BBC MEDIA ACTION

England & Wales · Charity number 1076235

Details

Other names	THE BBC WORLD SERVICE TRAINING TRUST, THE BBC WORLD SERVICE TRUST, BBC WST
Status	Registered
Legal form	Charitable company
Company number	03521587
Registered	1999-06-23
Register	View on the Charity Commission register

Contact

Address	British Broadcasting Corporation Wogan House Portland Place London W1A 1AA
Phone	02036144272
Email	media.action@bbc.co.uk
Website	www.bbcmediaaction.org

Activities

Objects: 1. THE EDUCATION AND TRAINING OF JOURNALISTS AND ALL OTHERS ENGAGED IN THE BROADCAST MEDIA IN THE PRINCIPLES AND PRACTICE OF JOURNALISM, PROGRAMME PRODUCTION, BROADCASTING AND RELATED MEDIA SKILLS INCLUDING ETHICS AND CODES OF CONDUCT, TECHNICAL PRESENTATION AND WRITING SKILLS, INCLUDING ETHICS AND CODES OF CONDUCT, TECHNICAL PRESENTATION AND WRITING SKILLS, INTERVIEWING TECHNIQUES, PRESS AND NEWS CONFERENCES, RELEVANT LAW AND NEWSROOM ROLES AND RESPONSIBILITIES SO AS TO PROMOTE HIGH STANDARDS OF BALANCE, FAIRNESS, INTEGRITY AND PROFESSIONALISM; AND 2. THE EDUCATION OF THE PUBLIC IN THE ARTS AND SCIENCES INCLUDING HEALTH, LAW, SOCIAL POLICY, PUBLIC ADMINISTRATION, HISTORY, POLITICS, ECONOMICS, ENVIRONMENTAL PROTECTION, LANGUAGES, AND IN THE AVAILABILITY OF EDUCATION, AND IN PARTICULAR THROUGH THE PRODUCTION AND BROADCASTING AND OTHER DISSEMINATION OF EDUCATIONAL FILMS AND RADIO AND TELEVISION PROGRAMMES AND THE PUBLICATION OF OTHER EDUCATIONAL MATERIAL FOR THE BENEFIT OF THE PUBLIC.

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Activities: BBC Media Action uses media and communication to reduce poverty and promote human rights, thereby enabling people to build better lives. We work in more than 40 countries in Africa, Asia, Europe, Middle East and Central Asia. We have three main thematic areas: health, governance and humanitarian, and two subsidiary areas: education/livelihoods and climate.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief
- **Who:** The General Public/mankind

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Geography

- Afghanistan
- Algeria
- Armenia
- Bangladesh
- Burma
- Cambodia
- Ethiopia
- Fiji
- Georgia
- India
- Indonesia
- Kenya
- Moldova
- Nepal
- Nigeria
- Papua New Guinea
- Samoa
- Sierra Leone
- Solomon Islands
- Somalia
- South Sudan
- Tanzania
- Tonga
- Tunisia
- Uganda
- Ukraine
- Vanuatu
- Zambia

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£32,913,000	£33,033,000	£1,430,000	469
2024-03-31	£32,025,000	£33,782,000	£1,550,000	506
2023-03-31	£34,969,000	£35,823,000	£3,307,000	531
2022-03-31	£34,229,000	£34,514,000	£4,161,000	561
2021-03-31	£39,949,000	£40,028,000	£4,446,000	625

Trustees

Name	Role	Appointed
Professor Myles Antony Wickstead	Chair	2019-07-12
Gavin Alexander Mann		2017-07-10
Hannah Jones		2026-02-12
James Mark Brady		2025-10-23
Jonathan Mark Zilkha		2025-10-23
Julia Ruth Rank		2018-07-01
Lindsey North		2022-01-24
Naomi Wass Ms		2026-02-12
Nicholas James Pickles		2017-10-01
Rhodri Talfan Davies		2025-04-30
Shirley Cameron		2019-07-12

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BBC MEDIA ACTION

England & Wales - Charity number 1076235

Accounts

BBC MEDIA ACTION



ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

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.

BBC MEDIA ACTION

The trustees, who are the directors for the purposes of company law, present their Annual Report and Accounts, including the Strategic Report, together with the financial statements of BBC Media Action for the year ended 31 March 2025.

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A LETTER FROM OUR CEO



Si Bishop,
Chief Executive Officer

In increasingly tough times in media and international development, our work - in support of vibrant, trustworthy media essential to democracy, more inclusive societies and a safer and more habitable planet - is needed now more than ever.

This year, our teams have continued to deliver amid conflict in Ukraine, South Sudan and Myanmar. We have reached some of the farthest corners of the Pacific to strengthen local media's ability to report on climate change and adaptation, local elections, health needs and gender-based violence.

We continue to support women in media in Afghanistan amid fast-changing and tightening restrictions on their basic rights. We have continued critical climate adaptation work in Kenya, Somalia and Tanzania, and expanded this work to Uganda. We have reached young children in crisis in Gaza, giving them precious moments to feel like children again.

All of this impact comes amid one of the most difficult years in BBC Media Action's 25 years of operation. We live in an increasingly polarised and conflict-affected world, and cuts to overseas development aid, including the loss of USAID, are taking a grave toll on the lives, livelihoods and health of the world's poorest people. Our network of more than 400 media partners around the world feel these impacts acutely on their own people and operations, and on the communities they serve.

This report captures only a fraction of the impact we have delivered – a steady light of hope in an increasingly challenging world, reaching nearly 100 million people in 30 countries and 50 languages.

I am incredibly proud of how our global team meet these challenges, day after day. Thank you to our donors, our supporters, and our teams around the world who make it possible – and to our audiences, who are at the heart of all we do.

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A LETTER FROM OUR CHAIR



Rhodri Talfan Davies,
Chair of the Board of Trustees
BBC Media Action

I was delighted to be appointed Chair of BBC Media Action in April this year.

For the last 30 years – and currently as Director of Nations at the BBC - I have been focused on developing local media services in communities across the UK. The parallels with the work of BBC Media Action are striking: championing local journalism, delivering powerful stories and information that can transform communities, and harnessing local knowledge and expertise to drive the biggest possible impact.

Every community around the world deserves local media they can trust to deliver the information, stories and ideas that matter most to their day-to-day lives. And that is BBC Media Action's unique role – combining a deep understanding of local communities with the world class skills and expertise of the BBC to support media development on the ground that changes lives.

So, the chance to play my part as Chair was not an opportunity I had to think twice about.

This reports sets out clearly why the work of Media Action matters so much - whether it's building mine awareness among audiences in Ethiopia and Ukraine, breaking down barriers for people with disabilities in Nigeria, or encouraging young people in South Sudan, Cambodia and Tanzania to take charge of their futures and challenge harmful traditions and stereotypes

These are, of course, challenging times for both journalism and international aid in many parts of the world and this has been a difficult period of change for BBC Media Action. On behalf of the Board of Trustees, I would like to thank all my colleagues for their resilience and their readiness to change and adapt. I'm inspired by their continued determination to deliver our goals with courage and conviction despite the pressures across our sector.

I would like to extend a special thank you to Fran Unsworth, who completed her term as BBC Media Action's steadfast and dedicated Chair in April after nearly 11 years' service, and to trustees old and new who have dedicated time, energy and expertise to supporting the BBC's international charity.

Despite the real challenges, I am excited and energised about BBC Media Action's potential to harness the best of the BBC to change lives for the better across the world. And I look forward to working with colleagues around the world to deliver our goals.

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WHO WE ARE

We are the BBC's international charity. We use media and communication to help deliver stronger democracies, a safer, more habitable planet and inclusive societies. We bring together a unique blend of journalistic, creative, research and international development expertise; deep local knowledge of our audiences in the places we work; our strong networks of local partners; and our invaluable link to the BBC and everything it stands for.

We support the BBC's determination to pursue truth with no agenda, and to bring people together to counter polarisation. We champion impartiality, creativity, and diverse representation in some of the most vulnerable international media and information landscapes.

Our values

We are proud to be part of the BBC, and we share their values of **AUDIENCES**, **CREATIVITY**, **TRUST**, **RESPECT**, **ACCOUNTABLE** and **ONE BBC**.



AUDIENCES are at the heart of everything we do



CREATIVITY is the lifeblood of our organisation



TRUST is the foundation of our work



We **RESPECT** each other – we're kind, and we champion inclusivity



We are **ACCOUNTABLE** and deliver work of the highest quality



We are **ONE BBC** – we collaborate, learn and grow together

Our purpose

BBC Media Action works with partners around the world to provide impartial, impactful, trustworthy media to people in need so that they can make informed choices to transform their lives. In a world of disinformation, distrust and division, we share the BBC's values, skills and experience to bring people together, and foster greater understanding and trust.

Who we serve

We exist to serve people who are most vulnerable to information disorder, division and distrust, with a focus on people who are also under-served by public interest media and at the frontline of global challenges, risks and crises. We work with marginalised groups, and with young people as agents of change in their communities. We contribute to the UN SDG commitment to "leave no one behind", by meaningfully including people who are most often marginalised, excluded, not seen or listened to.

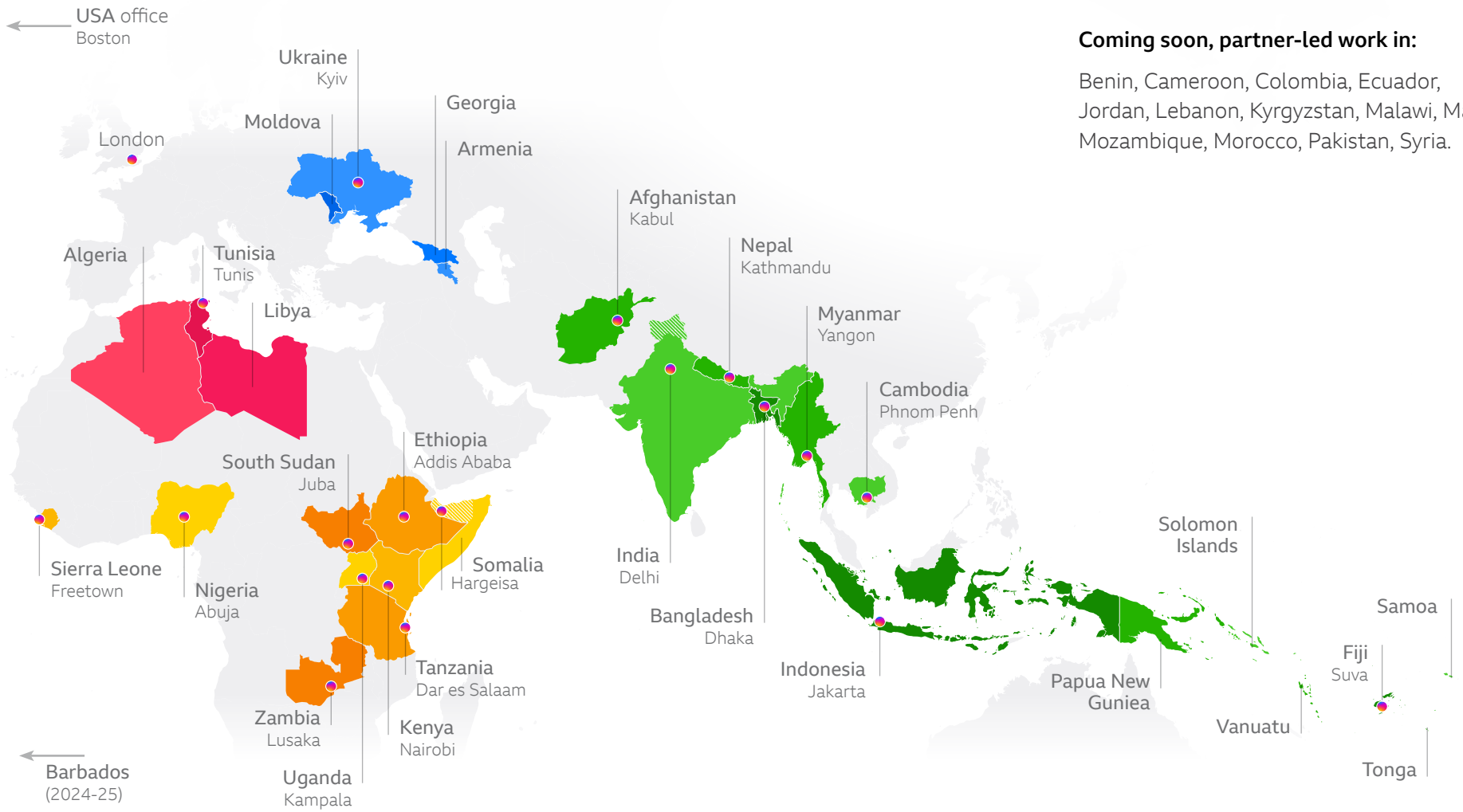
Public benefit

In May 2024 the trustees approved a new BBC Media Action organisational strategy for the three years to 2027. When reviewing the charity's aims and objectives and in planning future activities, the trustees confirm that they have given due regard 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, advancing health, preventing or relieving poverty, and overseas aid.

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WHERE WE WORK



Coming soon, partner-led work in:

Benin, Cameroon, Colombia, Ecuador, Jordan, Lebanon, Kyrgyzstan, Malawi, Mali, Mozambique, Morocco, Pakistan, Syria.

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OUR WORK AROUND THE WORLD



We reached over **90 million people** around the world, in nearly 30 countries and 50 languages!

Photo by BBC Media Action Sierra Leone

We launched **The Pursuit of Truth, our new initiative to support the young journalists of tomorrow**, at the Clinton Global Initiative annual meeting in New York in September 2024. BBC News Global Director and Deputy CEO Jonathan Munro made our pledge to mobilise $20 million over the next three years from our donors and supporters.

Photo by BBC Media Action





We officially expanded our work in the **Pacific** to five countries – Solomon Islands, Vanuatu, Samoa, Papua New Guinea and Fiji – where we are **supporting local media** to strengthen their editorial and investigative skills as essential sources of trustworthy information as internet access begins to expand.

Photo by BBC Media Action Pacific Islands

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We kicked off **celebrations for our 25th anniversary** with an event in London in November 2024, drawing donors, supporters and former BBC Media Action staff and trustees – with the BBC Director-General Tim Davie speaking warmly about our work.

Photo courtesy of BBC Media Action





Our radio programme for young children in **Gaza**, **Zaza and Zuzu**, was named Outstanding Initiative for Underserved Audiences in the BBC News Awards.

Graphic for Zaza and Zuzu courtesy of BBC Media Action North Africa

Our beloved radio programme and social media output for young people in **Tanzania, *Niambie!* (Tell Me)**, turned 10! The programme has 3.9m listeners, and our research has found that 81% of listeners have an improved understanding of human rights and politics.

Photo by BBC Media Action Tanzania





Our peer-reviewed article on the impact of **mine awareness education** through media was published in the medical journal BMJ Injury Prevention – demonstrating the impact that media can have to help save lives in heavily mined contexts like **Afghanistan**.

Photo by BBC Media Action Afghanistan

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We launched the latest phase of our **impactful #Invaluables campaign** in **India**, with #WashtheDabba, changing attitudes and building acceptance for Bengaluru's waste-picking community by engaging influencers and the public with creative, engaging digital media.

Photo by BBC Media Action India





We launched two of our **largest media support projects to date**, spanning over 20 countries with a partner-led approach, with funding from the UK's FCDO and the European Commission.

Photo by BBC Media Action

We began a pioneering, multi-country project on **gender** with support from the **Gates Foundation**, examining women and girls' access to digital media and how to shift harmful gender norms for the benefit of everyone.

Photo courtesy of Nigeria



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STRATEGIC REPORT

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LOOKING BACK

In May 2024, we launched our new organisational strategy to 2027: **TRUST. DEMOCRACY. TRANSFORMED LIVES.**

This strategy represented a major shift for BBC Media Action. We have fully adopted the BBC values and refreshed our purpose for a fast-changing and increasingly polarised world: working with partners around the world to provide impartial, trustworthy media to people and communities in need so that they can make informed choices to transform their lives. In a world of disinformation, distrust and division, we share the BBC's values, skills and experience to bring people together, and foster greater understanding and trust.

We worked through 2024 and into 2025 to develop our organisational operational plan to implement this strategy, developing a series of action plans with input from across the organisation. This operational plan sets our organisational goals for the next two years.

