

Annual Report & Accounts 2018/19

Year ended 31 March 2019



BBC

MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD



“ Marriage without a girl’s will is anyways wrong, no matter what her age is. If she wants to study she should be allowed to study more and make her career.”

Teenage girls who are viewers of AdhaFULL, Meerut, India



Tara, Kitty and Adrak are the lead characters in our India adolescent TV drama, AdhaFULL, which tackles the gender stereotypes that hold girls back. Credit: BBC Media Action

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Welcome from the Chair & Vice Chair

In a year that's seen deeply troubling attacks on journalists, the continued shrinking of civic spaces and a growing recognition of the effects of misinformation and disinformation, independent and trusted media are more important than ever – and so is the work of BBC Media Action.

For 20 years, we have supported media freedom as essential to building transparent, accountable and inclusive societies. Long-term investment to support the growth and professionalism of media in developing countries is at the heart of our strategy. We are proud of our work equipping thousands of journalists and broadcasters with the skills to produce accurate, balanced, and trusted reporting that holds those in power to account. And we are proud of our impact: our work connects communities with leaders, enables health workers to better serve marginalised and hardest-to-reach populations, and youth to get involved in civil society; and informs and connects people in humanitarian crises with life-saving information and services.

We have stepped up our efforts to support our audiences to navigate more complex media landscapes and find the information they need, when they need it.

Advancing digital technologies pose opportunities and threats to our audiences and to our organisation. Whilst digital platforms present huge potential to inform, connect and empower more people, they may also fragment audiences and leave people isolated and vulnerable to exploitation. We're developing a new digital strategy to ensure that BBC Media Action uses new platforms in an innovative and responsible way to improve people's lives.



Trustees agreed a deficit budget for 2018/19 and have been pleased that, despite political uncertainty, the charity has secured funding for both ongoing and new projects across many of our country programmes, diversifying our funding base whilst retaining the support of our key donors. Some funding did not come in as expected by year-end, resulting in drawing on reserves more than planned. However, we are encouraged by progress in fundraising and business development to ensure we remain within our reserves policy in the next financial year.

BBC Media Action is supported by a Board of 12 Trustees from the BBC, private sector, media, and international development. In 2018/19 we welcomed two new Board members – Julia Rank, Deputy Director of Finance at St Mungo Community Housing Association and Awo Ablo, Executive Director for External Relations at the Tony Blair Institute for Global Change – and bid a grateful farewell to Keith McAdam.

We are fortunate to support an organisation which delivers such life-changing work. We warmly thank Caroline Nurse, Chief Executive Officer, and all BBC Media Action staff for their extraordinary efforts, and look forward to another successful year.

Francesca Unsworth
Chair

Martin Dinham CBE
Vice Chair

Welcome from the Chief Executive Officer



to climate change and negotiate environmental issues. New projects in Cambodia and East Africa are helping people understand, and adapt to, the changes in climate that affect their lives and livelihoods. In Indonesia, where we have opened a new office, we are launching a project to expand public dialogue on how natural resources, including its vast and threatened forests, are managed.

This year at BBC Media Action we've placed a strong emphasis on supporting fairer and more equal societies, building on our commitment to break down the harmful barriers that prevent women and girls from thriving. This means that along with our many gender-focused projects, from supporting girls to stay in school in South Sudan, to reducing gender-based violence in Zambia, to encouraging female participation in decision-making in Afghanistan, we ensure the needs of girls and women are front and centre across all of our programming. We are turning boys and girls into allies rather than adversaries, and transforming negative perceptions that have historically held women back.

There are many grounds on which people are held back or excluded – which is why we're also continuing our valuable work for, and with, other marginalised groups to ensure no one is left behind, in keeping with the UN Sustainable Development Goals. This includes new programmes focused on the rights and needs of people with disabilities, and a new strategy for working with young people. As more young people engage with media, and face challenges in exercising their rights and achieving their potential, we want to ensure our work remains relevant, and that their perspectives shine through.

Another development this year has been the expansion of work to support some of the world's poorest and most marginalised people to adapt

Underpinning our work this year have been efforts to strengthen safeguarding and to do our utmost to ensure everyone we come into contact with is treated with respect and dignity. At BBC Media Action, we are driven by our values of trust and respect; in the last year, we have refreshed our Code of Conduct and carried out extra training to ensure staff embody these values and live up to the high standards rightly expected of development charities. We have also worked across the sector, including through my role as Chair of Bond (the umbrella body for international development organisations), to improve practice. We are committed to doing all we can in this critical area.

Against an uncertain political environment and contract delays, our income this year did not grow as much as expected. This generated support costs in maintaining country offices that made it necessary to draw on reserves. We have improved our financial planning processes and are proud of the hard work from our partnerships and fundraising teams in building our support base towards growth in the next financial year.

I would like to thank all our staff worldwide whose tireless dedication and creativity have delivered the fantastic work outlined in this report.

Caroline Nursey OBE
Chief Executive Officer

Strategic report

Who we are and what we do

BBC Media Action is a UK-registered charity that works for international development. Our premise is that responsible media is essential to democracy.

We work in the knowledge that change happens when people have access to reliable, timely and useful information and the opportunity to talk about it.

Founded by the BBC in 1999, we operate as an independent organisation embracing the BBC's values and editorial standards. Our work is not funded by the Licence Fee. However, we benefit from strong partnerships with the World Service and other parts of the BBC, and several of our trustees come from the BBC.

We work in some of the most fragile and divided societies in the world. Our work addresses poverty. This does not just mean supporting women and men with low incomes but also those with limited access to health, education and other basic services. We also work to support women and men living in divided and unsafe environments, and people who have little opportunity to hold to account those with power.

To support these people, we work in three focus areas where media and communication can make a positive difference:

- Governance and rights
- Health
- Resilience and humanitarian response.

We are increasing the work we do to champion gender equality and women's rights and to support access to learning, particularly for girls. We are also working to ensure that our projects actively empower young people and meet the needs of people with disabilities.

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. When reviewing the charity's aims and objectives and in planning future activities, the trustees confirm that due regard has been given to the public benefit guidance as published by the Charity Commission, as required under the Charities Act 2011. Our charitable objectives include education and training, the advancement of health, the prevention or relief of poverty, and overseas aid.

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. It identifies an emerging focus on supporting access to education and non-formal learning, and commits the organisation to addressing gender equality and women's rights, the

needs of the growing youth population and the needs of people with disabilities.

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

Our work inspires, informs and connects people, so that they are more able to hold leaders to account, access education and health services, start businesses or access paid work, and make important decisions about their lives. In 2018/19 we reached 100 million people directly with our programmes.



Recording of political debate programme *Sajha Sawal* (Common Questions) in Nepal. Credit: BBC Media Action

Our theory of change

Our organisational theory of change illustrates our understanding of how our work with media and communication can empower people, connect them and influence those in power to improve people's lives. It is rooted in a fundamental belief that strong, responsible media are a cornerstone of democracy and development.

In any project, we pursue the most promising pathways to our end goal, focusing on the factors that are most likely to drive or inhibit change. Depending on the issue at hand, we help build knowledge and foster confidence, discussion and motivation. We successfully challenge restrictive and discriminatory norms. We enable people to come together, support each other, discuss their views and solve problems. We help make sure that people from all parts of society ask questions about issues that matter to them, to influence those in power.

These shifts prompt the kind of actions needed to improve health, and strengthen resilience and response to crises. They result in an improved position in society for women and girls, ensure that different sections of society understand one another and that people participate more in decisions that affect their lives. Governments and those delivering public services also become more responsive.

Taken together, these shifts in behaviour, how society functions and how governance systems work contribute to a world where people live in healthier, more resilient and inclusive communities.

Why change is vital: our challenges

Media and information

- Increase in digital and mobile media
- More fractured and co-opted media
- Rising misinformation

Rights and fragility

- Closing civic space
- Fragility, violence and extremism
- Pervasive gender inequality and discrimination

Health threats

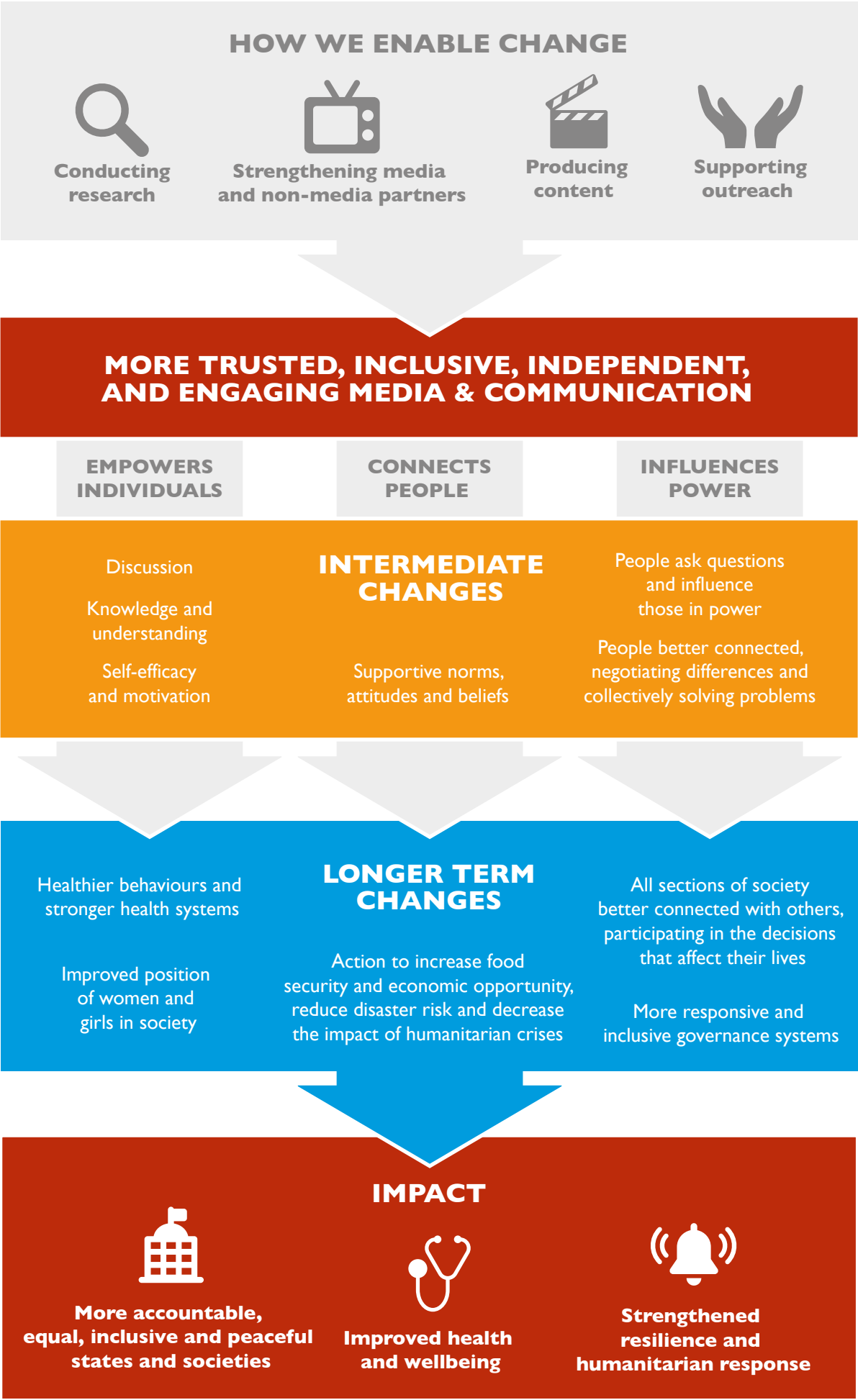
- Maternal and child conditions
- Communicable diseases
- Poor water and sanitation
- Growing burden of non-communicable disease

Demographic changes

- Younger populations
- Large scale urbanisation and migration

Resources and resilience

- Climate change and environmental degradation
- Food insecurity
- Economic instability within households
- Rising risk from natural hazards
- Increased humanitarian emergencies



How we work

Each of our projects is designed to bring about change in at least one of four interdependent “areas of influence”: people, practitioners, organisations and the wider media system or government.

Embracing the name and values of the BBC, the most trusted broadcaster in the world, supports our engagement with mass audiences – the people who directly benefit from much of our work.

We also work with communication practitioners – journalists, actors, producers and more – so that they can make better programmes and content, and with health and other development workers and community leaders.

We work with organisations like radio stations and local government departments. And sometimes we engage at a systems level. We work on the legal frameworks that regulate what media can do in a particular country, and influence internationally, as we did to convince humanitarian organisations to incorporate communication more thoroughly and consistently into their work.

We are committed to working in partnership and know that this can exponentially increase the impact of our work. Usually, we work in partnership with civil society organisations, including international NGOs, and with media organisations. We also work with national and local government to deliver complementary elements of wider projects.

Where we work

We work where we know that media and communication can make the most difference. This includes some of the most fragile and divided societies in the world. Most of these countries are categorised as ‘low’ or ‘medium’ on UNDP’s Human Development Index. We also take account of the ‘Freedom in the World’ and ‘Fragile States’ indexes and recognise that marginalised groups in some middle-income countries are very poor. It is also the case that a lack of transparency combined with authoritarianism, corruption and limited opportunity for freedom of expression have a devastating effect on people’s lives. This means that, occasionally, we work in a country categorised as ‘high’ on the Human Development Index, though not in any counted as ‘very high’.

We currently work and have offices in Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Myanmar, Nepal, Nigeria, Sierra Leone, South Sudan, Tanzania, and Zambia; we work in Kenya and Somalia from our office in Nairobi, and Algeria, Libya and Tunisia from our base in Tunis. We are pleased to have secured registration and to have started work in Indonesia this year.

