

Annual Report & Accounts 2019/2020

Year ended 31 March 2020



BBC

MEDIA ACTION



“Before now, my husband and I were not sleeping inside a bed net... it’s too hot and we disliked the routine of tucking it in and removing it in the morning. But listening to testimonies and advice from health workers on the *Tawa Fo Welbodi* radio programme, we were motivated to sleep inside a treated bed net every night.”

Madiana Sheriff, expectant mother, Sierra Leone



A mother being interviewed about her daughter recovering from malaria for our radio show *Tawa Fo Welbodi* (Determined for Health) in Sierra Leone. *BBC Media Action*

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Welcome from the Chair & Vice Chair

For 20 years, BBC Media Action has been an advocate for independent and trusted media, which is essential to peaceful and sustainable development. But independent media has never been so endangered, nor the consequences so grave. Meanwhile, mis- and disinformation pose increasing threats to democracy, peace and global health.

As we write, COVID-19 has spread around the globe, and the World Health Organization has warned of an accompanying 'info-demic,' involving the spread of false, often deadly information about the illness's causes, spread and treatment. BBC Media Action is working with partners to provide trusted health information, and training media to report accurately, to benefit people affected.

More than ever, we believe in the critical role that media must play in society – providing information people trust to help shape their lives, dispel rumours, reconcile viewpoints and promote dialogue. This year we were delighted to begin work on a flagship media development initiative called 'Protecting Independent Media for Effective Development' (PRIMED). We're leading a consortium of media development partners to strengthen independent media and produce trusted journalism for constructive public debate in Sierra Leone, Ethiopia and Bangladesh.

Several countries, such as Ethiopia, are making promising steps towards opening up media and civic spaces, and the UK and Canadian governments co-hosted a major Defend Media Freedom conference in London. But is it enough?

This year we proposed the creation of an ambitious International Fund for Public Interest Media, to support independent media where market failure is acute, or media freedom especially under threat.



We know that people around the world are changing how they consume media. BBC Media Action has a history of digital innovation that reaches millions of people – from ground-breaking mobile health services in India to multi-platform language learning programmes in Bangladesh. This year, we finalised our Digital Transformation Strategy to chart the organisation's course in a digital world – ensuring we use digital responsibly to maximise impact for our audiences, help our partners adapt, and ensure that we remain relevant and competitive as media landscapes evolve. We plan to invest more resources in digital expertise and continue to deepen our understanding of changing audience habits.

BBC Media Action is supported by a Board of 11 Trustees from the BBC, private sector, media, and international development. In 2019/20 we welcomed two new Board members – Myles Wickstead and Shirley Cameron – and bid a very grateful farewell to Martin Dinham, Alison Woodhams and Shubhanshu Choudhary.

We commend Caroline Nursey, Chief Executive Officer, and all of BBC Media Action's staff worldwide whose tireless dedication, creativity and energy have delivered the fantastic work outlined in this report.

Francesca Unsworth
Chair

Awo Ablo
Vice Chair

Welcome from the Chief Executive Officer



Collaboration with partners is fundamental to BBC Media Action's work. As I step down as Chair of Bond, the UK network of international development organisations, it's clear that collaboration has never been more important across our sector. It helps us learn from one another, improve our offer to the people we serve, and remain transparent and accountable in every aspect of our work, including safeguarding.

This is evident in the response to the COVID-19 crisis, where BBC Media Action is working with partners to share trusted information to help communities better protect themselves, and to counter rumour and misinformation.

And it is apparent in our response to the Rohingya crisis in Bangladesh, where we're an integral part of the Common Service for Community Engagement and Accountability – a first-of-its kind model for better informing and coordinating humanitarian efforts to support Rohingya refugees, and a shining example of how agencies can work together successfully. We were delighted that this project was short-listed for a Bond International Development Award for collaboration.

This year we witnessed the further rise of the global climate movement. Millions of people around the world are affected by climate change in their day-to-day lives, and it's the poorest people

who feel its impact the most and find it hardest to cope. Addressing climate change has become a priority for BBC Media Action too. Our work supports ordinary people to adapt – from TV shows supporting communities in Cambodia to prepare for extreme weather, to projects in East Africa encouraging better coordination between scientists and journalists so that audiences receive practical weather information to use in their day-to-day lives.

We know that tackling climate change requires action at all levels, which is why we're also working to help people hold governments to account on sustainable development policies that benefit everyone – including through an exciting new multimedia project inspiring climate action among young people in Indonesia.

The cost of operating has escalated this year, with increased compliance requirements, challenging donor expectations, and the need to adapt to the changing media habits of our audiences. As a result, we were unable to balance our budget as planned. We are taking measures to reduce central costs and restructure our London office to support our impact and evolution as an organisation, now and for the future. The COVID-19 pandemic, while making our work even more essential, has also added uncertainty to our operations.

We are grateful to both new and longstanding donors – institutional, corporate and individual – who have supported us this year, and to our growing network of partners across the world. And I want to warmly thank all our staff – past and present – who prove, day after day, that media and communication really can be a force for good.

Caroline Nursey OBE
Chief Executive Officer

Strategic report

Jeremiah Orondo, journalist and BBC Media Action mentee with Gulf Radio in Kenya, interviews a farmer about how her livelihood has been affected by the changing climate.

Diana Njeru/BBC Media Action



Who we are and what we do

BBC Media Action is the BBC's international charity, registered in the UK and working in international development. In a world where media can be divisive, partisan and untrustworthy, we believe in the power of media and communication to do good.

Our work reaches millions of people facing insecurity, inequality and poverty with information they can trust. We support the independent and responsible media essential to democracy and development, and we inform, connect and inspire change in our audiences — by sharing trusted information and stories that generate debate and discussion and challenge prejudice.

We work from 17 offices in 24 countries which include some of the most fragile and divided societies in the world. Our projects and programmes reach more than 100 million people a year, helping to save lives and improve health, protect livelihoods, counter misinformation and build more peaceful and democratic societies. Founded by the BBC as the World Service Trust in 1999, we operate as an independent organisation. However, we work to the BBC's values and editorial principles. We benefit from strong partnerships with the World Service and other parts of the BBC, and several of our trustees come from the organisation.

BBC Media Action is not funded by the BBC Licence Fee and we rely on the generous support of donors to continue our vital work.

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 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 also 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, as well as meeting the needs of young people and 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.

“

The people listen well. When we used to speak verbally the people did not listen well but when the audio is played through the mobile, through *Mobile Chautari*, the people listen attentively.

”

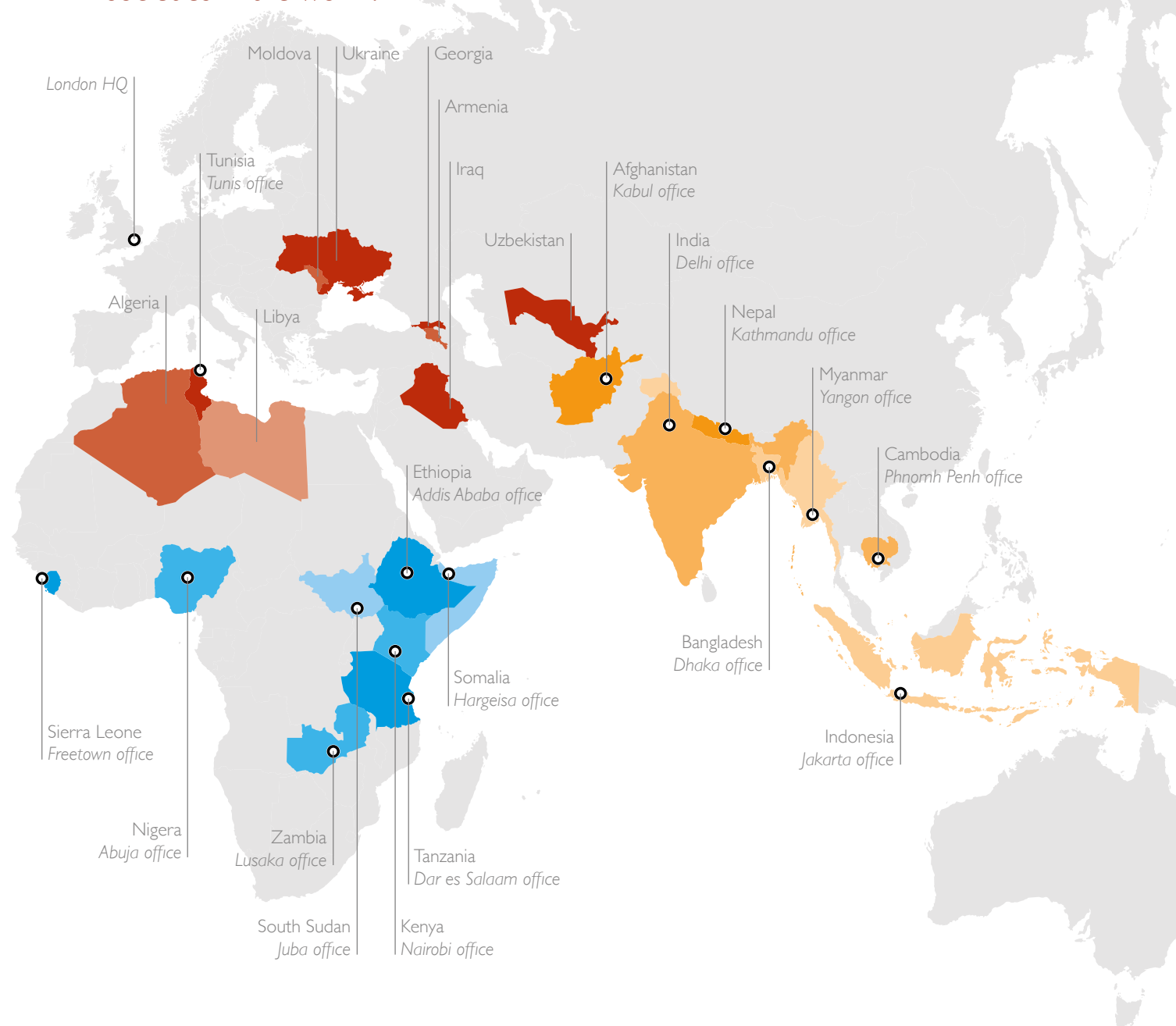
Female community health worker, user of the *Mobile Chautari* health service, Rautahat, Nepal



Presenters and producers for our Tanzanian youth radio show, *Niambie*, pose for a selfie following an episode on disability inclusion in Zanzibar. Colin Spurway/BBC Media Action

Where we work

We work in places where media and communication can make the most difference – including some of the most fragile and divided societies in the world.



We consider countries' category on the UN Human Development Index, the 'Freedom in the World' and 'Fragile State' indices in determining where we work. We may work in a country classified as 'high' on the UN Human Development Index if corruption, lack of transparency, and limited freedom of expression threaten people's well-being and livelihoods.

We currently work and have offices in Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Indonesia, Myanmar, Nepal, Nigeria, Sierra Leone, South Sudan, Tanzania and Zambia. We work in Kenya

and Somalia from our Nairobi office and from a smaller office in Hargeisa, and in Algeria, Libya and Tunisia from a base in Tunis. Our London-based Iraq country team delivers effective and sustainable work through local partnerships, and London-based teams run projects in Ukraine, Moldova, Georgia, Armenia and Uzbekistan.

Our research work, our work in media development and our humanitarian response often reaches beyond these countries, particularly in training journalists and aid workers to prepare for emergencies.



A woman being interviewed at a community event in Uturo village, Tanzania, for a radio series on maternal and newborn health. Colin Spurway/BBC Media Action

How we work

Media and communication are essential to democracy and to development. Through them, our work advances and amplifies global efforts to achieve the United Nations Sustainable Development Goals, which aim to eradicate poverty and create a fairer, more sustainable world by 2030.

Our work contributes to many of the Global Goals: addressing poverty, improving health and access to education, promoting gender equality, promoting water, sanitation and hygiene for all, encouraging meaningful work, addressing inequalities, promoting discussion around more sustainable communities, taking action on climate, and – most critically for our work on governance and in fragile and post-conflict environments – contributing to peace, justice and strong institutions.

Our theory of change explains our approach to working with media and communication, helping realise their power to do good. We inform, inspire and connect our audiences – to each other and to those in power – to improve lives and ultimately contribute to a world where people live in healthier, more resilient, more inclusive communities.

