and activity levels in several countries as a result of our central grant from DFID ending.

In 2017/18 BBC Media Action employed an average of 620 FTE staff, with 22% based in the London office. Of the staff based outside London, 7% are in the Middle East and Europe region, 37% in Africa, and 56% in Asia. This includes 31 expatriate staff members 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 the 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 gives full consideration to applications for employment from disabled people 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 11 subscribers at the end of the year 2017/18.

SUBSIDIARY COMPANIES

BBC Media Action has three subsidiary companies which are 100% owned by BBC Media Action at 31 March 2018: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited and British Broadcasting Corporation Media Action Ltd/Gte.

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.

British Broadcasting Corporation Media Action Ltd/Gte is an entity established in Nigeria on 26 October 2017 and is wholly owned by BBC Media Action. It therefore meets the criteria for consolidation. It did not trade during the year ended 31 March 2018.

BBC World Service Trust India is an Indian entity over which BBC Media Action exercises effective control by way of the right to nominate Trustees. BBC World Service Trust India was set up in India on 28 December 2007. BBC Media Action has no

investment in BBC World Service Trust India but meets the criteria for consolidation in accordance with paragraph 24.14 of SORP FRS 102 and is therefore regarded as a subsidiary undertaking. However, it remained dormant in the current and prior year.

GOVERNANCE

The Trustees, who are also directors of the company, are listed on page 48. They meet at quarterly intervals and for an additional away day.

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 approval of key policies at board meetings. Trustees receive reports on progress at each board meeting highlighting areas of risk. During 2017/18 a lot of their time was spent shaping the organisation's new strategic plan that they agreed in January 2018.

Trustees perform some of their functions through sub-committees of the Board. The Finance and Audit Committee (FAC) comprises three members and the Chair is a non-BBC nominated trustee. The FAC met four times during 2017/18. The Governance Committee comprising the Chair, Vice Chair and up to two other Trustees is responsible for the effective operation of the Board, including identifying and interviewing potential new Trustees for appointment by the full Board. During 2017/18 the Governance Committee met twice. During 2018/19 the Governance Committee plans to lead

a governance review. The Board of Trustees has appointed some of its members as lead Trustees in particular areas and they feed back to the Board.

In early 2018 guidance was provided to all staff on reputational risk and safeguarding issues. Developments in this area were reported to the Trustees regularly and formally considered after year end at their Board meeting in April 2018.

Trustees use a skills audit to identify gaps on the Board and identify potential candidates who are invited to interview by members of the Governance Committee. 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 before Board meetings 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 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 (Chief Executive Officer, Director of Programmes, Director of Policy and Research, Director of Finance and Business Services, Director of Strategy and Partnerships) 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 Chief Executive Officer carries out this review for other members of the Management Team, and the chief executive'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 with those paid in other international development organisations.

In addition to the UK office, at 31 March 2018 there are 14 BBC Media Action country offices: Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Kenya (also covering work in Somalia), Myanmar (Burma), Nepal, Nigeria, Sierra Leone, , 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 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.

STATEMENT OF TRUSTEES RESPONSIBILITIES

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;
- Observe the methods and principles in Accounting and Reporting by charities 'Statement of Recommended Practice' applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102)
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going

concern basis unless it is inappropriate to presume that the group and the charitable company will continue its activities.

The Trustees are responsible for keeping proper 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 for a Strategic Report as set out in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

Trustees**

Francesca Unsworth*† *Chair*

Martin Dinham† *Vice Chair*

Zeinab Badawi*

Shubhranshu Choudhary

Richard Dawkins*†

David Kogan (until 23 October 2017)

Keith McAdam

Michael C. McCulloch†‡ (until 23 October 2017)

Gavin Mann (Appointed 10 July 2017)

Sanjay Nazerali (until 10 July 2017)

Nicholas Pickles (Appointed 1 October 2017)

Julia Rank (Appointed 1 July 2018) †

Sophia Swithern

Alison Woodhams†‡

Michael Wooldridge

Company Secretary

Lindsey North*†

Management Team

Caroline Nursey *Chief Executive Officer*

Chris Baker *Chief Operating Officer* (until 31 December 2017)

James Deane *Director of Policy and Research*

Alan de Sousa Caires *Director of Finance and Business Services*

Caroline Howie *Director of Programmes*

Caroline Sugg *Director of Strategy and Partnerships* (appointed 8 May 2018)

AUDITORS

Buzzacott LLP, 130 Wood Street,
London, EC2V 6DL

BANKERS

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

Lloyds Bank Plc, 10 Gresham Street,
London EC2V 7AE

REGISTERED OFFICE

Broadcasting House, Portland Place,
London W1A 1AA

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.