From a base in Lebanon, we work with Syrian refugees and people inside Syria. Our London-based Iraq country team have developed long-lasting local partnerships through which we deliver effective and sustainable partnerships in Iraq. And our work in Eastern Europe is delivered from our London office.

Many of our projects reach beyond these countries, particularly our work in media development and humanitarian response to emergencies.



Students in northern Kenya learn about the importance of handwashing for good health through songs, stories and poems. Credit: Diana Njeru/BBC Media Action

Delivering our programmes

During 2018/19 we worked to achieve four aims

- Start to deliver our new three-year strategy, at a scale of more than £35m annual 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.

In 2018/19 our organisational expenditure was £38.6m (2017-18: £35.9m), enabling us to achieve real impact for people through our work around the world. We describe our achievements in this area throughout this report.

- 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.

Our work to fight marginalisation and to ensure we reach and help those in greatest need is described in pages 32-35. As planned, we have developed a new strategy to guide and help scale up our work with young people.

- 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.

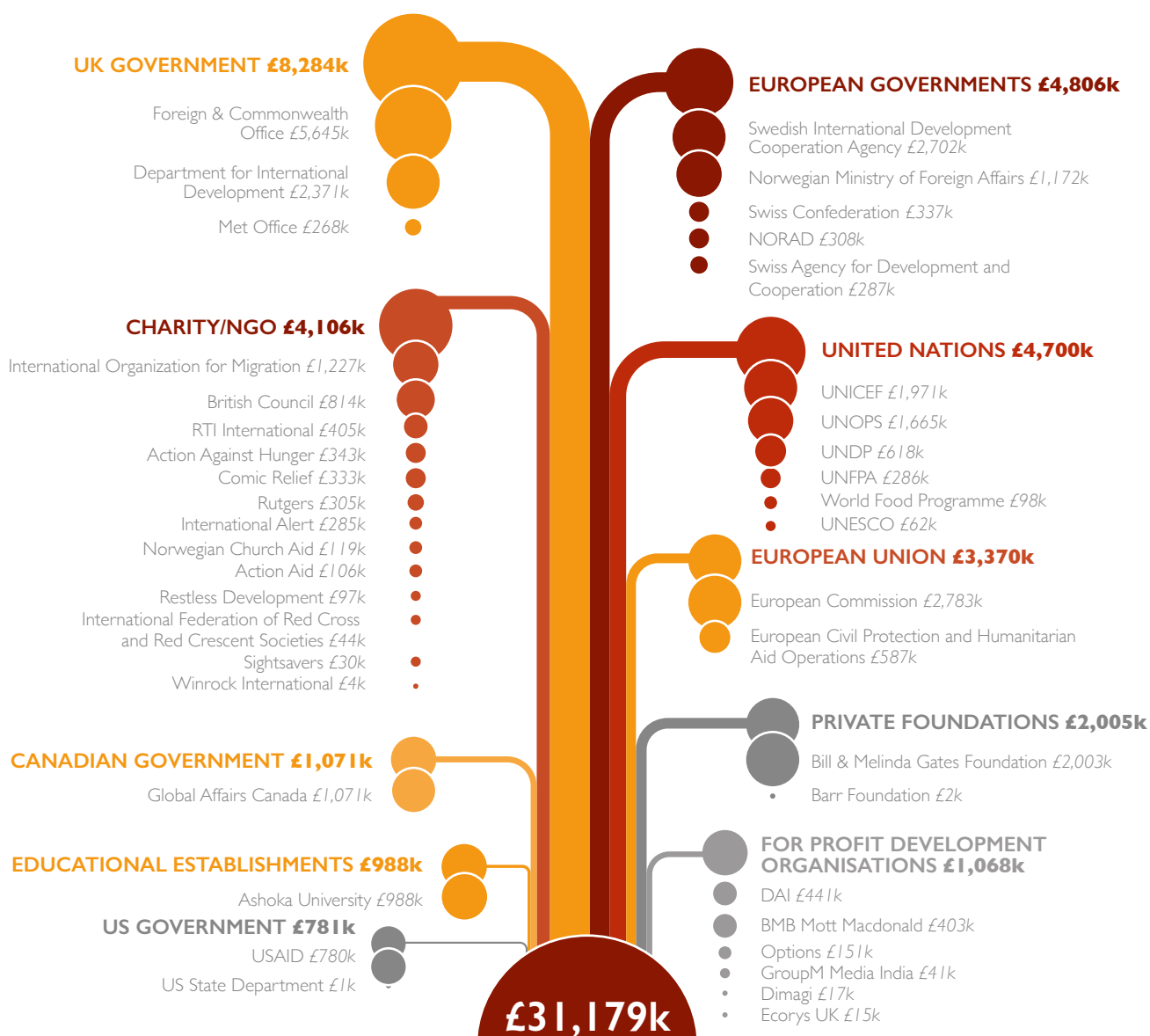
Our efforts to ensure that our work is accessible to all those who most need it, whilst also taking advantage of the opportunities offered by digital technology, are described throughout the following sections and particularly on pages 36-39.

- 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.

This has been a major organisational focus in 2018/19. Our work to nurture a respectful working culture and to strengthen safeguarding is described in pages 40-41.

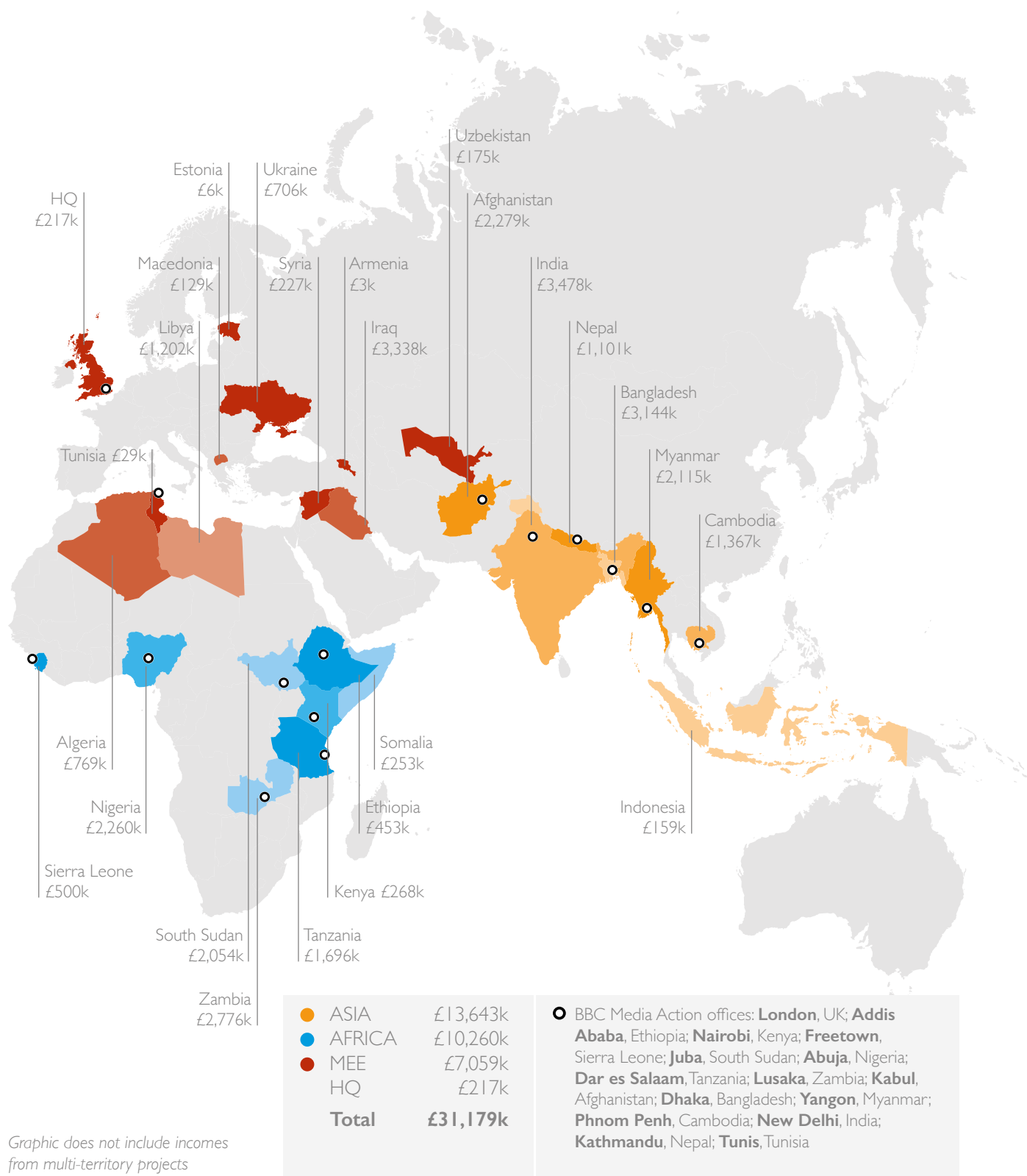
Funding our projects around the world

WHERE IT COMES FROM



WHERE IT'S ALLOCATED





Governance and rights

Media and communication support effective and inclusive governance – improving accountability, helping people realise their rights, reducing fragility and supporting social cohesion and peacebuilding. Over the last year we have continued to work in challenging environments to engage large populations and support media institutions. We remain committed to advancing media freedom and responsibility around the world, recognising the critical role of trusted, independent journalism in underpinning democracy.

Our projects bring about change by:

- encouraging people to come together to build understanding and work through differences peacefully, fostering inclusion and equality;
- creating opportunities for people to hold those in power to account, encouraging participation in public and political life;
- increasing access to trusted and trustworthy information to address the corrosive effects of misinformation and disinformation;
- building knowledge and skills, so that individuals can interrogate the reliability of information, and encouraging responsible behaviour online;
- developing deep and lasting relationships with our media partners, collaborating to produce high-quality media outputs alongside capacity building to support lasting change.

Crossing divides, building tolerance

In Myanmar, our radio drama, *Tea Cup Diaries*, broadcast weekly on the national broadcaster MRTV, began its sixth series this year. The

programme aims to increase understanding and tolerance between ethnic and religious communities in the country, where minority groups – including Muslim Rohingya people – face persecution.

A research study that followed listeners over the course of the series showed that the drama encouraged openness to social interaction with those of different religions, including Islam. In interviews, listeners highlighted the importance of not discriminating against others and expressed an aspiration for inter-religious friendships like those portrayed in the drama.

A quantitative survey of 800 people carried out in Ayeyarwady region found that listeners of the show had more knowledge of different religious practices compared to non-listeners. Furthermore, those listeners who were more emotionally engaged in the drama also demonstrated higher levels of acceptance of people from different religious and ethnic groups.

Working with 38 local radio stations in South Sudan we have made and broadcast the fifth and sixth seasons of our radio drama *Life in Lulu*, which focuses on building peace and promoting reconciliation. A quantitative evaluation showed that those being reached regularly by the drama are more likely than other community members to believe there are better ways than violence to resolve conflict; feel confident that they can use non-violent ways to resolve disputes; agree it is better to discuss differences calmly; and report that disputes in their community have been resolved peacefully.

“We all are human. There are good people in their religion too.”

Older male, Bamar, Older;
Tea Cup Diaries listener and panel member in Bamar, Myanmar

Woman asking a question during a recording of *Open Jirga* in Afghanistan. Credit: BBC Media Action



Qualitative research conducted this year illustrated the show's impact on the harmful norms that contribute to conflict in the country, including the belief that weapons symbolise masculinity and command respect.

“...I am in the prison here now, because I failed to follow the legal way of demanding my right, rather than commit a revenge attack.... I have totally changed from the way I used to do my thing in the past, after listening to *Life in Lulu*. Now if I have a problem then I will sit with people and negotiate until we reach a peaceful resolution.”

Life in Lulu listener and listening group member,
 Tonj Prison, Central South Sudan

Supporting accountable, inclusive political processes

In Afghanistan, our long-running *Open Jirga* (Open Assembly) TV audience-led debate show returned for a seven-episode series in 2018, with new presenters and a new look. 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. Former British Ambassador to Afghanistan Sir Nicholas Kay said of the show: “It's a very important demonstration of how Afghan people want to be involved in politics. They want their voice heard... I really commend the show and the participants in it.”

In early 2019 another series of *Open Jirga* began, against the backdrop of upcoming presidential and provincial elections. The series focuses on informing ordinary Afghans about political processes and governance issues and providing them with a platform to interact with and question politicians and officials. Alongside this, episodes of the long-running radio drama *New Home, New Life*, produced by our local partner AEPO, are increasing awareness of local accountability mechanisms and challenging norms such as voting along ethnic lines, women's voting choices being determined by men, and acceptance of ethnic violence during elections.

Ahead of the Nigerian general election which took place in February 2019, we launched *Mi-VotE*, a comprehensive communication project designed to improve inclusion and participation in the country's political life. With a particular focus on groups that have previously been marginalised, such as women, young people, and people with disabilities, we supported engagement through weekly radio shows, town hall discussions, public service announcements for TV and radio, and online content. An evaluation of this project showed that people who regularly listened to our governance programmes demonstrated better knowledge, had higher confidence and motivation to participate in politics, and participated more in politics than non-listeners. The wide remit of this work – which includes the training of local radio and TV stations to produce inclusive election programming – is designed to ensure that political participation continues far beyond this election cycle, and that newly acquired skills and behaviours are embedded in everyday life.

In Zambia, this year also saw the addition of a radio drama, *The Story of Gondo*, to the long-

running *Radio Waves* and *Zambia Speaks!* projects, that together aim to strengthen Zambian media outlets in support of accountability and constructive public dialogue. The drama aims to tackle deeply entrenched social norms around political participation, such as voting by tribal affiliation, the expectation of personal gain in return for political support during elections, the intimidation and harassment of female voters, and misogynistic attitudes to women's participation and representation in political life.