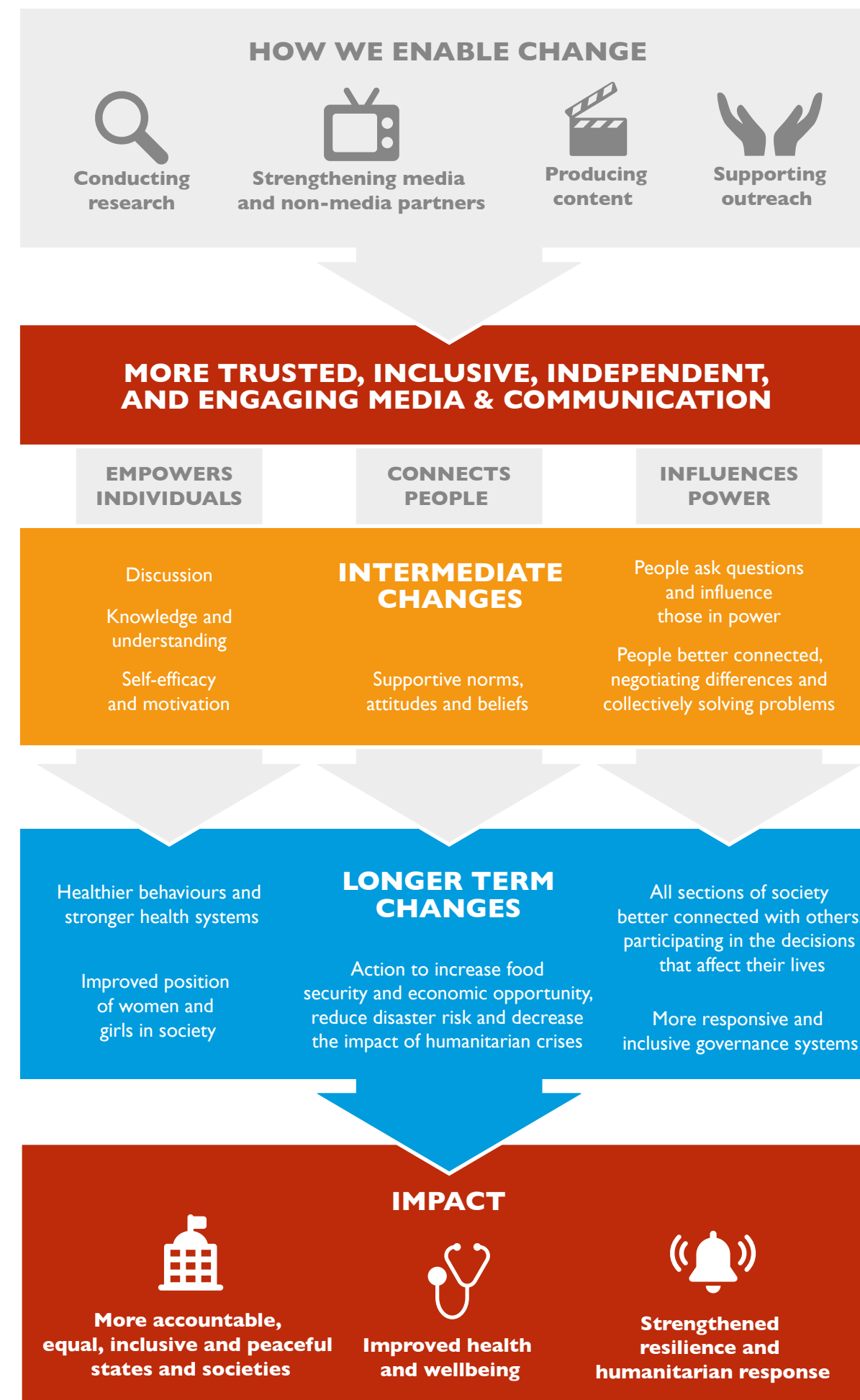
Our projects focus on factors most likely to drive – or to block – change, identified through our research. We build knowledge, foster confidence and discussion, and ensure people from across society can ask questions about issues that matter, to influence those in power and challenge restrictive and discriminatory norms.

Ultimately, these shifts prompt actions that improve health, and strengthen resilience and response

to crises. They result in gains for women and girls, improved understanding between different sections of society, and people participating more in decisions that affect their lives.

As a media and communication organisation, we both respond to and shape the fast-changing media environments around us. Radio remains the best way to reach many poor, remote and rural communities. But in many places where we work, Internet use is exploding – particularly through mobile phones. This creates opportunities to reach people in engaging new ways, and requires us to meet new challenges: in how we reach our audiences effectively, in how we measure our impact, and in addressing new types of inequality within societies. We are also working to address issues of digital literacy, and the spread of mis- and disinformation.

Most of our programmes include a digital or social media element, and some innovative programmes – notably in India and in Myanmar where mobile access is prevalent – are digitally-led. This year we adopted a comprehensive, organisation-wide digital strategy. We will invest in this to ensure that our important work continues to inform, engage and inspire audiences – however they choose to consume content.



Looking back: A strategic review

The last months of this second year of our strategic plan have been challenged by the COVID-19 pandemic. The impact will be felt keenly over the coming financial year.

Though our strategic focus has not changed, COVID-19 had impact on our programmatic work during the last quarter of 2019/20, as we sought to 'pivot' some projects and programmes to address the pandemic, and adjusted to new ways of working.

Staff worked creatively to produce programmes despite the constraints of physical distancing, often recording programmes from home or using audio and video technology to engage with virtual studio audiences, or those involved in our training.

This year, we pledged to:

1. Deliver our strategy supporting programming to the value of at least £34m.

We have this year grown our projects and programmes to an income of £32m, falling short of our financial target mainly because of delay in contracting some large projects until partway through the year. In line with our strategy, we have delivered substantial programming within our agreed thematic areas in 24 countries across Africa, Asia, the Middle East and Eastern Europe. We have also delivered some training and research on a lesser scale in additional countries. Many of these

projects – and the impact that they have achieved – are described elsewhere in this report.

2. Implement our newly agreed strategy on young people across our work.

Our work this year has included increased focus on the information needs and challenges faced by young people. This work spans a range of topics including relationships and reproductive and sexual health, migration and employment, and assisting at-risk girls and young women to access education or training. This focus has progressed hand-in-hand with our growing work in digital media, as we adapt our programming to meet the specific needs and media behaviours of young people.

3. Agree a new framework for organisational learning across BBC Media Action and engage all staff in implementing it.

This year we have implemented a new learning strategy at BBC Media Action, held regular reviews of programmes and projects and launched an annual review of our work by thematic area. We have engaged our global staff through these processes, made more resources available on SharePoint and



Trainee journalist Miriam joined our Tanzania radio show *Niambie* as part of a project to address stigma and discrimination against people with disabilities. *BBC Media Action*

run regular training, learning and sharing sessions remotely and face-to-face. The introduction of working-from-home in the fourth quarter of this year during lockdowns for the COVID-19 pandemic, and adoption of on-line collaboration and meeting tools, has accelerated our shift to working as a global team. It has also increased the extent to which we 'virtually' meet donors and other partners to share learning.

4. Provide sector leadership in building support for the role of independent media in development and democracy.

This was a landmark year for BBC Media Action in driving sectoral support for the critical role of media in democracy. We led work examining the feasibility of an International Fund for Public Interest Media, with a study released in early April 2020. And we launched a new project on media development in three countries, funded by the UK's Department for International Development.

5. Explore opportunities and threats for our work heralded by digital technologies and ensure that we are able to meet our audiences' changing needs.

We have agreed and begun implementation of our digital strategy, with more cross-country co-operation on digital programming and plans to deepen our investment in this area. We have continued to innovate on digital platforms. Digital reach and engagement are increasing across most of our projects.

6. 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.

Our new Chief Operating Officer joined in July and focused on increasing the capacity of finance staff within our country programmes and improving internal processes.

How we are funded

We are grateful to the wide range of funders who make our work possible. This includes national governments, the UN and other international organisations, foundations, corporate partners and private individuals.

Together our donors have funded work to the value of £32.0m (2018/19 – £31.2m). As of 31 March 2020, we had 129 active projects around the world.

Institutional and foundation donors

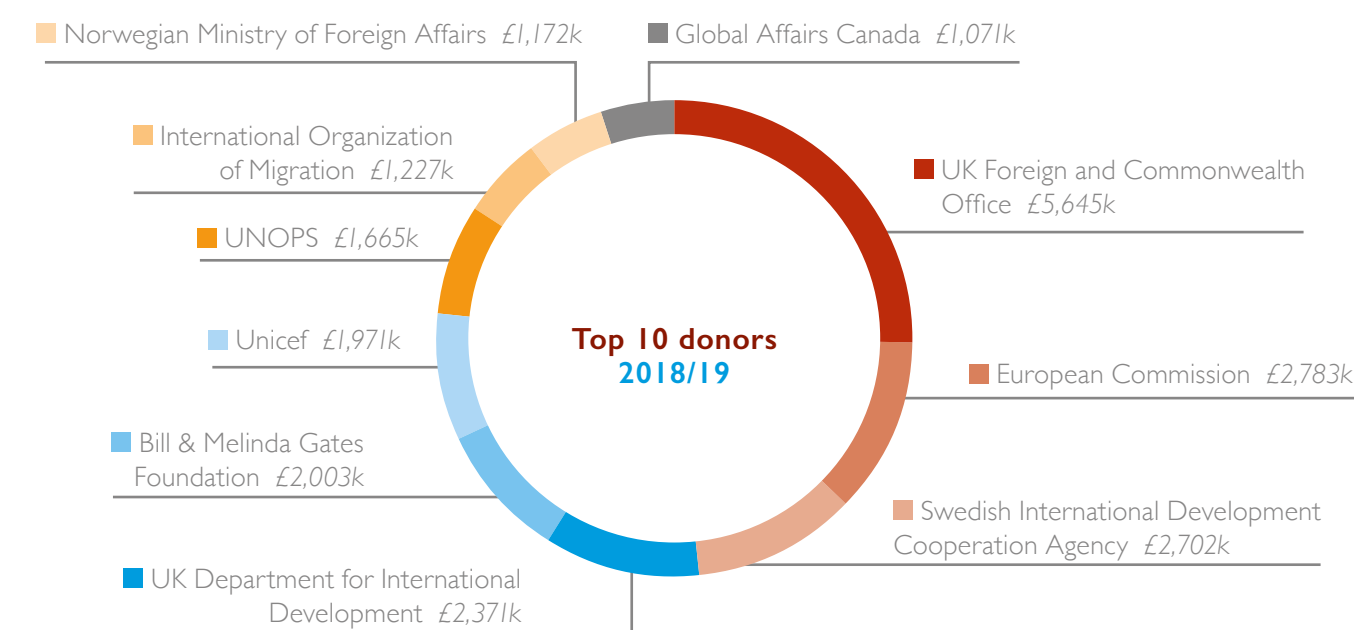
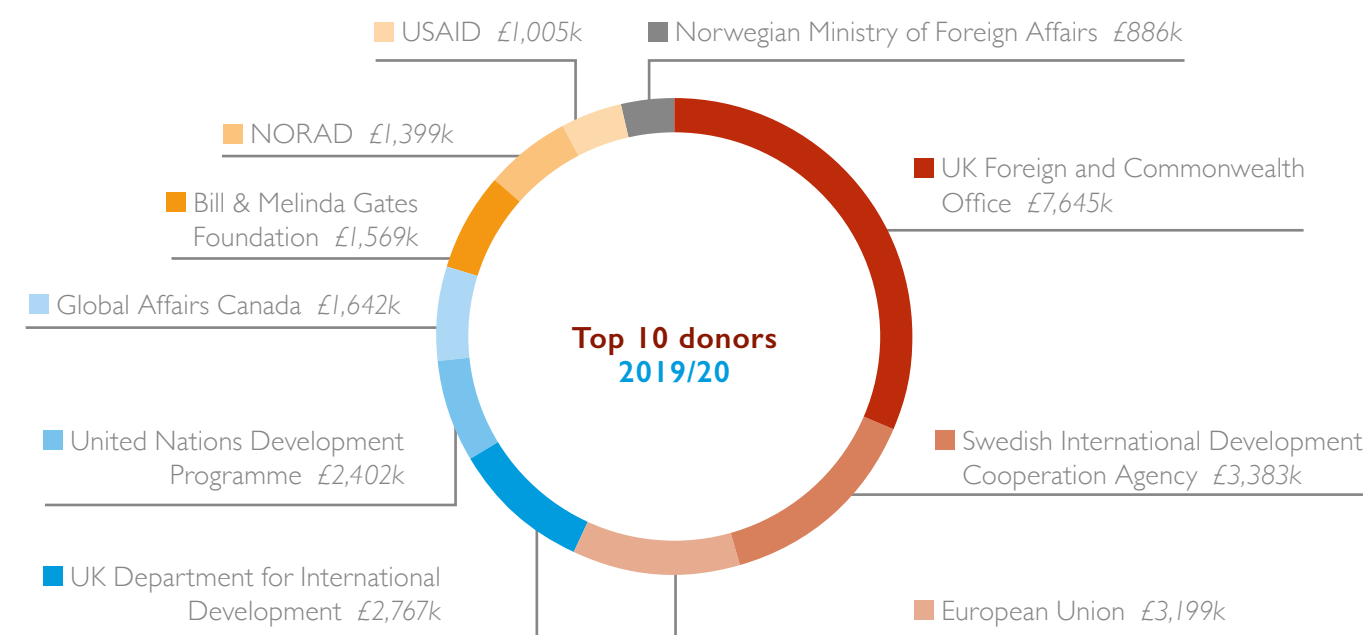
The UK Government's Foreign and Commonwealth Office (FCO) remained our largest donor in 2019/20, providing £7.64m in funding. The Swedish International Development Cooperation Agency was the second-largest with £3.38m. The European Union was third at £3.2m, and the UK's Department for International Development fourth at £2.77m.

Corporate donors, events and individual giving

BBC Media Action conducts limited amounts of traditional fundraising, including events, and benefits from a range of corporate partnerships.

Our 16 corporate partners in 2019/20 helped us in valuable ways including donating income and gift-in-kind donations in the form of IT support, technical equipment, transport and logistics, banking services and professional advice:

- Access Bookings provided hotel accommodation for our annual leadership residential week.
- Adobe provided free software and Creative Cloud licenses for the whole organisation.
- Atos provided IT support to our London office, and discounted laptop hire fees.
- Brussels Airlines provided return flights to Sierra Leone.
- Facebook provided free advertising credits to promote many of our programmes and our overall work across many of our country offices.
- Getty Images provided access to their professional image library for our publications.
- Globecast gave us valuable unrestricted income.
- Imagen provided us with an audio-visual archive for all of our production materials and consultancy on how to develop this further.
- Inmarsat provided connectivity bandwidth for our Sierra Leone office.
- The Langham, London provided food, drinks and the venue for The BBC Correspondents' Charity Dinner, in aid of BBC Media Action.
- Oman Air gave us free flights to several countries where we operate programmes.
- Sony provided broadcast cameras for use in our programmes.
- Synology and Seagate provided equipment for our rushes to be stored on in several country offices, and shared with our London office, safely and securely.
- Sophos provided us with cyber security across our entire network.