Find out more: bbcmediaaction.org

   [bbcmediaaction](https://twitter.com/bbcmediaaction)

* BBC staff member

† Member of Finance and Audit Committee

‡ Member of Governance Committee

** All Trustees are also directors of the company



Francesca Unsworth,
Chair

Signed on 8 August 2018 on behalf of the Board of Trustees of BBC Media Action

Thanks and acknowledgements

We are grateful to the following donors for making the work of BBC Media Action possible in 2017/18

GOVERNMENT AND MULTILATERAL DONORS

AECOM
Conflict, Stability and Security Fund
Council of Europe
Department for International Development
Foreign & Commonwealth Office
Dutch Embassy
European Commission
Global Affairs Canada
Irish Aid
Swedish International Development Cooperation Agency
UNICEF
UN Development Programme
UN Population Fund
UNESCO
USAID
US State Department
World Food Programme
World Health Organization

TRUSTS, FOUNDATIONS AND OTHER DONORS

ActionAid Nigeria
The Asia Foundation
British Council
Barr Foundation
BMB Mott Macdonald
Care India
Children's Investment Fund Foundation
Christian Aid
Comic Relief
DAI
Dan Church Aid
Danish Refugee Council
Dial
International Alert
International Office for Migration
Bill and Melinda Gates Foundation
Plan UK
Queen's Young Leaders
Red Cross Red Crescent Climate Centre
Relief International
Restless Development
RTI International
Rutgers
Society for Family Health
Winrock
World Vision

CORPORATE PARTNERS

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Imagen
Inmarsat
The Langham, London
Twitter
Universal Music
Walgreens Boots Alliance

Accounts

Independent auditor's report to the members of BBC Media Action

OPINION

We have audited the financial statements of BBC Media Action (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2018 which comprise the consolidated statement of financial activities, the consolidated and charitable parent company balance sheets, the consolidated statement of cash flows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2018 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the

ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable parent company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS 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 Trustees' report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report including the strategic report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic Report.

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

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of responsibilities of the Trustees, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

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



Edward Finch (Senior Statutory Auditor)
For and on behalf of
Buzzacott LLP, Statutory Auditor
130 Wood Street
London, EC2V 6DL

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including the income and expenditure account) for the year ended 31 March 2018

	Note	Unrestricted funds 2018 £'000	Restricted funds 2018 £'000	Total 2018 £'000	Total 2017 £'000
Income from					
Donations and legacies	2	468	5,062	5,530	3,701
Other trading activities	3	144	-	144	154
Investments	4	30	-	30	32
<i>Charitable activities:</i>					
Grant funding for specific charitable activities	5	2,301	27,385	29,686	40,264
Total income		2,943	32,447	35,390	44,151
Expenditure on:					
Raising funds	6	(218)	(16)	(234)	(241)
<i>Charitable activities:</i>					
Changing lives through media and communication:					
Africa	6	(1,247)	(11,579)	(12,826)	(14,678)
Asia	6	(1,005)	(11,291)	(12,296)	(14,263)
Rest of World	6	(936)	(8,705)	(9,641)	(10,455)
Cross-cutting activities	6	(76)	(856)	(932)	(4,126)
Total expenditure on charitable activities		(3,264)	(32,431)	(35,695)	(43,522)
Total expenditure	6	(3,482)	(32,447)	(35,929)	(43,763)
Net (expenditure)/income for the year	7	(539)	-	(539)	388
Reconciliation of funds					
Total funds brought forward		6,901	34	6,935	6,547
Total funds carried forward	17, 18	6,362	34	6,396	6,935

The statement of financial activities includes all gains and losses recognised during the year. All income and expenditure derives from continuing activities.