Supported by our key enablers - upskilling our people and partners and leveraging BBC expertise to achieve impact in an increasingly digital world, "walking the talk" in our own organisational sustainability, driving a culture of belonging, inclusivity and engagement and increasing our efforts to generate unrestricted income – our organisational goals for 2024–25 were:

1. **To continue reaching 100 million people each year with our work**

   In the financial year 2024-25, we reached over 90 million people across nearly 30 countries, working in nearly 50 languages and with over 400 partners.

2. **To secure our financial future by moving closer to the heart of the BBC, working closely with our most important donors and investing in generating unrestricted funding**

   In this financial year, BBC Media Action shifted from the BBC's News and Current Affairs division to the Corporate Affairs division, alongside Children in Need, the BBC's domestic charity, allowing us closer access to our parent corporation's policy, public affairs, partnerships and communications teams while preserving our special relationship with the BBC World Service. Partnership with the BBC remains one of our greatest assets – from drawing on BBC expertise to deliver specialised children's programming in Gaza, to delivering programmes in Nigeria, Somalia and Afghanistan on the BBC's language services; from gift-in-kind partnerships with BBC.com, the BBC's global News television channel and BBC World Service to office-sharing arrangements in Kenya, Tanzania, Tunis and Nepal. We are also deepening our work with BBC Monitoring in understanding flows of mis- and disinformation in Nepal and Indonesia.

   We continue to work closely with our most important donors, securing and maintaining important funding partnerships with the European Commission, the UK Foreign, Commonwealth and Development Office, the Norwegian aid agency (Norad) and the Gates Foundation, among others. We were also pleased to receive our largest-ever unrestricted donation from the #StartSmall philanthropic initiative of Jack Dorsey, co-founder and former CEO of Twitter (now X).

   We have invested in our unrestricted fundraising and communications and marketing functions to drive further growth in this area.

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3. To deepen our global policy and influencing in keeping with our role as the BBC's international charity

In September 2024, at the Clinton Global Initiative annual meeting in New York, we launched The Pursuit of Truth – our pledge to mobilise $20 million from our donors and partners over the next three years to support the journalists of tomorrow, focusing on journalists under 35. We continue to work with other media support organisations on issues of journalist safety and freedom of speech; we play an active role in the Global Forum for Media Development and Communication for Disaster-Affected Communities (CDAC) networks.

At a local level, we continue to support efforts in Sierra Leone to build a national Fund for Public Interest Media; efforts in Zambia to develop self-regulation for independent media; and work in Bangladesh to support strengthening the policy environment for independent media and freedom of expression through self-regulating policies for the media sector. In part as a result of this work, the Bangladesh Media Reform Commission presented its findings and recommendations to interim government head Muhammad Yunus in March 2025.

Ahead of summer 2024 elections in Solomon Islands, we also supported local media's efforts to contribute to a free and fair electoral process through self-regulation of campaign and election coverage.

4. Through our work on media development, media policy, media content and media research, contribute to more stable democracies, a safer, more habitable planet and more inclusive societies as part of achieving the UN's Sustainable Development Goals

In our work on governance and rights, contributing to UN SDG 16 on peace, justice and strong public institutions, we were delighted this year to launch two flagship media support projects, one supported by the European Commission and one by the UK FCDO. We continued to deliver media mentoring and training to ensure a freer, fairer press across the Pacific. We supported women to take their place in civic space through our radio programmes and online content in Tanzania. And we encouraged young people to understand their rights and responsibilities, and get involved in civil society and current affairs, in Cambodia, Tanzania and Indonesia.

In our work on health, contributing to SDG 3, we increased access to sexual and reproductive health services in Myanmar, Nigeria and Tanzania – with a focus on people with disabilities in Nigeria and Myanmar. We created content focused on vaccine hesitancy and accessing testing in Nigeria. And we shared critical ante-natal, maternal and child health information, and information on nutrition, in Afghanistan, as health systems collapse and healthcare access is increasingly restricted for women.

In our work on resilience and humanitarian response – including responding to the climate crisis, contributing to SDG 13 – we continued to work extensively with local and national media and government ministries in Nepal on disaster risk reduction. We to respond to the needs of communities in Somalia and Kenya through increasingly unpredictable weather extremes by providing mentoring and training for local radio stations, and producing content that helps people to survive and adapt.

We continue to work extensively with journalists in Ukraine to support audiences affected by armed conflict, including in mine awareness campaigns and with Lifeline training to help them to stay on air. We were proud to launch Gaza Lifeline programming to support children and their carers, giving children a moment to be children again amid incredibly difficult and dangerous conditions.

Our work also contributes to SDG 5 (gender equality) and SDG 10 (reduced inequalities). Gender is a focus in all our programming and we were delighted this year to work with the Gates Foundation to deepen our research and understanding of the gender norms that shape women and girls' use of digital media.

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In Afghanistan we are supporting several women-led, women-focused radio stations to stay on air and to deliver critical health and nutrition information. Our projects and programmes in Nepal, Zambia and South Sudan tackled gender-based violence. Our central communications team, and our teams in Ukraine and Ethiopia, all participate in BBC 50:50: The Equality Project on gender representation; they track their own content production (including content on our core social media and website) and share the approach with our local partners.

LOOKING AHEAD

Amid a challenging fundraising environment, BBC Media Action will continue to deliver its new organisational strategy in the coming financial year.

Our priorities include:

1. **Implementing our bold, new strategy –**

   building on our track record of being impact-focused, we will finalise team and organisation-wide Action Plans, including clear KPIs to measure success.

2. **Continuing to improve our financial health –**

   revising our financial model in response to UK, US and other aid cuts, and continue to achieve our unrestricted, restricted and expenditure targets.

3. **Championing people and culture –**

   implementing our People and Culture Action Plan, ensuring we are an even better and more inclusive place to work.

4. **Reinvigorating our BBC relationship –**

   implementing the 'maximising link to BBC' strategy shift Action Plan, to deliver more awareness, fundraising and partnerships.

5. **Focusing on programme quality –**

   agreeing ways to further improve programme quality, to amplify our impact within our three strategic shifts in support of stronger democracies, more inclusive societies and a safer, more habitable planet.

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More inclusive societies

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| Photo by BBC Media Action Kenya

We are the BBC's international charity, and audiences are at the heart of all we do.

Our work is centred on support for local media and content producers, to ensure trustworthy, creative, impactful content for audiences who need it most.

We train and mentor local journalists and media workers, and support the production of information and content on issues that matter most to families and communities, so that people have the information they need to make critical decisions. In many parts of the world, we also produce content ourselves, working with local partners to ensure people have meaningful, engaging drama and discussion programmes that inform and inspire.

All our work is rooted in media research. Our expert research teams around the world use a variety of methods to reach audiences in even the toughest contexts, to deliver valuable insights into how audiences use media and their beliefs and values on a variety of development issues, informing our approach and ensuring we and our partners can produce content that resonates.

At global, national and local levels, we also work to advance media policy, to help ensure a more open environment so that media can operate safely and effectively. At a time when more than 75% of the world's countries do not have a free press, this work has never been more needed.

Our work across media development, media content, media policy and media research focuses on three areas of impact: stronger democracies; a safer, more habitable planet; and more inclusive societies.

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STRONGER DEMOCRACIES



| Women journalists in Fiji

Media freedom and media support

Our support for local media around the world is anchored in four major multi-country projects. **Brave Media**, which began formative work in late 2024, is a consortium funded by the European Commission, focused on local, public interest media in 22 countries. BBC Media Action is leading work in **Ethiopia, Afghanistan, Bangladesh, Indonesia, Zambia and Sierra Leone**, and through nine implementing partners in Myanmar, Kazakhstan, Kyrgyzstan, Syria, Jordan, Pakistan, Tunisia, Morocco, Lebanon, South Africa, Mozambique, Malawi, Cameroon, Benin and Mali.

Public Interest Media and Healthy Information Environments (PIMHIE), funded by the UK Foreign, Commonwealth and Development Office (FCDO), began in summer 2024, supporting local media outlets and content production in **Bangladesh, India, Sierra Leone, Ethiopia and Zambia**. We continued our **Eastern Neighbourhood Countering Disinformation** consortium, working with 26 credible and popular media outlets in Eastern Europe. And our major **Pacific** project is mentoring journalists and media workers in **Fiji, Nauru, Papua New Guinea, Samoa, Solomon Islands and Vanuatu**.

In each of these projects, we're working to support local public-interest broadcasters and media houses to become more sustainable, trustworthy and relevant voices for their audiences: through formative research into their audiences' media usage and understanding, and by applying deep local cultural understanding and our BBC expertise and creativity. We also support the creation of more modern and efficient newsrooms with effective workflows, to ensure these media outlets are better able to reach their audiences.

These projects promote the pluralistic views essential to democratic society, while combatting mis and disinformation for more constructive and civil debate and discussion. In **Bangladesh**, for instance, we

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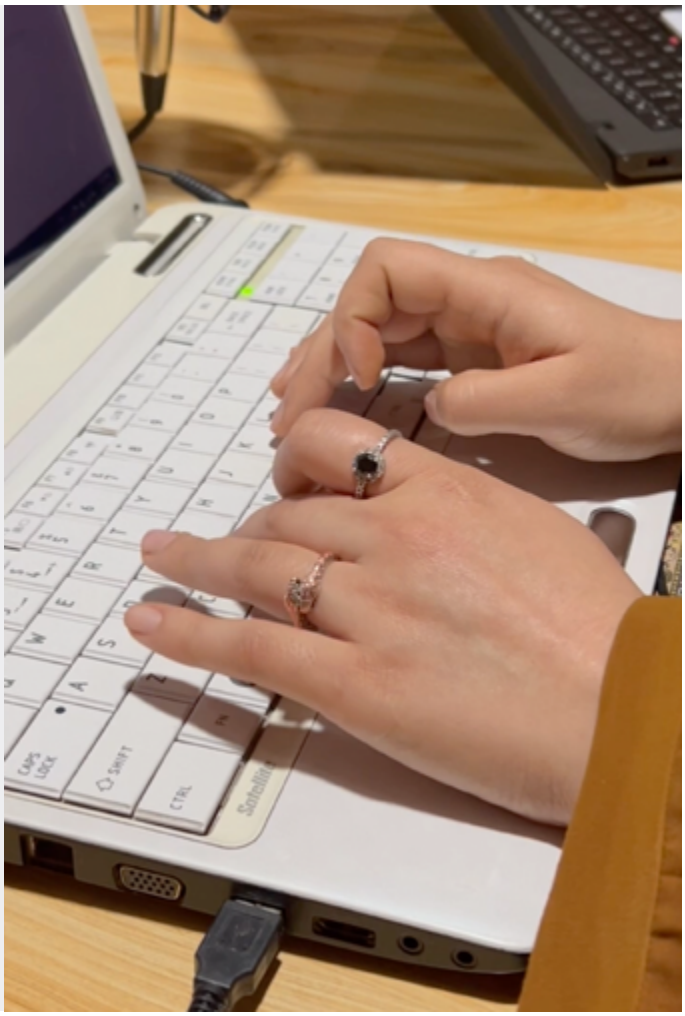
are supporting a media coalition led by the Broadcast Journalist Centre working for a more open and trustworthy media environment amid political changes.

Also in Bangladesh, our Freedom of Expression for Effective Democracy project is working with 200 representatives of civil society and 100 media practitioners, covering topics including how to harness digital platforms and new digital technologies effectively and safely and to tackle mis- and disinformation and online harassment.

In **Moldova**, we've supported public broadcaster Teleradio Moldova (TRM) in its transformation from a state to a public service broadcaster, strengthening journalists' ability to produce informative, modern and engaging news and current affairs programmes, to use multimedia platforms, and to reach wider and diverse audiences. We also supported them to create their first policy on diversity and equity in the workplace. Last year, we trained 70 newsroom staff on multimedia planning, over 40 journalists on mobile journalism, and contributed to the production of Moldova's first morning show, Buna Dimineata, with a blend of live news segments and practical and current topics – learning from BBC Breakfast.

In **Afghanistan** we are proud to be working with 52 local radio stations including 12 female-led media houses across the country. This work has been threatened by the abrupt end of our Afghan Support Project funded by USAID in February 2025, although we will continue to train, mentor and provide small grants to our radio partners who are focused on, led by or owned by women, under European Commission funding.

> **"In Afghanistan, women's voices are often ignored, and this fear remains ever present. I fear that my efforts will be in vain, and my voice will be lost amidst the noise of society and laws. As a female journalist active in the media, my recommendation is that women's presence in the media should be prominent as it once was. Media leaders should recruit women and create job opportunities both within and outside the media environment without fear simply because I'm a woman. Female journalists are often better equipped to reflect women's issues as women feel more comfortable and open when interviewed by other women. The presence of female journalists in media not only highlights women's challenges but also serves as a motivating force for women's progress and advancement."**
>
> 'Mursal' (not her real name), a journalist in Balkh Province, Afghanistan, supported by our training
>
> *Photo by BBC Media Action Afghanistan*



In **Zambia**, with our partner Press Freedom Initiative, we again ran the Moto (Fire) initiative, a nine-month training and mentoring course for nine female broadcasters covering news and current affairs, fact-checking and investigative journalism. Some of the journalists went on to win awards for their content.

In **Sierra Leone**, we supported the launch of the National Fund for Public Interest Media to help strengthen local media and increase the production of public interest content in the country. Our contribution was matched by the International Fund for Public Interest Media (IFPIM) and will help deliver 15 grants to various media outlets – providing these outlets with first-of-its-kind support in West Africa to produce good journalism. This is just one of several initiatives with local and international partners to implement the National Action Plan for Media Viability, itself an outcome of our earlier work to support public interest media in the country. Combined with our work to push forward media reform, strengthen the national journalists' union, address gender imbalances in the media and promote accountability and governance, BBC Media Action remains the lead international organisation for media development in the country.

In **Tanzania**, our Rural Radio Support Project supports local radio stations to become more commercially viable, while producing quality content that meets the needs of people who are most marginalised – including women and young people.

Governance and civic participation

Shoring up local, trustworthy media is essential to development and democracy, and many of our projects are focused on ensuring media can uphold its role as the trustworthy 'fourth pillar' of a more free, fair and democratic society.

Some of our most compelling governance work is in **Zambia**, where, through our Radio Waves project, we continued supporting 15 media outlets across television, radio and digital and social media to produce stronger and more responsive public interest content including news and current affairs, debates, youth programming, and investigative journalism and fact checking packages.

We are working with the national broadcaster, Zambia National Broadcasting Corporation, to reform news output and produce live audience debates representing diverse and critical views from across the country. We continue to support the Media Institute of Southern Africa to work on policy reform to improve media freedoms in Zambia, following on from the 2023 establishment of a media self-regulation council. And we are working with the National Parliament of Zambia Radio and TV network to produce better programming, helping to 'open up' parliament and the work of MPs to the public to allow for greater transparency, scrutiny and engagement.

> "Through Moto, I have learned about different angles and how to go more in depth on stories. I've also become part of a great network of female journalists – who work together and collaborate to bring change."
>
> Joan Musabila, from Prime TV, Lusaka, attended our latest Moto mentoring programme

> "After the first round of training, I produced a piece about how people with albinism in Zambia are being affected by climate change. I submitted it for an award… and it won! Best Media Report on Environment and Health in the Open Spaces Zambia Awards."
>
> Justina Grace Matandiko, Journalist, Radio Icengelo in Kitwe, Copperbelt Province

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Our research in Zambia has found that 33% of the population across our eight focal provinces were reached by our governance programmes.

In **Tanzania**, where local elections were held in 2024 and general elections are expected later in 2025, our Broadcasting for Change project – focused on gender equality and women and girls' rights - and our National Conversation project both turned a sharper focus on political and democratic rights and participation, particularly for women and girls.

In **South Sudan**, our beloved radio programme Life in Lulu began its 12th year, continuing its 10th season, aimed at improving civic engagement among young people while also tackling everyday issues including sex- and gender-based violence. We continue to broadcast in six languages, working in partnership with 26 radio stations and 8 local civil society organisations across five states in South Sudan, and we're expanding our work in social media to reflect the needs of the fast-growing young population in the country.

"I was not interested in sending my daughter to any meetings because I thought she was too young. After watching the drama, I realized that my daughter is at Kdeb Ampil's [the main character in the TV drama] age too. Later, I encouraged her to join [community meetings] and she has attended twice already."