Our evaluation shows that the drama's topics resonate with listeners, who reported learning more about the negative consequences of accepting bribes for political support. Listeners also felt it was important to choose political candidates independently and based on merit, that women are capable of holding political positions and that tribalism has negative consequences for society.

Support to media

We have maintained our long-term commitment to strengthening independent media around the world, building local capacity in order to bring about sustainable change. This year we have supported over 100 media partners and over 1,000 individual journalists.

Where a lack of effective journalism is undermining accountability, training in high-quality, independent reporting can ensure that balanced information is accessible to ordinary people and different viewpoints are heard. This year, we completed our work across six Gulf Cooperation Council countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and United Arab Emirates) to equip journalists, citizen journalists, online publishers



A woman asks a question in a *Haba na Haba* (Little by Little) live debate in Tanzania.
Credit: BBC Media Action

and other media practitioners with the technical and editorial skills to produce accurate, balanced, impartial and credible reports. Through online training courses, mentoring and publishing initiatives for 100 trainees, we emphasised sourcing, diverse viewpoints, facilitating dialogue between different interest groups, and amplifying female voices.

Participants in the Khabar Academy journalism training created a variety of news and current affairs productions, ranging from plain text reports and illustrated articles through to audio and video packages and discussion programmes modelled on radio and TV reportage. The subject matter varied from hard news reports to soft feature

material, with a common objective of engaging a diverse audience on issues of topical importance, and stimulating debate and the exchange of differing views. Women's voices were prominent in highlighting issues of particular concern to them such as gender discrimination and in challenging taboos on discussion, for example, of sexual violence. Trainees' output was published both in the mainstream outlets for which some of them worked, and on private social media channels such as Facebook, Twitter, Instagram and YouTube.

Where media environments are restrictive, we often work with state institutions over several years, where commitment to change is apparent.

“ I think the discussion [on the governance programme] with the people and the radio station staff somehow made us respond swiftly to the situation. We were embarrassed and received orders from the top to act and commit to collecting garbage and not let it accumulate. Take a walk in Katete, from the roundabout to the market, you will see that there are no piles of uncollected garbage anymore.”

Deputy Council Secretary, Katete, Zambia

For the past five years, we have been strengthening the capacity of Algeria's state broadcasters as they transition to a public service broadcasting model. This year we have conducted large-scale audience research, providing a clearer picture of the media landscape and Algerians' views on it. The results have enabled our partners to develop and test new programming concepts that will better meet the needs of underserved Algerians, particularly young people, and tackle the country's development challenges. We will continue to work with our partners to bring these to fruition in 2019/20 and help them adapt to changes they are likely to face in an evolving political context.

In 2018/19, much of our work has focused on ensuring local partners are equipped with strong audience and market data, and the necessary business and management skills to improve their economic viability. In Tanzania, our work with local radio stations has increased their capacity to manage their operations, market themselves, understand their audiences and generate revenue. Four of the eight stations that received intensive support increased revenues by more than 50%, despite the country's difficult economic situation.

In Zambia, we partner with the country's vibrant independent radio sector to support their efforts to provide a platform for local accountability which caters to all sections of society, and provides an alternative perspective to co-opted national media. Whilst local radio is popular, stations often lack the skills to produce editorially sound programming, and struggle to generate predictable and sufficient

income and to manage their staff, resources and equipment effectively.

Results from our quantitative evaluation show that people who regularly listened to governance programming on partner stations were more likely than non-listeners to be aware of their rights, participate in discussion about governance issues, have confidence that they are entitled to challenge local leaders and hold them to account, and agree that the local media is holding politicians to account for the decisions they make. This was true after controlling for age, gender, location, education and economic status.

Local stakeholders also reflected on the increased level of accountability the programmes have brought and case studies identified how the programmes helped to improve local accountability mechanisms.

Community members, station staff and local stakeholders across all partner stations cited developments in their local community which they believed could be linked to the topics discussed on the governance programmes. Station staff felt that these programmes made service providers and those in government accountable for their actions and pointed to examples of where actions had been taken following their programmes.

Fighting misinformation and disinformation

Misinformation and disinformation have always been part of people's lives. However, the rapid

“A lot of things have changed in Katete. Even the local leaders are now scared, they know that if they don’t do the right things, they will be called by Radio Mphangwe through the *Our Issue* programme.”

Community journalist, Radio Mphangwe, Zambia

rise of social media, low levels of media and digital literacy, and political and social polarisation in many parts of the world have contributed to the rapid spread of false and sometimes harmful information. This can reduce public trust and unduly influence both private and political decision-making.

We are tackling misinformation and disinformation by:

- assessing their extent and effects in the countries in which we are working;
- understanding the factors that influence how ordinary people and media professionals engage with, and respond to, false information;
- strengthening the capability of local media to become trusted sources of reliable information;
- working with media professionals, citizen journalists and audiences to increase their capacity to use media – and particularly social media – safely and responsibly.

In advance of the elections in Nigeria in early 2019, we worked to increase the political knowledge and understanding of young people between the ages of 18 and 24. We facilitated balanced discussions on our Pidgin English and Hausa language Facebook pages, under the hashtag #Woke4Naija (Woke for Nigeria), thereby equipping young people to engage and participate responsibly online and strengthening their resilience to misinformation.

In the sixth series of our radio drama *Tea Cup Diaries* in Myanmar (described above on page 16) we've worked to help audiences think critically

about how they consume and communicate news and information, particularly on social media. Reaching large audiences via drama can help challenge the norms and behaviours perpetuated by online echo chambers. Our research found that whilst few trust the information they consume on social media, they would rather use social media than live in the dark. In this context, the drama helped listeners reflect on the consequences of sharing unverified information.

In Iraq, our partner *Radio Al Mirbad* has been producing satirical videos for many years, as a spin-off of a radio programme designed to tackle rumours and facilitate dialogue between communities and officials. Using humour and satire to discuss controversial issues and to challenge incorrect information, they are making audiences more resilient and improving community cohesion, despite widespread and divisive sectarian narratives. Posted on *Al Mirbad*'s social media accounts, the videos quickly became a hit and their main dissemination outlet, a dedicated YouTube channel, now has 3.5 million subscribers and over 700 million lifetime views.

Al Mirbad enjoys high levels of brand awareness in the southern provinces, with 72% of adults over 18 aware of its media content in one form or another. Weekly radio and online audiences believe it plays an important role in political participation and government accountability: 86% of weekly users in Basra agree that *Al Mirbad* provides an important public service and 86% agree that *Al Mirbad* gives citizens a voice/speaks for Iraqi citizens.

Health

In 2018/19 we have continued to innovate to improve the health of vulnerable and hard to reach people around the world. Combining mass media with an array of local community outreach approaches, we have expanded our community-based recordings of radio programmes, increased co-productions with local radio partners and provided more support to community-based health workers.

Our key objectives in the health field include:

- improving family health, particularly that of mothers, newborns and children, by engaging men and women and supporting them in more effective interactions with healthcare workers;
- tackling hygiene and sanitation challenges;
- empowering and enabling young people and women to realise their sexual and reproductive health rights;
- encouraging all people to understand consent within relationships, based on respect for others and voluntary choice;
- strengthening health systems to increase the quality and accessibility of health services.

Improving family health

In Sierra Leone, where the entire population is at risk of malaria, we have produced a new national weekly radio show called *Tawa Fo Welbodi* ('Determined for Health'). Its main aims have been to overcome the practical and social barriers that

obstruct the use of bed nets, to normalise seeking tests and treatment for malaria, and to increase people's confidence in holding health service providers accountable. Research findings found that listeners thought actionable advice such as sleeping under a bed net, going for a test promptly, or following the full dosage for anti-malarial medicine was easy to discuss and follow. But more still needs to be done to empower communities in their relationships with health service organisations.

In Tanzania, we implemented a nine-month project to improve maternal and newborn care in communities in two regions. Our production team supported local radio producers to record programmes at community events, where families and health workers took part in group discussion, listened to poetry, watched drama and took part in competitions. This innovative approach aimed to break down harmful norms and traditions related to pregnancy, childbirth and accessing healthcare, as well as shifting gender roles that inhibit men from supporting women and babies appropriately during pregnancy and after birth.

Qualitative evaluation showed that the radio programme prompted discussion on issues such as birth preparedness, breastfeeding and miscarriages, and that it increased people's confidence in asking health workers questions. Men reported learning how important their role is in safeguarding their partner and baby's health, and health workers observed that more men were accompanying their partners to antenatal appointments.

“ **Something that I heard for the first time in my life through [the radio programme] was that we men, we should cooperate with our wives when they are pregnant and not let them carry the burden on their own of going to the clinic alone, we must also carry their burden so that we can be together.”**

Male research respondent, Mpande, Tanzania

Since 2013, we have been working closely with Unicef to support polio eradication. Through mass media and community-based programming – including radio magazine shows, live drama recordings, and radio and TV public service announcements (PSAs) – we’ve been tackling the barriers that inhibit childhood vaccination among at-risk and hard-to-reach communities in Afghanistan and Nigeria.

This year, a synthesis of research findings from these two projects, and previous work in Somalia, has shown that our programming has helped parents and caregivers of children under five to voluntarily ensure their children are vaccinated in wider polio campaigns, amid spreading of rumours. Providing listeners with engaging drama and accurate and clear information from trusted sources has prompted community discussion and dialogue, garnered trust and confidence among caregivers, and shifted perceptions so that the risk and prevention of polio and other childhood diseases is understood.

Tackling hygiene and sanitation challenges

Poor sanitation and hygiene practices, coupled with unsafe drinking water, contribute significantly to childhood diarrhoea and child mortality in Ethiopia. Partnering with Unicef, we implemented a Baby WASH (water, sanitation and hygiene) pilot project in 2018/19 in one region of the country, then expanded to two more. Baby

Mothers in Ethiopia listen to advice on hygiene, part of our Baby WASH project
Credit: BBC Media Action



WASH aims to encourage safer feeding and playing spaces for children under three by targeting the hygiene habits of their mothers and fathers. The interventions included the production and broadcast of a 5-minute radio drama series and a magazine programme, local discussion groups, and the production of and training in a toolkit for community health workers.

Research in the Amhara and Oromia regions confirms that our activities have contributed to improved knowledge of sanitation and hygiene issues and, in some cases, this has resulted in the adoption of good practice. However, people's lack of access to clean water and inability to afford soap has limited more widespread adoption of good practice. Unicef is now working with service providers and local government on these supply-side challenges.

A mother is interviewed at a community event as part of our maternal, newborn and child health project in Tanzania. Credit: BBC Media Action



We carried out a randomised control trial in the Southern Nations, Nationalities, and Peoples' Region of Ethiopia. The research revealed men who listened to our radio drama knew more about handwashing with soap before and after eating and were more likely to say they would wash their hands with soap before eating than those who didn't listen to our radio drama.

As part of a government mission to achieve universal sanitation coverage in India, we produced *Shaucha Singh* – a series of ten short

radio public service announcements (PSAs) in 10 languages – for the Ministry of Drinking Water & Sanitation (MoDWS). These radio shorts, which targeted adult males, were developed to debunk misconceptions about the construction, maintenance and use of toilets while highlighting the risks of open defecation.

A mixed-methods evaluation of *Shaucha Singh* conducted in Uttar Pradesh and Madhya Pradesh in 2018 established that the PSAs reached an estimated 22% of those with access to a radio.

Listeners to *Shaucha Singh* reported that it was informative, entertaining and unique in its humorous delivery. Listeners to the PSAs showed significantly higher knowledge compared to non-listeners on diseases associated with open defecation, the benefits of constructing a twin-pit toilet, and government schemes that help families construct toilets.

Empowering young people to take control of their sexual health

Egalitarian attitudes towards gender roles result in more positive sexual and reproductive health behaviour, including the use of condoms and contraception, and a delay in young people first having sex. In 2018/19, the second phase of our joint project with Restless Development in Zambia, *Tikambe!* (Let's Talk!), had a strong focus on young women's rights and gender equality. Formative research revealed that young women in Zambia have less power than young men within sexual relationships and less say in decision-making; this limits their sexual health choices at a personal, family, community and societal level. However, the research also showed that both young women and young men are uncomfortable with this imbalance of power, showing there is scope for change.

A new drama segment was introduced within the *Tikambe!* radio shows – which are produced by young Zambian production teams and journalists – to model positive gender relations. The drama shows alternative possibilities using characters and scenarios that reflect on women's position in

relationships. Through online platforms and youth dialogue days, young women and men engaged face to face with government ministers, health providers, parents and teachers about sexual and reproductive health rights.

Research carried out this year showed that *Tikambe!* stimulated discussion between peers and parents and children around key sexual and reproductive health (SRH) topics. Young women and young men who had listened to *Tikambe!* were more likely to have accurate knowledge about these topics and were more likely to feel supported by key people, such as teachers, on their sexual and reproductive health rights.

Our *Tikambe!* (Let's Talk!) team inspires young people to open up and talk about sexual health in Zambia. Credit: BBC Media Action



A mother listens to a *Kilkari* audio message providing maternal and child health information in India. Credit: BBC Media Action



Listeners said that they had adopted healthier behaviours such as condom use, and were more likely to think girls and women should decide when to have sex and on the use of contraception. Listeners also learned where to access youth-friendly SRH services, local NGO volunteers and peer educators.