The notes on pages 57–78 form part of these financial statements.

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

at 31 March 2018

	Note	Group 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Fixed assets					
Tangible assets	10	-	-	-	-
Investments	11	-	-	23	23
Total fixed assets		-	-	23	23
Current assets					
Debtors	12	6,264	6,497	6,073	6,094
Cash at bank and in hand	13	9,395	12,801	9,248	12,638
Total current assets		15,659	19,298	15,321	18,732
Liabilities					
Creditors: amounts falling due within one year	14	(9,171)	(11,675)	(8,856)	(11,132)
Net current assets		6,488	7,623	6,465	7,600
Total assets less current liabilities		6,488	7,623	6,488	7,623
Provisions for liabilities	15	(92)	(688)	(92)	(688)
Net assets		6,396	6,935	6,396	6,935
Funds					
Unrestricted funds	17,18	6,362	6,901	6,362	6,901
Restricted funds	17,18	34	34	34	34
Total Funds	17,18	6,396	6,935	6,396	6,935

The notes on pages 57–78 form part of these financial statements.

The financial statements on pages 54–78 were approved by the Board of Trustees on 8 August 2018.



Francesca Unsworth,
Chair

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2018

	Notes	Total 2018 £'000	Total 2017 £'000
Net cash inflow/from operating activities	19	(3,436)	3,187
Returns on investments and servicing of finance			
Interest received		30	32
Financing activities			
Sale of tangible fixed assets		-	9
(Decrease) / Increase in cash in the year		(3,406)	3,228
Cash at the start of the year	13	12,801	9,573
Cash at the end of the year	13	9,395	12,801

As permitted by paragraph 1.12 of FRS 102, BBC Media Action has not prepared a statement of cash flows for the parent entity. The consolidated statement of cash flows above includes both the parent and subsidiary entities.

The notes on pages 57–78 form part of these financial statements.

Notes

(forming part of the financial statements)
for the year ended 31 March 2018

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.

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 accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2018 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 the major risks are managed.

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

The financial statements are prepared in pound sterling and rounded to the nearest thousand pounds.

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 2018. 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), the financial statements of British Broadcasting Corporation Media Action Ltd/Gte (No: RC1448388) an entity established in Nigeria 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.

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 11 subscribers at the end of the year.

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.

Where funding allows for a general allowance to cover indirect costs that allowance is recognised as unrestricted income within the SOFA in proportion to the amounts recognised as income to cover direct programme expenses.

e) INCOME **Income from charitable activities**

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 recognised as performance related grants where they meet the conditions described above.

Other trading activities are the activities where BBC Media Action provides goods, services or entry to events in order to generate income and 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 when receivable. Gifts in Kind are valued at a reasonable estimate of the value to BBC Media Action, which is normally equal to the market value.

f) 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 is explained in the notes to the accounts. The allocation for the purposes of the Statement of Recommended Practice may not always reflect the definition per various donor contracts.

g) FOREIGN CURRENCY

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

h) PENSION COSTS

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

Defined benefit scheme

The defined benefit schemes provide benefits based on final pensionable pay. The assets of the BBC Pension Scheme, to which the majority of BBC employees belong, are held separately from those of the BBC group. BBC Media Action, following the provisions within 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 the scheme are held separately from those of BBC Media Action in an independently administered fund. The amounts charged as expenditure for the defined contribution scheme

represent contributions payable by BBC Media Action in respect of the financial year. 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) DEBTORS

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

j) CASH AT BANK AND IN HAND

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

k) CREDITORS AND PROVISIONS

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

l) 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.

m) 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.

n) 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.

o) 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

p) 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. The items in the financial statements where judgements and estimates have been made include:

- the matching of restricted income to expenditure incurred;
- the provision of bad debts;
- valuation of gifts in kind; and
- the allocation of support costs.

q) 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:

	Total Unrestricted Funds 2018 £'000	Total Restricted Funds 2018 £'000	Total 2018 £'000	Total 2017 £'000
BBC Group	450	81	531	351
BBC Global News Limited	-	1,464	1,464	1,385
Airtime/media space from various providers	-	2,891	2,891	1,208
Individuals/other	18	626	644	757
Total Funds 2018	468	5,062	5,530	3,701
Total Funds 2017	438	3,263	3,701	

The BBC Group includes an unrestricted cash grant of £450,000 which reflects the value of programming that is provided to the BBC World Service by BBC Media Action, and some gift in kind office facilities.