A Sok San Family viewer

Photo by BBC Media Action Cambodia



In **Cambodia**, our *Klahan9* (Brave 9) SPACE project wrapped up this year after 10 years of combining media programming with support for local media and on-the-ground outreach. Since 2022, our hugely successful TV show, *Sok San Family* (delivered as part of *Klahan9*) has been inspiring young people to get involved in their communities, through youth clubs, mobile libraries, environmental clean-ups and improving road conditions, while stepping away from stereotypical expectations to seek new opportunities in education and work. Our programming reached 2.46 million people across the country and 8 million online users; we found that 69% of young people we surveyed who had been exposed to the content said they participated informally in civic life, while 52% participated formally—an increase from 41% and 26%, respectively.

Klahan9 has also helped cultivate acceptance, inclusion and equity among its audiences, including non-binary young people, girls from rural areas, and young people who have been marginalised.

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Information disorder

The World Economic Forum continues to list mis- and disinformation as among the top threats faced by all nations. We're working in multiple countries around the world to train and mentor journalists to conduct their own fact-checking. We're also conducting cutting-edge research into the narratives, threats and factors that make people vulnerable, and piloting new interventions to try to counter these growing threats.

Our **Nepal** Integrity initiative research project aimed to strengthen evidence around mis- and disinformation narratives and actors, as well as to understand what heightens people's vulnerability to false and misleading information. We worked closely with BBC Monitoring and the BBC Nepali Service. This six-month study, the first of its kind in Nepal, highlighted clear and growing concerns around mis- and disinformation, particularly ahead of upcoming elections. We found that about 70% of Nepali people now use the internet daily; when combined with low levels of digital media literacy and limited fact-checking, this makes audiences particularly vulnerable to emotionally charged or widely shared mis- and disinformation. Our findings will inform further work in the region.

In **Indonesia** we deepened our understanding of the flows of mis- and disinformation with our Information Integrity Initiative. We worked with BBC Monitoring and CASM Technology on this collaborative research project, using a combination of techniques to map the disinformation landscape, assess public perceptions, and identify the most prevalent types of disinformation. Our research found high levels of trust in Indonesian media and in information from regular people; our researchers also used audience segmentation to further understand how people engage with information, which will inform our future work.

We continue to partner with the **University of Cambridge** to understand how to build resilience to misinformation even in complex contexts. In **Libya**, where we have conducted several years of media landscape and misinformation research, we worked with UNDP to design digital media literacy videos and graphics, which will be tested and analysed with plans for sharing our learning. And we also conducted formative research in **Somalia** to understand what makes people vulnerable to mis- and disinformation, how people check information and the role of social media. Our findings of reliance on traditional media, family, friends and community leaders informed further work in the country.

In **Zambia**, we partnered with BBC Monitoring to examine the originators and trends in mis- and disinformation; based on this insight, we trained and supported a network of 30 fact-checkers across the country to produce trustworthy information and content.

In **Sierra Leone** we worked with UNDP to create a digital media literacy fellowship for journalists and influencers, leveraging our BBC expertise to deliver world-class training activities.

And in February 2025, with funding from the UK's FCDO, we began a new project in **Uganda**, focused on identifying and countering mis- and disinformation ahead of planned elections in January 2026.

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SAFER, MORE HABITABLE PLANET

In the consecutive hottest years on record, and in an increasingly polarised and conflict-affected world, our work addresses the most pressing needs to help create a safer and more liveable planet: from the impacts of climate change, to conflict prevention and peace-building, to providing life-saving information and support in humanitarian emergencies. We strengthen aid efforts, amplify the voices of crisis-affected people and support climate adaptation and climate justice with content and storylines that resonate with audiences' own experiences.



Bindu Chaudhary, journalist from Bardiya, Nepal – Producing content for Guru Baba FM

Photo by BBC Media Action Nepal

"Before working with BBC Media Action, we just relayed technical information to broadcasters who would then relay on the same message to communities. There was no feedback mechanism. We did not even know if people understood these messages.

Now, we have simplified the messages and have revised our messaging based on audience feedback. We've started using social media to reach audiences directly, listen to feedback and keep the messaging simple, clear and precise without using too much technical jargon. The response from audiences from across the country has been overwhelmingly positive."

Shanti Kandel, Senior Meteorologist, Department of Hydrology and Meteorology, Nepal. The department recently started their own TikTok channel, based on BBC Media Action's national media survey of media habits, and with Media Action's advice, one of their earliest posts received 2.1m views, 100,000 likes and 11,000 shares in just seven days.

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Climate and resilience

Our multi-country projects: BRIDGES, RiCA and Down2Earth

Our flagship climate and resilience project, BRIDGES, is funded by Norad and is focused on **Bangladesh, Nepal and Kenya**. We're working to build stronger weather and climate information services, building collaboration between scientists and climate experts, civil society, and journalists and content producers, and ensuring that content is trusted, timely, relevant and useful to their audiences – because you can't adapt and prepare for an early monsoon if you don't have information that is accessible and that you can trust.

As part of BRIDGES, our **Bangladesh** team worked to support millions affected by post-monsoon flooding in south-east Bangladesh in August-September 2024, putting out rapid responses with information services – which reach people effectively wherever they are. By March 2025, our Bangladesh team had reached more than 2 million people with flood preparedness and response information through its social media platforms.

In **Kenya**, we're working with our network of 16 local radio stations to strengthen their weather and climate information, building on previous work in this area; we've also conducted a significant survey to understand how people understand and are affected by weather and climate changes, and what information they need to adapt and cope.

In **Nepal**, under BRIDGES, this year we worked with 14 local radio stations across all seven provinces, conducting training and supporting the broadcast of 96 radio episodes and accompanying social media content, focused on more effective weather and climate communication.

In 2024, we also completed our Risk Communication for Early Action (RiCA) project, funded by USAID with support from UNDRR. We worked across **Cambodia, Somalia and Barbados** with government departments, technical experts, media professionals and community members to determine how to create inclusive and effective early warning systems, and more effective communication with at-risk populations for natural hazards like cyclones, flooding and landslides. As part of this project, we produced two pocket guides with guidance and practical tips for effective communication before disaster strikes.

As part of the Down2Earth consortium, an EU Horizon 2020 Project that ended in early 2025, we focused on understanding the impacts, and supporting people to adapt, to climate change, food insecurity and water scarcity in **Kenya, Somalia and Ethiopia**. A series of powerful films amplified the voices and experiences of those affected and examined locally generated solutions.



Wambaz, a young journalist from Narok County in Kenya, took part in BBC Media Action's project Down2Earth. This initiative helped him gain more skills and bring a real change to his community through his journalism.

Wambaz presenting his radio show on Radio Jangwani in Marsabit County

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Other climate-related work

In **Algeria**, our WISER project with the UK's Met Office, funded by the FCDO, helped local communities, governments and media producers effectively collaborate with national emergency services, meteorologists and broadcasters to understand the needs of the populations most at risk of wildfires and produce more effective early warning media content to help people prepare and cope. A second phase of the project will produce content informed by behavioural insights in Algeria and in Tunisia and share lessons learned with broadcasters from across the Middle East and North Africa region.

In **Nigeria** we have been working to support media and communication for improved water resources management and climate change adaptation in the Niger basin. Our scoping visits allowed us to identify media partners and research agencies in support of future work in this area.

In **Nepal**, as part of our Sajag Nepal project led by Durham University and funded by the UK Government's Global Challenges Research Fund, we produced two documentaries, from each of Sindhupalchowk and Kavrepalanchowk districts. Hardest hit by the 2015 earthquakes, both districts have had escalating natural hazards including flooding, landslides and milder earthquakes; our two documentaries highlight the challenges faced by those who have lost homes and family members in these disasters and their calls for more government support. Our 'Living with Landslides, Part 1' film was shortlisted and screened at the Royal Geographical Society Conference in August 2024, while the second film was screened for the UK's National Environment Research Council and other partners.



Sridevi from Nepal affected by monsoon rains and landslides

In **India**, our Cool It Down climate podcast funded by USAID ran for 26 episodes, in an engaging series covering every aspect of climate change—from green weddings and energy efficiency to sustainable fashion and beyond. By 31 March it had already reached nearly 600,000 listens from over 200,000 listeners across 39 countries.

In **Somalia**, we finished an 18-month project, funded by FCDO, focused on supporting women to become more resilient and prosperous amid climate change, biodiversity loss, conflict, and gender inequality. We worked with six local media partners across Somalia and Somaliland, providing mentoring and co-production of content, for more effective and engaging coverage of these issues, engaging religious and community leaders, women and men's groups and schools to promote discussion and action.

In **Zambia**, where the country faced its worst drought in 40 years, contributing to soaring food prices, widespread power cuts and hunger, we worked to understand what information people needed most, and then with broadcasters to ensure they were delivering accurate, timely information to help people to cope. A participatory video project, in which a local farmer was given a mobile phone to record his experiences and the positive impacts of putting his learning from radio programmes into action, was shared across our social media channels and by BBC Africa.

In **Indonesia**, our For the People project supported by Norad ended in March 2025. This project focused on promoting forest-friendly policies, protecting indigenous rights, and improving local livelihoods in

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Indonesia while tackling a critical challenge: how to help young, urban Indonesians connect and engage with environmental issues. Our AksiKita media brand set out to empower young people, journalists, content creators, and indigenous communities to take action on deforestation, climate change, and sustainable growth – and demonstrated exciting evidence of reach and impact:

- Over 365,000 Instagram followers, with an impressive 6% average engagement rate.
- More than 160,000 TikTok followers, maintaining a 4.6% engagement rate.
- A growing YouTube community of 198,000+ subscribers, engaging at a 3% rate.
- @AksiKitaIndonesia content has amassed over 474 million views across platforms (January 2021-December 2024).

Our production team has partnered with dozens of universities in Indonesia, leading public lectures, seminars, and training sessions on media, climate, and youth advocacy, and had numerous collaboration requests from communities, organisations, and youth-focused media.

Our work through conflict and humanitarian emergencies

We have continued to work closely with media partners across Ukraine, helping to ensure they can stay safe and stay on air in wartime. With funding from UNDP and Humanity and Inclusion, we have worked particularly to raise awareness of the dangers of unexploded ordnance, focused on media partners in Mykolaiv, Kherson and Donbas territories and other areas near the frontlines, and including a nationwide Notice the Changes campaign that achieved an estimated 40 million views, including billboards and TV public service announcements, and on screens in trains, supermarkets, pharmacies. Our partners created more than 200 pieces of content on the risks of unexploded ordnance, and our research found a 34% increase in knowledge about how to respond safely among audiences who consumed our partners' content.

> **"At the very beginning of my journalism career, more than 10 years ago, I was surprised by the rather frequent press releases from the State Emergency Service about discovering and neutralising mines left over from World War II. This means more than half a century had passed, and mines were still being found. We've been at war for three years now, and I fear that it will be future generations who will have to clear our land of mines. That's a terrifying prospect."**
>
> Oleh Dereniuha, CEO of NikVesti, Mykolaiv



In Mykolayiv, Ukraine, local media outlet NikVesti produces mine-awareness content with the support of BBC Media Action to raise awareness about the dangers posed by unexploded mines.

NikVesti CEO Oleh Dereniuha in the newsroom

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Also in **Ukraine**, we worked with funding from USAID's Bureau of Humanitarian Assistance to help humanitarian agencies and media to communicate more effectively so that people receive useful and timely information; through this project, we also trained media workers with public broadcaster **Suspilne** in Dnipropetrovsk and Zaporizhzhia oblasts, both hard-hit by the conflict, in how to produce Lifeline content. Nearly 250 pieces of content were published across different platforms with our mentoring, to support the most vulnerable people – including IDPs, women with children, and people under direct shelling – with practical information about shelters and community hubs, access to medical assistance, psychological support and water purification guidelines. This project ended just before the dismantling of USAID.

BBC Media Action produced content for audiences living through war in **Gaza** this year, partnering with the UN Refugee Works Agency for the Palestinian people to produce 52 – 15 minute audio episodes for the children of Gaza and their carers, allowing them to have a moment of childhood in the midst of ongoing war and hunger, and providing psycho-social support and advice to their carers. These episodes were aired more than 200 times in child-friendly spaces, reaching an estimated 17,000 children.

In **North Africa**, our award-winning *El Kul* (For Everyone) platform for Libyan audiences reached over 10 million people on Facebook in 2024/25, with nearly 900,000 interactions with its public interest and digital media literacy content. Several individual posts reached over a million people each, with stories that celebrated shared culture and peacebuilding in Libya, which otherwise continues to struggle with divisions that inhibit peaceful and sustainable development. *El Kul* remained one of the top Libyan current affairs pages on social media, with nearly 1.4 million followers – 87% of them in Libya, and 42% female. At the time of writing, we are continuing to work to secure new donors for *El Kul*, as it was badly affected by the sudden end to USAID funding.

In **Ethiopia**, we have built on our mine awareness learning and expertise from prior work in Afghanistan and Ukraine to become a key player in the mine action community. We worked this year with other NGOs in a UN Mine Action Service-funded project to increase awareness of the dangers of unexploded ordnance. Focused on the Afar and Tigray regions in northern Ethiopia, we've supported risk awareness campaigns reaching 31,983 people, and supported the distribution of 80,433 banners, leaflets, and posters that help increase awareness and inspire individuals to use the toll-free centre for assistance. We also created public service announcements in Afaric, Amharic, and Tigrigna, aired on Ethiopia and Amhara Broadcasting Corporations, and worked with community focal points to support further training and mass awareness. Our films supporting this project focus on individuals who were saved from harm following this work.

In **Nigeria**, until February 2025, we worked with USAID Bureau of Humanitarian Assistance funding to improve the humanitarian response in Borno and Adamawa states, where people have been badly affected by insurgency and extreme flooding. We delivered Lifeline training, co-produced content with local radio stations and worked to improve co-ordination between humanitarian agencies, local organisations and media partners – all to ensure that both displaced people and host communities have better access to timely, trustworthy and understandable information and stories that inspire understanding. This project ended before completion due to cuts to USAID funding.

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MORE INCLUSIVE SOCIETIES

> When she got to Italy what she saw was not what she was told, she was totally deceived. And when she got to Italy all her documents were taken, and she was forced into the sex trade. The reality was that she was stripped of everything including her own freedom."

Sister Justina Odunukwe, Community for the Support of the Dignity of Women, Edo state, Nigeria, in an interview for our series of mini-docu-dramas on the dangers of sex trafficking

Photo by BBC Media Action Nigeria



Media has the power to advance equity and inclusion. It can also deepen inequality – where people are excluded from information access, public discussion, and fair media representation. Across all our work, we ensure that we meaningfully include people who are most often marginalised, excluded, not seen or listened to. Transformative change for women and girls, and reaching young people on the channels they use most, are key components of our new strategy.

We were grateful this year to receive a significant planning grant from the Gates Foundation, contributing to our work and understanding of the role of gender norms in digital access. Drawing on our existing work in India and Nepal, in the coming year we will produce a series of learning briefs expanding on our insights.

In **Nigeria** we had four projects this year focused on different aspects of equity and inclusion – from raising awareness and supporting survivors of sex trafficking in Edo state, to supporting IDPs and host communities, to tackling stigma and misinformation around the sexual and reproductive rights and health for people with disabilities, and work to support access to testing and vaccines. Our work in Edo state is funded by the US State Department; our survivor-informed approach to tackling sex trafficking is informed by in-depth audience research and focuses on reaching vulnerable women and girls and their key influencers, including families and community leaders, through media. We have produced powerful docu-dramas and mini-documentaries, are working directly with local radio stations to co-produce programming, and have sub-granted funds to a survivor-led service provider in the state. We are grateful that this funding has continued after a pause in February 2025.

Also in **Nigeria**, we have worked in consortium on the Emergency to Resilience project in Adamawa state, focused on reaching internally displaced persons (IDPs) and host communities to provide essential information and help reduce violence and conflict. Our research found that residents are most worried about early marriage, kidnapping, rape and conflict between herders and farmers; women, children and

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people with disabilities were seen as particularly vulnerable. While respondents interviewed identified media's role in promoting peace and public awareness on these issues as essential, they also said that local media were unlikely to verify information and that much of it was false.

In Northern **Nigeria**, we worked in the Inclusive Futures consortium led by Sightsavers to promote access to inclusive family planning for people with disabilities. Based on formative research, we have developed a radio drama – a new season of our beloved *Madubi* (Mirror) - to tackle the stigma and discriminatory norms that prevent people with disability from accessing sexual and reproductive health care; we have also developed social media content, worked to strengthen the skills and understanding of local media partners, and contributed to community outreach activities, including work to increase the representation of people with disabilities within healthcare committees.