We were grateful to comedian Miles Jupp for hosting our annual fundraiser, The BBC Correspondents' Charity Dinner, in February 2020. BBC Media Action

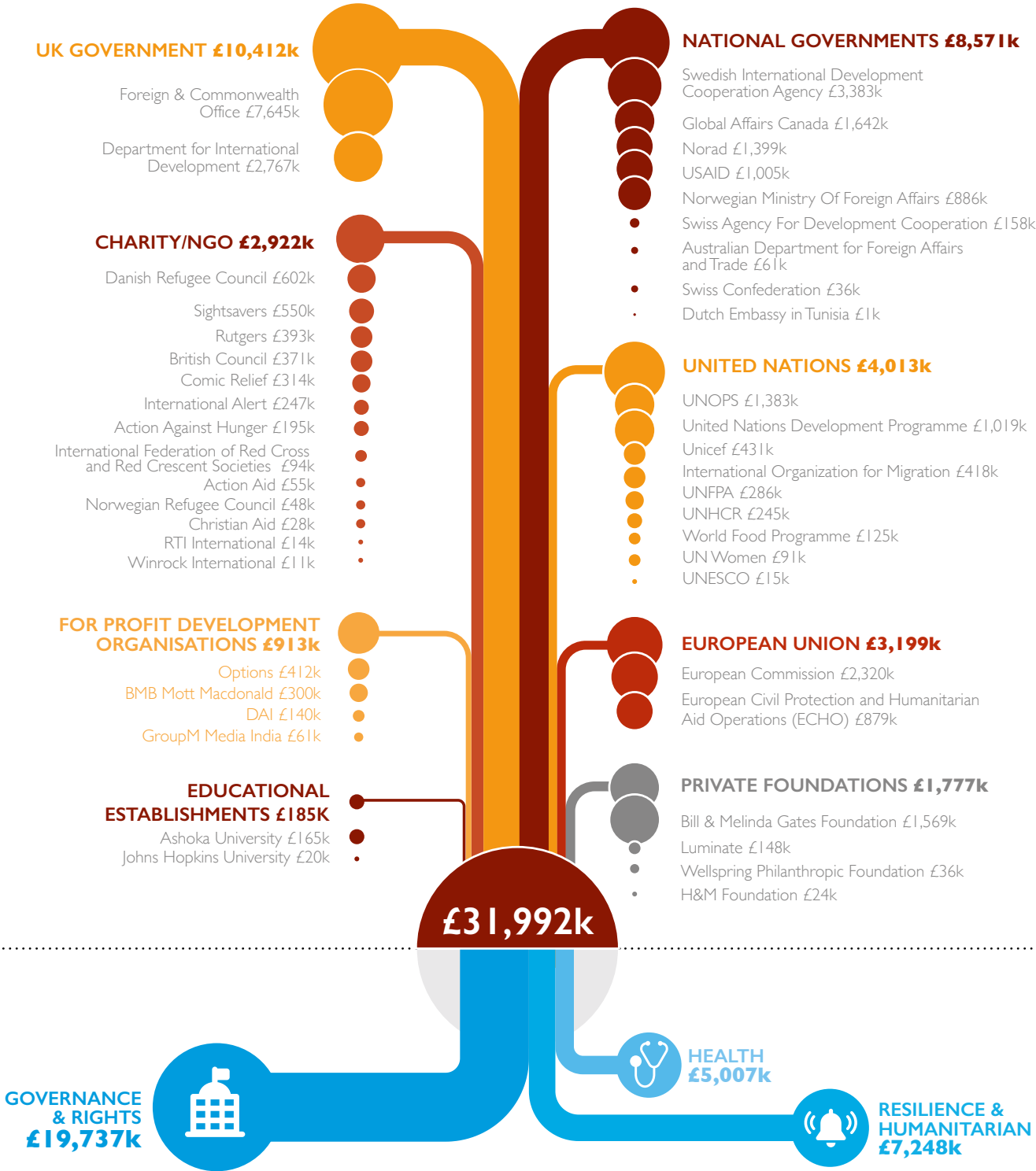
- Twitter provided advertising credits for our corporate social media account, as well as cash donations.
- Universal Music Publishing provided access to their music library for our production teams to use.
- Walgreens Boots Alliance gave us valuable unrestricted funding.

Our annual fundraising event, The BBC Correspondents' Charity Dinner, raised valuable unrestricted income and we are grateful to our Dinner Committee for making our event successful. We also benefitted from support from individual donors, BBC payroll giving, and – in a new initiative this year – from prize draws hosted on Givergy.com. Supporters also donate through our JustGiving page, which they may access from

our website and social media accounts.

We ensure our donors are protected by using well-established, reputable platforms which display clear terms and conditions including on GDPR compliance. JustGiving adheres to the Code of Fundraising Practice and subscribes to the Fundraising Regulator. Our prize draw with Givergy.com was subject to review from the BBC Interactivity Technical Advice and Contracts Unit. Our communications team monitors and moderates our social media accounts according to BBC Editorial Policy and any complaints or concerns regarding fundraising activities are investigated and responded to.

We voluntarily subscribe to the Fundraising Regulator. There have been no complaints regarding our fundraising activities.



Towards a freer world



A demonstrator holds up a sign at a World Press Freedom Day protest in Istanbul. *Chris McGrath / Getty.*

Media freedom and media development

Our work in media freedom, media development and trusted information.

Around the world, free and independent public interest media are facing unprecedented political and economic threats. Journalists are being attacked, governments are clamping down on media freedom, and as advertising migrates online, sources of income for media are disappearing. This crisis is most acute in poorer countries where digital advertising revenues are often very low and political co-option of the media endemic. All of this has a heavy cost for democratic politics and development.

BBC Media Action has supported public interest media since we were founded in 1999, particularly through strengthening editorial, production and management capacity to help media houses hold those in power to account while enabling public debate and dialogue. As threats to public interest media have grown, so has our work in media development. This year we have supported over 200 media partners, taken on two new multi-country media development projects, supported global momentum for media freedom, and launched new projects to dispel mis- and disinformation.



BBC Media Action CEO Caroline Nurse speaks at a event on media freedom co-hosted by the Coalition for Global Prosperity, October 2019. *Photo courtesy of Coalition for Global Prosperity.*

A new fund to usher in a new era.

We were proud this year to recommend the creation of a new, ambitious **International Fund for Public Interest Media**, in a detailed feasibility study funded by Luminate. The Fund would support independent media in settings where market failure is especially acute or media freedom particularly under threat. The study outlines how such a Fund could be governed, structured, operated and evaluated. It has been used to galvanise the international donor support essential to protect independent media alongside the gains they deliver in peacebuilding and good governance. On the

basis of our recommendations, Luminate is setting up a secretariat to make this proposition a reality.

In July 2019, the UK and Canadian governments hosted the **Defend Media Freedom conference** in London. BBC Media Action was instrumental in ensuring the conference included a focus on the economic challenges faced by independent media around the world. We brought together partner organisations to help shape the conference agenda, and contributed to the conference's opening plenary.



Canada's Foreign Minister Chrystia Freeland, Lebanese-British human-rights lawyer Amal Clooney and Britain's Foreign Secretary Jeremy Hunt listen as Ghanaian investigative journalist Anas Aremeyaw Anas speaks at the Global Conference for Media Freedom in London in July 2019. BBC Media Action played a key role in ensuring media development was on the conference agenda. *Tolga Akmen, AFP via Getty Images*

Supporting independent media for development.

This year we were awarded the lead role in a £12m Department for International Development-funded consortium, **Protecting Independent Media for Effective Development (PRIMED)** to support public interest media in **Bangladesh**, **Ethiopia** and **Sierra Leone** over four years. This project will generate evidence about what works in building media resilience and sustainability for future learning. Our consortium of leading media development organisations has begun media mapping and project design, and brought together local media representatives and other stakeholders to build a rich understanding of the challenges and opportunities for media organisations.

We have also begun implementing our **Eastern Partnerships project** in **Ukraine**, **Moldova**, **Armenia** and **Georgia**, with £9m in funding over three years from the Foreign and Commonwealth Office. This will support at least 38 public interest media partners to become more viable and sustainable, through support for robust business strategies and content production across multiple platforms and languages.

In **Moldova**, where the online environment is heavily influenced by misinformation, we are supporting digital media organisations to develop explanatory journalism and to share their content more widely on social media, to make more accurate content available online.

And in **Ukraine**, we are offering support to impartial "watchdog" journalism at national, regional and local levels, and increasing the provision of good quality journalism in both Ukrainian and Russian languages. This project builds on our work with **Ukraine's public service broadcaster UA:PBC** in developing its audience and commissioning strategies, as it transitions from state-run broadcasting. This year we helped design new workflows for UA: PBC's newsroom and introduced a story-centred approach to news production across multiple platforms. We are also working on improving coordination between the central newsroom and 23 regional bureaux for better cross-country representation.

Our work continues in **Uzbekistan**, where media organisations are exploring a new era of liberalisation and the state broadcaster continues its move toward a public interest model. We have built the capacity of three digital news teams to provide more multi-media content in Russian and Uzbek languages, to increase the supply of objective and inclusive high-quality media content. Over the last two years we have encouraged journalists to place human stories at the heart of the news agenda. Our end-of-project evaluation showed that journalists were producing more engaging factual content that better represents the lives of ordinary people.

We have also continued our work with public service media in **Zambia**, **Libya** and **Iraq**, where difficult political contexts have led us to focus on local organisations and new media platforms, rather than working with state media.

In **Zambia**, while media are able to operate relatively freely, there is increasing pressure on journalists, including arrests and closures of media outlets.

We have strengthened journalists' and media managers' understanding of their legal rights and have supported efforts to create a framework for self-regulation.

We have also continued our support for local community radio stations in Zambia through long-term mentoring and coaching around specific

programming. Our research shows that audiences of these programmes know more, and have greater confidence and motivation to be politically active than those who don't listen regularly. This year, our drama series *The Story of Gondo* launched on Zambian television, the first long-format animated drama series in the country. It uses drama, discussion and music to challenge prevailing beliefs around governance, accountability and rights.

In **Libya's** polarised media landscape our *El Kul* (For Everyone) programme is a rare impartial source of news. Over six years, we established a Tunis-based team of content producers and a network of freelance journalists in Libya so that *El Kul* can provide its 944,000 followers (out of a total population of 6.4 million) with stories that represent Libya in all its diversity and give a voice to women, ethnic minorities and other marginalised groups.



Media Action's Abir Awad, centre, meets EU President Ursula von der Leyen, right, at the Paris Peace Forum in November 2019. Photo courtesy of Abir Awad, BBC Media Action



Afghan journalists receive training in repairing radios as part of the *Her Voice Her Rights* project, funded by Global Affairs Canada. BBC Media Action Afghanistan

This year we began to prepare *El Kul* for a future as an independent, Libyan-led, not-for-profit organisation, with a target of standing alone with a diverse funding base by April 2022.

In **Iraq**, we have continued our partnership with *Al Mirbad*, the trusted media institution. Audience research shows that 48% of adults listen to *Al Mirbad* on the radio or watch it online each week.

Our more recent partnership with *Radio Nawa* in Iraq is also making progress. *Nawa* was about to

close in 2014 when we began working with them to create content for communities affected by the presence of Islamic State. We helped *Nawa* strengthen its editorial standards, its management, and its financial procedures and to improve its technology. Our work has paid off. A survey from late 2019 showed that 90% of those surveyed thought *Nawa* was a professional media outlet with credible journalists. Some 88% believed *Nawa* represents their community and 95% believed it represents issues faced by internally displaced people.

Mis- and disinformation

Our work to dispel false information.

Many of our projects seek to reduce the spread of mis- and disinformation, as rumours and false information circulate ever more rapidly online and through instant messaging.

This year in Myanmar we partnered with the BBC World Service in a pilot project to tackle mis- and disinformation in secondary schools. In this fast-changing media environment, where the use of digital platforms like Facebook has exploded among young people, we adapted multi-media resources that encourage critical thinking and help school children recognise mis- and disinformation in both digital and traditional media. With an

election scheduled in 2020, and an estimated 5 million young voters eligible to vote, their ability to think critically and differentiate between trustworthy and fabricated information online will be essential to a fairer election process.

Around the world, the COVID-19 pandemic brought with it an 'info-demic' of mis- and disinformation, on topics including how the virus is transmitted and false 'cures.' In March 2020, we began work to address this, and to provide audiences with accurate, trusted information to help protect themselves and their families. This work will continue well into the next financial year.



Cohort of students in Myanmar who completed BBC Young Reporter training, as part of our wider digital literacy project. *BBC Media Action*

Towards a fairer world



Participants at a women's entrepreneurship event in Somaliland, organised as part of our Somali Women toward Economic Empowerment and Transformation (SWEET) project. *BBC Media Action*

Addressing conflict and bridging divides

In countries and societies experiencing conflict, post-conflict fragility or deep-rooted fragmentation, BBC Media Action works with mass and digital media to help prevent and resolve conflict, and support peace and inclusion.

Accurate information and engaging stories help people to understand each other, to be more tolerant, and to try to resolve conflict without resorting to violence.

We work in divided communities in **Iraq**, **Afghanistan**, **Libya**, **Myanmar** and **Somalia**, among others.

In **Myanmar**, where a national-level peace process is currently underway between the government, the military and ethnic armed groups, people across the country often have limited access to information about the issues facing conflict-affected communities.

Using documentary-style and discussion programmes and social media, our hard-hitting *Khan Sar Kyi* (Feel It) series has allowed more than 800 people from diverse regions and ethnic groups to directly question government authorities, MPs and other stakeholders, as powerful figures visit and learn about vulnerable communities affected by conflict. Follow-up panel discussions have covered land confiscation and land ownership, challenges faced by internally-displaced people, ceasefire agreements, and natural resource management and ownership.

Our research shows that *Khan Sar Kyi* has led to increased understanding of the differing lives of various ethnic groups and what causes conflict between them. Feedback from an audience

panel shows that many people are starting to understand the links between the peace process and their own lives, and that the show is encouraging discussion on peace related issues.

However, viewers also noted they still felt ill-equipped to discuss political issues with others, and that they are looking for more solutions-focused programming which makes clearer links between what they can do in their daily lives and the process for peace in Myanmar. These findings are helping shape the next series of the programme.

Also in **Myanmar**, our *Tea Cup Diaries* radio drama has entered its eighth series, designed to increase understanding and tolerance between different ethnic and religious communities in the country. This year the show expanded to include celebrity-hosted factual discussion segments. Our research suggests that audiences continue to respond positively, and are more knowledgeable about other religions than non-listeners. A highly popular discussion segment featured famous female Buddhist singer Tin Zar Maw and her Christian husband, discussing how they had built a family despite coming from different religions.

In **South Sudan**, we have continued broadcasting our long-running radio drama *Life in Lulu*, which encourages non-violent conflict resolution and tolerance. In the latest series of the drama, the team has introduced more positive female and youth role models and more storylines of

interest to women and young people, raising issues including decision-making in relationships, and domestic violence. The drama is produced in three widely spoken languages (simple Arabic, Dinka and Nuer) and broadcasts nationally on more than 40 partner radio stations. *Life in Lulu* reached approximately 831,000 people in the five states surveyed (26% of the adult population or 46% of those with radio access). Half of the listeners are highly engaged, meaning that they tune in to at least every other episode and engage emotionally with characters and storylines.