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 Afghanistan, Bangladesh, India, Nepal, Nigeria and Tanzania. This valuation is based on commercial rates as advertised by the broadcasters. In other locations BBC Media Action receives free air time 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:

All income from other trading activities is unrestricted in 2017 and 2018.

	2018 £'000	2017 £'000
Fundraising dinner and corporate partners	144	154
Totals	144	154

4. INVESTMENT INCOME

All investment income is unrestricted in 2017 and 2018.

	2018 £'000	2017 £'000
Bank interest receivable	30	32
Totals	30	32

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES

	Total Unrestricted Funds 2018 £'000	Total Restricted Funds 2018 £'000	Total Funds 2018 £'000	Total Funds 2017 £'000
Grant funding for specific charitable activities:				
Africa	836	8,969	9,805	12,782
Asia	661	9,547	10,208	13,599
Rest of World	668	8,075	8,743	9,575
Cross-cutting activities	136	794	930	4,308
Total Funds 2018	2,301	27,385	29,686	40,264
Total Funds 2017	4,323	35,941	40,264	

6. EXPENDITURE

	Total Unrestricted Funds 2018 £'000	Total Restricted Funds 2018 £'000	Total Funds 2018 £'000	Total Funds 2017 £'000
Raising Funds	218	16	234	241
Charitable Activities	3,264	32,431	35,695	43,522
Total Funds 2018	3,482	32,447	35,929	43,763
Total Funds 2017	4,559	39,204	43,763	

Expenditure can be analysed as per the following:

	Direct project costs	Project staff costs	Allocation of support costs	Total	Total
	2018 £'000	2018 £'000	2018 £'000	2018 £'000	2017 £'000
<i>Raising funds</i>					
Costs of generating voluntary income	43	-	6	49	112
Fundraising cost of goods sold and other costs	160	-	25	185	129
	203	-	31	234	241
<i>Charitable activities</i>					
Changing lives through media and communication					
Africa	5,582	5,333	1,911	12,826	14,678
Asia	4,927	5,657	1,712	12,296	14,263
Rest of World	5,111	2,996	1,534	9,641	10,455
Cross cutting activities	51	746	135	932	4,126
Total expenditure on charitable activities	15,671	14,732	5,292	35,695	43,522
Total resources expended	15,874	14,732	5,323	35,929	43,763

The support costs allocated and the basis of apportionment were:

<i>Support activity</i>	<i>Basis of apportionment</i>	2018 £'000	2017 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	1,271	1,018
General management	Pro-rata by direct project expenditure	2,446	3,715
Financial management	Pro-rata by direct project expenditure	453	557
Information technology	Pro-rata by direct project expenditure	398	470
Premises and facilities	Pro-rata by direct project expenditure	755	608
Totals		5,323	6,368

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 £35,390,000 (2017: £40,716,000) and the net result is a deficit of £539,000 (2017: £388,000 surplus).

7. NET INCOME FOR THE YEAR

	2018 £'000	2017 £'000
It is stated after charging:		
Amounts receivable by the company's auditor and its associates in respect of Audit of these financial statements	38	42
Amounts receivable by the company's auditor and its associates in respect of Audit of the financial statements of subsidiaries	8	8
(Gain) on disposal of fixed assets	-	(9)
Exchange rate loss / (gain)	83	(100)
Hire of other assets – operating leases	1,539	1,920

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 £3,027 (2017: £3,370) during the year relates to the reimbursement of travel costs incurred while carrying out their duties for BBC Media Action. Expenses were paid to four Trustees (2017: seven). Donations made by Trustees in the year totalled £1,425 (2017: £nil). 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 through project based payrolls.