Finally, we continued to work with Gates funding to support young Nigerians to make informed decisions about vaccination for COVID-19 and human papillomavirus (HPV), and adopting preventative measures to protect against sexually transmitted infections, as part of practising healthy lifestyles. Our outreach events in multiple university campuses later featured in radio discussion programmes broadcast across the country. Our endline research demonstrated that of those surveyed, two-thirds of adults in Rivers and Ebonyi states listened to our *Talk Your Own* programming and nearly half of adults in Katsina state listened to *Mu Tattauna*; nine in 10 said they learned lessons from listening to the programming, including understanding the risks and how to access testing and vaccines.

In **Sierra Leone**, we worked with World Vision to help increase the participation of women and girls in decision-making in Pujehun District, Southern Sierra Leone. We supported our local partner, Radio Wanjei to produce a series of programmes and town halls that provided a platform for women and girls to hold conversations that address issues that affect them.

Our social norms research, funded by UNFPA, in **Sierra Leone** delved into the norms that shape and affect contraceptive use by young people, and contribute to teenage pregnancy.



Photo by BBC Media Action Sierra Leone

In **South Sudan**, the Girls' Education South Sudan consortium wrapped up the current phase of work, aiming to change attitudes towards sending children – particularly girls and children with disabilities - to school by addressing key barriers to education. Our endline research, a mixed-methods study, demonstrated that the 'Our School' radio programme **reached 2.5 million people**, or nearly half of listeners aged 15+ across six states; just over half of those listeners were female. We found that more than 69% of our audience said they discussed the programme with others, and parents who listened to Our School regularly were more likely than non-listeners to have done something to support the education of their children, such as sending a daughter or sister to school, or saved money or sold something to help finance fees.

Also in **South Sudan**, we continued working in a consortium led by Amref Health Africa on a groundbreaking project to tackle mental health and psychological resilience. South Sudan has the fourth-highest suicide rate in Africa and an estimated one-fifth of its population are thought to be experiencing or at high risk of developing psychological or psychiatric conditions. Our factual radio show, Let's Talk About Us, is designed to engage with audiences as well as supporting effective conversations between MNS service providers, educators and their communities.

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And our factual radio programme *Sout Bitanina* (Our Voices) in **South Sudan** aims to tackle gender-based violence, in part by featuring leaders from all walks of life: government, military, UN missions, religious, judiciary, traditional, diplomats, women in leadership, and civil society.

In **Zambia**, we wrapped up work in partnership with Restless Development and funded by the Swedish International Development Agency (Sida) this year through our *Tikambe!* (Let's Talk) programming, to share critical information about sexual and reproductive health and rights focused on younger audiences. Our research found that 35% of young people across four focal provinces were reached within the last year through radio, TV and Facebook.



| Photo by BBC Media Action Zambia

In **Afghanistan** we have retained a primary focus on female audiences with our *Darman* (Healing) programme. Our research this year demonstrated that women are significant listeners to local radio, and, amid severe restrictions on their rights and movement, they are also most in need of accurate information on nutrition, health care – particularly during pregnancy and in the first months after birth – and on their rights under Sharia law.

We are also expanding our focus in **Afghanistan** to ensure we are fully serving people with disabilities; in addition to ensuring our public service announcements include sign language, we have conducted three major surveys on their specific challenges to help inform future work.

In **Bangladesh**, until the end of USAID in February 2025, we continued our YouthRISE project in Cox's Bazar, working with young people in host communities and in Rohingya refugee camps to build their digital literacy and skills in content creation, and working on conflict mitigation and creating more cohesive societies. In Ukhiya and Teknaf, we worked with nearly 150 young men and women, including many with disabilities, to support them to use digital tools responsibly and constructively and to build critical thinking. Our curriculum addressed pressing topics such as misinformation, hate speech, ethical digital practices and personal data protection. Some of the group went on to further develop their digital skills by producing high-quality, thematic social media content for the YouthRISE official Facebook page, *A'aiyo Jani* (I know), which recorded a total reach of nearly 500,000 by the end of 2024.

As part of this project we also created 45 episodes of an audio drama focused on peaceful conflict resolution through engaging storytelling, broadcast on *Radio Naf*, based in Teknaf, reaching an estimated audience of 400,000 listeners, and through *Radio Soikat* in Cox's Bazar Sadar, with an estimated listenership of 800,000.

In Asia-Pacific, we supported Unicef with their innovative Oky period app project, leading research in **Indonesia, Papua New Guinea and Philippines** into the app's use and impact.

And in **India**, we continued work through the PRIDE project, funded by H&M Foundation and led by the Saamuhika Shakti initiative, focused on our #Invaluables campaign to banish stigma and improve the

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A waste picker in Bengaluru, India. *Photo courtesy Saamuhika Shakti/ Vinod Sebastian*

lives of the waste pickers of Bengaluru. By the end of 2024, our #WashTheDabba campaign, focused on encouraging Bengaluru's residents to take greater care with waste disposal to help in recycling, had reached approximately 10 million people nationwide, including 3.5 million in Bengaluru itself – nearly a quarter of the city's population. Our social media videos went viral and together received over 15 million views, with an overall engagement rate for the campaign of 24%! In April 2025 we launched the next phase, 'Got Old Clothes?', putting a spotlight on the skills and expertise of waste pickers in recycling old clothes and bringing them back to the waste value chain.

In **Myanmar**, working with funding from the H2H network and in an increasingly difficult environment, we implemented a five-month humanitarian communication project for people with disabilities, working with the Myanmar Independent Living Initiative to understand their humanitarian needs and ensure aid efforts were more effective and accountable. We trained 13 people in research skills and data collection and supported them to collect data and conduct interviews across six regions and three states: in-person where the situation allowed, and online in areas of high conflict. These insights were shared with local civil society organisations, disability networks and humanitarian agencies to help improve their response. We also worked with humanitarian agencies to map and refine their communication, and produced public service announcements highlighting the importance of including people with disabilities in emergency responses.

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THANKS AND ACKNOWLEDGE-MENTS

BBC Media Action is grateful to all our donors, partners and supporters, without whom our work would not be possible.

ACTED

AICS (Italian Agency for Development Cooperation)

The Asia Foundation

BMB Mott Macdonald

Cardiff University

Conflict, Stability and Security Fund (UK)

Counterpart International

Danish Refugee Council

Department of Foreign Affairs and Trade, Australia

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Deutsche Welle Akademie

Diakonia

Durham University

Embassy of the Netherlands

Equal Access International

European Commission

Food and Agriculture Organization (FAO)

Foreign, Commonwealth and Development Office, UK

Gates Foundation

Global Affairs Canada

Global Center on Adaptation

Government of Belgium

H & M Foundation

Humanity and Inclusion International

IGAD Climate Prediction and Applications Centre (ICPAC)

International Development Research Centre (IDRC), Canada

International Federation of Red Cross and Red Crescent Societies (IFRC)

International Committee of the Red Cross (ICRC)

International Foundation for Electoral Systems (IFES)

International Media Support

International Rescue Committee (IRC)

Irish Aid

Koalaa

Minderoo Foundation

National Democratic Institute (NDI)

Norwegian Agency for Development Cooperation (Norad)

Norwegian Ministry of Foreign Affairs

Norwegian Refugee Council (NRC)

Sightsavers

StartSmall

Swiss Agency for Development Cooperation (SDC)

Swedish International Development Cooperation Agency (Sida)

UK Met Office

United Nations Children's Fund (UNICEF)

United Nations Development Programme (UNDP)

United Nations Office for Disaster Risk Reduction (UNDRR)

United Nations Office for Project Services (UNOPS)

United Nations Population Fund (UNFPA)

United Nations

United States Agency for International Development (USAID)

US State Department

University of Bristol

World Bank

World Food Programme (WFP)

World Health Organization (WHO)

World Peace Foundation

World Vision

World Wide Fund for Nature (WWF)

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FINANCIAL REPORT

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HOW WE SERVE OUR STAKEHOLDERS

BBC Media Action complies with section 172 of the Companies Act 2006. Our board of trustees acts in the way it considers, in good faith, is most likely to enhance BBC Media Action's impact for the people we work with, while considering the long-term effect of decisions on our organisation and our stakeholders. Our mission sets out our need to work with partners to reach our audiences.

Our **internal stakeholders** are our employees, who are our greatest strength. We continued to make championing people and culture a clear organisational priority in 2024–25, with a dedicated People and Culture board, more emphasis on regular internal communications and improving opportunities for all our global team to access BBC training and development opportunities such as Hot Shoes placement schemes.

All our employees have access to an employee assistance programme, with enhanced support in times of crisis in the countries where we work.

Our **external stakeholders** include:

Our audience members

Reached directly and through our partners, these are the people who most benefit from our work. Our research into what viewers and listeners need helps inform our work. Our project evaluations ensure that we learn from our work and achieve positive impact.

We are expanding and deepening our digital work as audiences' media habits change, while ensuring that we include people who still live in media-dark or media-poor communities. We follow BBC and media sector best practice in obtaining consent from anyone who participates in, or features on, our media outputs, and we maintain a strict code of conduct and safeguarding protocol for our staff and partners.

Journalists, media workers and media houses

Working to the BBC's Editorial Values, the heart of our work is mentoring and training journalists, content producers and other professionals in local public service media, in many countries and contexts. We also work with media organisations on business planning, marketing and economic viability.

The BBC

We enjoy strong support from across the BBC, and work closely with the World Service and other parts of the BBC; in May 2024, we formally moved into the BBC's Corporate Affairs division, alongside its domestic charity, BBC Children in Need, in support of closer ties to its partnerships, communications, policy and public affairs teams.

The BBC World Service founded us, many of our trustees come from the BBC, and we are grateful for the support of senior BBC correspondents and personalities who help us with fundraising and publicity to support our work.

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Our partners in project delivery and sector learning

Partnerships are critical to our success. We work in several project consortia, we participate in sector collaborations and events, and we are members of Bond, the umbrella group for UK-based international NGOs. Most of our partners around the world are local NGOs.

Our suppliers

We have established procedures to ensure that our external suppliers are individually verified to ensure they meet our required health and safety, regulatory and financial security standards.

Our donors

Our largest donors include the UK's Foreign, Commonwealth and Development Office (FCDO), Global Affairs Canada, the Swedish International Development Cooperation Agency (Sida) and, until February 2025, the United States Agency for International Development (USAID). We also enjoy support from other institutional donors, UN bodies, private foundations and corporate partners. We are committed to delivering high-quality work and reporting on our impact, both directly to donors and through events and sector engagement, our website and social media.

Our wider communities and our planet

Responding to the changing climate is a growing priority in our programme work, reflecting the urgent need for action among the communities we serve, our partners and donors. We are also working hard to examine and mitigate the environmental impact of our own operations. The BBC's Sustainability team has helped us to measure the carbon footprint of all our offices in a consistent way, which helps to support our drive toward decarbonisation in line with our Environmental Policy.

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OUR FUNDING

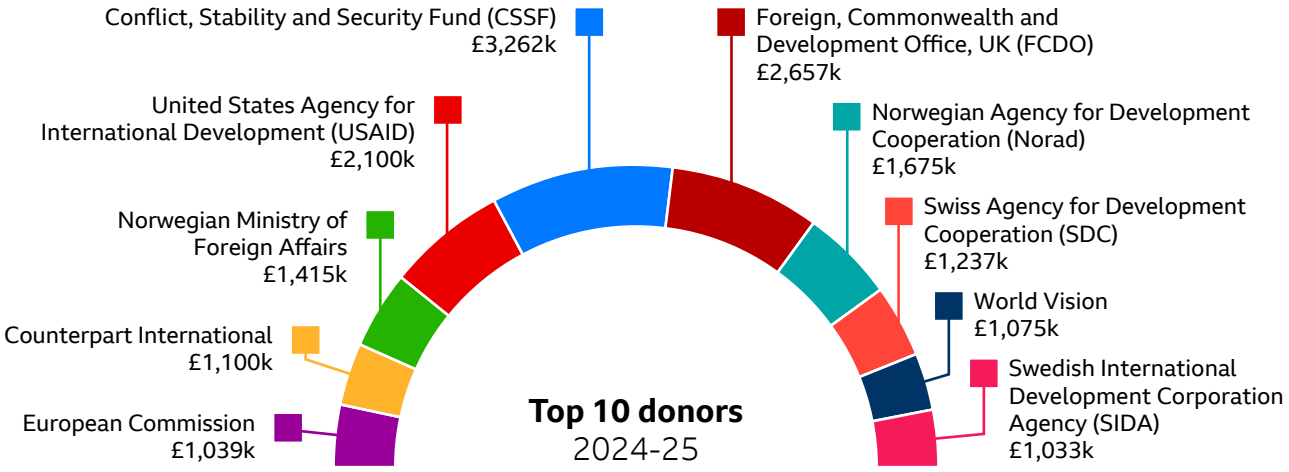
Fundraising remains challenging in an environment of shrinking overseas development aid. Consequently, in the second half of 2023–24, BBC Media Action made improving our financial health a major organisational priority. Our response plan, approved by our trustees in May 2024, includes investment in building our sources of unrestricted funding and exploring more flexible sources of funding from our largest donors. We also conducted a major restructure of our cross-country support team, many of whom are London-based, in autumn 2024.

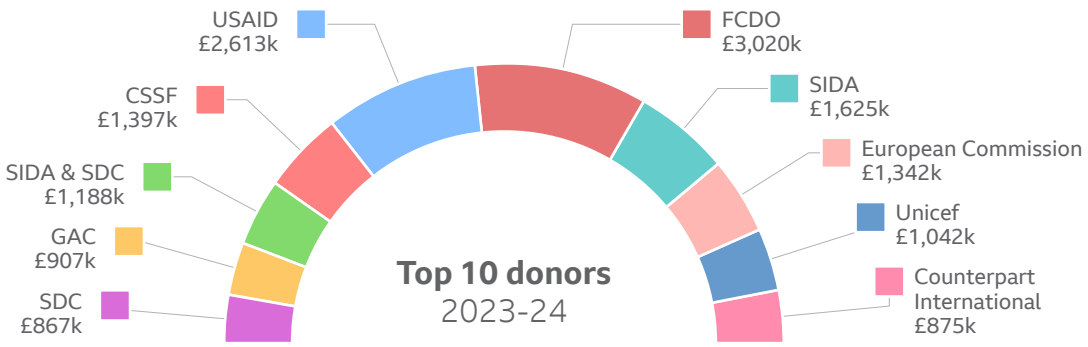
The sudden end to US overseas aid funding through USAID also took a toll on our operations and on those of our partners. Compounded by cuts to overseas aid by the UK's Foreign, Commonwealth and Development Office and by several other European nations, we expect that our institutional funding will also contract in coming years.

We were encouraged to receive a significant grant from the #StartSmall philanthropic initiative of Jack Dorsey, co-counder and former CEO of Twitter (now X), and a planning grant from the Gates Foundation. We continue our efforts to build our unrestricted funding while shoring up our efforts to deliver institutional and restricted funding in an increasingly challenging environment.

We are grateful to all our donors who make our work possible. Together, our donors funded our work to the value of £26.0 million (£25.2 million in 2023–24). As of 31 March 2025, we had 110 (2024: 107) active projects around the world.

Institutional funders remain our largest source of support. In 2024–25, our main donors included the UK FCDO, USAID and Sida, among many others.