The programme has influenced listeners' attitudes and confidence in resolving conflict without violence.

It has also stimulated discussion on these issues, with 44% of listeners saying that they had discussed issues covered in the drama with others.

“**One of my neighbours [...] used to drink every day and always beat his wife [...]. One evening while *Life in Lulu* was playing [...], I decided to increase the volume of my radio so he could listen. [...] Since that day he stopped drinking and he did not beat his wife. I believe the programme has played an important role in helping change his life.**”

Abuk, regular listener to *Life in Lulu*,
Yambio, South Sudan



An audience member at a recording of our peace-building TV show, *Khan Sar Kyi* (Feel It), in Myanmar asks a panel of health officials about house visits for patients with disabilities. BBC Media Action

Political participation and accountability

Independent, editorially robust and trusted media are central to effective democracies and free, fair and inclusive elections.

Whether on radio, television, digital or through other modes of communication, our work provides accurate, credible and balanced information to help people from all sections of society understand their fundamental rights and freedoms. It creates opportunities to hold those in power to account, and encourages participation in public and political life.

BBC Media Action has worked hard to develop new and creative ways to engage audiences – such as women and young people – who tend to be less engaged in politics and less likely to participate in elections. We have increased the number of women presenters, experts and contributors in our programmes, created more inclusive social media content and ensured that our programmes cover topics that are relevant to a wider audience.

In **Nigeria**, following presidential and National Assembly elections in February 2019, our *Mi-Vote* project – designed to improve participation in the elections – continued to bring audiences together to discuss important issues and connect with leaders and decision-makers, as a way of building their engagement in the political process. A combination of weekly radio shows, town hall meetings, public service announcements for TV and radio, online content and animation reached

11.4m Nigerians across the country and, in particular, women and young people.

Our evaluation showed that regular listeners to our *Talk Your Own* and *Mu Tattauna* (Let's Discuss) programmes were more likely to understand and discuss their political rights and responsibilities, and more likely to get involved. We were proud that 42% of our audience were women.

In **Afghanistan**, our governance programmes focused on preparing people for presidential elections in September 2019, including increasing women's involvement in discussion and debate in the lead up to the elections, to make it more likely that they would vote. Both our *Open Jirga* TV discussion programme and the *New Home*, *New Life* radio drama (made by our partner AEPO) focused on informing people about voting rights and electoral processes, and the right of all Afghans to take part.

Research conducted in early 2020 showed that 37% of those surveyed had listened or watched *Open Jirga* and 24% had listened to *New Home*, *New Life*. Unfortunately, fieldwork was stopped with the onset of COVID-19, before many planned interviews could be completed, so we did not achieve a nationally representative sample.

In another quantitative survey with men and women who attended *Open Jirga* studio recordings, 79% of respondents reported learning about voting rights and the election process from the programme and over half (56%) said it had taught them that everyone has the right to vote.

“The most valuable thing that *Open Jirga* taught me was that women can play an active role in the community and in politics. This was a good example for all of the women in Afghanistan.”

Female, Kabul

“What was the most interesting, was that women were very present in the audience and there were also female panellists. Seeing that women live outside of their houses and can participate in society makes me very optimistic and ensures women are being heard in the country too.”

Female, Kabul

In **Nepal**, BBC Media Action is part of a consortium supporting a new federal political settlement by facilitating dialogue between elected representatives and local communities, with a particular focus on marginalised groups as a way of addressing potential drivers of conflict.

We produce the TV discussion programme *Sajha Sawal* (Common Questions), which reaches audiences nationwide, and have supported six local media organisations to produce and broadcast inclusive debate and discussion programmes on radio and TV.

Our evaluation has found that these local discussion programmes reflect the concerns of

marginalised communities, and can strengthen trust and accountability between communities and their representatives. The programmes also gave women and marginalised communities an opportunity to make their voices heard, and increased women's awareness of government services and their confidence in accessing them.

Interestingly, the evaluation also found evidence that politicians who had appeared on the programme and seen people's problems first-hand had an increased sense of responsibility in living up to their public promises.

We are increasingly trying to address more complex governance issues in our work and to break down topics that are rarely discussed in the media in ways that are tangible for audiences. Use of real-life experiences, comedy, satire and drama can make these subjects more accessible.

In **Nigeria**, our FCO-funded Security and Justice project aims to create more informed, inclusive and constructive dialogue around security issues. A weekly online comedy skit *Kommando* – which takes a humorous look at security issues people face day-to-day – complements more traditional town hall meetings, public service announcements, and capacity strengthening for local media.

A survey showed that approximately 5.8 million people aged 15-45 listened to or watched this content. The endline evaluation showed that the programme is creating awareness of security issues, providing relevant information to audiences and building dialogue between ordinary people and the police service. Regular listeners are more aware of police reforms, have greater knowledge of security issues, and tend to discuss reforms with others.

Gender equality and social inclusion

This year, we have expanded our gender equality and social inclusion work to enable more transformative change for women and girls. Our work challenges stigma, discrimination and negative social norms related to people with disabilities.

All our projects strive to give women and girls equal voice and balanced, meaningful media representation. This year we have launched new projects to increase women's economic empowerment, reduce sexual- and gender- based violence, and support marginalised adolescent girls to access education, learning and other opportunities.

Building on BBC Media Action's commitments at the 2018 Global Disability Summit, we have developed guidance on how we approach our work on disability and increased our work addressing the needs of people with disabilities.

We are proud to have joined the BBC's 50:50 project aimed at increasing equality of voices in our programming, by applying these standards to our London-based BBC Media Action website and social media activity from February 2020. We expect to extend this into our programming in the next financial year.

In **Bangladesh**, our *Hello, I Am* programme continued its radio, social media and community screenings aimed at reducing rates of child marriage, school drop-out and teenage pregnancy. A mixed-methods evaluation of community

screenings in two villages in Bangladesh found the programmes created a buzz and sparked family and community discussion. Fathers and boys demonstrated the biggest shift in recognising the value of investing in girls' education. They were particularly influenced by stories about female entrepreneurs. Many also said the videos made them realise the negative impacts of sexual harassment, to the extent that they would not only stop doing it themselves, but tell others to stop too. Adolescent girls had more confidence in discussing issues with their parents, although they still struggled to argue against early marriage.

In **Somalia**, we embarked on a new weekly national radio magazine programme, *Making Waves*, which supports women, particularly from marginalised backgrounds, to develop knowledge, confidence, and financial literacy so that they can exercise their economic rights and take greater advantage of financial opportunities. The programme is broadcast nationally on the BBC Somali service, and locally by five partner radio stations, alongside their own localised segments designed to stimulate community discussion. A qualitative research study found the programme encouraged men to understand and value women's participation in business, to the extent that some men said

they would support their wives in starting a small business. Female listeners reported learning how to start a business with a small amount of money, how to overcome challenges, and other critical issues including how to access micro-financing and the importance of having a business licence.

"...it convinced me that women can begin a small business."

Male, 18-35 year old in husbands and fathers focus group, Puntland (*Making Waves* listener)

"Sometimes when you want to give up, the programme gives you motivation as you listen to women in the drama facing challenges but never giving up."

Female, 18-35, working in the informal business sector, Hargeisa

In **Sierra Leone**, as part of a *Leave No Girl Behind* consortium led by IRC, we have carried out qualitative formative research to understand how to improve the life chances of out-of-school adolescent girls. It showed that early marriage and pregnancy remain major challenges to adolescent girls gaining an education. While participants were positive about what girls can do after marriage and/or pregnancy, the research highlighted a disconnect

between these attitudes and what girls are actually able to do. Our programme will aim to help these girls get back into education, or into training or employment.

This year we also launched a new project to address sexual and gender-based violence in northern **Zambia**, called *Natwampane* (Coming Together). The project seeks to increase knowledge and understanding and spark discussion around gender equality, so that young women and men are less accepting of sexual and gender-based violence, and more willing to access support services.

Qualitative formative research found that families – in which men usually make decisions – are unwilling to invest in girls' education, a decision often strongly linked to the practice of families marrying their daughters to much older men. Young couples were also found to argue about decision-making around clothing, body ornamentation, contraceptives and time spent relaxing. Using insights from this research, we supported 13 radio stations to produce a weekly show and public service advertisements. We also supported young women and men to be champions for gender equality in their communities, and to create safe spaces for constructive intergenerational dialogue.



BBC Media Action's Zambia team interviews local residents for our radio magazine show *Natwampane* (Coming Together). BBC Media Action

In **Afghanistan**, our *Her Voice, Her Rights* project continued to work with local FM radio stations to give women a public platform to tell their stories and to improve gender equality in the workplace. Staff and managers in the FM stations, who had never before participated in such training, reported that the training modules from BBC Media Action helped them to produce effective and interesting programmes. They also reported that the training increased their confidence in addressing sensitive gender issues and including positive male role models in their shows.

A midline study with listening club members showed they felt the shows reflect current problems in Afghan society and that participants find them relatable. Audiences appreciated role models in the shows: women were inspired by successful female guests and men were most influenced by religious scholars. Useful recommendations were given to help make language more accessible, and some listeners felt more should be done to include both rural and urban perspectives in the programming.

Research revealed that nearly all families support girls receiving an education equal to that of boys, but that there are also strong opinions about security issues at school, mixed-gender schools and schools with male teachers. Analysis also showed men had more positive attitudes about women going outside the home and about their role in decision-making than the women themselves.

In **India**, we started a three-year research and learning project to identify how digital technology can strengthen women's empowerment collectives without exacerbating existing gender inequalities and conflict. Insights from this research will inform design and testing of new approaches to help women connect in more formal and productive ways – both in person and online – and to access financial capital effectively.

Under the UK AidConnect *Inclusion Works* consortium, we are working in both **Nigeria** and **Bangladesh** to support local media to produce programming promoting formal employment for people with disabilities. We are also part of the DFID-funded *Disability in Development* (DID) consortium, led by Sightsavers, working in **Tanzania**, **Bangladesh** and **Nigeria** to produce – and support media partners to produce – creative, thought-provoking programming which tackles stigma and discrimination around disability, and gives people with disabilities more of a voice in the media.

In **Tanzania**, we explored different aspects of disability across 12 episodes of the *Niambie* (Tell Me) radio show and social media content, and employed two young media trainees with disabilities. After just three months, qualitative audience research indicated that the programmes had helped to increase knowledge and awareness of the causes of disability, helped to dispel myths and misconceptions and challenged negative attitudes. In some cases, audiences reported taking positive actions as a result of listening, such as changing how they talked to people with disability in their community.

“I know a person with physical disability, he has leg impairment so I used to call him ‘mabaga’ [cripple]. After listening to the names that are good for people with disability, I stopped using that name because I now know it is discrimination.”

Male, Dar es Salaam (*Niambie* listener)

“I have learnt that there is no need to stigmatise people with disability. In the past these people were stigmatised – I myself feared people with disability – but in reality they need to be loved like any other human being. They have the rights to be loved and also they have the rights to be involved in social issues because also they can have productive ideas, so we need to co-operate with them.”

Female, Mbey (*Niambie* listener)

Towards a safer world



A baby in Northern Nigeria being marked post vaccination to let other health workers know that she has been immunised. Mudiaga Odibo/BBC Media Action

Our work in health

BBC Media Action's work helps people make informed decisions about their health and hold leaders to account. We also support health workers in poor and remote communities.

In the last year, our work in health has focused on:

- Improving family health – particularly for mothers, newborns and children
- Tackling hygiene and sanitation challenges
- Empowering and enabling young people and women to realise their sexual and reproductive health rights, including consent within relationships
- Connecting people to, and strengthening, health systems to increase the accessibility of health services and health information, including during emergencies.

Near the end of the financial year, we focused on adapting much of our work in health to the new realities created by the COVID-19 pandemic. We have ensured our work addresses fears and rumours around COVID-19, so that people know how to protect themselves and when to seek treatment, while continuing to provide vital trusted information on other health issues. Our work on COVID-19 will continue well into the 2020/21 financial year as we work with communities to address the longer-term impacts of the pandemic on health and scale up our work on vaccination.

This year we launched three new health-focused projects, in **Myanmar**, **South Sudan** and **Nepal**, and continued others in **Nigeria**, **Sierra Leone**, **Bangladesh** and **India**.

In **Myanmar**, *Ma Shet Ne* (Don't Be Shy) is an innovative, digitally-led sexual and reproductive health project providing young people with accurate information and helping them realise their rights. Formative qualitative research with unmarried young people (aged 18-24) in Yangon showed that shame about pre-marital sex inhibits open discussion and stops people accessing accurate information about sexual health. It also showed that young men are more likely to seek information online about sexual pleasure, while young women look for information about potential risks. Building on this research, the *Ma Shet Ne* Facebook page provides information, shares stories and creates opportunities for discussion about sexual and reproductive health. We are developing a chatbot to answer individual questions privately.

In **South Sudan**, families and communities often expect girls to marry and start having children at a young age, and to have many children. Insecurity, poverty, dowry and parents' or caregivers' fears about what will happen to a girl if she is not married early were all reasons cited by our research participants for girls being married young. Our research found that young people experienced peer pressure to have sex, but had little understanding of how the body works, or about sexual health and modern contraceptive methods. Talking about sex is taboo and men and

boys are seen as the primary decision-makers within relationships, while intimate partner violence is commonly accepted.

To challenge these harmful norms and build understanding about the sexual and reproductive health and rights of women and girls, our team in South Sudan developed a three-language radio magazine programme and discussion guide, as well as an audio toolkit for NGO and civil society partners. BBC Media Action's long-running radio drama, *Life in Lulu*, featured story lines to address violence support and conflict resolution in the home.

In **Nepal** a baseline survey in late 2019 showed that health volunteers' knowledge, communication skills

and confidence were sometimes low when they ran community sessions. So we launched *Mobile Chautari* (Meeting Place) – an interactive voice response service and accompanying training and booklet for female community health volunteers, to use on even the most basic mobile phone. The service allows them to access explanations and mini-dramas that provide engaging information and prompt discussion on pregnancy, delivery, baby care and even taboo topics such as uterine prolapse.