9. STAFF COSTS

	2018 £'000	2017 £'000
Costs of staff are split out by:		
Wages and salaries	12,557	15,845
National insurance	723	632
Pension costs	531	616
Other staff costs	814	542
Total	14,625	17,635

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

	2018	2017
£60,000–£69,999	12	12
£70,000–£79,999	4	7
£80,000–£89,999	3	2
£90,000–£99,999	2	2
£100,000–£109,999	1	-

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 10 (2017:10). The 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 £107,353 (2017: £95,349), is £340,352 (2017: £382,624).

The decrease in the number of staff earning more than £60,000 per annum largely reflects the organisational restructuring as a result of the loss of the DFID Global Grant from the prior year—with 7 of those staff in the table above earning less than £63,000.

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

	2018	2017
Programme activities (charitable):		
Asia	195	379
Africa	285	381
Rest of World	136	75
Raising Funds/Other	4	3
Total	620	838

The costs charged in year include redundancy payments of £0 (2017: £479,886) of which £0 (2017: £469,295) was due to be paid out at 31 March 2018.

10. TANGIBLE FIXED ASSETS

Group and charity

	Fixtures and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation			
At 1 April 2017	26	43	69
At 31 March 2018	26	43	69
Depreciation			
At 1 April 2017	26	43	69
At 31 March 2018	26	43	69
Net book value			
At 1 April 2017	-	-	-
At 31 March 2018	-	-	-

11. FIXED ASSET INVESTMENT

	Charity 2018 £'000	Charity 2017 £'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 has three 100% owned subsidiary undertakings: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited and British Broadcasting Corporation Media Action Ltd/Gte, an entity registered in Nigeria on 26 October 2017.

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

The investment in BBC Media Action Nepal Pvt. Ltd, (Company Registration Number: 112548/60/070) an entity established under the laws of Nepal, is held directly.

British Broadcasting Corporation Media Action Ltd/Gte, (Company Registration Number RC1448388) is an entity under the laws of Nigeria. It is a 100% owned subsidiary of BBC Media Action. It did not trade during the year.

A fourth entity, BBC World Service Trust India, is regarded as a subsidiary undertaking and in accordance with paragraph 24.14 of SORP FRS 102 has been consolidated in the consolidated financial statements as BBC Media Action has the right to appoint the majority of Trustees. This entity did not trade in the current or prior year.

BBC Media Action (India) Limited

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

	2018 £'000	2017 £'000
Total incoming	3,711	3,966
Total expenditure	(3,711)	(3,966)
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:

	2018 £'000	2017 £'000
Fixed and current assets	447	583
Liabilities	(426)	(562)
Net assets/funds	21	21

BBC Media Action Nepal Private Limited

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

	2018 £'000	2017 £'000
Total incoming resources	9	9
Total resources expended	(9)	(9)
Net incoming resources	-	-
Total funds brought forward	1	1
Total funds carried forward	1	1

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

	2018 £'000	2017 £'000
Fixed and current assets	1	1
Liabilities	-	-
Net assets/funds	1	1

12. DEBTORS

	Group 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Trade debtors	987	1,765	987	1,765
Amounts due from related undertakings	-	-	108	-
Other debtors	930	653	647	311
Prepayments	260	518	244	457
Accrued income (see Note 16)	4,087	3,561	4,087	3,561
Total	6,264	6,497	6,073	6,094

All debtors fall due within one year.

13. CASH AT BANK AND IN HAND

	Group 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Cash held at bank in UK	8,001	11,246	7,968	11,209
Cash held at bank and in hand overseas	1,394	1,555	1,280	1,429
Total	9,395	12,801	9,248	12,638

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Trade creditors	134	375	122	243
Amounts due to subsidiary and related undertakings	606	1,638	610	1,948
Other creditors	1,142	2,284	861	1,847
Accruals	1,327	1,052	1,301	768
Deferred income (see Note 16)	5,962	6,293	5,962	6,293
Derivative liability	-	33	-	33
Totals	9,171	11,675	8,856	11,132

15. PROVISIONS FOR LIABILITIES

Charity and group	Project Costs £'000	Total £'000
At 1 April 2017	688	688
Amounts released unused	(596)	(596)
At 31 March 2018	92	92

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 2018. It is expected that the majority of these obligations will be paid during the year ending 31 March 2019.