Strengthening health systems, supporting health workers

Over the past year we have supported government ministries in several countries to improve public health. In Bangladesh, we developed a mobile phone app(lication) to help female community health workers communicate more effectively with clients in urban slums on sexual, reproductive and maternal health. Existing communications equipment was hard to carry, and community health workers lacked knowledge and confidence in dealing with misperceptions and conservative beliefs amongst their clients.

Following a pilot of the app in Dhaka, we conducted a small-scale evaluation to understand how female community health workers were using it and their clients' reaction to it. The workers especially liked the app's short videos, which showed Dr. Natasha, a real doctor, talking about some of the key sexual, reproductive, and maternal and child health issues their clients were facing. She helped increase their credibility within the community, especially in helping to dispel myths around issues such as contraception. Community health workers felt more trusted by their clients and more successful in persuading them to adopt healthier practices, such as going for antenatal care visits.

Our mobile health (mHealth) work in India continues to grow as the government adopts and scales-up our established programmes, *Kilkari* and *Mobile Academy*, across multiple regions. *Kilkari* ('a baby's gurgle'), our interactive voice response (IVR) based mobile health service, delivers free, weekly and time-appropriate audio information about pregnancy, childbirth and childcare directly to a woman's mobile phone. There have been some challenges, such as keeping up with changing mobile phone numbers, ensuring women's access to the mobile phone when a call comes through, and community-health workers being able to answer detailed questions about how to use the service. However, *Kilkari* is engaging and trusted, and is delivering important and relevant information. Research indicates that it helps increase take-up of healthier reproductive, maternal, newborn and child health practices.

Community health workers in India read cards for maternal and child health education during their training. Credit: BBC Media Action



It also prompts discussion by women with their husbands, other family members, health workers and doctors.

Mobile Academy is a phone-based training course designed to refresh community health workers' knowledge and communication of life-saving behaviours that improve reproductive, maternal, newborn and child health. A qualitative study conducted this year showed that certification on completion and encouragement by supervisors

or senior health staff increased health workers' motivation to complete the course quickly, and also confirmed the positive impact it had on their learning and professional development. They reported learning more about family planning, improving the way they interacted with households and also said it sparked discussion with other health workers. They also fed back on how the *Academy* was administered and additional modules they would like to see included to help improve the service.

Resilience and humanitarian response

Vulnerable groups of people can become stronger and more resilient when they are supported to take positive action in the face of change. We work with individuals and communities to improve their food and water security, increase their economic security and opportunities, and reduce the risks posed by disasters. When humanitarian crises occur, we help people to cope and to recover.

We improve resilience and humanitarian response by:

- researching and identifying the needs of communities threatened by climate change, extreme events and economic challenges;
- providing knowledge and perspectives to help people consider their options, overcome social barriers and make decisions;
- boosting confidence and motivating people to take positive actions;
- building the capacity of local media to provide useful and trusted information for communities affected by change.

This year, we have continued to grow and diversify our portfolio of work on resilience and humanitarian response. In doing so, we have strengthened evidence of how media and communication can support people to take practical actions that improve their lives.

Food and water security

This year we have supported people in Ethiopia to understand scientific weather forecasts and

use them in their farming decisions. Two popular radio programmes, *Walle Damma* and *Genna Bona*, produced with local media partners, introduced the concept of modern weather forecasting alongside traditional methods. Around 90% of listeners enjoyed the programmes, finding them entertaining and informative. They reported learning about how to care for livestock, diversify their incomes and increase savings, as well as how to understand modern weather forecasts. Almost half (47%) of listeners reported taking action after listening to the programmes, such as caring for livestock differently or digging wells and ponds.

In Cambodia, we have recently completed a nation-wide survey into how people are experiencing climate change and found that they are particularly worried about how changes in the climate are affecting their health. A notable 85% of respondents feel that changes in the weather and environment are having a detrimental impact on their health. In order to cope, many Cambodians are making relatively big life changes such as changing jobs or supplementing their income.

There is an appetite to adapt to these changes and whilst many respondents expect the impact to get worse, three-quarters of Cambodians are willing to make more changes to their livelihoods and lifestyle. In response, we have launched a nation-wide television programme called *Don't Wait For Rain* and public service announcements that will help people cope and adapt, in part by improving their food and water security. We will measure the impact in the coming year.

“***Dream Station* changed my life. Before, like others, I would usually give up on my dreams after facing any problem. However, with the show, I learned to solve those problems and move forward with my goals.”**

Phally, viewer of *Dream Station*, Cambodia

Recording of our Cambodian youth TV show, *Dream Station*. Credit: BBC Media Action



Economic security and opportunity

Our *Yay Kyi Yar* ('Towards Clearer Waters') project continues to address migration and money management in Myanmar, a country with one of the highest migration rates in Asia. A weekly radio show and supporting social media and digital content help listeners learn about the risks and opportunities around migration, so that they can make informed decisions about what is right for them. It also supports audiences to manage their finances more effectively. Factual information, entertainment, expert and guest interviews, discussion, music, and storytelling are used to share information and advice with people in Myanmar's rural, urban and border areas, and across the border in Thailand. Listeners loved the character U U Pike San (Mr Money) for his short, punchy anecdotes, his practical tips, and his clumsy attempts to manage his money.

Research showed 71% of regular listeners felt their knowledge of how to manage money increased over the previous year, compared with 57% of non-listeners. Advanced statistical analysis showed that when controlling for other factors (such as gender, age, income) regular listeners were more likely than non-listeners to discuss money matters with someone close to them and to save regularly.

In Cambodia, we have continued to support the economic security of young people through the *Klahan 9* ('Brave 9') project. Using innovative TV programming, online content and outreach work, this multimedia initiative focuses on improving the job prospects of Cambodia's young people, who face stiff competition in their search for employment. A recent evaluation showed that its young audience found *Klahan 9* content inspiring and motivating.

“**If a wife doesn’t work properly, her husband will scold her and then beat her. When she gets hurt from being beaten, she won’t make any further mistakes.”**

Married woman, age 30, Camp 24, Teknaf camp, Cox’s Bazar, Bangladesh

The TV programme *Dream Station* and supporting online content followed real life stories of young people trying to achieve their goal of better employment. Audiences reported that it captured relatable stories and issues similar to their own – challenges such as finding work, making an effective plan to advance in life, and negotiating decisions around their future with their parents. *Dream Station* reached an estimated 1.14 million people in Cambodia with a near equal proportion of male and female viewers. The *Klahan 9* Facebook content also proved very popular, and has accumulated over 700,000 followers since it was launched. The social media and TV content provided inspiring role models and motivated people to make plans for the future.

Disaster risk reduction

In Nepal, our popular radio programme *Milijuli Nepali* ('Together Nepal') continues to support recovery and reconstruction across the country following the devastating earthquake in 2015. Originally designed to provide lifeline support during the crisis, the 15-minute slot has evolved into a show that informs and motivates people to rebuild their homes in a safe way. Through the show, listeners hear stories of hope, resilience and community spirit.

A recent quantitative survey revealed that the show continues to be popular, trusted and reaches its target audience of earthquake-affected populations. The show also encouraged listeners to take action to rebuild their homes – such as

using locally available materials and trained masons. Advanced statistical analysis found that when controlling for other factors (such as gender, age, education, income) regular listeners were more likely to take at least six more specific actions than non-listeners when rebuilding their homes safely.

In Myanmar we conducted a nationwide survey into people’s ‘felt’ experiences of climate change. A key finding was that four out of five (79%) felt unprepared for an extreme weather event. In response, we produced a series of national radio and television spots featuring ordinary people taking simple, doable actions to prepare for extreme weather. Each spot suggested practical, low-cost ways people could prepare for flooding, cyclones and drought. Impact research showed that over 90% of respondents found the information in the spots useful and over half reported that they or their families had taken action based on the information provided.

Humanitarian response

In response to the mass displacement of Rohingya communities, we lead a consortium in Bangladesh – which includes Internews and Translators without Borders – to provide a Common Service for Community Engagement and Accountability. This initiative created audio-visual content in local languages, trained interpreters, and ensured community concerns were collated and brought to the attention of responding agencies through a bi-weekly publication called *What Matters*. A multi-method evaluation of the work – using

“ I feel more motivated to be very persistent, flexible and confident in order to achieve my goal. (The character) Chruy reminds me a lot that it is important to have a clear plan in order to achieve a goal.”

Young rural male, Cambodia

Speaking to people rebuilding their homes for the Nepalese radio show, *Milijuli Nepali*.
Credit: BBC Media Action



a quantitative survey, qualitative focus groups and an online survey with practitioners – found that the Rohingya communities felt substantially more informed in July 2018 than they did back in October 2017 and that feedback mechanisms with aid agencies were being used and were appreciated. The study also found evidence that humanitarian and media agencies are using the tools and services produced as part of our Common Service to help them communicate with the Rohingya and host communities.

We have carried out extensive qualitative research to understand attitudes to gender-based violence

within the Rohingya community in the Cox's Bazar refugee camp. One disturbing finding is that intimate partner violence and child marriage are deeply rooted and normalised within this community.

Women rarely speak out about violence against them, for fear that they will be socially ostracised and their husbands will marry again, leaving them with no financial stability or opportunity to remarry. We are using these findings to develop a new radio drama which will engage both male and female audiences in storylines that encourage them to question existing practices and norms.

Leave no one behind: Meeting the needs of the most marginalised

People may be marginalised because of their gender, disability, age, sexuality, religion, ethnicity, perceived socioeconomic status or where they live. Across our work we do our best to meet the needs of the most marginalised people to ensure that they are not left behind or excluded by societal change and progress.

We do this by:

- creating content encouraging communities to question societal norms and values;
- providing a platform for marginalised people to present their viewpoint and communicate ideas;
- supporting civil society and media organisations to empower the least heard and create opportunities for their participation in public, political and economic life.

Over the past year, this has included women and girls' empowerment in Afghanistan, ongoing work in South Sudan addressing girls' right to education, and empowerment of women and people living with disabilities in Sierra Leone and Nigeria. In addition, this year we have brought together our experience and learning in working with and for young people in a new strategy paper.

Changing the story for women and girls

In Afghanistan, our *Her Voice, Her Rights* project is supporting civil society organisations and local FM radio partners to empower women and girls in Afghanistan, who are among the most

marginalised and vulnerable in the world. This year we trained and mentored six local FM radio station teams across Afghanistan. Together we produced and broadcast a series of radio programmes to challenge harmful social norms that lead to the marginalisation of women and girls. By providing a platform for women and girls to tell their own stories, we enabled them to participate in decision-making at household and community level and showcase their contribution to society.

We also introduced a new female character who starts her own business in the popular radio drama *New Home, New Life*, to inspire women, and worked with an Afghan civil society network – the Empowerment Centre for Women (ECW) – to convene community listening groups and feed back on the radio programming. Local radio stations trained in the project have started to take listening club members' thoughts and suggestions on board, which has seen an increase in attendance of participants at the listening clubs. Members can see their opinions being acknowledged; programmes are relevant to their lives and the issues faced in their communities.

Creating environments in which girls are expected to go to school

In South Sudan, where girls are more likely than boys to be excluded from education, we broadcast *Our School*, a 15-minute magazine-style radio programme. This show was accompanied by public service announcements and community outreach

“My daughter got pregnant with a boy she met at school so I sent her away from home to live with her husband. After taking part in the listening group I decided to return my daughter back to my house. Now I sent her back to school and I am responsible to take care of her child.”

Community Mobilisation participant, female, Juba, South Sudan

A young girl writes on a blackboard in South Sudan, where our radio show *Our School* supports girls to continue their education. Credit: BBC Media Action



activities. We worked as part of a wider consortium aimed at creating a supportive environment for girls' education. Supported by an extensive network of broadcast partners across all ten states in South Sudan, *Our School* reached an estimated 1.9 million people with 93% of listeners tuning in every other episode.

Research, which controlled for factors such as education and age, showed that audiences were more knowledgeable about the education system,

discussed education more with friends, family and community members, and took a more active interest in their child's education by, for instance, talking to them about the importance of education and helping them with their homework. Regular *Our School* listeners with a daughter were significantly more likely to say she was in school compared to non-listeners. There is still scope for improvement, because audiences report that the education of boys should be prioritised over that of girls when resources are scarce: they believe

Female Afghan journalists convened for an International Women's Day networking event in Balkh Province, Afghanistan. Credit: BBC Media Action



that a boy will continue to provide income for their parents after marriage, while a woman leaves her family to live with her husband's family.

Helping women and people with disabilities participate in politics

In Sierra Leone, our national radio show *Dis Na Wi Voice* ('This is Our Voice') is a platform for women and people with disabilities to communicate their ideas and political plans to the public. This year,

the show placed a strong emphasis on encouraging listeners to consider voting for women candidates and people with disabilities.

Some listeners reported that the show helped to change their negative opinion of disabled candidates as they learned about the nature of 'disability' as something that can happen to anyone, and hearing from candidates on the programme helped them realise that people with disabilities are capable of contributing to society.

“It really changed my mindset, before listening to the program I was of the view that they are not fit to be in society and they are not supposed to lead a group or others. But I later realized that persons with disability have special passion for whatever they are involved into, as compared to those that are able. What I have learnt is that persons with disability cannot be discriminated against and they must be socially included in all that matters in society.”

Female research respondent,
Kenema, Sierra Leone

Recognising the needs of young people

Young people (10–24 years old) have much to contribute to society, even more so when their rights are observed and space is created for them to learn and participate. However, they don't always get the support that they need to manage the significant changes in their own development and circumstances as they transition to adulthood. Their experience differs considerably depending on their age, gender, ethnicity, culture, socio-economic situation and the norms and social expectations that arise from these.