A survey found that 99% of the volunteers felt that *Mobile Chautari* helped them be more effective in their work. The evaluation also recommended ways to maximise impact if *Mobile Chautari* is to be scaled up by the government.



A BBC Media Action producer interviews a listener for the Sierra Leone *Tawa Fo Welbodi* programme, covering malaria prevention and awareness. BBC Media Action Sierra Leone

While wild poliovirus has been eradicated in northern **Nigeria**, full vaccination of children remains important – but is threatened by insecurity, conflict and misinformation. Our work to address mis- and disinformation about polio and vaccination continued this year, with studio-recorded and live radio dramas, discussion groups, and workshops with media partners. This challenged false information and rumour, and helped parents and caregivers of young children make more informed decisions. Live recordings of the radio drama, *Madubi* (Mirror), gave audiences the chance to discuss issues raised with health workers.

Our endline research shows that male and female caregivers who listen regularly to the programme are more likely to have immunised their children or grandchildren, more likely to keep a record of the child's vaccination, more likely to discuss immunisation in the household and community, and more likely to believe in the safety of childhood vaccines than non-regular listeners.

“Madubi is a programme that has really educated and exposed us to some new things, like initially we do not allow immunisation for our children but with the programme we started to do the needful.”

Young mother from rural Borno

In **Zambia**, our project supporting sexual and reproductive health and rights of young people continued to guide and support young journalists and local radio stations to produce the *Tikambe* (Let's Talk) radio show, manage its Facebook page, and support our partner Restless Development with community events. A highlight was enlisting Zambian comedian Steffan Phiri to produce social media pieces to encourage conversations around topics such as women's rights to safer sex and how to have more equal and supportive relationships.

Our research has found that women are still significantly more likely than men (96% vs 87%)



A female community health volunteer in Nepal using *Mobile Chauturi*, our innovative phone-based communication tool, to discuss health issues with women at a health group for mothers. BBC Media Action

to believe women have the right to decide to use contraception. However, significantly more male *Tikambe* listeners believe this now than one year ago. And 75% of our research respondents said they had visited a health centre for information on sexual and reproductive health in the past 12 months – an increase of 11% in that time.

In **Bangladesh**, our long-running AGAMI (Accelerated Gender-Equitable Adolescents, Maternal and Child Intervention) project uses a mobile app and other tools to help communities and community health workers address sexual and reproductive health issues. Our qualitative evaluation in November 2019, using interviews and observations with family welfare visitors in two districts, found that the app reinforced and expanded users' medical knowledge and built more effective engagement between health workers and their clients. Health workers felt that shareable videos of a doctor giving advice helped increase clients' trust in their services. Research also found that some health workers still struggled to use the app fully, providing insights about how we support the use of digital tools in future.

In **India**, *Navrangi Re!* (Nine to a Shade) is an award-winning 26-episode television series produced by BBC Media Action in collaboration with the Centre for Social Behaviour Change, Ashoka University, the Bill & Melinda Gates Foundation, and Indian television network Viacom 18. This story about a congested neighbourhood in a town in Northern India uses humour and drama to highlight poor sanitation and how to improve it. At its peak, the Broadcast Audience Research Council of India (BARC) reported that the show had up to 15 million viewers in Hindi-speaking states. Initial research findings indicate that 37% of viewers said they intend to do something about how their faecal sludge is managed, rising to 78% for those who had

watched at least seven episodes.

Tied to this series was our groundbreaking social media campaign, #FlushKeBaad (After Flushing) which promoted awareness and engagement around how India manages human waste. It included a Bollywood-style short film which asks viewers whether they #GiveAShit about the issue. Shared by a prominent website, the film had over 1.5 million views in its first two weeks. The campaign has gone on to win multiple social media awards.

Malaria is one of the leading causes of death of children in **Sierra Leone**. Launched in 2018, *Tawa Fo Welbodi* (Determined for Health) is a 30-minute Krio language weekly national radio show. Featuring voices of parents, children, traditional leaders, health practitioners, and government decision makers, the programme focuses on overcoming misinformation and other barriers to malaria prevention and treatment. The radio programme is complemented by BBC Media Action's Sierra Leone Facebook page (the most followed in the country), radio and TV spots, discussion programmes supported by our radio station partners and community outreach.

Tawa Fo Welbodi has reached 51% of the adult population of Sierra Leone, approximately 2.1 million people. Overall, 83% of regular listeners reported that *Tawa Fo Welbodi* helped them to feel 'very informed' about malaria. It helped families understand the importance of bed nets and of seeking testing for malaria without delay.

“I have learnt that when we fall sick, we should go the hospital or clinic (rather) than doing self-treatment as at the end of the day things get worse.”

Male listener, Makeni, Sierra Leone

Climate adaptation and building resilience

Millions of people around the world are affected by climate change in their daily lives. Our work helps them to adapt, to recover, and to engage with leaders on more sustainable development.

Communities are already experiencing more extreme weather that is causing severe droughts, flooding, and other problems. The poorest people feel the impact of climate change most, and often find it hardest to cope. Through our research in several countries around the world, we have found that, on average, 80% of those surveyed had experienced hardships in their lives which could be related to climate change.

Reaching millions, our projects reduce risk and build resilience by helping people to understand their options, and equipping them with practical information about actions that could save their

lives and livelihoods – such as setting up local flood warning systems or adapting their farming practices.

We believe that tackling climate change requires action at all levels of society, and that media has the power to bring together ordinary people, civil society, and leaders to discuss sustainable development that benefits everyone. We are expanding our work in this area, helping people to understand how climate issues affect them, and motivating them to engage with policy issues and holding leaders to account on climate commitments.



Fishermen at Luzira Port Bell in Kampala, Uganda interviewed as part of our *Weather Wise* climate project about how drought is affecting their livelihoods. *Diana Njeru/BBC Media Action*

In **East Africa**, our *Weather Wise* project takes a unique approach to building connections between radio programme makers and forecasters to help audiences better understand what weather is coming and what to do about it. Media professionals and weather experts don't always speak the same language, and the use of jargon and technical terms can make it difficult for journalists to accurately report weather and climate information, and for people to know how to respond.

Our project aims to make understandable, practical climate and weather information available to farmers, fishermen and pastoralists living in northern Kenya, around the Lake Victoria shores of Kenya and Uganda, and the coastal strip of Kenya and Tanzania.

The journalists trained as part of this project reported an improvement in their ability to make programmes about weather and climate, as well as their overall knowledge and understanding of climate and weather issues.

Audiences report that they have found the content useful, reliable and easy to understand. Data gathered between March 2018 and January 2020 also shows audiences have applied the information they have heard in their everyday lives - for instance, by planting more drought-resistant crops and selling excess livestock.

We also found areas for improvement. Audiences still struggle to understand probability in weather forecasting, so that if information does not tell them exactly what the weather will do in their area, they believe it to be untrustworthy.

Experts around the world are working on how to best communicate uncertainty and risk, and we will continue to be part of these efforts.

This year we launched a project in **Indonesia**, where climate change and environmental degradation are critical issues for the country's future. While young people around the world are leading climate action, our initial research shows us that the largely urban

youth population in Indonesia doesn't connect with forests or understand how deforestation affects their daily lives. They also don't know how they can bring about change.

Through our project, *Kembali Ke Hutan* (Return to the Forest), we are creating engaging digital and TV programming focused on the management of Indonesia's forests, and the economic and environmental implications of the country's fast-paced development. Our project is 'digital first', challenging us to create high-quality content that can cut through a sea of competing information to inform, entertain and inspire young audiences about their environment and the planet's future. By making it cool to care about their forests, we hope to encourage a generation of young Indonesians to actively engage their leaders on sustainable development issues.

In **Cambodia**, we began a new UN Women-funded research project examining the impact of climate change on women and girls. Women are believed to be more vulnerable to the effects of climate change than men – because of the burden of providing care for others, increased workloads due to water scarcity, and having less access to food. All of this makes them more susceptible to malnutrition and disease.

Our Cambodia Climate Asia study has highlighted the role of gender dynamics in climate change adaptation and disaster risk reduction. It found that women were more likely than men to be willing to take steps to respond to threats from extreme weather, to reduce the risk of disaster. However, lack of money and resources, limited information, and insufficient access to land, labour, materials and expertise act as barriers stopping women responding to changes in weather and climate.

Deep-seated gender norms – including that a woman's primary role is in the home – mean that women have less chance to network, less knowledge and lower self confidence, further limiting their capacity to adapt and making them more vulnerable to weather extremes.

Our humanitarian work

Media that is for people affected by humanitarian emergencies – rather than simply about them – can alleviate suffering and help people make informed decisions to support their recovery.

Our data shows that not only do people expect humanitarian communication to provide local and relevant information, but they also want it to be engaging, to give them a voice, and to help them hold humanitarian responders to account.

As **COVID-19** and related mis- and disinformation started to spread rapidly in early 2020, we partnered with other leading media and communication agencies to provide trusted, accurate and multilingual media and communication content, and to counter harmful, and potentially deadly, rumours.

With funding through the H2H Network, supported by UK Aid, we developed globally applicable, factually accurate content about the prevention, transmission and treatment of COVID-19. We monitored social media for rumours and promoted fact-checking before sharing information to minimise the spread of mis- and disinformation.

We also partnered with the International Federation of Red Cross and Red Crescent Societies (IFRC) and others to run global webinars for media on how to report responsibly and how to create content with practical advice for those affected.

Earlier in the year, we launched a new Communication in Emergencies website (<http://commisaid.bbcmmediaaction.org/>) to share research, reflections, media content and case studies from six of our humanitarian responses. We also

published and promoted new translations of our guide for media on communicating in public health emergencies (available in multiple languages) as well as an Ebola handbook for media practitioners.

Again in partnership with IFRC, we trained their staff, key government representatives and local media in several countries on **Lifeline communication** during and after humanitarian emergencies to help people survive, cope and recover. Our workshops in Kenya, Guinea, Uganda, Sierra Leone, Democratic Republic of the Congo, and Indonesia covered scenarios including conflict, outbreaks of disease and natural hazards such as flooding or earthquakes. Trainees learned how to provide more practical, accessible and timely information during crises and how to give voice to people affected by an emergency so they can play a greater role in their own recovery.

There are already encouraging signs that our training is being put to good use. In late November 2019, journalists from three radio stations in western **Kenya**, whom we had trained in Lifeline programming earlier in the year, sprang into action to provide vital information to communities affected by devastating flash floods and landslides. Coverage included interviews with the meteorological department who advised people to move to higher ground, information on where to receive first aid and medical services, a hotline number for non-affected people to donate emergency items, and interviews with local and national leaders.

This year we continued our long-standing support to Rohingya refugees in **Bangladesh**, where we are leading the Common Service for Community Engagement and Accountability. The Common Service is a unique approach to humanitarian response, ensuring aid agencies' work is fully responsive to the voices and needs of refugees in Cox's Bazar. With our partners, we are providing advice, tools and training to over 50 agencies to understand the perceptions and concerns of Rohingya people and host communities, dispelling rumours and providing trusted information. We are proud that this project was shortlisted for a Bond International Development Award for collaboration.

An evaluation found that the Common Service is supporting humanitarian workers to more effectively communicate with the communities they serve, and contributes to a more accountable humanitarian response. Humanitarian practitioners articulated how the Common Service provides

high-quality, relevant, timely information and content, in the right language, which is highly valued by humanitarian agencies. Survey data shows that a greater proportion of Rohingya people feel they have access to information, know how to provide feedback and that aid providers take their opinions into account.

Our research has suggested that more focus also needs to be given to meeting the needs of host communities and to providing further information to help Rohingya communities understand their rights and entitlements. This will inform our work over the next year.

As the humanitarian sector strives to achieve systematic, high-quality communication and engagement with the people they are serving, our project in Cox's Bazar serves as a strong example of how agencies can collaborate to achieve a common cause.



Women participate in a listening session in Cox's Bazar, Bangladesh. BBC Media Action

Looking forward

Our strategic plan for 2020-21

Looking ahead in a time of pandemic.

In the coming year we will implement the third year of our strategic plan, continuing to work in our key thematic areas of governance and rights, health, and resilience and humanitarian response, while adapting most of our work in some way to address the consequences of COVID-19. The global pandemic demonstrates that our work to deliver trusted information, to connect people with needed services, and to inspire hope and change amid adversity has never been more needed. Yet operating in a global emergency demands creativity, versatility and perseverance, and the ability to pivot programme and project delivery within our priority themes to best serve audience needs.

This year, we will refresh and re-examine our operational priorities, while continuing our focus as outlined in the current strategy:

- 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.

During 2020/21, BBC Media Action will:

- Deliver our strategy supporting programming to the value of at least £31m.

- Continue and expand our work on the impact of COVID-19 on the communities in which we work. We will adapt our programming to meet specific needs in each country, to work within our strategy and areas of expertise. Within our work we will maximise the potential of social media for effective communication and rumour-busting, innovating and using digital products alongside more traditional delivery to meet specific audience needs.
- Take greater account of diversity and inclusion in all the work that we do, and in the way that we operate as an organisation.
- Sustain our work on climate change adaptation and interconnected issues, including disaster risk reduction, economic security, governance, gender, migration and health.
- Continue to drive the recognition of the importance of media in development and for democracy, particularly in light of the additional information needs and financial threats posed by the COVID-19 outbreak. We will continue to provide sectoral leadership on what works in support for public interest media, on addressing misinformation and disinformation, and in exploring funding models for media organisations.
- Deepen our use of digital technologies among our country teams, to better understand our digital audiences, meet evolving needs and deepen our project impact.
- Refresh our organisational strategy and develop an operational plan for the post-2021 period, to prepare us for the challenges ahead and ensure BBC Media Action is fit for the future.

Our organisation and our finances

Engaging with our stakeholders

BBC Media Action complies with section 172 under the Companies Act 2006, which requires that our Board of Trustees act in the way they consider, in good faith, would be most likely to promote Media Action's impact for our beneficiaries, while considering the long-term effect of decisions on BBC Media Action and our stakeholders. Our mission sets out our need to work with partners to reach our audiences.