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 2018 the Group had 75 (2017: 97) active projects:

	Total Deferred Income 2017	Total Accrued Income 2017	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2018	Total Accrued Income 2018
ActionAid: Nigeria - Deepening Democracy	0	89	(206)	359	0	242
BMB Mott MacDonald: South Sudan Girls Education	0	157	(842)	834	0	149
British Council: Zambia Speaks!	(689)	0	(701)	994	(396)	0
Christian Aid: Ethiopia - BRACED	0	59	(282)	282	0	59
Christian Aid: Sierra Leone - SABII	0	64	(215)	128	(23)	0
CIFF: Health	(38)	0	0	38	0	0
DAI: Myanmar - TCD5	0	0	(484)	484	0	0
Danish Refugee Council: Ethiopia - FENEWE	0	0	(56)	68	0	12
DFID: Tanzania - National Conversations 3	(41)	0	(786)	862	0	35
DFID: Global Grant	(1,036)	0	(643)	1,679	0	0
DFID: I4ID	0	0	(42)	42	0	0
DFID: South Sudan: DEPP - Internews	0	0	(81)	81	0	0
DFID: Ukraine: Hromadske TV	0	0	(97)	97	0	0
DFID: Somalia Lifeline DFID	0	0	(104)	104	0	0
DFID: Somalia: IAAAP Scale Up	0	0	(348)	499	0	151
DIAL: India: DIAL	0	0	(77)	77	0	0
EU: Syria - Radio Drama Project	(229)	0	(180)	409	0	0
EU: Med Media ENPI	0	639	(684)	723	0	678
EU: Enhancing the capacity of the Gulf	(385)	0	(12)	284	(113)	0
EU: Ukraine: Support to UA	0	0	(273)	12	(261)	0
EU: Community Cohesion through Community Media	0	0	(1,490)	1,494	0	4
EU: Consolidating Media Freedoms	(387)	0	(11)	204	(194)	0
FCO: Libya - El Kul	0	283	(283)	0	0	0
FCO: CSSF Iraq - Community Cohesion	0	125	(125)	0	0	0
FCO: CSSF Serbia and Macedonia	0	1	5	(6)	0	0
FCO: Tunisia - Ija Inbox	0	429	(429)	0	0	0
FCO: Afghanistan - Open Jirga Ph.II	0	32	2	0	0	34
FCO: Algeria Public Service Broadcasting	0	476	(476)	0	0	0
FCO: CSSF Estonia PHASE 2	(20)	0	0	20	0	0
FCO: Ukraine: Support to UA	0	0	(5)	60	0	55
FCO: Macedonia: Promoting Freedom	0	0	(300)	169	(131)	0
FCO: Nigeria: SJRP	0	0	(119)	335	0	216
FCO: Afghanistan: Open Jirga Phase II	0	0	(339)	339	0	0
FCO: Russian Language PSB Baltics States	0	0	(734)	622	(112)	0
FCO: Algeria: PSB	0	0	(553)	681	0	128
FCO: Tunisia: Ija Inbox	0	0	(405)	793	0	388
FCO: Iraq: Community Cohesion Phase 2	0	0	(680)	1,001	0	321
FCO: Libya: El Kul 3	0	0	(1,161)	1,497	0	336
GAC: Afghanistan - Her Voice, Her Rights	0	0	(1,129)	718	(411)	0
Gates: India MCH	(126)	0	(1,485)	1,412	(199)	0
Gates: India - UP Demand Generation	0	8	(53)	45	0	0