This year, we developed a new strategy and approach to working with young people, in recognition of their distinct needs. It was developed through consultation, gathering experiences past and present from each of our

Girls in a science discussion group for *Niambie* in Tanzania. Credit: BBC Media Action



country offices and head office-based teams as well as the wider BBC and external partners. This strategy brings together learning and experience about young people and their relationship with media and communication, and outlines the way in which we will build on and strengthen our work in this area.

Appropriate platforms and digital innovation

We are always trying to find innovative ways to reach and connect with audiences, and we invest heavily in formative research to help us understand the best ways to do this. As ever this year, we've placed a strong emphasis on using appropriate platforms and technologies in our projects whilst also ensuring we take advantage of the opportunities offered by digital innovations.

In many countries where we work, radio and TV remain the predominant media platforms, particularly for the most marginalised groups. However, mobile and internet access is growing rapidly and young people in particular are quickly moving towards mobile-based media consumption. An estimated 45% of the global population is now active on social media, including 53% in the Middle East, 47% in Asia-Pacific and 17% in Africa. Consequently, several of our projects in North Africa and Asia are now 'digital first', and nearly all our projects include a digital component as part of an integrated multimedia offer.

We ensure that our work is both innovative and accessible by:

- designing our digital content based on the realities of the context, taking into account literacy levels, mobile internet connectivity levels, affordability of data and the types of handsets which people own;
- testing our assumptions about media consumption habits throughout a project lifecycle, to ensure that, even in rapidly-changing media environments, we are

consistently using the best platforms to reach our audience;

- recognising that different platforms have different strengths and reach different sociodemographic groups in different ways - not every innovation will be digital;
- using media to amplify local community approaches to communication;
- working with local media partners to strengthen their capacity to harness the immense potential of digital platforms for both reach and impact

Creating people-centred digital solutions

As outlined in the health section above, this year two of our mobile health products have rolled out nationally in India: *Mobile Academy*, a training course for frontline health workers (more than 200,000 have graduated to date); and *Kilkari*, the largest maternal messaging service in the world, which has reached some 9.6 million subscribers across 13 states with time-appropriate content linked to their pregnancy or baby's age. A key component in these successes has been the use of appropriate technology, rooted in a robust human-centred design process. We spoke to rural mothers and fathers across India to identify a digital solution that would overcome access and literacy barriers and would work on even the most basic phones.

In Cambodia, our *Klahan 9* multimedia initiative (described on page 29 above) supports young

“ We are tired of political programmes because they all lie to us, whereas the comedy keeps things closer to our hearts.”

Older, higher educated female listener to *Al Mirbad*, Basra, Iraq

people to improve their employment prospects. Since the project started, we have adapted to shifting media habits. With internet access rising among young people, social media is now at the heart of the project. The Facebook page has over 700,000 followers and regular posts including real-life testimonials, quizzes, Facebook Lives and animations, engaging young people with topics such as entrepreneurship and financial management. We also created an entertaining magazine programme, designed to work exclusively on YouTube to reflect the rise of YouTube influencers. Subscribers increased four-fold over the duration of the 25 episode series.

Digital content is never an ‘add-on’, but a strategic choice based on our objectives and target audience. Often it does prove to be a vital tool for increasing the depth and breadth of our audience engagement. Our *Tikambe!* project in Zambia (described on page 25 above) includes a strong social media element as well as work on radio and television. With a strong following on Facebook and WhatsApp, social media helps generate dialogue around key topics and offers audiences more opportunities to discuss the issues that matter to them. *Tikambe!* is the number one sexual and reproductive health Facebook page in Zambia, with over 190,000 likes.

Supporting local media to develop digital skills

Alongside our use of digital platforms to share creative and informative content, we have



continued to develop digital tools and materials to support the capacity strengthening we do with our media partners. We have added new modules to iLearn, our online training portal, on editorial and journalistic skills, digital storytelling, social media guidelines and how to identify misinformation and disinformation.

In Iraq, we have provided our long-standing local partner, *Al Mirbad*, with technical support and financial assistance, helping the station to build strong levels of digital user engagement. As described above (page 21), the *Al Mirbad* Facebook page now has a daily average reach of some 1.4 million unique users and its series of satirical comedy skits, published on YouTube and Facebook, has been extremely popular and well-

received by both male and female audiences across all ages, rural and urban communities and sectarian divides. Three-quarters of viewers agreed the skits contributed to changing bad practices in society; this rose to 82% amongst loyal viewers.

Identifying future opportunities

Our developing digital strategy, which will be finalised in July 2019, investigates what digital technologies mean for our mission to inform and empower people and support media around the world. The strategy will set out recommendations about what actions we need to take to engage with digital advances in a responsible and meaningful way. It also identifies the opportunities the digital age brings to deepen the impact of our work and how we can ensure we maximise that potential.

Non-digital outreach

Despite all of these digital developments, platform innovation goes far beyond the online world. We continually strive for new ways to engage audiences through community level outreach. These activities enable us to extend our reach and help to stimulate the local level discussion which we know is key to empowering populations to act and demand change. In Tanzania this year, our family health roadshows

reached 4,000 people on their own, and provided an innovative tool for gathering and recording content for local radio broadcasts. The events involved public discussions with health experts about maternal, newborn and child health issues, mini-dramas performed by a theatre group, and light-hearted challenges enabling caregivers to try practical parenting tasks. These events were recorded and packaged by radio partners into locally relevant programmes.

In South Sudan, we ran community mobilisation activities as part of our project to tackle barriers to girls' education, including listeners' groups, interactive drama and community dialogues. Activities were organised in over 1,700 school communities, aiming to reach those with no radio coverage or where people spoke a different language to that of our programming, and provided opportunities for people to discuss concerns, challenges and solutions. Three-quarters of participants subsequently took at least one action to support girls' education, including sending a daughter to school, speaking to a daughter about her education and encouraging her to stay in school. We are now using a similar approach within our peace-building programme in South Sudan, piloting delivery of activities over a short three-month cycle and then handing responsibility to community members.

Editing video footage on a mobile phone in Myanmar. Credit: BBC Media Action



Safeguarding and respect at work

Safeguarding failures propelled the development sector into news headlines in 2018. The scrutiny that followed revealed failures across the sector and shame at how some of the most vulnerable were exploited and abused by the development professionals whose job it was to offer protection. This resulted in much soul-searching – and sector-wide action – to improve policies and practice and, crucially, to begin to rebuild trust in institutions. That work is still very much in progress.

While we have always aspired to high standards, with audiences at the centre of what we do, we were not exempt from this scrutiny and the need to do better. Throughout the past year we have worked to do more and to do better internally and with colleagues across the sector to improve our own practices and those of others. Through Bond (the UK network for international development organisations), we were part of two working groups set up in the immediate aftermath of the safeguarding crisis: one looking at how to ensure

appropriate vetting of new staff, and the other on organisational culture. Our Chief Executive Officer, Caroline Nurse, has played an important leadership role in the sector's response – and discussion with stakeholders about the way forward – in her position as Bond's current chair.

BBC Media Action is committed to strengthening our organisational culture around safeguarding, implementing our policies and strengthening processes for the reporting of incidents, supporting people affected and training our staff.

Even before this scrutiny, we had policies in place designed to protect children and vulnerable adults with whom we come into contact through our work. We continue to have safeguarding champions located in country offices to act as a staff resource and to help with training. Revised and strengthened Safeguarding, Respect at Work and Working with Children courses have been created and are mandatory for all staff. We have also reviewed and

updated our staff Code of Conduct.

We have improved our mandatory reporting systems as well as regularly reminding staff how matters can be reported – including through our whistleblowing policy – both within and outside our internal line management structures. All matters for concern are reported through the Management Team to the Finance and Audit Committee of the Board, which in turn reports to the main Board. Safeguarding reporting is a regular standing item on both the Finance and Audit committee and full Board agendas, as well as on Management Team monthly meetings. Incidents reported are thoroughly and swiftly investigated, with any disciplinary response required made in accordance with our stringent HR policies. Trustees report incidents as required to the Charity Commission and to donors.

We are aware that there is much more to do, including with partners, to improve and adhere to safeguarding standards that we strive to meet

in our work. We are committed to learning and adapting our approach. We have designated an organisational Safeguarding Officer at senior management level and have also appointed a Senior Programme Manager (Ethics, Safeguarding and Compliance) whose role will be to work with country offices to ensure policies and appropriate training are meaningful for staff, and to work with partner organisations to improve knowledge and performance in this area. The Senior Programme Manager will also play an important role in monitoring and reporting on our performance against our own objectives.

These measures are designed to help keep partners, contributors and the public safe. They are also designed to ensure everyone working for BBC Media Action understands the standards of behaviour that are expected – and know that any concerns they have will be taken seriously, and that those who come forward will be sufficiently supported.

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 who supported the 85 projects we undertook in 2018/19 (2017/18 - 88). This funded work came to the value of £31.2m (2017/18 – £29.7m), with the top 20% of projects making up 50% of our income.

The UK Government's Foreign and Commonwealth Office (FCO) is our largest donor in 2018/19 as it was in 2017/18, with £5.6m of funding. The Swedish International Development Cooperation Agency (SIDA) moved up from being the seventh-largest donor last year to the third-largest in 2018/19 – with an increase in funding from £1.3m to £2.7m – whilst the UK Department for International Development (DfID) dropped from being the second-largest last year (£3.8m) to fourth-largest in 2018/19 (£2.4m).

One notable success was raising nearly £2.6m in Bangladesh from a range of funders, including the European Union, the International Organization of Migration, Unicef, the UK Department for International Development, Action Against Hunger and Norwegian Church Aid, to grow our support for the Rohingya people in the Cox's Bazaar refugee camp. BBC Media Action has taken a lead role in ensuring the Rohingya communities have access to information, and that humanitarian agencies and governments are hearing and responding to their needs and concerns.

Securing local registration in Indonesia allows a

three-year £3.5m Norwegian Government funded resilience project to get fully underway.

Our governance and accountability work in Zambia benefited this year from a £1.9m extension (February-November 2019) from SIDA of our *Radio Waves* project, in which we are training community radio stations to better connect people to their local policy and decision makers.

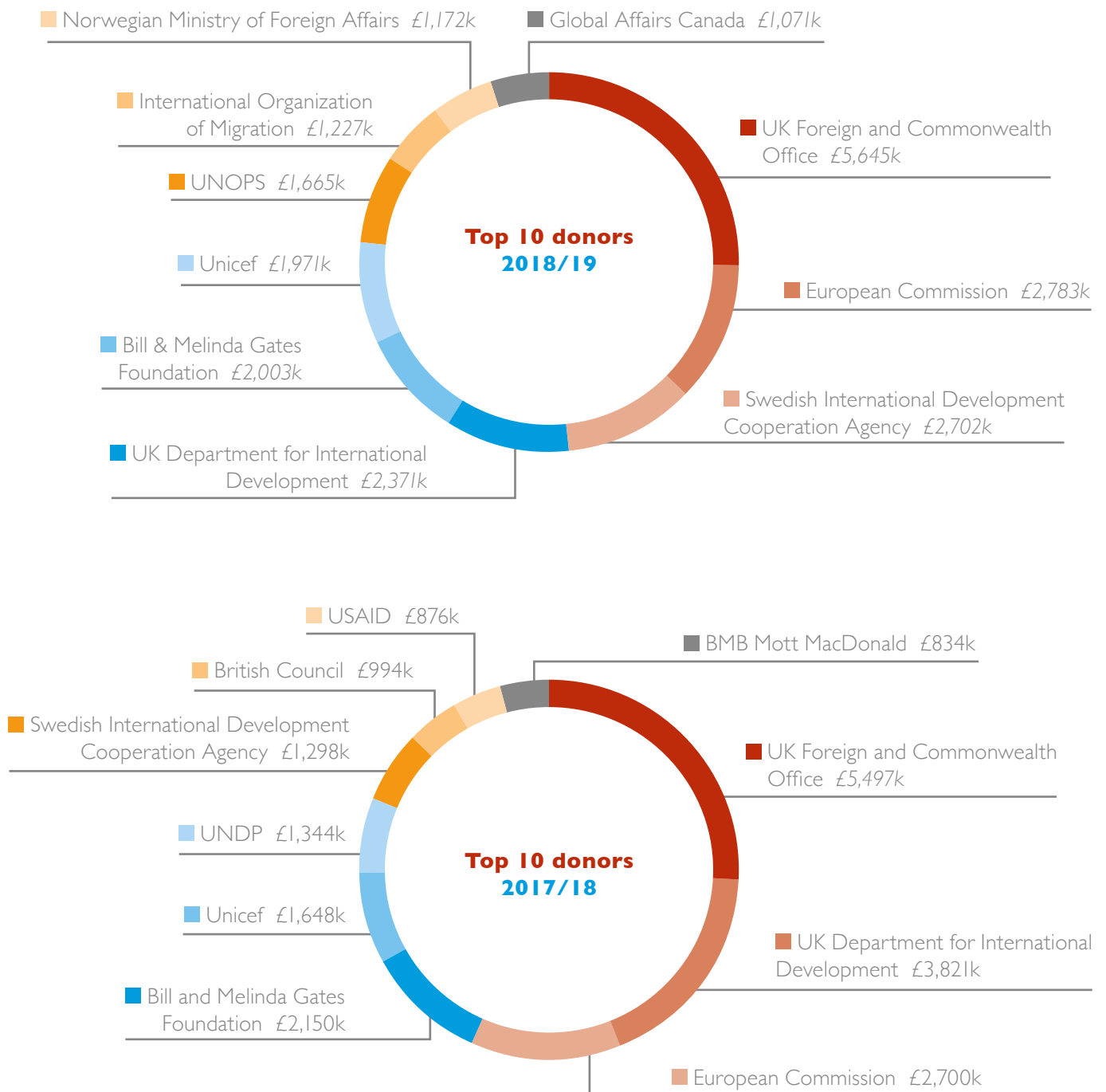
Some of our largest multi-year projects came to an end during 2018/19, including:

- The six-year health project in India, our largest ever single-country grant, worth £18.2m, from the Bill and Melinda Gates Foundation.
- The five-year £4.9m DfID back-funded resilience project through BMB Mott Macdonald, supporting access to education for girls in South Sudan.