Our internal stakeholders are our employees. Employee engagement is essential to our success in delivering our work. Our employees enjoy opportunities for learning and development through the BBC. All of our employees have access to an Employee Assistance Programme, and enhanced support has been provided during the COVID-19 pandemic. Our salaries are competitive. Salaries for UK-contracted employees tie in with BBC bands, while taking into account that charity sector salaries are lower than in media organisations. Salaries for staff in other countries are competitive with local NGO rates.

Our external stakeholders include:

- **Our audiences:** Our audiences are our primary beneficiaries. Our work is rooted in careful research to ensure we reach them with content that will inform, engage and inspire. Our project evaluations ensure we are making an impact and learning from our work. We are investing in digital platforms as our audiences' viewing and listening habits change. We follow BBC and sector best practice in obtaining consent. We have strict Code of Conduct and safeguarding requirements for our staff and partners.
- **Journalists, media workers and media houses:** We work to the BBC's editorial values, including around trust and impartiality. We mentor

journalists and media workers in long-term projects and work with media organisations on business planning, marketing and economic viability.

- **The BBC:** The BBC World Service founded us, many of our trustees come from the BBC, and we enjoy strong support from the BBC. We work particularly closely with the World Service, and in collaboration with many other parts of the BBC. We also work with senior BBC correspondents and personalities as spokespeople and for fundraising. Our Chair, Fran Unsworth, who is the Director of the News Division of the BBC, attended our leadership residential in March 2020 to meet members of our Leadership Team and answer questions.
- **Our partners, in project delivery and in sector learning:** Our partnerships are critical to our success. We work in several project consortia, we participate in sector collaboration and events, and we are members of Bond, which our CEO chaired until February 2020.
- **Our donors:** Our donors are primarily institutional, including the UK's Foreign, Commonwealth and Development Office (formerly the FCO and DFID), Global Affairs Canada and Sida. They also include UN bodies, private foundations and corporate partners. We are committed to delivering high-quality work and reporting our impact. We report to donors, and publicise our work on our website, social media and elsewhere.
- **Our wider communities and our planet:** An increasing proportion of our work is about climate change adaptation, and we are seeking to be greener in our operations. Our 'Green Team' advocates for better office environmental practices, and we are developing our organisational environmental policies.

Our people

BBC Media Action couldn't carry out its vital work without our brilliant global team.

In an uncertain funding environment, BBC Media Action carried out a minor restructure of our London-based office in early 2020, to reduce costs and increase our capacity to work digitally.

Staffing in London HQ was at 80 on 31 March 2020 (86 FTE in March 2019), with plans to reduce this slightly further as we reshape the organisation to make it future-looking while adapting to funding challenges. The 2020/21 financial year has a budget for London HQ staff of 76.

As of 31 March 2020, BBC Media Action employed 636 staff across the organisation (2019: 643).

- This includes:
- 12% in London (2019: 13%);
 - 4% Middle East and Europe (2019: 5%);
 - 39% Africa (2019: 35%) and
 - 45% Asia (2019: 47%).

While a number of our country directors and senior project managers are international employees, we seek to develop local skills so that our work can be sustained long-term, and wherever possible we recruit staff from the countries or regions where we operate. We do not normally work with volunteers.

BBC Media Action gives full consideration to

applications for employment from people with disabilities where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. We recognise that we have more to do in this area. Opportunities are available to employees with disabilities 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.

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.

Within BBC Media Action's UK team (including UK-contracted employees overseas), 68% of our staff are women. We are proud to have women in

three of four 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. 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 is 12% 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	46% (2019: 53%)	38% (2019: 38%)	22% (2019: 32%)	34% (2019: 15%)
Female	54% (2019: 47%)	62% (2019: 62%)	78% (2019: 68%)	66% (2019: 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.

Safeguarding

Media scrutiny into charity safeguarding practice has continued, and so has sector-wide action to ensure that vulnerable people with whom we work are protected from exploitation and abuse, through stronger policies and practice.

We have continued our work to do more and do better, both across our own organisation and across the sector, including through Bond (the UK network for international development organisations) working groups on vetting staff and organisational culture. Our Chief Executive Officer, Caroline Nursey, has continued close links with Bond, having held the position of Chair until February 2020.

The Director of Programmes is our designated Safeguarding Officer at senior management level. A Head of Safeguarding and Ethics works with country offices to ensure policies and appropriate training are meaningful for staff, and with partner organisations to improve knowledge and performance in this area.

BBC Media Action has continued to ensure staff are trained and implementing our strengthened policies to protect children and vulnerable adults with whom we come into contact in our work. Training courses in Safeguarding and Respect at Work are mandatory for all staff and freelancers. During the past year, we have provided additional guidance to all offices on Safe Recruitment to ensure that we are recruiting people who are committed to making BBC Media Action a safe place for our staff and everyone we work with.

Safeguarding is reviewed and discussed at every Trustee meeting, as well as at Management Team monthly meetings. Reported concerns are thoroughly investigated in accordance with BBC HR policies. Trustees report incidents as required to the Charity Commission.

All these measures are designed to help keep staff, partners, and contributors safe. They are also designed to ensure everyone working for BBC Media Action understands expectations for behaviour, knows that any concerns they have will be taken seriously, and that those who come forward will be supported.

During the 2019/20 financial year, BBC Media Action reported two incidents linked to safeguarding to the Charity Commission. None involved beneficiaries, children, or UK-based staff or representatives.

One report concerned an attempted sexual assault by one of our national staff on a former intern. Following a swift investigation, the staff member was dismissed, counselling was provided to the victim, and the incident was reported to the Charity Commission.

The other incident took place within a partner organisation (an international NGO) and involved allegations of inappropriate conduct by one of its volunteers. The partner organisation investigated the case, took disciplinary action and offered counselling to those affected. Both the partner organisation and BBC Media Action reported the case to the Charity Commission.

Energy use

Under sections 465 and 466 of the Companies Act 2006, BBC Media Action is required to fulfil a statutory requirement for Streamlined Energy and Carbon Reporting (SECR) to report on its UK energy use.

The greenhouse gas emissions and energy use data for 1 April 2019 to 31 March 2020 for our UK office are estimated as follows:

- Total estimated, equivalent carbon emissions (kg per CO2 equivalent, based on 0.2556 kg CO2e conversion factor): 22,489.13 kgCO2e
- Gas consumption: BBC Media Action pays an agreed percentage of our leased premises' total gas bill. Usage is estimated at 4,390.27 kWh (based on standing charge of 25p per day and 15p per kWh consumed, at a cost of £2,939.79 per year). This is 1,122.15 kg CO2e.
- Electricity consumption (note that as our electricity comes from renewable sources, figures are theoretical): 83,595.37 kWh, or 21,366.98 kg CO2e
- Transport fuel: n/a, as BBC Media Action owns no fleet vehicles and employees travel by public transport in all but exceptional circumstances
- Intensity ratio: 281.1 kg CO2e per UK-based employee per year (based on 80 employees)

In the UK, we have a staff 'Green Team' that advocates for better and more thoughtful use of electricity and improved recycling practices, as well as the use of public transport or cycling to work. Our office lights are motion-activated; staff are encouraged to use printers only when necessary and to turn off equipment fully at day's end. Staff also have access to locked-bicycle storage and showers to encourage cycling to work. Our electricity contract specifies our electricity will be supplied from 100% renewable resources.

We are working to improve energy consumption in all our offices around the world, and to reduce our carbon footprint from international travel.

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.

Subsidiary companies

BBC Media Action has three subsidiary companies which are 100% owned by BBC Media Action at 31 March 2020: 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 2020.

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 59. They meet at quarterly intervals and for an additional away day each year. 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 2019/20

they had a particular focus on organisational finances and financial policy, as well as continuing to support the organisation in the rollout of updated safeguarding policy and practice, its response to the compliance demands of donors, its updated digital strategy, 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 Governance Committee comprises the Chair, Vice Chair and up to two other Trustees. During this year, the whole board received training about their safeguarding responsibilities for the effective operation of the Board, including identifying and interviewing potential new Trustees for appointment by the full Board.

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

Trustees continue to apply lessons from a governance review and skills audit in recruiting new trustees. 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.

The Management Team of five (Chief Executive Officer, Director of Programmes, Director of Policy and Research, Chief Operating Officer, Director of Strategy and Partnerships) was reduced by one in January 2020 when the Director of Policy and Research stepped back to a part-time Head of Policy role to accommodate further external work on developing an International Fund for Public Interest Media. Our Leadership Team 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 2020 there are 15 primary BBC Media Action country offices - Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Indonesia, Kenya, Myanmar, 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. We also have a smaller office in Hargeisa, Somalia, managed by a deputy country director and overseen from our Kenya 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 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.

Managing risk

BBC Media Action works in many countries classed as fragile – meaning we face risk to the safety of our staff, the sustainability of our work and in some countries, our permission to operate. We face risk in our fundraising in a fast-changing funding environment, and the impact of the COVID-19 pandemic in the last quarter of this financial year has presented new levels of risk. While we cannot avoid risks, we have robust procedures in place to identify, mitigate and manage them.

BBC Media Action's Management Team discusses the organisation's risk register quarterly, reviewing what risks are and how they are changing, how they are monitored and mitigated, and identifying any required action. More significant risks are reviewed each quarter by the Board of Trustees. The Management Team and the Board of Trustees undertake an annual in-depth review of our risk profile.

A small assurance and risk team carries out an internal audit programme agreed with the Finance and Audit Committee and reports to the committee and to organisation managers. The Head of Assurance and Risk meets the Finance and Audit Committee privately each year. The Chair of the Finance and Audit committee reports on audits to the full trustee board and shares the committee's views of overall controls. The external auditors have a regular meeting with the Finance and Audit Committee without staff present.

COVID-19 pandemic

The emergence and global spread of COVID-19 in early 2020 had a significant impact on BBC Media Action, affecting project delivery, staff travel, sector engagement and income. It also poses a significant threat to the health of our staff and our audiences in virtually every country in which we work. As at 31 March 2020 all London-based staff and a significant portion of staff around the world were in lockdown or faced other movement restrictions in and across countries, requiring a rapid pivot to large-scale working from home, adapted programme production and the slowdown of some projects. This has affected expenditure.

Across our global organisation, working from home, working in rotation, physical distancing and the changing of programme formats and content have helped safeguard both our staff and our audiences. Updated health information and security procedures have been communicated regularly to all staff, and we have drawn upon the resources in use by the wider BBC.

BBC Media Action's finance team and regional directors are working closely with country offices to monitor project delivery and likely impact on funding; the senior management team is providing regular updates to Trustees on the financial impact of COVID-19 and has conducted scenario-planning to help guide decision-making.

Whistleblowing policies and procedures

We have strengthened our whistleblowing policy and procedures in light of increased sector efforts in this area; these are available to staff via our intranet and regular reminders go out on these policies and procedures. Any concerns raised by staff, partners, beneficiaries or others are dealt with swiftly and thoroughly.

Safeguarding policies and procedures

We continue to strengthen our approach to safeguarding, ensuring we are among the best in the sector while meeting donor expectations. More detail can be found under Our Organisation.

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.

This year we have strengthened and updated our anti-bribery training and fraud awareness training, making our expectations clear to all staff, and delivering training across all our countries. We also have day-to-day procedures to detect fraud and to act on any suspicions.

Safety and security

In our work we face risks from conflict, lack of infrastructure and natural hazards. Road traffic accidents pose risk everywhere we work; a BBC Media Action staff member from Myanmar was killed in one such accident while on leave in 2019. In several countries our staff members are at risk of violent attack by criminals or factions trying to suppress our work, and staff can be caught by accident in attacks aimed at others.

We have a risk advisor from the BBC High Risk team along with emergency on-call support. Staff

attend mandatory hostile environment training prior to employment in high risk areas, with protocols and sign offs in place for travel. We have emergency plans in country offices.

We continue to implement important work in Afghanistan, South Sudan and Somalia through offices in each country, and frequently review the level of risk to staff. With rising violence in Iraq, our staff members were prevented from travelling there in the second half of 2019/20, and have supported our local partners from our London base.

There were no work-related fatalities of BBC Media Action staff in 2019/20, and no serious accidents reported in the workplace.

Risks to our staff posed by the COVID-19 pandemic have been managed in accordance with local government guidelines and alongside the wider BBC's actions, with the support of the BBC High Risk team as required.

Funding

Most of our income comes from institutional donors as grants for specific projects. However the funding environment is changing, with a wider variety of funding mechanisms including payment by results, fee and day rates, and less flexible service contracts. This contributes to uncertainty in long-term planning.

We address this by maintaining close relationships with our existing donors while engaging new funders to diversify our funding streams. We have also strengthened our budget tests to ensure project budgets cover a fair share of support costs before they are accepted. And we mitigate challenges around payment by results through careful review and refining of measures of success.

The United Kingdom's exit from the European

Union will have an impact on our ability to access funding from some European Commission funding lines. Our Global Partnerships team is following the situation closely to ensure the latest guidance is clearly communicated across the organisation, and we are working through partners to access funding opportunities. In recent years, EU funding has constituted less than 10% of organisational income. Indications are that it can be maintained at this level, with a higher proportion secured through subcontracting to European organisations

As we closed the financial year 2019/20, the COVID-19 pandemic had significant impact on income, primarily from delays to existing project funding as projects slowed or pivoted. This disruption is likely to continue into the next financial year, along with potential disruption to unrestricted fundraising targets as events are cancelled or taken online, and the likelihood that donors will have less money to spend. We are working closely with our donors to reposition projects to reflect this global emergency. We are also developing new bids for funding in line with our strategy on work in humanitarian and health projects and programmes, and to address the secondary impacts of COVID-19 on livelihoods, nutrition and social cohesion. As of 31 March, we are working closely with country offices to assess financial and programme impacts, and with donors to agree cost extensions where required and possible.

Information security

BBC Media Action has adopted new ways of working across all our countries to ensure full compliance with the 2018 General Data Protection Legislation (GDPR), led by the Chief Operating Officer and reporting to the Board of Trustees.

We continue to review and strengthen our cyber-security strategy, and we maintain an information asset register with a process for reporting and acting quickly upon any suspected breaches.

This information is communicated regularly to employees across the organisation.

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 the countries in which we work risks significant financial penalties or having to cease our operations.