	Total Deferred Income 2017	Total Accrued Income 2017	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2018	Total Accrued Income 2018
Gates: India - National Scale Up Phase II	(529)	0	47	206	(276)	0
Gates: India - SCU for a cleaner India	(717)	0	67	295	(355)	0
Gates: India - WASH Academy	0	0	(573)	193	(380)	0
International Alert: Nepal Peacebuilding Project	0	0	(28)	107	0	79
IOM: Bangladesh - Rohingya	0	0	(50)	290	0	240
LIFT Consortium: Myanmar - Kyat Chat	(116)	0	(455)	444	(127)	0
Norwegian Govt.: South Sudan - Life in Lulu 3	0	0	(863)	197	(666)	0
Norwegian Govt.: Ethiopia - Air We Breathe	(7)	0	0	7	0	0
Oxfam: Kenya - WASH	0	55	(155)	100	0	0
Plan UK: Myanmar - BRACED	(5)	0	(174)	227	0	48
Rutgers: Bangladesh: Hello I Am	0	0	(468)	423	(45)	0
SDC: Tanzania - Niambie	0	105	(105)	0	0	0
SDC: Tanzania - Niambie	0	0	(354)	328	(26)	0
SDC: Nepal - Sajha Sawal	0	0	(334)	376	0	42
SFH: Nigeria - Gombe	(105)	0	(88)	193	0	0
SIDA: Zambia - Tikambe! Lets talk!	(195)	0	(24)	198	(21)	0
SIDA: Zambia - Radio Waves	(171)	0	(1,069)	774	(466)	0
SIDA: Cambodia: Climate Adaption	0	0	(681)	14	(667)	0
SIDA: Zambia - Tikambe II	0	0	(882)	188	(694)	0
UNDP: Cambodia - Klahan	(52)	0	(981)	992	(41)	0
UNDP: Sierra Leone - Social Media	0	0	(181)	156	(25)	0
UNDP: Myanmar - Pyaw Ba	0	0	(178)	197	0	19
UNFPA: Bangladesh - Strengthening Midwifery	0	58	(59)	1	0	0
UNFPA: Bangladesh - AGAMI	0	0	(201)	256	0	55
UNICEF: Afghanistan - Child Vaccination	0	0	(5)	5	0	0
UNICEF: India - AdhaFULL	(30)	0	(422)	452	0	0
UNICEF: Nigeria - MERCI Phase II	0	9	(8)	(1)	0	0
UNICEF: Kenya - SHARE	(18)	0	(308)	326	0	0
UNICEF: Tanzania - MNCH	0	0	(102)	64	(38)	0
UNICEF: Niambie	0	0	(116)	116	0	0
UNICEF: Bangladesh - Rohingya	0	0	(52)	143	0	91
UNICEF: Afghanistan - 2nd Phase "Polio"	0	0	(154)	430	0	276
UNICEF: Nigeria: MERCI3	0	0	(537)	537	0	0
US State Dept.: Libya - Hiwar Mushtarak MEPI	0	145	(554)	417	0	8
USAID: India - mServices to 6 states	0	48	(470)	498	0	76
USAID: Palestinian Territories - Khaleena Nitfaham	0	239	(349)	110	0	0
USAID: Nepal - Earthquake Reconstruction	0	48	(130)	82	0	0
USAID: Nepal - Reconstruction Radio	0	0	(192)	285	0	93
World Vision: Bangladesh - DEPP	0	66	(379)	324	0	11
Other Projects	(1,397)	426	(1,379)	2,296	(295)	241
Totals	(6,293)	3,561	(28,829)	29,686	(5,962)	4,087

17. FUNDS ANALYSIS

	Balance at 1 April 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance at 31 March 2018 £'000
Unrestricted funds:					
Designated funds:					
Technology-led Change Fund	498	-	(88)	100	510
Catalyst Fund	39	-	(19)	-	20
Total designated funds	537		(107)	100	530
General funds	6,364	2,943	(3,375)	(100)	5,832
Total Unrestricted funds	6,901	2,943	(3,482)	-	6,362
Total Restricted funds	34	32,447	(32,447)	-	34
Total Funds	6,935	35,390	(35,929)	-	6,396

The 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.

All of BBC Media Action's primary activities are included within restricted funds. These activities are restricted to overseas project work and associated income and expenditure in line with the key themes and charitable objects described in the Trustees report. Analysis of the projects are included in note 16.

The Technology-led change fund represents funds set aside for the development and enhancement of processes and systems. £100,000 has been added to the fund from general funds during 2017/18.