Other fundraising

To reflect our growing fundraising efforts, we have voluntarily committed to following the Code of Fundraising Practice and the Fundraising Promise through registration with the Fundraising Regulator. We have received no complaints about our fundraising practices.

Our annual fundraising event, The BBC Correspondents' Charity Dinner, and gifts from individual donors continued to raise valuable unrestricted income for the organisation. We are grateful to our Dinner Committee for making the event a success.



We also use payroll giving to raise funds, predominantly from BBC staff.

Our 20 corporate partners in 2018/2019 helped us in diverse and valuable ways, including IT support, transport and logistics, marketing, banking services and professional advice, and in some cases valuable restricted and unrestricted income.

- 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 a creative cloud for enterprise licences.
- Atos provided IT support to our London office, and discounted laptop hire fees.
- Barclays provided us with third-party loan guarantees and preferential rates for our foreign currency transactions.
- Brussels Airlines gave us flights to Sierra Leone.
- Facebook provided free advertising to promote many of our programmes and our overall work.
- Getty Images gave us free use of library images for our publications.
- Google provided us with credits to enable better results for our work in Google search rankings.
- Imagen supplied us with an audio-visual archive for all of our production materials.
- Inmarsat provided connectivity for our Sierra Leone office.
- The Langham, London provided food, drinks and the venue for our fundraising BBC Correspondents' Charity Dinner.
- Microsoft provided us with free cloud services.
- Ogilvy & Mather, London assisted us with brand strategy and corporate communications.
- Oman Air gave us free flights to several countries where we operate programmes.
- Sony provided broadcast cameras for use in our programmes.
- Universal Music waived charges for music used in our programme-making.
- Twitter provided free advertising for our corporate social media accounts and donated restricted funds towards our project for the economic empowerment of women in Somalia.
- Globecast gave us valuable unrestricted funds.
- Walgreens Boots Alliance gave us valuable unrestricted funds.

Andrew Marr speaks at The BBC Correspondents' Charity Dinner in February 2019. Credit: Anna Kunst for BBC Media Action



Innovating for value and resilience

In a fast-changing world, we continue to find ways to make our organisation more efficient and cost-effective, including through the use of digital systems. Over 2018/2019 we have rolled out a number of technology initiatives to transform the way our teams work, making information-sharing and collaboration much easier across our offices and allowing us to do more with fewer people. One such initiative has been to move to a single global cloud-based technology platform. This has enabled us to benefit from savings on software licensing, and to launch a SharePoint intranet site to help staff in various offices collaborate and share resources.

Our continuing engagement with our corporate partners provides us with direct access to new and emerging technologies. Through their support we benefit from the latest technological advances, strengthening many of our processes and systems and improving our ability to deliver activities from our country offices rather than our UK head office.

Technology initiatives during the year included:

- 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 and lower IT costs.
- Launch of an intranet site. Using Microsoft SharePoint, for the first time we have a

standardised platform enabling staff in country offices to collaborate more effectively nationally and internationally, facilitating mobile working, and allowing staff to easily access policy and financial information.

- Launch of an eLearning Management System, which delivers and tracks mandatory and development training for our international staff, as part of our commitment to staff development and donor compliance.
- Streamlining monthly reporting processes across our head office and country offices, saving staff time and improving delivery speeds.
- Application of single sign-on (SSO) authentication to many of our third-party web-based services and our finance system, removing the need for staff to manage multiple passwords.
- Improvement of our cyber-security strategy, to uphold our General Data Protection Regulation obligations.
- Delivery of 250 creative cloud software licences to staff, thanks to our corporate partner Adobe for the pro bono arrangement, supporting graphic design, audio/video editing, staff training and training of partner media organisations.
- Provision of pro bono satellite installation for our Sierra Leone office by our corporate partner Inmarsat, providing a cost-effective and resilient internet connection for the office which is independent from local telecommunication systems.

Students in Myanmar taking part in a participatory filmmaking workshop. Credit: BBC Media Action



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 our Management Team discusses our current risks, and agrees actions. On a quarterly basis, they review the organisation's risk register, 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. Significant risks from the 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 our overall risk profile in more depth.

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

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

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

Whistleblowing policies and procedures

We have whistleblowing policies and procedures in place, which are available to staff via our intranet; we remind them of these policies and procedures on a regular basis. We follow up on any concerns raised, whether by staff, partners, beneficiaries or others, and seek to fully understand their basis.

Safeguarding policies and procedures

While we have always aspired to high standards in our work, our approach to safeguarding has been strengthened this year. The actions we have taken are described in detail on pages 40-41 above.

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 training as appropriate. We have put in place day-to-day procedures to detect fraud and take action if any is suspected.

Safety and security

The environments we work 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 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. We have 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 2018/19. There were no serious accidents reported in the workplace. Two road traffic accidents were reported – in Myanmar and in Ethiopia.

Funding

Most of our income has traditionally come from institutional donors in the form of grants for specific projects. The funding environment is changing. We are seeing 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 challenging.

Donors are increasingly focused on payment-by-results and restricted project-based funds, with less funding available for overhead and core costs. This increases our risk, and makes it more difficult for us to afford key roles that help ensure the quality of our work.

The terms and conditions that donors now include in their contracts and grant agreements are becoming more onerous and complex, which has taken up a lot more staff resources during 2018/19 than in previous years. We have therefore recruited two additional staff to focus on this 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 to 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 2018 General Data Protection Legislation (GDPR) has required new ways of working across all our countries to ensure full compliance. A head office team led by the Director of Finance and Business Services has led this work, reporting to the Board of Trustees.

In addition to our cyber-security strategy described on page 46, in 2018/19, we have created an Information Asset Register and set up a process so that suspected breaches can be acted upon quickly. All staff undergo mandatory training on GDPR requirements upon joining and our policies and procedures for information security comply with the strict requirements of the BBC.

Compliance with local laws

Failure to keep up with 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 make it impossible to work in a country.

We have offices in 15 countries. 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 to secure a wide range of expertise.

We have an assurance and risk 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 increased risk in this area. Revelations during 2018 around safeguarding and respect at work incidents in several development NGOs 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 to 2019/20

We will work to the second year of our three-year strategic plan, which the Board of Trustees agreed in January 2018, continuing the three thematic areas: governance and rights, health, and 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.

During 2019/20, BBC Media Action will:

- Deliver our strategy supporting programming to the value of at least £34m.
- Implement our newly agreed strategy on young people across our work.
- Agree a new framework for organisational learning across BBC Media Action and engage all staff in implementing it.
- Encourage the increased recognition of the importance of media in development and for democracy. Provide sectoral leadership on what works in support for independent media, and addressing misinformation and disinformation, as well as exploring funding models for media organisations.
- Explore more fully the opportunities and threats for our work heralded by digital technologies and ensure that we are able to meet our audiences' needs using the media and strategies most suitable for them.
- Review our internal procedures for budgeting for projects and ensuring that staff costs are charged as effectively as possible, in accordance with the types of funding agreements and donor wishes.

Financial review and principles

As anticipated, this has been a challenging year from a financial perspective as BBC Media Action continues to adapt to the ending in July 2017 of a large central grant from the Department for International Development that had supported some key staffing. However, total income was £37.7m, £2.3m higher than the previous year (2017/18: £35.4m).

Income from institutional donors increased by £1.5m to £31.2m (2017/18: £29.7m). This reflects increased diversification of funding and strong relationships with new and existing donors and consortium partners.

The increase was less than had been anticipated. Expected funding from the European Union for work with Syrian refugees did not materialise at a late stage because of the possibility of the UK leaving the European Union without an agreement: it is unlikely that we will be able to deliver this important work. A number of other grants were delayed because of increased complexity in contracting with the UK Government and we expect this work to start in the next financial year.

Modest investment in fundraising from individuals and companies has resulted in an increase in the income generated from our annual fundraising dinner; additional income generating events are planned for early 2019/20. Fundraising income increased to £6.0m (2017/18 £5.2m) of which £5.8m are gifts-in-kind.

Total expenditure came to £38.6m (2017/18:

£35.9m). Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99.2% of total expenditure (2017/18: 99.3%).

The most significant organisational challenge has been to cover essential costs despite less flexible funding agreements and to absorb the increased compliance costs that are now associated with UK Government funding. Trustees recognised that it would take time to adapt and agreed a deficit budget for the year – though the deficit is higher than was planned.

The income and expenditure account for the year ended 31 March 2019 shows a deficit (net expenditure) of £966k (2017/18: a deficit of £539k). The planned deficit relates to several country programmes where we anticipated gaps in securing donor funding, and the costs of a few key London staff, including a position dedicated to safeguarding. Unanticipated costs include increased compliance and various one-off costs including increasing security for our staff in Afghanistan and some country tax issues. Donor models are changing and we need to adapt with them, taking into account sector-wide thinking and donor requirements, to continue to secure funding to support our work.

It has not been necessary to close any more country offices this year (the Palestinian Territories programme closed in June 2017) and funding for Indonesia has allowed us to open a new office there.

The consolidated statement of cash flow shows that cash has decreased by £1.6m during the year (2017/18: decreased by £3.4m) to a position of £7.8m.

Reserves

As a result of the net expenditure of £966k, net assets in the consolidated balance sheet decreased to £5.4m at 31 March 2019 (31 March 2018: £6.4m).

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 (2017/18: £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 2019 amounted to £5.4m (31 March 2018: £6.4m), of which reserves in the general fund amounted to £5.0m (31 March 2018: £5.8m). This is below the target range of £5.5m to £6.0m. The organisation expects to deliver a balanced budget in 2019/20 and to maintain the same level of reserves at March 2020. BBC Media Action will seek to grow reserves once more in 2020/21 during the third year of our strategic plan. The organisation will continue to keep reserves under review and monitor the appropriateness of the reserves policy in this post-Global Grant environment.

The other unrestricted funds are funds that have been designated by the Board of Trustees for a particular purpose. The Catalyst Fund was at £20k at 31 March 2018 and has been spent during the year in providing matched funding for work in

Somalia. At 31 March 2019 it stands at zero and the fund is now closed. The Technology-led Change Fund was at £374k at 31 March 2019 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 and BBC Media Action balance sheets, Consolidated Statement of Cash Flows, and in the notes to the financial statements. The objective of the investment policy is to maximise interest whilst limiting risk.

Going concern

A deficit for 2018/9 was anticipated as part of a transition process to a different funding base and Trustees have planned for a balanced budget in 2019/20. The Board of Trustees is 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

Due to a significant reduction in funding, staffing in the London HQ was reduced by one-third from 134 FTE in October 2016 to 88 FTE by April 2018. Since then, staff numbers have remained fairly level, standing at 81 FTE at March 2019. The 2019/20 financial year has a budget for London HQ staff of 83 FTE.

In 2018/19 BBC Media Action employed an average of 622 staff (2017/18: 659), with 13% (2017/18: 16%) based in the London office. Of the staff based outside London, 6% are in the Middle East and Europe region (2017/18: 6%), 40% in Africa (2017/18: 42%), and 54% in Asia (2017/18: 52%). This includes 28 expatriate staff members who have specialist skills in media and international development. Volunteers are used in a limited way in carrying out charitable 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 most 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. 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, we would provide continuing employment wherever practicable in the same or an alternative position and provide appropriate training to achieve this aim.

Gender pay gap

BBC Media Action's values – people-centred, trustworthy, respectful, creative, collaborative and effective – mean we are committed to ensuring our people are equally rewarded for equal contributions, to ensure the best possible outcomes for those who benefit from our work. We welcome the transparency offered by gender pay reporting requirements so we have chosen to report voluntarily, although we do not meet the government's requirements for reporting, which is 250 UK-based employees.

Overall, BBC Media Action has 43% female employees. The highest proportion of women is within the UK team (including UK-contracted

employees overseas) 65%. We are proud to have women in three of five London-based senior leadership roles: Chief Executive Officer, Director of Strategy and Partnerships, and Director of Programmes.

There are significant differences in the employment markets in which we operate, making analysis of the gender pay gap across the whole organisation inappropriate. We conduct internal reviews of the gender pay gap within each of our country teams. The mean salary of women is higher than men in seven of the 16 country programmes, and men higher than women in nine. The median salary of women is higher than men in eight countries, and men higher than women in six, with two countries having the same median salary for men and women.

Among the UK team (including UK-contracted employees overseas), the mean salary for women is 10% lower than that of men, with the median salary for women 11% lower. This disparity arises because there are very few men in more junior posts in the UK office.

The proportion of males and females in each pay quartile for the UK team (including UK-contracted employees overseas) is as follows (where the first quartile is highest):

	1st quartile	2nd quartile	3rd quartile	4th quartile
Male	53%	38%	32%	15%
Female	47%	62%	68%	85%

We continue to monitor the reasons behind the pay gap and are committed to our organisational and broader charity sector efforts to eliminate it. Our staff salary bands are based on those of the BBC, and are publicly available. All managers take part in fair recruitment and 'unconscious bias' training to ensure our recruitment process is as fair as possible, and we encourage flexible working and development opportunities for all our staff.

Legal structure

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

The sole member of BBC Media Action, the BBC, undertakes to contribute to the assets of BBC Media Action in the event of it being wound up while it is a member, or within one year after it ceases to be a member for payment of the debts and liabilities of BBC Media Action contracted before it ceases to be a member; and of the costs, charges and expenses of winding up, for the adjustment of the rights of the contributors among themselves such amount as may be required not exceeding £10. Each Trustee is a subscriber to the Memorandum of Association and accordingly the BBC Media Action had 12 subscribers at the end of the year 2018/19.