All our country offices have relevant local registrations and we secure tax and legal advice in each country as needed. Our internal auditors visit country offices to review practice and provide advice. We monitor and abide by UK regulations, and our external statutory auditors have specialist knowledge of the charity sector and regulations.

Reputation

Incidents in any of the areas of risk described above could result in negative coverage of BBC Media Action. As the BBC's international development charity, BBC Media Action is at risk from press campaigns against the BBC as well as against the development sector – including but not limited to stories about the UK government's 0.7% GDP aid commitment, issues of safeguarding, perceived misuse of funds and perception of bias.

We maintain close relationships across our sector and with our funders; our communications staff are trained and prepared to handle risks and hostile coverage and liaise with both sector communication bodies and senior BBC communications executives. We follow BBC Editorial Guidelines and consult Trustees when risks warrant.

Managing our finances

This year has presented opportunities as well as great challenges in our funding, even before the outbreak of the COVID-19 pandemic. We marked the opening of a new office and climate project in Indonesia, exciting media development awards from the UK's Department for International Development and from the Foreign and Commonwealth Office, and growth in our unrestricted funding, notably from corporate partners and from our annual BBC Correspondents' Charity Dinner.

However, as management forecasts identified an income shortfall against budget targets, it became necessary to consider how we are structuring and operating our London-based headquarters, even before the financial and programmatic impact of the COVID-19 pandemic became clear. A restructure consultation was launched in January 2020 and finalised in March 2020 to achieve cost savings in 2020/21, while planning for modest investment in digital technology and audience understanding to keep our work fit for the future.

Further cost savings were under consideration as at 31 March 2020 as we began to assess the impact of the COVID-19 pandemic on programme funding.

Total income was £41.0m, higher than the previous year (2018/19: £37.7m). Income from institutional donors increased slightly to £32.0m (2018/19: £31.2m). Fundraising income increased to £8.6m (2018/19: £6.4m) of which £7.8m are gifts-in-kind (2018/19: £5.6m), thanks to increased free airtime/

media space. Total expenditure came to £41.7m (2018/19: £38.6m). Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99.3% of total expenditure (2018/19: 99.2%).

The income and expenditure account for the year ended 31 March 2020 shows a deficit (net expenditure) of £905k (2018/19: a deficit of £966k). As at mid-August 2020, it is anticipated that COVID-19 is likely to cause a material deficit in 2020/21, to be absorbed by our reserves. The Consolidated Statement of Cash Flows shows that cash has decreased by £761k during the year (2018/19: decreased by £1.6m) to a position of £7.1m.

Reserves

As a result of the net expenditure of £905k, net assets in the consolidated balance sheet decreased to £4.5m at 31 March 2020 (31 March 2019: £5.4m).

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 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.

Following recommendations from the Senior

Management Team, and the strengthening of BBC Media Action's income forecasting procedures, the Board of Trustees revised its reserves policy in January 2020 to a risk-based approach.

The recommended minimum reserves in the general fund (total unrestricted funds less designated funds) are in a range of £4.0m to £5.0m. This upper end of the range of £5.0m represents the financial impact of a worst case scenario that might conceivably take place over a 12-month period, combining three components:

- Funding gap or urgent closure of some country operations due to increased operating risks and / or acute management issues.
- A serious funding gap resulting in an inability to recharge staff and non-staff costs of our London base for 6 months.
- A series of unexpected costs resulting from diverse events such as adverse foreign exchange movements, disallowed costs from a donor audit, or unforeseen tax/ compliance costs.

The lower end of the range of £4.0m represents 80% of the amount for the worst case scenario.

Total unrestricted funds held at 31 March 2020 amounted to £4.5m (31 March 2019: £5.4m), of which reserves in the general fund amounted to £4.1m (31 March 2019: £5.0m). This is at the lower end of the recommended minimum range. Trustees agreed in July 2020 to a departure from the currently recommended minimum of £4.0m for general funds at 31 March 2021, in view of the likely deficit due to the impact of COVID-19.

The other unrestricted funds are funds that have been designated by the Board of Trustees for a particular purpose. The Technology-led Change Fund held £369k at 31 March 2020 and is in place to ensure that sufficient resources are invested in organisational change. This fund will be used to invest in the digital strategy over the next two 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. The organisation only holds short-term cash deposits.

Going concern

Due to the COVID-19 pandemic, the Finance and Audit Committee has met six times between 1 April and 9 October 2020 to monitor changes in the operating and donor environment that affect how BBC Media Action funds and delivers its work. In particular, the Committee has tracked four key financial indicators (contract signing, cancellation of existing contracts, pace of project spend and cash levels). Management Team has regularly updated three-year projections under three scenarios (central case with caution, upside, downside) and has prepared an action plan based on the central case to enable a break-even position in 2021/22 and a rebuilding of reserves over four years.

Trustees are satisfied that continued monitoring of trading activity is in place and that indicators are tracking in line with the central case scenario, which allows for controlled use of reserves in 2020/21 to absorb the impact of COVID-19 whilst maintaining a going concern position for the next three years. The liquidity position is also deemed satisfactory, with the central case showing no use of the overdraft facility set up in April 2020.

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.

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.

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)
Awo Ablo# (Vice Chair)
Zeinab Badawi*
Richard Dawkins†
Gavin Mann
Nicholas Pickles
Julia Rank†
Sophia Swithern#
Shirley Cameron†#
Myles Wickstead
Michael Wooldridge

Lindsey North*† – Company secretary

* BBC staff member
† Member of Finance and Audit Committee
** All Trustees are also directors of the company
Member of Governance Committee

Management Team

Caroline Nursey – Chief Executive Officer
Neville Jones – Interim Director of Finance & Business Services (to June 2019)
Nicolas Raynaud – Chief Operating Officer (from July 2019)
James Deane – Director of Policy and Research (to January 2020)
Caroline Howie – Director of Programmes
Caroline Sugg – Director of Strategy and Partnerships

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
On 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



Francesca Unsworth, Chair

Signed on **19th October 2020**

on behalf of the Board of Trustees of BBC Media Action

Thanks and acknowledgements

We are grateful for the support of all of our donors, without whom our work would not be possible.

Government and multilateral donors

Australian Government Department of Foreign Affairs and Trade
UK Department for International Development
European Civil Protection and Humanitarian Aid Operations (ECHO)
European Union
UK Foreign and Commonwealth Office
Global Affairs Canada
International Organization for Migration
Livelihoods and Food Security Fund (Myanmar)
Met Office (UK)
Norwegian Agency for Development Cooperation
Norwegian Ministry of Foreign Affairs
Swiss Agency for Development and Cooperation
Swiss Confederation
Swedish International Development Cooperation Agency
UNDP
UNHCR
UNOPS
UN Women
Unicef
USAID
World Food Programme

Trusts and foundations

Bill & Melinda Gates Foundation
Comic Relief International
H&M Foundation
Luminate
Wellspring Philanthropic Fund

NGO donors

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

Private sector and university donors

Ashoka University
BMB Mott Macdonald
DAI
Johns Hopkins University
GroupM Media India
Options

Accounts

Report from the independent auditors

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 2020 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 2020 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.

Buzzacott LLP

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

9/11/20

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including the income and expenditure account) for the year ended 31 March 2020

	Note	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000	Unrestricted 2019 £'000	Restricted 2019 £'000	Total 2019 £'000
Income from							
Donations	2						
- Gift-in-Kind		35	7,803	7,838	35	5,590	5,625
- General		763	-	763	773	-	773
Other trading activities	3	183	-	183	72	-	72
Investments	4	33	-	33	33	-	33
Charitable activities							
Funding for specific charitable activities	5	3,015	28,977	31,992	2,694	28,485	31,179
Total income		4,029	36,780	40,809	3,607	34,075	37,682
Expenditure on:							
Raising funds	6	(294)	-	(294)	(310)	-	(310)
Charitable activities							
Changing lives through media and communication							
Governance	6	(3,155)	(25,004)	(28,159)	(2,741)	(21,745)	(24,486)
Resilience	6	(863)	(6,845)	(7,708)	(729)	(6,042)	(6,771)
Health	6	(622)	(4,931)	(5,553)	(793)	(6,288)	(7,081)
Total expenditure on charitable activities		(4,640)	(36,780)	(41,420)	(4,263)	(34,075)	(38,338)
Total expenditure	6	(4,934)	(36,780)	(41,714)	(4,573)	(34,075)	(38,648)
Net expenditure for the year	7	(905)	-	(905)	(966)	-	(966)
Reconciliation of funds							
Total funds brought forward		5,396	34	5,430	6,362	34	6,396
Total funds carried forward	16,17	4,491	34	4,525	5,396	34	5,430

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 68-83 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 £40,971,000 (2019: £37,682,000) and the net result is a deficit of £905,000 (2019: £966,000).

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

At 31 March 2020

	Note	Group 2020 £'000	Group 2019 £000	Charity 2020 £'000	Charity 2019 £'000
Fixed assets					
Investments	10	-	-	23	23
Total fixed assets		-	-	23	23
Current assets					
Debtors	11	8,589	6,775	8,232	6,652
Cash at bank and in hand	12	7,084	7,845	6,894	7,564
Total current assets		15,673	14,620	15,126	14,216
Liabilities					
Creditors: amounts falling due within one year	13	(10,410)	(9,120)	(9,906)	(8,739)
Net current assets		5,263	5,500	5,220	5,477
Total assets less current liabilities		5,263	5,500	5,243	5,500
Provisions for liabilities	14	(738)	(70)	(738)	(70)
Net assets		4,525	5,430	4,505	5,430
Funds					
Unrestricted funds	16,17	4,491	5,396	4,471	5,396
Restricted funds	16,17	34	34	34	34
Total Funds	16,17	4,525	5,430	4,505	5,430

The notes on pages 68-83 form part of these financial statements.
The financial statements on pages 65-83 were approved by the Board of Trustees on 19 October 2020.



Francesca Unsworth
Chair
19 October 2020

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2020

	Notes	TOTAL 2020 £'000	TOTAL 2019 £'000
Net cash outflow from operating activities	18	(794)	(1,583)
Returns on investments and servicing of finance			
Interest received		33	33
Decrease in cash in the year		(761)	(1,550)
Cash at the start of the year	12	7,845	9,395
Cash at the end of the year	12	7,084	7,845

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020 £'000	Cash flows £'000	At 31 March 2020 £'000
Cash and cash equivalents			
Cash	7,845	(761)	7,084
Total	7,845	(761)	7,084

BBC Media Action does not have any borrowings or lease obligations. Net debt consists therefore of the cash balance.

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 68-83 form part of these financial statements.

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) second edition issued in October 2019, 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 2020 in comparison to the prior and earlier years.

Going concern

After considering the operational and financial impact of COVID-19, and related financial scenarios, the Board of Trustees has concluded that BBC Media Action's senior management are on track with counter-measures for the identified challenges. On that basis, 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 to the end of March 2022 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 and confirm there is no material uncertainty.

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 2020. 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 and statement of cashflows by FRS 102.

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.

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.
- the impacts of COVID 19 on estimating the future cash flows of the charity.

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 2020 £'000	Restricted 2020 £'000	Total 2020 £'000	Unrestricted 2019 £000	Restricted 2019 £000	Total 2019 £000
Gift-in-Kind						
- BBC Group	-	46	46	-	65	65
- BBC Global News Limited	-	1,678	1,678	-	1,517	1,517
- Airtime/media space from various providers	-	5,989	5,989	-	3,349	3,349
- Individuals/other	35	90	125	35	659	694
Genral Donations						
- BBC Group	350	-	350	450	-	450
- Individuals/other	413	-	413	323	-	323
Total	798	7,803	8,601	808	5,590	6,398

The BBC Group includes an unrestricted cash grant of £350,000 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, Myanmar, Nepal, Nigeria, Sierra Leone, South Sudan, Tanzania and Zambia. 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 2020 £'000	Restricted 2020 £'000	Total 2020 £'000	Unrestricted 2019 £000	Restricted 2019 £000	Total 2019 £000
Fundraising dinner and corporate partners	183	-	183	72	-	72
Total	183	-	183	72	-	72

4. INVESTMENT INCOME

	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000	Unrestricted 2019 £000	Restricted 2019 £000	Total 2019 £000
Bank interest receivable	33	-	33	33	-	33
Total	33	-	33	33	-	33

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES

	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000	Unrestricted 2019 £000	Restricted 2019 £000	Total 2019 £000
<i>Grant funding for specific charitable activities</i>						
Governance	1,860	17,877	19,737	1,599	17,291	18,890
Resilience	683	6,565	7,248	605	5,483	6,088
Health	472	4,535	5,007	490	5,711	6,201
Total	3,015	28,977	31,992	2,694	28,485	31,179

6. EXPENDITURE

	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000	Unrestricted 2019 £000	Restricted 2019 £000	Total 2019 £000
Raising Funds	294	-	294	310	-	310
Charitable Activities	4,640	36,780	41,421	4,263	34,075	38,338
Total	4,934	36,780	41,714	4,573	34,075	38,648

6. EXPENDITURE (CONTINUED)

	Direct project costs 2020 £'000	Staff costs 2020 £'000	Allocation of support costs 2020 £'000	Total 2020 £'000	Total 2019 £'000
<i>Raising funds</i>					
Donations	57	172	1	230	206
Other trading activities	-	54	10	64	104
Total cost of raising funds	57	226	11	294	310
<i>Charitable activities</i>					
Changing lives through media and communication					
Governance	16,374	8,592	3,193	28,159	24,486
Resilience	3,269	3,801	638	7,708	6,771
Health	2,375	2,715	463	5,553	7,081
Total cost of charitable activities	22,018	15,108	4,294	41,420	38,338
Total expenditure	22,075	15,334	4,305	41,714	38,648

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	2020 £'000	2019 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	985	476
General management and fundraising	Pro-rata by direct project expenditure	1,835	2,037
Financial management	Pro-rata by direct project expenditure	680	138
Information technology	Pro-rata by direct project expenditure	279	514
Premises and facilities	Pro-rata by direct project expenditure	526	517
Total		4,305	3,682

Programme support costs : the increase is due to project provisions, mostly for legacy projects in Nigeria and the Middle East.
Financial management costs : in 2019 these were unusually low due to uncleared credits on suspense accounts. On a like-for-like basis 2019 costs were c.£620k.