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UK Government	£5,969k
Conflict, Stability and Security Fund	£3,262k
Foreign, Commonwealth and Development Office	£2,038k
FCDO Good Governance fund for Moldova	£619k
The Met Office	£50k

International and Nongovernmental Organisations	£4,268k
Counterpart International	£1,100k
World Vision	£1,075k
Humanity and Inclusion International	£377k
Diakonia	£299k
International Media Support (IMS)	£244k
Sightsavers	£193k
International Foundation for Electoral Systems (IFES)	£168k
The Asia Foundation	£161k
Equal Access International	£137k
Norwegian Refugee Council (NRC)	£137k
World Wide Fund for Nature (WWF)	£118k
IDRC	£97k
ACTED	£69k
International Committee of the Red Cross	£31k
Global Center on Adaptation	£27k
World Bank	£14k
Deutsche Welle	£11k
Minderoo Foundation	£7k
National Democratic Institute (NDI)	£2k
IFRC	£1k

Private Sector & Educational Establishments	£20k
Koalaa	£10k
Durham University	£8k
Cardiff University	£2k

National Governemts	£10,985k
USAID	£2,100k
Norad	£1,675k
Norwegian Ministry	£1,415k
Swiss Agency for Development	£1,237k
Swedish International Development Cooperation Agency	£1,033k
SIDA & Swiss Agency for Development Cooperation	£950k
Global Affairs Canada	£646k
US State Department	£435k
Irish Aid	£424k
European Union	£385k
GIZ	£283k
Dutch Embassy	£270k
AICS	£132k

Private and Corporate Foundations	£1,554k
H & M Foundation	£579k
BMB Mott Macdonald	£425k
Gates Foundation	£318k
Wellspring Philanthropic Fund	£167k
Danish Refugee Council	£65k

United Nations	£2,221k
UN Development Programme	£745k
Unicef	£482k
UNDRR	£354k
UNOPS	£346k
World Food Programme	£154k
World Health Organization	£99k
UNFPA	£30k
Food and Agriculture Organization	£11k

European Commission	£1,039k

£26,023k

£12,737k
Stronger democracies

£5,027k
A safer, more habitable planet

£8,259k
Inclusive societies

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Corporate donors

Our corporate partners in 2024–25 helped us by donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice. We are grateful for all their support.

- Accenture provided specialist consultancy services to our IT and leadership teams
- Access Bookings provided us with credits for hotel accommodation for our annual leadership residential week
- Adobe provided free software and Creative Cloud licences for our whole organisation
- Atos provided IT support to our London office, and specialist consultancy
- BBC Studios' Storyworks commercial arm provided pro-bono support for an awareness campaign
- Getty Images provided access to its professional image library for our publications
- Imagen provided us with an audiovisual archive for all our production materials, and consultancy to develop bespoke pages of our content
- The Langham London supported our BBC Correspondents' Charity Dinner fundraising event
- Rizzello Creative provided our communications team with valuable advisory support
- Sophos provided us with cyber-security protection across our entire network
- Universal Music Publishing provided our production teams with access to its music library

Fundraising events and individual giving

Our BBC Correspondents' Charity Dinner in July 2024 was our most successful yet, raising over £212,000 for our work. We extend our thanks to our Fundraising Board and Steering Group for their ongoing support of the event, and their assistance as we grow new fundraising streams. Thank you also to Memcom and Isio for their generous donations.

We held a BBC Payroll Giving campaign, alongside BBC Children in Need, in February 2025. We also ran a small test public awareness and fundraising campaign in November-December 2024, building on our existing partnership with bbc.com and a new partnership with BBC World Service English.

Our JustGiving page and PayPal Giving remain the main donation point for individual giving and can be accessed from our website and social media accounts.

Fundraising governance and compliance

At BBC Media Action, we ensure that our donors are protected by using well-established, reputable platforms that display clear terms and conditions, including on UK General Data Protection Regulation (GDPR) compliance. Both JustGiving and PayPal Giving, our main donor platforms, adhere to the Code of Fundraising Practice and subscribe to the Fundraising Regulator. Our prize draws with Givergy.com are 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. There have been no formal complaints regarding our fundraising activity but any future complaints or concerns about our fundraising activities will be investigated and responded to. We voluntarily subscribe to the Fundraising Regulator.

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OUR PEOPLE

BBC Media Action's greatest strength is our global team. Championing our people and culture continued to be an organisational priority in 2024–25 as we continued to strive to create a working environment that is diverse, fully inclusive and more locally led.

As of 31 March 2025 we had, in full-time equivalents:

- 469 employees globally (2024: 506)
- 192 in Africa (2024: 203)
- 177 in Asia (2024: 203)
- 96 in the rest of the world (2024: 98)

We do not normally work with volunteers, although we have internship schemes in some countries focused on women, young people or minority groups. This year, we participated in the BBC's Hot Shoes and 80:20 placement schemes to bring in fresh perspectives and voices from across the BBC, and to give our staff – both London-based and global colleagues - a chance to learn in other parts of the organisation.

All BBC Media Action managers take part in fair recruitment and unconscious bias training to ensure that our recruitment process is as fair as possible. We encourage flexible working and development opportunities for all employees.

Staff salaries

We strive to ensure that our salaries are competitive by benchmarking against other international development organisations. Our UK-contracted employees are paid based on harmonised charity bands within the BBC salary framework, which are publicly available, and in line with BBC pay reviews.

Our chief executive officer carries out a regular salary review for other members of the management team, while his salary is reviewed by our trustees, also in line with BBC pay reviews.

Our salary bands for employees earning £60,001 or more, including our Chief Executive Officer, can be found in the Accounts (Note 9).

Gender pay gap

BBC Media Action is committed to gender equality and building a fully inclusive workplace. As such, we are again voluntarily choosing to report on our gender pay gap among UK-contracted employees. We have begun to conduct gender analysis in employment and pay across our global organisation, while understanding that there are significant differences in the employment markets where we operate.

All figures include UK-contracted employees based overseas. Gender is based on our employees' self-reported gender. As of 31 March 2025, 61% of employees in our UK team were women (2024: 59%) On the same date, our senior management team comprised five men and three women. The mean (average) salary for women was 19% lower than that of men (2024: 17%). The median (midpoint) salary for women was £41,900 and was £53,597 for men (2024: £43,380 for women and £52,916 for men). This disparity remains because there are few men in junior posts in our UK office.

The table below shows the proportion of women and men in each pay quartile of our UK team, dividing staff into four equal quartiles, where first quartile is highest paid.

	Quartiles			
	Q1	Q2	Q3	Q4
Female				
(2025)	45%	52%	76%	70%
(2024)	38%	62%	65%	70%
Male				
(2025)	55%	48%	24%	30%
(2024)	62%	38%	35%	30%

We continue to monitor our gender pay gap and are committed to eliminating it.

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OUR ORGANISATION

Safeguarding

BBC Media Action remains committed to supporting sector-wide improvements in safeguarding policies and practices, to better protect vulnerable people from exploitation and abuse.

Our director of programmes is our designated safeguarding officer, working with our country offices to ensure that our employment policies and training are appropriate. This post also guides work with our partner organisations around the world to improve knowledge and performance in these areas.

We continued to ensure that our employees are trained in, and fully implement, our policies to protect any children and vulnerable adults we encounter through our work. Training courses in safeguarding and respect at work are mandatory for all employees and operational freelancers, and all our offices have received additional guidance on safer recruitment.

Safeguarding is reviewed and discussed at every trustee meeting, as well as at monthly management team meetings, and we have a lead Trustee for safeguarding. Any reported concerns are carefully reviewed and investigated as needed, in accordance with BBC policies. As required, our trustees report any relevant safeguarding incidents to the Charity Commission.

All these measures are designed to help keep our employees, partners and contributors as safe as possible. A staff code of conduct ensures that everyone working for us understands our expected behaviour, knows that any concerns they have will be taken seriously, and understands that we will support anyone who reports a safeguarding issue.

Energy use

BBC Media Action is required to disclose its annual energy use and greenhouse gas emissions for its UK operations, in line with SECR guidance.

In March 2024 our London-based team moved offices, from Ibex House in east London to a smaller space in the BBC's Energy Centre in west London. We also retain some desks in BBC Broadcasting House. The following data applies from 1 April 2024 until 31 March 2025 and is based on our office occupancy across both sites.

These figures have been calculated using energy consumption data compiled from utility bills and energy meters for all UK premises used by the charity during the reporting period, with UK government approved conversion factors applied.

Estimated energy consumption:

Natural gas	kWh	9,701	(2024: 36,006)
Electricity	kWh	42,043	(2024: 45,679)

Estimated emissions:

Natural gas	kg CO2e	1,774	(2024: 6,586)
Electricity	kg CO2e	8,705	(2024: 9,459)
Total equivalent carbon emissions		10,479	16,045
Intensity ratio	KgCO2e per employee	163.73 per employee (based on 64 employees)	2024: 188.76 per employee (based on 85 employees)

- Transport fuel: n/a. We do not own fleet vehicles in the UK. Employees travel by public transport in all but exceptional cases, and many commute by bicycle.

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Our reported emissions have fallen this year because we have moved offices to shared BBC premises where our overall property footprint has decreased.

We continue our hybrid working practices, with all UK based staff expected to spend the equivalent of at least two days per week in the office, helping to keep our energy use and commuter journeys to a minimum. We continue to implement our global environmental policy and minimise international travel where possible to lower our carbon footprint.

We draw on support from the BBC Sustainability team to accurately measure operational carbon emissions for each of our offices around the world, to help us improve our energy consumption and lessen our environmental impact. Several of our offices have green teams who advocate for improved environmental practices. Our UK employees have access to locked bicycle storage and showers to encourage cycling to work. Our organisational action planning includes sustainability as a focus.

Legal structure

BBC Media Action is a charity (registered number 1076235) and a company limited by guarantee (registered number 3521587). Our 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 were 100% owned by BBC Media Action as at 31 March 2025: **BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited** and **British Broadcasting Corporation Media Action Ltd/Gte** (a Nigerian entity).

Our work in India in 2024–25 was largely conducted through **BBC Media Action (India) Limited**. **BBC Media Action Nepal Private Limited** is an entity established in Nepal. **British Broadcasting Corporation Media Action Ltd/Gte** is an entity established in Nigeria on 26 October 2017. It therefore meets the criteria for consolidation. It did not trade during the year ended 31 March 2025.

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. This entity 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 the Statement of Recommended Practice Financial Reporting Standard (SORP FRS 102) and is therefore regarded as a subsidiary undertaking. However, it remained dormant in 2023–24 and 2024–25.

Governance

Our trustees, who are also directors of BBC Media Action, are listed on page 46. They come from the BBC, and the private, media and international development sectors, with a range of skills and expertise. They meet quarterly and for an additional away day each year.

The trustees seek to ensure that all BBC Media Action activities comply with UK and relevant local laws, and fall within agreed charitable objectives. Their work includes setting our strategic direction, agreeing our

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financial plan, and approving key policies at board meetings. Trustees receive reports on progress at each board meeting, highlighting areas of risk.

In 2024–25, our trustees particularly focused on our organisation's finances and sustainability, our new organisational strategy development and operational plan, our position within the BBC, and on our project delivery and ways of working.

Our trustees perform some of their functions through sub-committees of the board. The chair is a BBC nominated trustee. Our Governance Committee comprises the chair, vice chair and up to two other trustees.

Our Finance and Audit Committee comprises four trustees. This committee has strategic oversight of our controls, risk management, and internal and external audit. It reviews and recommends to the board our annual budget, any multi-year financial plans and our Annual Report and Accounts.

The trustees delegate a range of day-to-day decision-making powers to the chief executive officer and other members of the management team. Trustees have established appropriate controls and reporting mechanisms to ensure that the management team operates within the scope of these delegated powers. The delegation policy is formally reviewed and approved by trustees. Our management team members are listed on page 46. They are not directors for the purposes of company law.

The board has appointed some of its members as lead trustees in particular areas, who feed back to the rest of the board. All new trustees participate in an induction programme and training on duties and responsibilities. We encourage our trustees to visit BBC Media Action projects to obtain first-hand experience of our work at country level – this year we held a virtual project visit. Knowledge-sharing sessions before board meetings continue to give trustees a more detailed understanding of particular areas of our work.

Organisational structure and management

BBC Media Action's head office is in London, where many of our central support functions are based. We are actively working to a goal of moving many of our central – now cross-country – support posts outside the UK, taking advantage of our fully connected global organisation and expertise in the countries where we work. Nearly all of our central support teams are now global in nature.

As part of the summer 2024 restructure, our senior management team was expanded to include our regional directors; we have also invested in a new director of fundraising in keeping with our objective to increase our unrestricted fundraising team. As of March 2025, our senior management team comprised eight people: our chief executive officer, chief operating officer, director of programmes, director of strategy and partnerships, two regional directors, our director of fundraising and our people and culture lead.

In this new structure, our director of fundraising now leads our business development as well as our unrestricted fundraising teams in a new directorate focused on income generation. Our director of strategy and partnerships now leads our advisory team, a new BBC collaborations team which includes our capacity strengthening lead, and our communications team. Our programmes department includes our regional teams, along with our digital growth and product leads, programme support team and research team.

Our chief operating officer oversees our finance and technology and change teams, and our legal function.

Our chief executive officer directly manages our management team including our human resources function. Both our legal and human resources functions are also supported by the BBC.

Our leadership team includes the heads of our cross-country support teams – many of whom are London-based – and our country directors around the world.

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MANAGING RISK

BBC Media Action works in countries where a certain level of risk is inevitable. Both as part of the BBC and as an international NGO, we face risks to the health, welfare, safeguarding and security of our people, our partners and our audiences, as well as to our funding and our reputation. These risks are compounded as spaces for public interest media and civil society contract around the world, leaving our local media partners facing increased political, economic and legal pressures that make it harder for them to operate.

We have an active risk management process in place to make sure that appropriate steps are taken to manage and mitigate risk across our global organisation. Our board of trustees has overall responsibility for ensuring that we have a system of internal control, management and audit to take advantage of opportunities while effectively managing risks.

Our risk management process

We maintain a risk register that prioritises risks based on their likelihood and impact, and outlines controls and mitigating actions.

We identify risks through monthly reports by our country directors (or more frequently as needed), which are escalated to our management team that meets bi-monthly. Our Finance and Audit Committee conducts a regular risk management review and our board of trustees reviews our risk register quarterly. We also conduct an annual, in-depth review of our risk profile at both management team and board levels.

We have maintained an internal audit function, based in London but with the ability to travel regularly. Our chief executive officer oversees this function. Our head of internal audit has reported directly to the Finance and Audit Committee and meets them privately each year. In the last three months of the financial year, amid staff changes, we transitioned from this model to one led by our COO.

We conduct multi-year planning and budgeting, with quarterly reforecasts to compare our spending against our budgets. As part of the BBC, we use the principle of Value for All, to guide us in how we procure goods and services and ensure we deliver value for our donors and our audiences. We benchmark salaries based on a mix of the BBC's publicly available bands, international NGO salaries and local markets in the countries where we work. Our policies on investment and reserves are guided by our board of trustees, based on best practice in the charity sector and the BBC.

Risks and mitigations

RISK	MITIGATION IN 2024–25
Funding, finance and business model Our heavy reliance on restricted, mainly institutional, funding poses risk to our sustainability, as the donor landscape changes, funding mechanisms and service contracts become more restricted, donor payments are delayed and overseas aid is increasingly stretched across multiple world crises. Gaps between projects lead to costs that must be covered by limited unrestricted funds, and project costs are also vulnerable to high inflation. Our ability to conduct public fundraising is somewhat limited by our relationship with the BBC.	This financial year, we have conducted a staff restructure to reduce costs, and invested in our fundraising team to deliver more unrestricted income, while maintaining close relationships with existing donors. We are working closely with BBC and external partners to explore new opportunities for unrestricted fundraising. We have also appointed a new fundraising director to lead on this work. We continue to apply strong budget tests to ensure that project budgets cover a fair share of our support costs. We conduct close and regular reviews of our income and margin forecasts, and review donor requirements carefully.

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RISK	MITIGATION IN 2024–25
Operating environments Challenges in our operating environments include: ▸ Open conflict as in Ukraine and South Sudan ▸ Civic unrest or tight restrictions on rights and movement, as in Myanmar ▸ Fragile security and political situations ▸ Unforeseen events (including natural disasters) that threaten the security and well-being of our people and our ability to deliver our work, including the December earthquake in Papua New Guinea and February 2025 earthquake in Myanmar ▸ Challenges in our ability to operate as an NGO, compounded by our links to the BBC	We continued to benefit from dedicated support from the BBC High Risk team. BBC Media Action staff attend mandatory hostile environment training before high-risk deployments and follow protocols to minimise risks. We regularly update and clearly communicate emergency plans in every country office, tailored to each context, and frequently review the level of risk faced by our staff. We have home-working in place in high-risk situations wherever possible and feasible. We are fully equipped to access critical systems and deliver work remotely, to explore alternative operating models, to liaise with donors and to repurpose activities at short notice as needed.
Safeguarding We work in complex environments and through local partner organisations, where there is risk of harm to those we work with and for.	We continue to strengthen our approach to safeguarding, in line with the NGO sector and donor expectations. We thoroughly communicate our policies across our organisation and with partner organisations, conduct regular training and review our processes for safe recruitment, including criminal background checks. We had no incidents to report to the Charity Commission in this financial year.
Cyber-security A data breach (hacking or accidental), could lead to business disruption, and serious reputational and financial damage.	We continued to have strong support from the BBC's Information Security team, including monitoring of social media accounts, in addition to our own dedicated team's work. We have maintained our Cyber Essentials accreditation standard. We have confidential incident reporting for any data loss or breaches. Our laptops are encrypted and cyber security training is compulsory for employees. We work to ensure full compliance with the UK 2018 GDPR legislation, with mandatory training for all employees, and our information security policies comply with strict BBC requirements. We had no incidents to report to the Charity Commission in this financial year.
Changes within the BBC The BBC is undergoing major strategic shifts and restructuring. While we are funded independently, these changes affect our relationships across the BBC and our supporter base.	We made deepening our relationships across the BBC a cross-cutting priority. We maintain good relationships with many BBC correspondents, presenters and editors, and work regularly with many parts of the BBC.