The Catalyst Fund has been used for several years to develop and pilot new projects and approaches and provide match funding for large scale grants. During 2017/18 no amounts were added to the fund and there has been expenditure from the fund of £19,000.

At 31 March 2018 undesignated general funds of £5,832,000 were held (2017: £6,364,000).

The funds balances held at 31 March 2017 and 31 March 2018 are the same for the Group and the charity and therefore the movement for the charity has not been disclosed separately. The charity's income and expenditure is detailed in note 6.

18. ANALYSIS OF GROUP AND CHARITY NET ASSETS BETWEEN FUNDS

	Net current assets £'000	Provisions for liabilities £'000	Total funds £'000
Restricted funds	34	-	34
Unrestricted designated funds	530	-	530
Unrestricted general funds	5,924	(92)	5,832
Total Funds at 31 March 2018	6,488	(92)	6,396

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

	2018 £'000	2017 £'000
Net (expenditure) income for the year	(539)	388
Investment income	(30)	(32)
Gain on sale of tangible fixed asset	-	(9)
Decrease in debtors	233	997
(Decrease)/ increase in creditors	(2,504)	1,558
(Decrease)/ increase in provisions	(596)	285
Cash (outflow)/ inflow from operating activities	(3,436)	3,187

20. COMMITMENTS AND CONTINGENT LIABILITIES

Sub-grants

BBC Media Action had 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 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Within one year	1,014	436	1,014	188
In the second to fifth years inclusive	-	103	-	-
Totals	1,014	539	1,014	188

Other Financial Instruments – Forward contacts

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 2018 there were no commitments outstanding to any forward exchange contracts and therefore no unrealisable gain or loss has been provided for (2017: loss £32,544).

Other than the above, BBC Media Action only has basic financial instruments measured at amortised cost which are included within debtors and creditors, and cash at bank and in hand which is measured at fair value through profit or loss.

Operating Leases

These were total amounts payable in the future on non-cancellable operating leases:

	Group 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Land and buildings				
Operating leases which expire:				
Within one year	618	390	582	331
In the second to fifth years inclusive	318	428	318	428
Totals	936	818	900	759

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.

21. 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 most recent actuarial valuation by Willis Towers Watson of the pension scheme showed a funding shortfall of £1,769 million. The latest funding update prepared, using the same methodology (but with updated economic assumptions), reported a shortfall of £1,598 million.

An 11 year recovery plan (2017 to 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 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 (%)		
	2019	2018	2017
Employer	31.4	31.4	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 £258,199 in the year (2017: £372,193). In addition, at 31 March 2018, contributions of nil had been prepaid (2017: £nil).

The accounting valuation as at 31 March 2018 was undertaken by Willis Towers Watson, consulting actuaries. This valuation identified a deficit of £518.3 million in the scheme at 31 March 2018 (2017: £1,149.1million). 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 USA and Australia. The pension cost represents contributions payable by BBC Media Action to the funds and this amounted to £302,094 in the year (2017: £252,721).

22. 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>Related parties</i>			
2018	396	-	606
2017	460	4	1,638

During the year, BBC Media Action procured some HR, IT and other support services of £396,318 (2017: £460,278) from the BBC.

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

At 31 March 2018, an amount of £605,804 (2017: £1,637,379) was owing to the BBC Group. This amount owing is non-interest bearing and repayable on demand.

Endnotes

- 1 **BBC Data Portal**
<http://dataportal.bbcmediaaction.org/site/>
- 2 **BBC Media Action iLearn**
<https://www.bbcmediaactionilearn.com/course/view.php?id=187>
- 3 **Media for Development**
<http://mediafordevelopment.bbcmediaaction.org/>
- 4 **Global Health Stories**
<http://globalhealthstories.com>
- 5 **Gender and Media**
<http://genderandmedia.bbcmediaaction.org>



BBC
MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD

Cover image: A mother is interviewed for *Madubi* (Mirror), BBC Media Action's programme to help families in northern Nigeria make informed choices about immunising their children.

Find out more:

bbcmediaaction.org



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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.