7. NET EXPENDITURE FOR THE YEAR

	2020 £'000	2019 £'000
This is stated after charging:		
Auditor's remuneration (including VAT)		
Group		
- current year	40	39
- prior year	-	7
- subsidiaries	8	7
Exchange rate loss	166	19
Hire of assets - operating leases	1,498	1,846

8. TRUSTEES AND EMPLOYEES

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006) receive no remuneration for their services. Trustees' expenses of £3,281 (2019: £5,750) 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 £NIL (2019: £1,250). 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

	2020 £'000	2019 £'000
Costs of staff split by:		
Wages and salaries	12,829	12,385
National insurance (UK)	487	497
Pension costs	1,027	735
Other staff costs	991	1,190
Total	15,334	14,807

Employees with emoluments of £60,000 and over fell into the following bands:	2020	2019
£60,000–£69,999	13	16
£70,000–£79,999	6	7
£80,000–£89,999	3	1
£90,000–£99,999	2	-
£110,000–£119,999	1	1

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 9 (2019:10).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 £175,217 (2019: £164,662), is £598,017 (2019: £569,974).

The average number of employees on a headcount basis, analysed by function was:	2020	2019
Programme activities (charitable):		
Africa	227	215
Asia	277	294
Rest of World	110	106
Other (Raising Funds)	4	7
Total	618	622

The costs charged in year include redundancy payments of £24,228 (2019: £23,200) of which £24,228 (2019: £0) was due to be paid out at 31 March 2020.

10. FIXED ASSET INVESTMENT

	Charity 2020 £'000	Charity 2019 £'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	1	1
Investment in British Broadcasting Corporation Media Action Ltd/Gte (Nigeria)		
Cost	1	1
Total	23	23

BBC Media Action has three 100% owned subsidiary undertakings: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited, and British Broadcasting Corporation Media Action Ltd/Gte, an entity registered in Nigeria.

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:

	2020 £'000	2019 £'000
Total income	1,763	3,092
Total expenditure	(1,763)	(3,092)
Net income	-	-

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

	2020 £'000	2019 £'000
Fixed and current assets	767	527
Liabilities	(746)	(506)
Net assets/funds	21	21

10. FIXED ASSET INVESTMENT (CONTINUED)**BBC Media Action Nepal Private Limited**

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

	2020 £'000	2019 £'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:

	2020 £'000	2019 £'000
Fixed and current assets	1	1
Liabilities	-	-
Net assets/funds	1	1

11. DEBTORS

	Group 2020 £'000	Group 2019 £000	Charity 2020 £'000	Charity 2019 £'000
Trade debtors	1,146	408	1,113	382
Amounts due from subsidiary and related undertakings	-	-	239	103
Other debtors	1,419	1,242	856	1,042
Prepayments	323	307	323	307
Accrued income (see Note 15)	5,701	4,818	5,701	4,818
Total	8,589	6,775	8,232	6,652

All debtors fall due within one year.

12. CASH AT BANK AND IN HAND

	Group 2020 £'000	Group 2019 £000	Charity 2020 £'000	Charity 2019 £'000
Cash held at bank in UK	5,847	6,437	5,828	6,400
Cash held at bank and in hand overseas	1,237	1,408	1,066	1,164
Total	7,084	7,845	6,894	7,564

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2020 £'000	Group 2019 £000	Charity 2020 £'000	Charity 2019 £'000
Trade creditors	198	332	120	156
Amounts due to subsidiary and related undertakings	1,148	561	1,148	561
Other creditors	2,212	2,608	1,818	2,467
Accruals	1,617	1,451	1,585	1,387
Deferred income (see Note 15)	5,235	4,168	5,235	4,168
Total	10,410	9,120	9,906	8,739

14. PROVISIONS FOR LIABILITIES

Charity and group	Project costs £'000	TOTAL £'000
At 1 April 2019	70	70
Charge to SOFA for the year	668	668
At 31 March 2020	738	738

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 2020. It is expected that the majority of these obligations will be paid during the year ending 31 March 2021.

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 2020 the Group had 129 (2019:106) active projects.

	Total Deferred Income 2019	Total Accrued Income 2019	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2020	Total Accrued Income 2020
ACF: Bangladesh: ACF Rohingya Response	-	210	20	195	-	425
ASHOKA UNI: India: Urban sanitization (CBSC Ashoka)	-	141	(306)	165	-	-
BMB MOTT MACDONALD: South Sudan: GESS II - MOTT	-	-	(260)	300	-	40
BRITISH COUNCIL: Zambia Speaks!	-	27	(400)	371	(2)	-
COMIC RELIEF: Malaria: Sierra Leone, Comic Relief	(55)	-	(152)	219	-	12
DAI: Myanmar: DAI TCD 7	-	-	(183)	140	(43)	-
DANISH REFUGEE COUNCIL: Ethiopia: Unsafe Migration DRC	-	-	(131)	583	-	452
DFID: DDIN2 Extension 2019 Elections	(89)	-	(578)	667	-	-
DFID: Tanzania NC 4 Act2 (KPMG)	-	10	(550)	520	(20)	-
DFID: Sierra Leone: EAGER - IRC	-	11	(267)	298	-	42
DFID: Nepal Seismic Retro DFID (UNOPS)	-	62	(280)	247	-	29

15. ACCRUED AND DEFERRED INCOME (Continued)

	Total Deferred Income 2019	Total Accrued Income 2019	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2020	Total Accrued Income 2020
DFID: Nigeria: Stamp out Slavery in Nigeria	-	-	(171)	191	-	20
DFID: I4ID - Implementation Phase	-	17	(104)	102	-	15
ECHO: Bangladesh: Rohingya - ECHO	-	-	(610)	691	-	81
ECHO: Bangladesh: ECHO Rohingya	-	19	(131)	188	-	76
EU: South Sudan: EU TVET	-	109	(539)	458	-	28
EUROPEAN COMMISSION: Community Cohesion through Community Med	(906)	-	(82)	1,102	-	114
EUROPEAN COMMISSION: Zambia: Natwampane - EU	(444)	-	(6)	392	(58)	-
EUROPEAN COMMISSION: Nigeria: EU SDGN - EU	(12)	-	(143)	200		45
EUROPEAN COMMISSION: Ukraine: Support to UA:PBC - EU	(124)	-	(230)	167	(187)	-
FCO: Europe: Eastern Partnerships (FCO)	-	20	(1,579)	1,843	-	284
FCO: Iraq: Community Cohesion 19/20 - FCO	-	-	(1,257)	1,766	-	509
FCO: Afghanistan: Open Jirga Phase III - FCO	-	379	(1,530)	1,154	-	3
FCO: Libya: El Kul 5 - FCO	-	-	(540)	796	-	256
FCO: Nigeria: SJRP, FCO	-	173	(697)	640	-	116
FCO: Afghanistan: Open Jirga Phase III - FCO	-	-	-	406	-	406
FCO: Algeria: Focus on Algerian Youth - FCO	-	-	(322)	349	-	27
FCO: Uzbekistan: Enhancing Media Capacity II	-	-	(214)	184	(30)	-
FCO: Ukraine: Support to UA:PBC - FCO	-	4	(128)	169	-	45
FCO: Myanmar: TCD8 - FCO DAI	-	-	(78)	114	-	36
GAC: Afghanistan GAC - HerVoices, Her Rights	(380)	-	(792)	734	(438)	-
GAC: South Sudan: GAC Women's Voices	-	44	(1,075)	524	(507)	-
GAC: Tanzania: Niambie 2: GAC	-	-	(494)	381	(113)	-
GATES FOUNDATION: India: Comms Tech Support- Phase 2 - Gat	-	-	(1,454)	665	(789)	-
GATES FOUNDATION: India WASH Academy - BMGF	(309)	-	(485)	460	(334)	-
GATES FOUNDATION: India: National Scale Up Phase II (Gates	(146)	-	-	160	-	14
GATES FOUNDATION: India Collectives and Power of Digital	-	-	(820)	150	(670)	-
GATES FOUNDATION: India: SPD extension (Bihar) - GATES	(122)	-	-	133	-	11
INTERNATIONAL ALERT: Nepal Peacebuilding Project - IA	-	154	(401)	247	-	-
IOM: Bangladesh: Rohingya IOM (DFID backfund)	-	361	(687)	418	-	92
LIFT: Myanmar: Kyat Chat - LIFT	(89)	-	(650)	816	-	77

15. ACCRUED AND DEFERRED INCOME (Continued)

	Total Deferred Income 2019	Total Accrued Income 2019	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2020	Total Accrued Income 2020
LUMINATE: A&P: Global Fund for Free Media-Luminate	-	-	(159)	148	(11)	-
MET OFFICE: Kenya: Wiser - UK Met	-	84	(405)	414	-	93
NORAD: Kembali Ke Hutan	(332)	-	(909)	692	(549)	-
NORAD: Somalia: SWEET - Norad	(84)	-	(420)	442	(62)	-
NORAD: Myanmar: TCD7 - NORAD	-	-	(340)	265	(75)	-
NORWEGIAN MINISTRY: South Sudan: Life in Lulu S5-6 - Norwegi	(62)	-	(824)	886	-	-
OPTIONS: Nepal: Mobilising Healthworker - Options	-	151	(475)	412	-	88
RUTGERS: Bangladesh: Hello I Am - Rutgers	-	104	(493)	393	-	4
SDC: Tanzania: Niambie 2 - SDC	-	-	(193)	158	(35)	-
SIDA: Zambia: Radio Waves Extension, SIDA	-	3	(1,798)	1,518	(277)	-
SIDA: Zambia: Tikambe II, SIDA	(338)	-	(793)	913	(218)	-
SIDA: Cambodia: Klahan9 Phase III (Sida)	(184)	-	(830)	773	(241)	-
SIDA: Cambodia: Climate Adaption (SIDA)	-	60	(164)	167	-	63
SIGHTSAVERS - DFID: Tanzania DID Sightsavers	-	-	(149)	149	-	-
SIGHTSAVERS - DFID: Nigeria: DID - Sightsavers	-	-	(55)	140	-	85
SIGHTSAVERS - DFID: Bangladesh: Inclusion Works -Sightsavers	-	-	-	124	-	124
SIGHTSAVERS-DFID: Nigeria: Inclusion Works - Sightsavers	-	-	(260)	123	(137)	-
UN DEVELOPMENT PROG: Myanmar: Pyaw Ba JPF	(440)	-	(576)	1,019	-	3
UNFPA: Bangladesh: AGAMI UNFPA	-	53	(322)	286	-	17
UNHCR: Bangladesh: Rohingya Listening Group UNHCR	-	-	-	245	-	245
UNICEF: Tanzania: RPFC - UNICEF	-	-	(227)	237	-	10
UNICEF: Nigeria: MERCI4 - UNICEF	(118)	-	(55)	173	-	-
UNOPS: Bangladesh: Common Service (UNOPS)	-	-	(500)	412	(88)	-
UNOPS: Myanmar: Ma Shet Ne - UNOPS	-	-	(116)	122	-	6
USAID: Somalia: BUILD - Creative Associates	-	-	(653)	897	-	244
WFP: Nepal : WFP Nutrition and Wash BCC (II)	(11)	-	(114)	125	-	-
Other projects	77	2,625	(3,049)	1,454	(351)	1,464
Total	(4,168)	4,818	(32,185)	31,992	(5,235)	5,701

16. FUNDS ANALYSIS

	Balance at 1 April 2019 £'000	Income £'000	Expenditure £'000	Balance at 31 March 2020 £'000
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	374	-	(5)	369
Total Designated funds	374	-	(5)	369
General Funds	5,022	4,029	(4,929)	4,122
Total Unrestricted funds	5,396	4,029	(4,934)	4,491
Total Restricted Funds	34	36,942	(36,942)	34
Total Funds	5,430	40,971	(41,876)	4,525

	Balance at 1 April 2018 £'000	Income £'000	Expenditure £'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

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. It was spent out in 2018/19.

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 2019/20. Funds are expected to be spent within three years.

17. ANALYSIS OF GROUP AND CHARITY NET ASSETS BETWEEN FUNDS

	Net current assets £'000	Provision for liabilities £'000	Total funds £'000
Restricted funds	34	-	34
Unrestricted designated funds	369	-	369
Unrestricted general funds	4,860	(738)	4,122
Total Funds at 31 March 2020	5,263	(738)	4,525

	Net current assets £'000	Provision 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

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

	2020 £'000	2019 £'000
Net expenditure for the year	(905)	(966)
Investment income	(33)	(33)
(Increase) in debtors	(1,814)	(511)
Increase / (decrease) in creditors	1,290	(51)
Increase / (decrease) in provisions	668	(22)
Cash outflow from operating activities	(794)	(1,583)

19. COMMITMENTS AND CONTINGENT LIABILITIES

Operating Leases

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

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Land and buildings				
Operating leases which expire:				
Within one year	812	1,132	724	1,073
In the second to fifth years inclusive	228	422	87	422
Total	1,040	1,554	811	1,495

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 actuarial valuation of the Scheme as at 1 April 2019 reported a shortfall (liabilities, calculated on the technical provisions basis, minus value of assets) of £1,138m. The value of the Scheme's assets and liabilities at that date were £17,184m and £18,322m respectively (both excluding AVCs).

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 triennial valuation is due to be carried out no later than 1 April 2022.

Contribution rates	Projections (%)		
	2021	2020	2019
Employer	31.4	31.4	31.4
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

21. RELATED PARTY TRANSACTIONS

The following related party transactions occurred during the year:

	2020 £'000	2019 £'000
Related parties		
Services procured from related parties	328	331
Amounts owed to related parties	1,148	561

During the year, BBC Media Action procured some HR, IT and other support services of £328,120 (2019: £330,885) from the BBC.

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

As at 31 March 2020, an amount of £1,148,251 (2019: £560,956) was owing to the BBC Group and was Country Office cash-in-transit. This amount owing is non-interest bearing and repayable on demand.

There were no other related party transactions to 31 March 2020 (2019: none).

22. POST BALANCE SHEET EVENTS OUTFLOW FROM OPERATING ACTIVITIES

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



Cover image: A mother is interviewed for *Natwampane* ('Come Together') - our radio magazine show in northern Zambia which aims to shift community attitudes and behaviours around sexual and gender-based violence. *BBC Media Action*

Find out more:

bbcmediaaction.org



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

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