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RISK	MITIGATION IN 2024–25
Compliance We operate according to complex regulations set by donors and by local laws. A lack of specialist knowledge may result in an inability to comply with donor, tax or audit requirements, with a knock-on impact on our finances and our reputation.	We have a dedicated compliance manager and we practise proactive stakeholder management, starting with donors and external auditors. We receive BBC support for tax and legal advice in relevant countries. We do not open country offices without registration in place, allowing for payment of payroll taxes.
Risk of fraud We work in some environments where there is a high risk of fraud and corruption, with associated impacts on our finances, our reputation and our staff morale.	Our controls are regularly reviewed, including by internal audit, external audit and project audit teams. We deliver and regularly update staff anti-bribery and fraud awareness training across all countries of operation, and have a whistleblowing policy in place. We fully investigated minor incidents of attempted fraud. None were reportable to the Charity Commission.
Reputation As the BBC's international charity we are at risk of accusations of bias and misinformation, as well as from press campaigns against the BBC or the international development sector, which might affect our funding, our reputation, and the morale and well-being of our employees. In February 2025, we were targeted by misinformation on social media and in traditional, 'alternative' and digital press linked to our funding from USAID and our work in Afghanistan.	Our employees receive regular training on BBC editorial standards, and we monitor the quality of our own output and that of our partners. We consult BBC Editorial Policy when required. Our communications team is experienced in handling negative media coverage, prepares reactive lines and works closely with the BBC Press Office, BBC World Service Communications and other BBC teams as needed. We actively manage safeguarding with dedicated employees and training, and we maintain close relationships across the international NGO sector and with our funders.

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MANAGING OUR FINANCES

In response to serious financial challenges, BBC Media Action conducted a major restructure in this financial year, with support from the wider BBC. This, accompanied by new success in unrestricted fundraising, helped initially to restore some financial stability in the first half of this financial year. However, the abrupt end to USAID funding – which amounted to around £3m per year of BBC Media Action's expected restricted income for the next three years – combined with changes to our VAT status, increases in employer payments toward national insurance costs, and changing priorities and aid reductions by other institutional donors including the UK's Foreign, Commonwealth and Development Office have thrown new challenges to our finances and longer-term sustainability. Conflict and crisis, combined with a shift from 'soft' power to 'hard' power approaches, exert greater pressure on a decreasing total spend on overseas development aid.

The organisation continues to manage this pressure in part by further reducing roles through attrition, continuing to move positions closer to the places in which we work where feasible, and continuing efforts to develop our unrestricted fundraising while maximising opportunities for institutional fundraising. This year we again conducted a payroll giving campaign across the BBC. We also tested a short public fundraising and awareness appeal through bbc.com and World Service English radio slots, and will build on learning for future efforts.

Our total income in 2024–25 was £32.9 million (2023-24: £32.0 million). Income from institutional donors increased to £26.0 million (2023–24: £25.2 million). Our fundraising income increased to £6.83 million (2023–24: £6.75 million), of which £4.3 million were gifts in kind (2023–24: £6.4 million).

Our total expenditure during the year was £33.0 million (2023–24: £33.8 million). Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99% of our total expenditure (2023–24: 99%). Our income and expenditure account for the year ended 31 March 2025 shows a deficit of £0.1 million (2023–24: a deficit of £1.8m). The Consolidated Statement of Cash Flows shows that our cash increased the year to a position of £5.7 million (2023–24: £2.3 million).

Reserves

BBC Media Action's net assets in the consolidated balance sheet decreased to £1.4 million at 31 March 2025 (31 March 2024: £1.55 million). Our board of trustees reviews our reserves policy on an annual basis in the context of our multi-year plans and a review of the risks and opportunities for our organisation. Our policy is to ensure that we hold sufficient reserves to continue operating after negative financial shocks, while not tying up too much funding that could be spent on charitable activities.

In January 2023 our board of trustees confirmed that our reserves policy, taking a risk-based approach, recommends minimum net cash holdings of £3.5 million in any one month, and general funds (total unrestricted funds less designated funds) of £4.0–5.0 million at year-end.

The upper end of this range (£5.0 million) represents the reserves impact of a worst-case scenario that might conceivably take place over a 12-month period. This combines three risk components: a funding gap or urgent closure of country operations; a funding gap from under-recovery of central costs; and potential

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materially adverse events such as foreign exchange losses or disallowed costs. The lower end of the range was set at 80% of the amount for the worst-case scenario.

Our trustees revisited this policy in April 2024, and reduced the minimum level of net cash holdings to £2 million in any one month, and general funds (total unrestricted funds less designated funds) in a range of £2.8–3.5 million at year-end. This was based on recalculating our risks, and our projections that the overall size of BBC Media Action will reduce, thereby reducing the reserves impact of a worst-case scenario. Our trustees also approved extending an agreement to operate outside the recommended minimum range. We are able to do this with support from the BBC through an underwriting arrangement.

Our total unrestricted funds held at 31 March 2025 amounted to £1.4 million (31 March 2024 £1.5 million), of which reserves in the general fund amounted to £1.4 million (31 March 2024: £1.5 million). This is below the lower end of the recommended minimum range.

During the year we have implemented a number of actions to address our financial challenges including a major restructure to reduce our overall costs and investment in our fundraising efforts. Over the next few years we aim to rebuild our reserves until we reach our minimum recommended range.

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. Our policy is to only hold short-term cash deposits. As at 31 March 2025 we did not hold any short-term cash deposits.

Going concern

Our Finance and Audit Committee met eight times in 2024-25. It monitored key risks and opportunities related to our funding, operating uncertainties and sustainability.

Our plan to return our finances to good health was approved by trustees in May 2024 and was implemented from summer 2024. This included investment in our fundraising team to increase our unrestricted and semi-restricted fundraising; exploring limited commercial income streams; a decision to maintain, rather than increase, our institutional funding; and a restructuring of our UK- and cross-country support teams.

In summer 2024, we announced a major staff restructure and an expectation to become a smaller organisation by income, while continuing to develop our unrestricted pipeline with some early success, and working to maintain levels of restricted funding.

Given the continued challenging external context, including limited overseas aid budgets in the UK and other countries, and the challenging environments in which we work, our restricted income projections were revised following the cut to USAID to levels slightly lower than expected.

Our trustees are satisfied that continued monitoring of activity is in place and that business development indicators are in place to track our investment against expectations. We will continue a controlled use of reserves while maintaining a going concern position. Our liquidity position is also deemed satisfactory.

Our board of trustees is of the opinion that BBC Media Action has adequate resources to continue as a going concern, as is further explained in Note 1 of the Financial Statements. In the unlikely circumstances where sudden significant shocks might compromise the financial viability of the organisation, BBC Media Action has received written assurance of support from the BBC Group. There is no intention to request that support in the foreseeable future.

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STATEMENT OF TRUSTEES' RESPONSIBILITIES

BBC Media Action's trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' report) and 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 (subsidiaries') 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 the charitable company, and of the group's excess of income over expenditure for that period.

Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in accounting and reporting by SORP applicable to charities preparing their financial statements in accordance with Financial Reporting Standard (FRS) 102 applicable in the UK and Ireland
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue their activities

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions. They must also disclose with reasonable accuracy, at any time, the financial position of the charitable company and 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.

As 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 as both trustees and company directors, have reviewed and approved 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.

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Trustees, senior staff and advisors

Our trustees**

Francesca Unsworth (Chair) *(to April 2025)*
Rhodri Talfan Davies (Chair) *(from April 2025)*
Awo Ablo (Vice chair) *(to October 2024)*
Myles Wickstead (Vice chair) *(from October 2024)*
Reeta Chakrabarti *(to June 2025)*
Phil Harrold
Freshta Karim *(to April 2025)*
Gavin Mann
Nicholas Pickles
Julia Rank
Sophia Swithern
Shirley Cameron
Michael Wooldridge *(to June 2024)*
Lindsey North

Company Secretary:

Dushani Karunatilleka

Registered office:

Broadcasting House, Portland Place,
London W1A 1AA

Auditors:

Buzzacott Audit LLP
130 Wood Street, London EC2V 6DL

Management team:

Simon Bishop
Chief Executive Officer

Laura Collier-Keywood
Chief Operating Officer
(parental leave from April 2024 to May 2025)

Seamus Gallagher
Regional Director, Africa and Middle East *(added to MT in September 2024)*

Gemma Hayman
Regional Director, Asia, Pacific and Europe *(added to MT in September 2024; resigned May 2025)*

Richard Lace
Director of Programmes

Md Al Mamun
Interim Regional Director, Asia-Pacific *(from May 2025)*

Rob Melvill
Director of Fundraising
(from March 2025)

Eva Ng'ang'a
People and Culture Lead
(resigned July 2025)

Shobhana Gurung Pradhan
Interim Regional Director, South Asia *(from May 2025)*

Scott Rutherford
Chief Operating Officer
(acting, from April 2024)

Caroline Sugg
Director of Strategy and Partnerships

Bankers:

Barclays Bank Plc
1 Churchill Place, London E14 5HP

Lloyds Bank Plc
10 Gresham Street, London EC2V 7AE



Rhodri Talfan Davies, Chair

23 October 2025

On behalf of the board of trustees of BBC Media Action

BBC employee
Member of finance and audit committee
Member of governance committee
** All trustees are also directors of the company

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).

Find out more: bbcmediaaction.org

On Facebook, Instagram, X, YouTube, LinkedIn: @bbcmediaaction

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AUDITORS' REPORT

Opinion

We have audited the financial statements of BBC Media Action (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which the 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 2025 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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

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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 trustees' responsibilities statement, 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.

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Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector; the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the group. These included but were not limited to the Charities Act 2011, Companies Act 2006, employment legislation and safeguarding principles taking into account the international nature of the charity; and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing trustee meeting minutes.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed how journal entries are entered to minimise the risk of any unusual postings from being made;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

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In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of trustee meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with the HMRC and the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Edward Finch

(senior statutory auditor)

24 October 2025

For and on behalf of Buzzacott Audit LLP, Statutory Auditor,
130 Wood Street, London EC2V 6DL

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ACCOUNTS

Consolidated statement of financial activities

(including the income and expenditure account) for the year ended 31 March 2025

	Note	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000
Income from							
Donations	2						
Gift-in-kind		553	3,786	**4,339**	852	5,515	6,367
General		2,282	-	**2,282**	250	-	250
Other trading activities	3	212	-	**212**	137	-	137
Investments	4	57	-	**57**	96	-	96
Charitable activities							
Funding for specific charitable activities	5	2,231	23,792	**26,023**	2,291	22,884	25,175
Total income		5,335	27,578	**32,913**	3,626	28,399	32,025
Expenditure on:							
Raising funds	6	(378)	-	**(378)**	(265)	-	(265)
Charitable activities							
Changing lives through media and communication							
Stronger Democracies	6	(2,596)	(14,105)	**(16,701)**	(2,802)	(15,536)	(18,338)
Inclusive Societies	6	(1,663)	(9,032)	**(10,695)**	(1,830)	(8,830)	(10,660)
Safer More Habitable Planet	6	(818)	(4,441)	**(5,259)**	(486)	(4,033)	(4,519)
Total expenditure on charitable activities		(5,077)	(27,578)	**(32,655)**	(5,118)	(28,399)	(33,517)
Total expenditure	6	(5,455)	(27,578)	**(33,033)**	(5,383)	(28,399)	(33,782)
Net expenditure for the year	7	(120)	-	**(120)**	(1,757)	-	(1,757)
Reconciliation of funds							
Total funds brought forward		1,516	34	**1,550**	3,273	34	3,307
Total funds carried forward	16, 17	1,396	34	**1,430**	1,516	34	1,550

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 54-68 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 £32,913,000 (2024: £32,025,000) and the net result is a deficit of £120,000 (2024: £1,757,000).

Following a strategic review in the year 2024-2025 as noted in the trustees' report, thematic areas were changed from Governance, Resilience and Health to Stronger Democracies, Inclusive Societies and Safer More Habitable Planet. 2024 comparatives for both income and expenditure have been re-classified to reflect these new thematic areas with notes 5 and 6 also being impacted. This is not a prior year adjustment and overall results are unchanged.

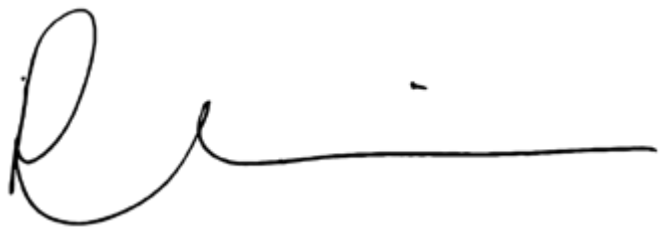
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Consolidated and BBC Media Action balance sheets

At 31 March 2025

	Note	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Fixed assets					
Investments	*10*	**-**	-	**23**	23
Total fixed assets		**-**	-	**23**	23
Current assets					
Debtors	*11*	**5,937**	5,536	**5,819**	6,587
Cash at bank and in hand	*12*	**5,692**	2,323	**5,564**	2,137
Total current assets		**11,629**	7,859	**11,383**	8,724
Liabilities					
Creditors: amounts falling due within one year	*13*	**(9,680)**	(6,009)	**(9,567)**	(6,897)
Net current assets		**1,949**	1,850	**1,816**	1,827
Total assets less current liabilities		**1,949**	1,850	**1,839**	1,850
Provisions for liabilities	*14*	**(518)**	(300)	**(408)**	(300)
Net assets		**1,431**	1,550	**1,431**	1,550
Funds					
Unrestricted funds	*16, 17*	**1,397**	1,516	**1,397**	1,516
Restricted funds	*16, 17*	**34**	34	**34**	34
Total Funds	*16, 17*	**1,431**	1,550	**1,431**	1,550

The notes on pages 54-68 form part of these financial statements.
The financial statements on pages 52-68 were approved by the Board of Trustees on 23 October 2025.



Rhodri Talfan Davies, Chair

23 October 2025

BBC Media Action is the BBC's international charity registered in England and Wales (no 1076235) and a company limited by guarantee in England and Wales (no 3521587)

Consolidated statement of cash flows

For the year ended 31 March 2025

	Note	Total 2025 £'000	Total 2024 £'000
Net cash inflow/(outflow) from operating activities	18	**3,312**	(2,028)
Returns on investments and servicing of finance			
Interest received		**57**	96
Increase/(decrease) in cash in the year		**3,369**	(1,932)
Cash at the start of the year	12	**2,323**	4,255
Cash at the end of the year	12	**5,692**	2,323

Analysis of changes in net debt

	At 1 April 2024 £'000	Cash flows £'000	At 31 March 2025 £'000
Cash and cash equivalents			
Cash	2,323	3,369	**5,692**
Total net debt	2,323	3,369	**5,692**

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 54-68 form part of these financial statements.

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NOTES

(forming part of the financial statements) for the year ended 31 March 2025

1. Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assessment of Going Concern

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2025 in comparison to the prior and earlier years.

The trustees are satisfied that continued monitoring of the financial strength of BBC Media Action is in place and that sufficient indicators have been put in place to track performance against the organisation's multi-year planning.

The BBC Media Action Group has a sufficient cash balance as set out in note 12. Forecasts indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed.

The Trustees' Report explains how BBC Media Action is structured and managed and how the major risks are managed. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements.

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

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 2025. 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 cash flows by FRS102.