Subsidiary companies

BBC Media Action has three subsidiary companies which are 100% owned by BBC Media Action at 31 March 2019: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited and British Broadcasting Corporation Media Action Ltd/Gte (a Nigerian entity).

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 2019.

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. Although BBC Media Action has no investment in BBC World Service Trust India, it 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 60. 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 2018/19 a lot of their time was spent supporting the organisation in improving its safeguarding policy and practice, shaping how the organisation responds to the compliance demands of donors and overseeing the organisation's finances.

Trustees perform some of their functions through sub-committees of the Board. The Finance and Audit Committee (FAC) comprises three trustees and the Company Secretary. The Chair is a non-BBC nominated trustee. The FAC met four times during 2018/19. 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 2018/19 the Governance Committee met three times. The Board has appointed some of its members as lead Trustees in particular areas and they feed back to the Board.

Trustees carried out a governance review during the year with the support of an external consultant. The review concluded that governance was strong and Trustees considered how to move from 'good' to 'great'.

Existing Trustees completed a skills audit and the Governance Committee used this to identify gaps on the Board and to identify potential candidates. These candidates were invited to interview by members of the Governance Committee and their appointment was discussed and ratified by the full Board. 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 are based. These are: Programme Development, Strategy and Partnerships, Communications, Editorial Development, Fundraising, Policy and Research, Finance, Human Resources, Technology and Legal. 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 2019 there are 15 BBC Media Action country offices - Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Indonesia, 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. All are managed by country directors, 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 strategy, logistics and project development. An advisory team and editorial development team provide thematic and editorial support.

The research team carries out formative research to ensure that programmes are designed to reach appropriate and large audiences and 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, Senior Staff And Advisors

Trustees**

Francesca Unsworth*# (Chair)
Martin Dinham# (Vice Chair)
Awo Ablo (Appointed 15 October 2018)
Zeinab Badawi*
Shubhranshu Choudhary
Richard Dawkins*†
Keith McAdam (until 17 January 2019)
Gavin Mann
Nicholas Pickles
Julia Rank† (appointed 1 July 2018)
Sophia Swithern#
Alison Woodhams†#
Michael Wooldridge

Company secretary

Lindsey North*†

* BBC staff member

† Member of Finance and Audit Committee

** All Trustees are also directors of the company

Member of Governance Committee



Francesca Unsworth,
Chair

Signed on 12 September 2019 on behalf of the Board
of Trustees of BBC Media Action

Management Team

Caroline Nursey – Chief Executive Officer
James Deane – Director of Policy and Research
Alan de Sousa Caires – Director of Finance &
Business Services (until 1 March 2019)
Neville Jones – Interim Director of Finance &
Business Services (from 1 March 2019)
Caroline Howie – Director of Programmes
Caroline Sugg – Director of Strategy and
Partnerships (appointed 8 May 2018)

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
Facebook & Twitter: [bbcmediaaction](#)

Auditor

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

Thanks and acknowledgements

Government and multilateral donors

UK Department for International Development
European Civil Protection and Humanitarian
Aid Operations
European Commission
UK Foreign & Commonwealth Office
Global Affairs Canada
International Organization for Migration
Livelihoods and Food Security Fund
Met Office
Norwegian Agency for Development Cooperation
Norwegian Ministry Of Foreign Affairs
Swiss Agency for Development and Cooperation
Swedish International Development
Cooperation Agency
UNDP
UNESCO
UNFPA
Unicef
US State Department
USAID
World Food Programme

Trusts and foundations

Barr Foundation
Bill & Melinda Gates Foundation
Comic Relief

International NGO donors

Action Against Hunger
Action Aid
British Council
Danish Refugee Council
International Alert
The International Federation of Red Cross and Red
Crescent Societies (IFRC)
Norwegian Church Aid
Restless Development
RTI International
Rutgers
Sightsavers
Winrock International
World Vision

Private sector donors

AECOM
Ashoka University
BMB Mott Macdonald
DAI
Dimagi
Ecorys Uk Limited
Group M Media India
Options

Accounts

Independent auditor's report

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 2019 which comprise the group statement of financial activities, the group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies 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 2019 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, which is also the directors' report for the purposes of company law and includes the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which is also the directors' report for the purposes of company

law and includes 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 (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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

12/9/19

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including the income and expenditure account) for the year ended 31 March 2019

	Note	Unrestricted funds 2019 £'000	Restricted funds 2019 £'000	Total 2019 £'000	Unrestricted funds 2018 £'000	Restricted funds 2018 £'000	Total 2018 £'000
Income from							
Donations	2	808	5,590	6,398	468	5,062	5,530
Other trading activities	3	72	-	72	144	-	144
Investments	4	33	-	33	30	-	30
<i>Charitable activities:</i>							
Funding for specific charitable activities	5	2,694	28,485	31,179	2,301	27,385	29,686
Total income		3,607	34,075	37,682	2,943	32,447	35,390
Expenditure on:							
Raising funds	6	(310)	-	(310)	(218)	(16)	(234)
<i>Charitable activities:</i>							
Changing lives through media and communication:							
Governance	6	(2,741)	(21,745)	(24,486)	(2,017)	(19,285)	(21,302)
Resilience	6	(729)	(6,042)	(6,771)	(754)	(7,973)	(8,727)
Health	6	(793)	(6,288)	(7,081)	(493)	(5,173)	(5,666)
Total expenditure on charitable activities		(4,263)	(34,075)	(38,338)	(3,264)	(32,431)	(35,695)
Total expenditure	6	(4,573)	(34,075)	(38,648)	(3,482)	(32,447)	(35,929)
Net expenditure for the year	7	(966)	-	(966)	(539)	-	(539)
Reconciliation of funds							
Total funds brought forward		6,362	34	6,396	6,901	34	6,935
Total funds carried forward	16,17	5,396	34	5,430	6,362	34	6,396

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 69-90 form part of these financial statements.

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 £37,682,000 (2018: £35,390,000) and the net result is a deficit of £966,000 (2018: £539,000).

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

at 31 March 2019

	Note	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Fixed assets					
Investments	10	-	-	23	23
Total fixed assets		-	-	23	23
Current assets					
Debtors	11	6,775	6,264	6,652	6,073
Cash at bank and in hand	12	7,845	9,395	7,564	9,248
Total current assets		14,620	15,659	14,216	15,321
Liabilities					
Creditors: amounts falling due within one year	13	(9,120)	(9,171)	(8,739)	(8,856)
Net current assets		5,500	6,488	5,477	6,465
Total assets less current liabilities		5,500	6,488	5,500	6,488
Provisions for liabilities	14	(70)	(92)	(70)	(92)
Net assets		5,430	6,396	5,430	6,396
Funds					
Unrestricted funds	16,17	5,396	6,362	5,396	6,362
Restricted funds	16,17	34	34	34	34
Total Funds	16,17	5,430	6,396	5,430	6,396

The notes on pages 69-90 form part of these financial statements.

The financial statements on pages 66-90 were approved by the Board of Trustees on 12 July 2019.



Francesca Unsworth,
Chair, 12 September 2019

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2019

	Notes	Total 2019 £'000	Total 2018 £'000
Net cash outflow from operating activities	18	(1,583)	(3,436)
Returns on investments and servicing of finance			
Interest received		33	30
Decrease in cash in the year		(1,550)	(3,406)
Cash at the start of the year	12	9,395	12,801
Cash at the end of the year	12	7,845	9,395

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 69-90 form part of these financial statements.

Notes

(forming part of the financial statements)
for the year ended 31 March 2019

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 Companies Act 2006.

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2019 in comparison to the prior and earlier years.

The Board of Trustees has a reasonable expectation that BBC Media Action has adequate resources to continue in operational existence for the foreseeable future. The BBC Media Action Group has a healthy cash balance as set out in note 12. 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. 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 2019. 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 12 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 is included in the statement of financial activities when BBC Media Action is entitled to the income, when receipt of funds is probable, and when the amount can be measured with sufficient reliability.

Income from charitable activities includes income earned both from the supply of goods or services under contractual arrangements and from

performance-related grants which have conditions that specify the provision of particular goods or services to be provided by the charity. These contracts or performance-related grants have been included as 'Income from charitable activities' where these grants specifically outline the goods and services to be provided to beneficiaries which are within the charitable purposes of the charity.

Income from such contracts and grants is recognised to the extent that resources have been committed to the specific programme, as this is deemed to be a reliable estimate of the right to receive payment for the work performed. In this case, cash received in excess of expenditure is included as a creditor (as deferred income) and expenditure in excess of cash included as a debtor (as accrued income).

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.

Equipment purchased as part of the production of media as part of a project is expensed in the statement of financial activities in the year of purchase and returned to the funder or donated to local charities on cessation.

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) LEASES

Rentals payable under operating leases are charged to the statement of financial activities on a straight line basis over the lease term. Lease incentives are recognised over the lease term on a straight line basis.

m) 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.

n) JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The items in the financial statements where judgements and

estimates have been made include:

- that expenditure incurred on performance-related grants is a reliable basis for estimating the right to receive payment for the work performed;
- the provision of bad debts;
- valuation of gifts in kind; and
- the allocation of support costs.

o) FINANCIAL INSTRUMENTS

The financial assets and financial liabilities of the charity and their measurement basis are as follows:

- Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 11. Prepayments are not financial instruments.
- Cash at bank - is classified as a basic financial instrument and is measured at face value.
- Financial liabilities - trade creditors, accruals and other creditors are basic financial instruments, and are measured at amortised cost as detailed in note 13. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

2. DONATIONS

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

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total 2018 £'000
BBC Group	450	65	515	450	81	531
BBC Global News Limited	-	1,517	1,517	-	1,464	1,464
Airtime/media space from various providers	-	3,349	3,349	-	2,891	2,891
Individuals/other	358	659	1,017	18	626	644
Total	808	5,590	6,398	468	5,062	5,530

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:

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total 2018 £'000
Fundraising dinner and corporate partners	72	-	72	144	-	144
Total	72	-	72	144	-	144

4. INVESTMENT INCOME

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total 2018 £'000
Bank interest receivable	33	-	33	30	-	30
Total	33	-	33	30	-	30

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Grant funding for specific charitable activities:						
Governance	1,599	17,291	18,890	1,431	17,033	18,464
Resilience	605	5,483	6,088	346	4,112	4,458
Health	490	5,711	6,201	524	6,240	6,764
Total	2,694	28,485	31,179	2,301	27,385	29,686

6. EXPENDITURE

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Raising Funds	310	-	310	218	16	234
Charitable Activities	4,263	34,075	38,338	3,264	32,431	35,695
Total	4,573	34,075	38,648	3,482	32,447	35,929

	Direct project costs	Project staff costs	Allocation of support costs	Total	Direct project costs	Project staff costs	Allocation of support costs	Total
	2019 £'000	2019 £'000	2019 £'000	2019 £'000	2018 £'000	2018 £'000	2018 £'000	2018 £'000
<i>Raising funds</i>								
Donations	7	163	36	206	43	-	6	49
Other trading activities	49	45	10	104	160	-	25	185
Total cost of raising funds	56	208	46	310	203	-	31	234
<i>Charitable activities</i>								
Changing lives through media and communication								
Governance	12,160	8,326	4,000	24,486	9,839	8,225	3,238	21,302
Resilience	2,580	3,080	1,111	6,771	3,515	3,970	1,242	8,727
Health	2,696	3,193	1,192	7,081	2,317	2,537	812	5,666
Total cost of charitable activities	17,436	14,599	6,303	38,338	15,671	14,732	5,292	35,695
Total expenditure	17,492	14,807	6,349	38,648	15,874	14,732	5,323	35,929

The support costs allocated and the basis of apportionment were:

<i>Support activity</i>	<i>Basis of apportionment</i>	2019 £'000	2018 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	1,482	1,271
General management and fundraising	Pro-rata by direct project expenditure	3,015	2,446
Financial management	Pro-rata by direct project expenditure	488	453
Information technology	Pro-rata by direct project expenditure	756	398
Premises and facilities	Pro-rata by direct project expenditure	608	755
Total		6,349	5,323

7. NET EXPENDITURE FOR THE YEAR

	2019 £'000	2018 £'000
This is stated after charging:		
Auditor's remuneration (including VAT)		
Group		
— current year	39	38
— prior year	7	-
Auditor's remuneration (including VAT)		
Subsidiaries	7	8
Exchange rate loss	19	83
Hire of other assets – operating leases	1,846	1,539

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 £5,750 (2018: £3,027) during the year relates to the reimbursement of costs incurred while carrying out their duties for BBC Media Action. Donations made by Trustees in the year totalled £1,250 (2018: £1,425). 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, in addition to the costs of temporary staff employed directly and through agencies.

9. STAFF COSTS

	2019 £'000	2018 £'000
Costs of staff split by:		
Wages and salaries	12,385	12,664
National insurance	636	723
Pension costs	735	531
Other staff costs	1,051	814
Total	14,807	14,732

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

	2019	2018
£60,000–£69,999	16	12
£70,000–£79,999	7	4
£80,000–£89,999	1	3
£90,000–£99,999	-	2
£100,000–£109,999	-	1
£110,000–£119,999	1	-

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 10 (2018:10). The senior management team who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel. Total cost of employment in respect of these individuals, including the Chief Executive Officer's total cost of employment of £164,662 (2018: £134,021), is £569,974 (2018: £414,568).