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c) Limited by guarantee

BBC Media Action is a company limited by guarantee, registered in England and Wales. The sole member of the company undertakes to contribute to the assets of the company in the event of it being wound up, while it is a member or within one year after it ceases to be a member, for payment of the debts and liabilities of the company contracted before it ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required not exceeding £10. BBC Media Action had one member (the BBC) at the end of the period. Each Trustee is a subscriber to the Memorandum of Association and accordingly BBC Media Action had 11 subscribers at the end of the year.

d) Fund accounting

BBC Media Action has various funds for which separate disclosure is required as follows:

Restricted income funds

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

Unrestricted funds

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

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

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

e) Income

Income 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.

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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) Termination costs

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

j) 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.

k) 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.

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l) 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.

m) 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.

n) Tax

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

o) 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 debt;
- valuation of gifts-in-kind and
- the allocation of support costs.

p) 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.

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2. Donations

	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000
Gift-in-Kind						
BBC Global News Limited	148	1,812	**1,960**	73	1,590	1,663
Airtime/media space from various providers	-	1,974	**1,974**	-	3,925	3,925
Individuals/other	405	-	**405**	779	-	779
General Donations						
BBC Group	1,629	-	**1,629**	250	-	250
Individuals/other	653	-	**653**	-	-	-
Total	2,835	3,786	**6,621**	1,102	5,515	6,617

3. Other trading activities

	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000
Fundraising dinner and corporate partners	212	-	**212**	137	-	137
Total	212	-	**212**	137	-	137

4. Investment income

	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000
Bank interest receivable	57	-	**57**	96	-	96
Total	57	-	**57**	96	-	96

5. Income and grants from charitable activities

	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000
Grant funding for specific charitable activities						
Stronger Democracies	1,092	11,645	**12,737**	1,078	10,766	11,844
Inclusive Societies	708	7,551	**8,259**	772	7,711	8,483
Safer More Habitable Planet	431	4,596	**5,027**	441	4,407	4,848
Total	2,231	23,792	**26,023**	2,291	22,884	25,175

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6. Expenditure

	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000
Raising Funds	378	-	**378**	265	-	265
Charitable Activities	5,077	27,578	**32,655**	5,349	28,168	33,517
Total	5,455	27,578	**33,033**	5,614	28,168	33,782

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

	Direct project costs 2025 £'000	Staff costs 2025 £'000	Allocation of support costs 2025 £'000	**Total 2025 £'000**	Total 2024 £'000
Raising funds					
Donations	37	243	9	**289**	188
Other trading activities	28	54	7	**89**	77
Total cost of raising funds	65	297	16	**378**	265
Charitable activities Changing lives through media and communication					
Stronger Democracies	7,641	7,286	1,774	**16,701**	18,338
Inclusive Societies	4,893	4,666	1,136	**10,695**	10,660
Safer More Habitable Planet	2,406	2,294	559	**5,259**	4,519
Total cost of charitable activities	14,940	14,246	3,469	**32,655**	33,517
Total expenditure	15,005	14,543	3,485	**33,033**	33,782

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	**2025 £'000**	2024 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	**440**	227
General management and fundraising	Pro-rata by direct project expenditure	**2,132**	2,337
Financial management	Pro-rata by direct project expenditure	**443**	650
Information technology	Pro-rata by direct project expenditure	**330**	367
Premises and facilities	Pro-rata by direct project expenditure	**140**	478
Total		**3,485**	4,059

As noted on the statement of financial activities, the thematic areas have been re-classified in 2024/25 to reflect the charity's renewed strategic review.

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7. Net expenditure for the year

	2025 £'000	2024 £'000
This is stated after charging:		
Auditor's remuneration (including VAT)		
Group		
current year	**45**	44
Auditor's remuneration (including VAT)		
subsidiaries	**9**	8
Exchange rate loss	**209**	223
Hire of assets - operating leases	**470**	1,084

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 (2024: Nil). No trustee expenses were reimbursed during the year (2024: £1,239)

Donations made by Trustees in the year totalled £NIL (2024: £NIL). Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy.

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

9. Staff costs

	2025 £'000	2024 £'000
Costs of staff split by:		
Wages and salaries	**10,364**	11,023
National insurance	**497**	490
Pension costs	**1,316**	1,299
Other staff costs	**1,462**	1,418
Redundancies	**904**	-
Total	**14,543**	14,230

Above figures are for Group only, with charity balances standing at £14,148k (2025) and £13,699k (2024).

Employees with emoluments of £60,000 and over fell into the following bands:	2025	2024
£60,001–£70,000*	**13**	17
£70,001–£80,000**	**9**	7
£80,001–£90,000	**1**	2
£90,001–£100,000*	**5**	5
£100,001–£110,000**	**3**	-
£110,001-£120,000	**-**	1
£120,001-£130,000*	**1**	-
£140,001-£150,000	**1**	-
£170,001-£180,000*	**1**	-
£210,001-£220,000**	**2**	-

* Includes 1 member of staff made redundant during the year
** Includes 2 member of staff made redundant during the year

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9. Staff costs (continued)

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 8 (2024: 5). 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 £177,810 (2024: £189,033) and including People and Culture Lead's salary which is covered by a monthly re-charge to BBC HR, is £778,239 (2024: £559,696). During 2024 our senior management team was expanded to include our regional directors and we invested in a new director of fundraising. As of March 2025 our senior management team comprised 8 people (2024: 5).

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

	2025	2024
As of 31 March 2025 we had, in full-time equivalents:		
Africa	**192**	203
Asia	**177**	203
Rest of World	**100**	100
Total	**469**	506

The costs charged in year include redundancy payments of £904k (2024: NIL) of which £324k (2023: NIL) was due to be paid out at 31 March 2025.

10. Fixed asset investment

	Charity 2025 £'000	Charity 2024 £'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 costs charged in the year include redundancy payments of £904k (2024: NIL) of which £324k (2024: NIL) was due to be paid out at 31 March 2025.

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10. Fixed asset investment (continued)

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 –
Cowrks Ground and First Floor, Worldmark 1, Aerocity, New Delhi - 110037, India

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

	2025 £'000	2024 £'000
Total income	**834**	970
Total expenditure	**(834)**	(970)
Net income	**-**	-

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

	2025 £'000	2024 £'000
Fixed and current assets	**678**	714
Liabilities	**(657)**	(693)
Net amount	**21**	21

BBC Media Action Nepal Private Limited –
Lalitpur District, Lalitpur Metropolitan City, Ward No 3, Sanepa, Nepal

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

	2025 £'000	2024 £'000
Total income	**-**	-
Total expenditure	**-**	-
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:

	2025 £'000	2024 £'000
Fixed and current assets	**1**	1
Liabilities	**-**	-
Net amount	**1**	1

British Broadcasting Corporation Media Action Ltd/Gte –
Plot 800, Off Ebitu Ukiwe Street, Jabi, Abuja, Federal Capital Territory, Nigeria

This entity was dormant during the year.

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11. Debtors

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Trade debtors	**140**	293	**140**	288
Amounts due from subsidiary and related undertakings	**261**	-	**700**	638
Other debtors	**584**	527	**35**	27
Prepayments	**929**	284	**921**	261
Accrued income (see Note 15)	**4,023**	4,432	**4,023**	5,373
Total	**5,937**	5,536	**5,819**	6,587

All debtors fall due within one year.

12. Cash at bank and in hand

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Cash held at bank in UK	**3,792**	881	**3,755**	822
Cash held at bank and in hand overseas	**1,900**	1,442	**1,809**	1,315
Total	**5,692**	2,323	**5,564**	2,137

13. Creditors: amounts falling due within one year

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Trade creditors	**199**	81	**168**	81
Amounts due to related undertakings (see Note 21)	**-**	147	**-**	146
Other creditors	**963**	647	**890**	2,058
Accruals	**1,144**	1,357	**1,135**	1,306
Deferred income (see Note 15)	**7,374**	3,777	**7,374**	3,306
Total	**9,680**	6,009	**9,567**	6,897

14. Provisions for liabilities

Group	Employment Costs £'000	Project Costs £'000	**Total £'000**
At 1 April 2024	-	300	**300**
New provisions in 2024/25	324	194	**518**
Provisions utilised in 2024/25	-	(300)	**(300)**
At 31 March 2025	324	194	**518**

Above figures are for Group only, with charity balances standing at £110k(2025) and nil(2024).

It is expected that the majority of these obligations will be paid during the year ending 31 March 2025.

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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 2025 the Group had 110 (2024: 107) active projects.

	Total Deferred Income 2024	Total Accrued Income 2024	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2025	Total Accrued Income 2025
AICS : SS: AMREF - Mental Health Integrated Dev	-	24	-	132	-	156
BMB MOTT MACDONALD : South Sudan: GESS II - MOTT	-	121	(580)	425	(34)	-
COUNTERPART : Afghanistan: ASP USAID - Counterpart	-	151	(752)	817	-	216
COUNTERPART : Afghanistan: Counterpart - TV Support	-	-	(153)	283	-	130
CSSF : EECA: ENCD - FCDO	-	479	(3,449)	3,262	-	292
DIAKONIA : Zambia: Democratic Governance	-	203	(357)	299	-	145
DUTCH EMBASSY : ALG: Public Interest Mobile Journalism	(94)	-	(158)	198	(54)	-
EQUAL ACCES INTERNAT : Somalia: EAI Behaviour change	-	19	(199)	137	(43)	-
EUROPEAN COMMISSION : Ethiopia: Increasing Conflict Sensitivity	(29)	-	-	237	-	208
EUROPEAN COMMISSION : FFPA	-	-	(3,365)	365	(3,000)	-
EUROPEAN COMMISSION : Kenya: Down2Earth WP4	-	28	-	117	-	145
EUROPEAN COMMISSION : Zambia: EU Citizens Voice	(77)	-	(182)	294	-	35
EUROPEAN UNION : EU Media Somalia	-	4	(184)	240	-	60
FCDO : Indonesia: The Integrity Initiativ-Phs 1	-	145	(281)	143	-	7
FCDO : MOL: Supporting Teleradio Moldova's (TRM)	(1)	-	(689)	619	(71)	-
FCDO : PIMHIE	-	-	(484)	457	(27)	-
FCDO : Regional Pacific Media Development	-	7	(733)	735	-	9
FCDO : SO: Building Women's Resilience	(50)	-	(531)	589	-	8
FCDO : Solomon Islands: Media Strengthening Ph2	(140)	-	-	140	-	-
GAC : Tanzania: Niambie 2: GAC	(92)	-	(656)	646	(102)	-
GATES FOUNDATION : Family Planning Grant	-	-	(638)	253	(385)	-
GIZ : Local Governance and promotion of peace	(82)	-	(76)	269	-	111
H & M FOUNDATION : India: PRIDE Phase - 2	(563)	-	(642)	580	(625)	-
HUMANITY AND INCLUSI : EECA HI Demining	(38)	-	(251)	370	-	81
IFES : Lib: Elections and Leg Strength IFES	-	105	(274)	168	(1)	-
INT MEDIA SUPPORT : Somalia: IMS Media Resilience	-	-	(230)	244	-	14
IRISH AID : NATIONAL CONVERSATION 5 - PHASE 2	(177)	-	40	137	-	-
IRISH AID : TANZANIA-IRISH AID NC 5- YEAR 3	-	-	(455)	287	(168)	-
NORAD : BRIDGES Project	-	-	(1,806)	1,430	(376)	-

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15. Accrued and deferred income (continued)

	Total Deferred Income 2024	Total Accrued Income 2024	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2025	Total Accrued Income 2025
NORAD : Indonesia: For the People - NORAD	(78)	-	(330)	245	(163)	-
NORWEGIAN MINISTRY : Life in Lulu Series IX & X	(393)	-	(811)	1,415	-	211
NRC : NG: Emergencey to Reliance	-	56	(185)	137	-	8
SDC : Tanzania: Niambie 2 - SDC	-	87	(1,026)	726	(213)	-
SDC : Tanzania: Niambie 2 Rural Radio SDC	(166)	-	11	443	-	288
SIDA & SDC : Cambodia: Klahan9 SPACE - Sida & SDC	(298)	-	(651)	950	-	1
SIDA : Zambia: Kudziwa SIDA	(361)	-	(365)	752	-	26
SIDA : Zambia: SIDA Funsani Inception	-	-	(350)	282	(68)	-
SIGHTSAVERS : Nigeria: Sightsavers DID Scale-Up	-	76	(188)	193	-	81
THE ASIA FOUNDATION : Nep: Understanding Mis- and Disinformation	-	-	(165)	161	(4)	-
UNDP : Promotion of Human Security in Ukraine	-	121	(390)	270	-	1
UNDP : Ukraine: UNDP Eore Ukraine	-	-	(389)	306	(83)	-
UNDRR : RiCA	(462)	75	33	354	-	-
UNICEF : Gaza Lifeline Project- UNRWA	-	11	(172)	161	-	-
UNICEF : Indonesia: UNICEF OKY BID	-	-	(110)	130	-	20
UNICEF : KE: Unicef ESARO Digital Engagement	(23)	-	(117)	138	(2)	-
UNOPS : Ethiopia: Explosive Ordnance Risk Educati	-	-	(178)	209	-	31
UNOPS : Myanmar: Ma Shet Ne - UNOPS	-	60	(167)	130	-	23
US STATE DEPARTMENT : NG: US State TIP anti-trafficking Edo St	-	80	(302)	276	-	54
USAID : Bangladesh: USAID - YouthRISE Activity	-	18	(817)	888	-	89
USAID : BHA Global APS	-	197	(318)	121	-	-
USAID : Lib: MIRSAL	-	-	(300)	452	-	152
USAID : Myanmar BIG - Believing in Girls	-	401	(634)	349	-	116
USAID : South Sudan: Sout Bitanina - Our Voices	(32)	-	(157)	190	-	1
WFP : Ethiopia: Community Engagement and Socia	-	-	-	131	-	131
WORLD VISION : Afghanistan: WVI - Dawam Project	-	174	(1,251)	1,067	(10)	-
WWF UK : Kenya: WWF REDAA	-	-	(40)	109	-	69
EUROPEAN UNION : EU Culture -Somalia Building a Peaceful	(135)	-	-	107	(28)	-
WPF : Tanzania: Niambie 2: WFP	(100)	-	(1)	101	-	-
USAID : Kenya USAID Global Labour Program	-	99	(198)	99	(1)	-
Other projects	(386)	1,691	(3,375)	1,261	(1,916)	1,104
Total	**(3,777)**	**4,432**	**(30,028)**	**26,026**	**(7,374)**	**4,023**

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16. Funds analysis

	Balance at 1-Apr-24 £'000	Income £'000	Expenditure £'000	Balance at 31-Mar-25 £'000
General Funds	1,516	4,746	(4,865)	**1,397**
Total Unrestricted funds	1,516	4,746	(4,865)	**1,397**
Total Restricted Funds	34	28,168	(28,168)	**34**
Total Funds	1,550	32,914	(33,033)	**1,431**

	Balance at 1-Apr-23 £'000	Income £'000	Expenditure £'000	Balance at 31-Mar-24 £'000
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	(369)	**-**
Total Designated funds	369	-	(369)	**-**
General Funds	2,904	3,626	(5,014)	**1,516**
Total Unrestricted funds	3,273	3,626	(5,014)	**1,516**
Total Restricted Funds	34	28,399	(28,399)	**34**
Total	3,307	32,025	(33,782)	**1,550**

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.

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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 general funds	1,915	(518)	**1,397**
Total Funds at 31 March 2025	1,949	(518)	**1,431**

	Net current assets £'000	Provision for liabilities £'000	Total funds £'000
Restricted funds	34	-	**34**
Unrestricted general funds	1,816	(300)	**1,516**
Total Funds at 31 March 2024	1,850	(300)	**1,550**

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

	2025 £'000	2024 £'000
Net expenditure for the year	**(120)**	(1,757)
Investment income	**(57)**	(96)
(Increase) in debtors	**(401)**	(109)
Increase / (Decrease) in creditors	**3,671**	(112)
Increase in provisions	**219**	46
Cash inflow / (outflow) from operating activities	**3,312**	(2,028)

19. Commitments and contingent liabilities

Operating Leases

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

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Land and buildings				
Operating leases which expire:				
Within one year	**396**	451	**378**	412
In the second to fifth years inclusive	**61**	109	**61**	109
After the fifth year	**1**	-	**1**	-
Total	**458**	560	**440**	521

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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 2024 reported a surplus (liabilities, calculated on the technical provisions basis, minus value of assets) of £296m. The value of the Scheme's assets and liabilities at that date were £13,775m and £13,479m respectively (both excluding AVCs). The method used to calculate the technical provisions is the projected unit method.