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

	2019	2018
Programme activities (charitable):		
Africa	215	234
Asia	294	285
Rest of World	106	136
Other	7	4
Total	622	659

The costs charged in year include redundancy payments of £23,200 (2018: £457,756) of which £0 (2018: £0) was due to be paid out at 31 March 2019.

10. FIXED ASSET INVESTMENT

	Charity 2019 £'000	Charity 2018 £'000
Investment in BBC Media Action (India) Limited		
Cost	55	55
Less: Cumulative impairment	(34)	(34)
Investment in BBC Media Action Nepal Private Limited		
Cost	3	3
Total	24	24

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.

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

The investment in BBC Media Action Nepal Private Limited, (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. Although local staff contracts are in the name of British Broadcasting Corporation Media Action Ltd/Gte, funding to meet the charitable objectives of the organisation is received and disbursed by BBC Media Action in Nigeria.

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:

	2019 £'000	2018 £'000
Total income	3,092	3,711
Total expenditure	(3,092)	(3,711)
Net income	-	-

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

	2019 £'000	2018 £'000
Fixed and current assets	527	447
Liabilities	(506)	(426)
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:

	2019 £'000	2018 £'000
Total income	9	9
Total expenditure	(9)	(9)
Net income	-	-
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:

	2019 £'000	2018 £'000
Fixed and current assets	1	1
Liabilities	-	-
Net assets/funds	1	1

II. DEBTORS

	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Trade debtors	408	987	382	987
Amounts due from subsidiary and related undertakings	-	-	103	108
Other debtors	1,242	930	1,042	647
Prepayments	307	260	307	244
Accrued income (see Note 15)	4,818	4,087	4,818	4,087
Total	6,775	6,264	6,652	6,073

All debtors fall due within one year.

I2. CASH AT BANK AND IN HAND

	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Cash held at bank in UK	6,437	8,001	6,400	7,968
Cash held at bank and in hand overseas	1,408	1,394	1,164	1,280
Total	7,845	9,395	7,564	9,248

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Trade creditors	332	134	156	122
Amounts due to subsidiary and related undertakings	561	606	561	610
Other creditors	2,608	1,142	2,467	861
Accruals	1,451	1,327	1,387	1,301
Deferred income (see note 15)	4,168	5,962	4,168	5,962
Total	9,120	9,171	8,739	8,856

14. PROVISIONS FOR LIABILITIES

Charity and group	Project Costs £'000	Total £'000
At 1 April 2018	92	92
Charge to SOFA for the year	(22)	(22)
At 31 March 2019	70	70

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 2019. It is expected that the majority of these obligations will be paid during the year ending 31 March 2020.

15. 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 2019 the Group had 85 (2018:75) active projects.

	Total Deferred Income 2018	Total Accrued Income 2018	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2019	Total Accrued Income 2019
ACF: Bangladesh: ACF Rohingya Response	(180)	25	(2)	343	-	186
Action Aid: Nigeria: Deepening Democracy	-	242	(226)	16	-	32
Action Aid: Nigeria: SCRAPC	-	6	(43)	90	-	53
ASHOKA UNI: India: Urban sanitization	-	-	(847)	988	-	141
BMB Mott MacDonald: South Sudan: Girls Education	-	149	(552)	403	-	-
British Council: Zambia Speaks!	(396)	-	(381)	804	-	27
Christian Aid: Christian Aid: Ethiopia - BRACED	-	59	(93)	-	(34)	-
Comic Relief: Sierra Leone: Malaria	(13)	-	(375)	333	(55)	-
DAI: Myanmar: DAITCD6	-	-	(301)	303	-	2
DAI: Myanmar: DAITCD 7	-	-	(137)	137	-	-
DAN CHURCH AID (DCA): South Sudan: Life in Lulu S4	-	76	(77)	-	(1)	-
DFID: Tanzania: National Conversations 3	-	35	(357)	322	-	-
DFID: Somalia: IAAAP Scale Up	-	151	(255)	104	-	-
DFID: Tanzania: I4ID	-	1	(75)	91	-	17
DFID: Nepal: Seismic Retro	-	-	(311)	374	-	63
DFID: Ukraine: Hromadske TV Phase 2	-	-	(138)	321	-	183
DFID: Nigeria: DDIN2 Extension	-	-	(1,136)	1,048	(88)	-
DFID: Tanzania: National Conversations 4	-	-	(275)	285	-	10
ECHO: Bangladesh: ECHO Rohingya	-	-	(698)	717	-	19
EU: South Sudan: EU TVET	-	16	(230)	323	-	109
EU: Iraq: Consolidating Media Freedoms	(194)	-	136	58	-	-
EU: Tunisia: Med Mediaÿ ENPI	-	678	(293)	411	-	796
EU: Syria: Enhancing the capacity of the Gulf	(113)	-	-	226	-	113
EU: Iraq: Community Cohesion through Community Media	-	3	(2,257)	1,348	(906)	-
EU: Ukraine: Support to UA	(262)	-	-	138	(124)	-
EU: Nigeria: SDGN	-	-	(191)	179	(12)	-
EU: Zambia: Natwampane	-	-	(453)	10	(443)	-
FCO: Algeria: Public Service Broadcasting	-	128	(128)	3	-	3
FCO: Libya: El Kul 2	-	336	(336)	2	-	2
FCO: Tunisia: Ija Inbox	-	388	(388)	(29)	(29)	-
FCO: Russian Language PSB Baltic States	(112)	-	-	100	(12)	-
FCO: Iraq: Community Cohesion Phase 2	-	321	(321)	-	-	-
FCO: Macedonia: Promoting Freedom	(131)	-	-	129	(2)	-
FCO: Ukraine: Support to UA	-	55	(299)	248	-	4
FCO: Nigeria: SJRP	-	216	(620)	576	-	172
FCO: Iraq: Community Cohesion Phase 3	-	-	(1,475)	1,841	-	366
FCO: Libya: El Kul 3	-	-	(870)	1,200	-	330
FCO: Algeria: Public Service Broadcasting 17-19	-	-	(703)	766	-	63
FCO: Uzbekistan - Enhancing capacity of media	-	-	(99)	175	-	76
FCO: Afghanistan: Open Jirgan Phase III	-	-	(170)	549	-	379
GAC: Afghanistan: Her Voices, Her Rights	(411)	-	(656)	1,097	-	30
Gates : India MCH	(199)	-	-	199	-	-

	Total Deferred Income 2018	Total Accrued Income 2018	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2019	Total Accrued Income 2019
Gates : India: National Scale Up Phase II	(276)	-	(231)	361	(146)	-
Gates : India: SCU for a cleaner India	(355)	-	(305)	660	-	-
Gates : India WASH Academy	(380)	-	(370)	441	(309)	-
Gates : India: SPD extension (Bihar)	-	-	(451)	328	(123)	-
IFRC: Lifeline	-	-	(148)	44	(104)	-
International Alert: Nepal Peacebuilding Project	-	79	(210)	285	-	154
IOM: Bangladesh: Rohingya	-	240	(757)	879	-	362
IOM: Bangladesh: Rohingya Radio Drama	-	-	(77)	349	-	272
LIFT: Myanmar: Kyat Chat	(127)	-	(694)	731	(90)	-
Met Office: Kenya: Wiser	-	-	(184)	268	-	84
NORAD: Indonesia: Kembali Ke Hutan	(94)	-	(395)	157	(332)	-
NORAD: Somalia: SWEET	-	-	(247)	163	(84)	-
Norwegian Church Aid: Bangladesh: Rohingya	-	-	(119)	119	-	-
Norwegian Ministry: South Sudan: Life in Lulu S5-6	(666)	-	(568)	1,172	(62)	-
OPTIONS: Nepal: Mobilising Healthworker	-	-	-	151	-	151
Restless Development: Zambia: Ishi Wi! The Word!	-	13	(110)	97	-	-
Rti International: Tanzania: Tusome Pamoja	-	48	(375)	405	-	78
Rutgers: Bangladesh: Hello I Am	(45)	-	(156)	305	-	104
SIDA: Zambia: Radio Waves	(466)	-	-	466	-	-
SIDA: Zambia: Tikambe II	(694)	-	(488)	845	(337)	-
SIDA: Cambodia: Climate Adaption	(667)	-	-	727	-	60
SIDA: Zambia: Radio Waves Extension	-	-	(491)	494	-	3
SIDA: Cambodia: Klahan9 Phase III	-	-	(296)	113	(183)	-
The Swiss Confederation: Tanzania: Niambie Ext	-	-	(330)	337	-	7
UNDP: Klahan 9 S2 Extension	(42)	-	(476)	524	-	6
UNDP: Myanmar: Pyaw Ba JPF	-	19	(1,392)	933	(440)	-
UNDP: Sierra Leone: Social Media	(25)	-	(73)	94	(4)	-
UNESCO: Sierra Leone: Social Media	-	-	(69)	62	(7)	-
UNFPA: Bangladesh: AGAMI	-	55	(288)	286	-	53
UNICEF: Afghanistan: 2nd Phase - "Polio"	-	276	(974)	697	(1)	-
UNICEF: Bangladesh: Rohingya	-	91	(370)	279	-	-
UNICEF: Ethiopia: Baby Wash	-	26	(65)	122	-	83
UNICEF: Tanzania: MNCH	(38)	-	(154)	192	-	-
UNICEF: Ethiopia: Baby Wash Extension	-	-	(283)	334	-	51
UNICEF: Nigeria: Mercy 4	-	-	(468)	350	(118)	-
USAID: India: mServices to 6 states	-	75	(413)	351	-	13
USAID: Nepal: Reconstruction Radio	-	93	(305)	176	(36)	-
USAID: Thailand: CTIP	-	11	(134)	123	-	-
USAID: South Sudan: VISTAS II - AECOM	-	-	(110)	111	-	1
WFP: Nepal: Nutrition and WASH	-	-	(68)	61	(7)	-
Other projects	(76)	176	(378)	359	(79)	160
Total	(5,962)	4,087	(28,654)	31,179	(4,168)	4,818

16. FUNDS ANALYSIS

	Balance at 1 April 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance at 31 March 2019 £'000
Unrestricted funds:					
Designated funds:					
Technology-led Change Fund	510	-	(136)	-	374
Catalyst Fund	20	-	(20)	-	-
Total designated funds	530	-	(156)	-	374
General funds	5,832	3,607	(4,417)	-	5,022
Total Unrestricted funds	6,362	3,607	(4,573)	-	5,396
Total Restricted funds	34	34,075	(34,075)	-	34
Total Funds	6,396	37,682	(38,648)	-	5,430

	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 objectives described in the Trustees report. Analysis of the projects are included in note 15.

The Technology-led change fund represents funds set aside for the development and enhancement of processes and systems. No amounts were added to the fund in 2018/19. Funds are expected to be spent within three years.

The Catalyst Fund has been used for several years to develop and pilot new projects and approaches and provide matched funding for large scale grants. During 2017/18 and 2018/19 no amounts were added to the fund and there has been expenditure from the fund of £20,000, bringing the balance to £0 as at 31 March 2019.

At 31 March 2019 undesignated general funds of £5,022,000 were held (2018: £5,832,000).

The funds balances held at 31 March 2018 and 31 March 2019 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 net result is detailed in the Statement of Financial Activities.

17. 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	374	-	374
Unrestricted general funds	5,092	(70)	5,022
Total Funds at 31 March 2019	5,500	(70)	5,430

	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

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

	2019 £'000	2018 £'000
Net expenditure for the year	(966)	(539)
Investment income	(33)	(30)
(Increase)/ decrease in debtors	(511)	233
Decrease in creditors	(51)	(2,504)
Decrease in provisions	(22)	(596)
Cash outflow from operating activities	(1,583)	(3,436)

19. COMMITMENTS AND CONTINGENT LIABILITIES

Sub-grants

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

	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Within one year	-	1,014	-	1,014
Total	-	1,014	-	1,014

Operating Leases

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

	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Land and buildings				
Operating leases which expire:				
Within one year	1,132	618	1,073	582
In the second to fifth years inclusive	422	318	422	318
Total	1,554	936	1,495	900

20. 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 £1.779 million. The latest funding update prepared, as at 1 April 2018, using the same methodology (but with updated economic assumptions), reported a shortfall of £1.033 million (2018: £1.598m).

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 (%)		
	2020	2019	2018
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 £431,292 in the year (2018: £258,199). In addition, at 31 March 2019, contributions of nil had been prepaid (2018: £nil).

The accounting valuation as at 31 March 2019 was undertaken by Willis Towers Watson, consulting actuaries. This valuation identified a deficit of £530.0 million in the scheme at 31 March 2019 (2018: £518.3m). 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 £341,131 in the year (2018: £302,094).

21. RELATED PARTY TRANSACTIONS

The following related party transactions occurred during the year:

	2019 £'000	2018 £'000
<i>Related parties</i>		
Services procured from related parties	331	396
Amounts owed to related parties	561	606

During the year, BBC Media Action procured some HR, IT and other support services of £330,885 (2018: £396,318) 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 2019, an amount of £560,956 (2018: £605,804) was owing to the BBC Group. This amount owing is non-interest bearing and repayable on demand.

22. POST BALANCE SHEET EVENTS

There are no events after the balance sheet date that require adjustment or disclosure in the financial statements.

To learn more about our work please see:

- **BBC Data Portal**
<http://dataportal.bbcmediaaction.org/site/>
- **BBC Media Action iLearn**
<https://www.bbcmediaactionilearn.com>
- **Media for Development**
<http://mediafordevelopment.bbcmediaaction.org>
- **Global Health Stories**
<http://globalhealthstories.com>
- **Gender and Media**
<http://genderandmedia.bbcmediaaction.org>



BBC
MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD

Cover image:

Filming *Khan Sar Kyi*, our peacebuilding TV documentary series in Myanmar. Credit: BBC Media Action

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.

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