Since the actuarial valuation of Scheme as at 1 April 2024 showed that the Scheme was in surplus, the Recovery Plan dated 4 June 2024 ceased to apply.

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

Contribution rates	Projections (%)		
	2025	2024	2023
Employer	**18.3**	30.0	42.3
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:

	2025 £'000	2024 £'000
Related parties		
Services procured from related parties	**154**	181
Amounts owed from related parties	**60**	-
Amounts owed to related parties (Note 13)	**-**	727

During the year, BBC Media Action procured HR, IT and other support services of £154,479 (2024: £180,896) from the BBC.

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

At 31 March 2025, an amount of £60,581 (2024: £nil) was owed from the BBC Group (including BBC and BBC World Service). This amount is non-interest bearing and payable on demand. An amount of £nil (2024: £727,857) was owed to the BBC Group (including BBC and BBC World Service).

There were no other related party transactions to 31 March 2025 (2024: none).

22. Post balance sheet events

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

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ADDITIONAL INFORMATION

Image credits

Front cover photomontage (as appears from top left)

1. Sophie Ralulu, a journalist from Fiji, applies a lot of her learning gained from our training in her daily role. */ Image courtesy of Fiji Times*
2. Angelina Karianina, Head of News, Suspilne, Ukraine. */ Image courtesy of Suspilne*
3. Sopna Debnath, a journalist with a vision, the first female journalist at Gramer Kagoj (Village Paper), Bangladesh. */ BBC Media Action Bangladesh*
4. After attending our Moto ('Fire' in Nyanja) Initiative in Zambia, journalist Womba Kasela has a better eye for a good story and if it's of public interest. */ Image courtesy of BBC Media Action Zambia*
5. Jeremiah interviews a fish farmer in Homa Bay about adapting to the changing weather. */ Diana Njeru, BBC Media Action Kenya*
6. Miriam from Tanzania helped us to create a special season of *Niambie!* (Tell Me!) for Inclusive Futures, a disability-inclusive development initiative working to ensure all children and adults with a disability have the same opportunities as everyone else to access education, health and work opportunities. */ BBC Media Action Tanzania*
7. Photo from IDP camp about our impact in Hygiene Behaviour Change Coalition. */ Ahmed Fais, BBC Media Action Somalia*
8. BBC Media Action is sharing digital expertise with Unicef's Oky app partners in the Indo-Pacific region with a specific focus on the Philippines, Indonesia and Papua New Guinea. */ Image courtesy of Unicef*
9. Yehor Sydorovych, a journalist with Suspilne, Ukraine. */ Image courtesy of Suspilne*

Back cover

Life goes on: farmers resume rice plantation and bringing life back to normal after 2015 earthquake in Nepal. */ BBC Media Action Nepal*

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BBC MEDIA ACTION

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Company number: 3521587

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BBC MEDIA ACTION

England & Wales - Charity number 1076235

Accounts



BBC MEDIA ACTION

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

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.

BBC MEDIA ACTION

The trustees, who are the directors for the purposes of company law, present their Annual Report and Accounts, including the Strategic Report, together with the financial statements of BBC Media Action for the year ended 31 March 2024.

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

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A NOTE FROM OUR CHIEF EXECUTIVE OFFICER



Simon Bishop,
Chief Executive Officer

I'm delighted to be writing my first foreword to the BBC Media Action Annual Report.

Since stepping into the CEO role in July 2023, I have been blown away by BBC Media Action's incredible impact – whether delivering a radio drama in South Sudan that tackles gender-based violence in six different languages, or working through heavy restrictions in some of the world's most difficult media environments. We really are a jewel in the BBC's crown.

Our work has never been more needed. We live in a global crisis of trust. Some 72% of the world's population – that is 5.7 billion people – now live in autocracies. False and misleading information, much of it deliberate, threatens human health, democracy and development. People are so swamped with information that they often no longer know who or what they can trust. At the same time, increasing political, technological and economic pressures are squeezing out independent media.

That is where we come in. Working with the editorial standards and public service principles of the BBC, we ensure that people have access to information they can trust, so they can make sense of the world, make informed decisions and hold leaders to account.

This year, we completed a **pioneering media development project** across **Sierra Leone, Bangladesh and Ethiopia**, demonstrating what works in supporting public interest media. We expanded our footprint into **Solomon Islands**, with more work in the Pacific to come. I'm incredibly proud that we are supporting women-led radio stations in **Afghanistan** to stay on air, and that **Ukrainian** journalists on the frontlines of conflict are safer and better able to serve their audiences because of our work with them.

Most of all, I'm proud of our people. Amid multiple crises and conflicts, 2023–24 was a trying year in international development, and BBC Media Action has keenly felt these pressures. Yet, through it all, our people continued to deliver support for public service media that truly saves and changes lives.

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In the last half of this financial year, we set **three organisational priorities: championing people and culture, setting a bold new organisational strategy, and restoring our finances to good health**. We have made difficult decisions to continue to serve our audiences and ensure our sustainability as an organisation.

This shift to our business model, combined with a bold new strategy unveiled in May 2024, sets us on course to ensure that trustworthy public service media reaches those who need it most. It brings us closer to the heart of the BBC. Most importantly, it allows us to deliver greater impact to address division, disinformation and distrust around the world, and to ensure that people can realise their right to trustworthy information.

My gratitude and admiration go to all the incredible people around the world who have delivered the amazing impact detailed in these pages.



Si with our Bangladesh team stationed in Cox's Bazar

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A NOTE FROM OUR CHAIR AND VICE CHAIR



Francesca Unsworth, Chair



Awo Ablo, Vice Chair

We pen this foreword at a time of extraordinary change for BBC Media Action.

Externally, change has come amid increasing – and increasingly brutal – conflict and disaster, stretching overseas aid budgets more than ever before. More than half of the world's population were scheduled to go to the polls in 2024, and false and misleading information, enabled by the rise of AI, plays a growing and terrifying role in fuelling division, polarisation and distrust.

And internally, there has been change too. In 2023-24 BBC Media Action welcomed a new Chief Executive Officer in Si Bishop and bid a grateful farewell to Caroline Nursey OBE, who led us for 14 years. We wrestled with the impacts of dwindling aid budgets, technological advancements, and a young global population that is coming online and consuming media in vastly different ways. Yet, we continued to serve the poorest and hardest-to-reach communities with media and communication on issues that matter most to them – ranging from better health for their families to adapting livelihoods amid the climate crisis.

This year feels a lifetime away from 2018, when BBC Media Action last set an organisational strategy. We have used an inclusive process to develop a bold new strategy that takes an honest look at these challenges and our organisation's role – both within the BBC and in international development.

This new strategy clearly outlines how we can deliver our objectives over the next three years, based on the BBC's values. As the international development sector examines how to transfer power back to the communities we work in and for, it is right that localisation is also an essential part of this strategy to ensure access to trustworthy information for all.

BBC Media Action truly brings the best of the BBC – its creativity, diversity, innovation and absolute commitment to truth with no agenda – to all of its work. Thank you to all our staff, board, donors, partners and supporters for your contributions. We are grateful for and look forward to your continued support.

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OUR VISION, MISSION AND VALUES

BBC Media Action is the BBC's international charity, registered in the UK and working in international development.

We bring the best of the BBC to our work around the world – supporting trustworthy public service media essential to democracy and development, and ensuring audiences have trusted information and stories that inform, connect and inspire change for the better. Amid a global crisis of trust, our work has never been more important.

We benefit from strong partnerships with the BBC. But we rely on our donors to fund our work.



Soksan Family (Happy Family) TV drama crews in Cambodia – part of BBC Media Action's Klahan9 SPACE project – support young people to get involved in public life

Our vision

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

Our mission

With our partners we reach millions of people 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

In May 2024 the trustees approved a new BBC Media Action organisational strategy for the three years to 2027. When reviewing the charity's aims and objectives and in planning future activities, the trustees confirm that they have given due regard 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, advancing health, preventing or relieving poverty, and overseas aid.

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WHERE WE WORK



We opened a new project in summer 2024 covering Fiji, Papua New Guinea, Samoa, Tonga, Vanuatu.

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25 YEARS OF MEASURING IMPACT

(1999-2024)



Worked in **60** countries

total income raised and used to deliver impact **£651 MILLION** over 25 years

average annual reach (since 2013):

100 – 200 MILLION

(including contributing 16-23m people per week to the BBC's global audience)

> "Its ability to carve out a space for challenging programming stands in some contrast to the general decline in media freedom worldwide."
>
> | DFID (now FCDO)

In 2023-2024, BBC Media Action reached more than 100 million people around the world, working in 24 countries

In 2023-2024, BBC Media Action co-produced content in more than 50 languages

BBC Media Action is uniquely placed to deliver measurable impact through our work, which is rooted in audience metrics and advanced impact metric tools. We measure the impact of our programmes on people, communities and media ecosystems and prioritise understanding of **what brings about change**, **how** and **why**.

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HIGHLIGHTS FROM OUR YEAR

We reached 100 million people around the world, working **in more than 50 languages and 24 countries – and increasing into nearly 30 in the next financial year!**

Photo by BBC Media Action Ethiopia





We were thrilled to win an **Averted Disaster Award special recognition**, for our lifesaving work with local radio stations on climate change in Kenya. We connect climate scientists and journalists so that media outlets can produce clear, accurate and trustworthy information that listeners can easily understand and apply.

Photo by BBC Media Action Kenya

We continued to support local media partners on the frontlines of the war in **Ukraine**, helping local broadcasters **to report more safely and effectively on the conflict, and deliver vital trustworthy information** to audiences.

Photo courtesy of Suspilne



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We began production on **Gaza Lifeline programming** for children and their carers, amid war and a serious humanitarian crisis. The three-month series includes critical information about physical and psychological health and child protection for carers, and songs and stories as respite for the children.

Graphic for Zaza and Zuzu courtesy of BBC Media Action North Africa

We worked with Ukraine's national broadcaster Suspilne to produce **Visible, a landmark series of films dispelling LGBTQI+ stigma in Ukraine** and showcasing the wartime contributions of these communities.

Photo courtesy of Suspilne





In **Afghanistan** our team continued to work tirelessly to support local radio broadcasters – including several **women-led, women-focused radio stations** – to deliver critical health and humanitarian information to communities amid severe restrictions.

Photo by BBC Media Action Afghanistan

In **Nepal**, we worked with influencers and high-profile individuals on a 16 Days of Action series **focused on gender-based violence** and online harassment, reaching 2.6 million people.

Photo by BBC Media Action Nepal



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Following **devastating flooding in Libya, we launched Lifeline programming** on our digital current affairs platform *El Kul* (For Everyone), helping audiences understand how to access safe water and shelter, sharing up-to-date information on the flood response, and dispelling rumours and misinformation. Our team received a BBC News Award nomination for their efforts.

Photo by BBC Media Action

We contributed to voices for climate action at **COP28** with a high-level event moderated by BBC Climate Editor Justin Rowlatt and launched a powerful series with the **Global Center on Adaptation**, showcasing stories of local adaptation produced by local journalists and content-creators following training by our Bangladesh team.

Photo by BBC Media Action





We joined the **Concordia Summit**, alongside the UN General Assembly, speaking to the pressing need **to combat mis- and disinformation as a major threat to democracy and development**.

Photo courtesy of Concordia Summit

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EASTERN EUROPE AND THE CAUCASUS

"Due to the challenging situation regarding freedom of speech and access to information in Donbas, we make a lot of effort to provide… people with quality informational alternatives and strengthen their resilience to propaganda.

Our team is proud of the fact that, despite sometimes very challenging working conditions and overall instability, we continue to work for our audience and adhere to the principles of conflict-sensitive journalism and professional standards.

When working on the issues of mine safety, it is essential for us not only to demonstrate the scale of the problem but also to underline the correct way for people to behave with explosive objects."

Yuliia Didenko, Editor-in-Chief, News of Donbas Video. We support News of Donbas, which serves communities in occupied areas and near the conflict frontlines in Ukraine.

Photo courtesy of Yuliia Didenko



BBC Media Action has worked in Eastern Europe for more than a decade, supporting and strengthening local public service media. We strive to ensure that audiences have access to trustworthy information at a time when disinformation is widespread and driven by fast-advancing technology and AI.

This year we began work on a new Eastern Neighbourhood Combatting Disinformation project funded by the UK Foreign, Commonwealth and Development Office (FCDO). This project supports local media partners in Ukraine, Moldova, Armenia and Georgia to produce trustworthy public interest content to help counter mis- and disinformation in the region. In Moldova this includes extensive work with the national broadcaster Tele-Radio Moldova, including an internship programme.

We supported the Ukraine public broadcaster Suspilne to produce Visible, a film project also supported by the National Democratic Institute with funding from the Swedish International Development Cooperation Agency (Sida). Visible examines the positive roles of LGBTQI+ (lesbian, gay, bisexual, transgender, questioning or queer and intersex) and gender diverse communities in wartime, including frontline roles. In telling their stories in relatable ways, this project tackles deeply held stigmas and stereotypes.

Our Humanitarian Communication Support project covers Ukraine, through which we support Suspilne's regional operations in Dnipropetrovsk and Zaporizhia oblasts in Eastern Ukraine. This support includes mentoring, training in producing Lifeline content and surviving in hostile environments, providing personal protective equipment and security consultations, and strengthened connections with humanitarian agencies.

This initiative helps to ensure that audiences near the frontline can access vital, potentially lifesaving, trusted information. In addition, our work funded by the United Nations Development Programme (UNDP) increases public awareness of unexploded ordnance in Ukraine, the most heavily mined country in the world.

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| Photo by BBC Media Action

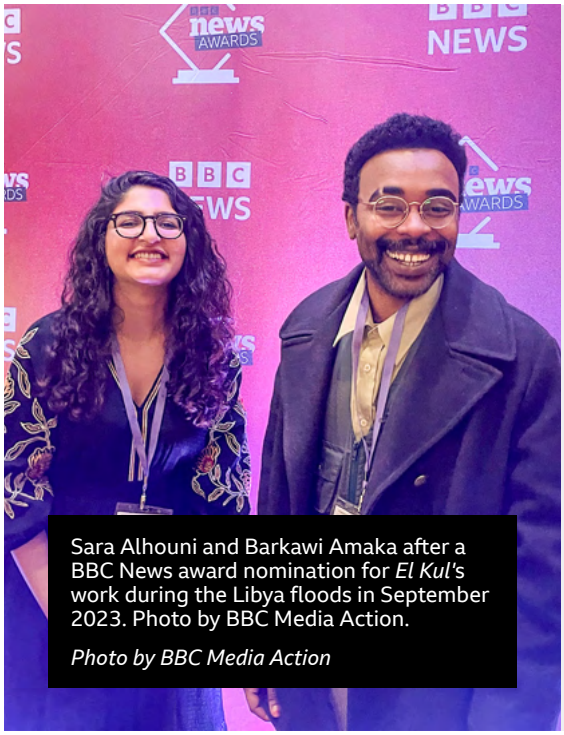
AFRICA

Our work in Africa spans the continent. We support media organisations ranging from national broadcasters to tiny community radio stations. In some remote locations – beyond the reach of radio and TV broadcasting and where mobile phones remain scarce – we provide radio access through solar-powered and wind-up radios preloaded with content that is shared with listening groups. We work with the power of media and communication to strengthen development and democracy, from highlighting the rights of women and girls, to improving reproductive rights and health for people living with disabilities, and ensuring that young people are heard by local decision-makers.

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NORTH AFRICA

Tunisia, Algeria, Libya



Sara Alhouni and Barkawi Amaka after a BBC News award nomination for *El Kul*'s work during the Libya floods in September 2023. Photo by BBC Media Action.

Photo by BBC Media Action

> *El Kul* was founded in 2015 as a training project for local journalists… We now have six staff based in Tunis, most of whom are Libyan, four freelance content producers, and… 15 reporters across Libya. The flood affected all Libyans. Even if you don't have someone in the region, we are all connected."
>
> Barkawi Amaka, *El Kul* assistant editor

> We put a spotlight on inspiring stories of individuals, including women, who volunteered their time to help in affected regions, to help inspire others and to show the solidarity of Libyan people."
>
> Sara Alhouni, *El Kul* outreach officer

Our work in North Africa covers Algeria, Libya and Tunisia, with a base in Tunis.

Our major project for Libyan audiences is *El Kul* (For Everyone), a digital news and current affairs platform run by a small production team in Tunis and a network of freelancers across Libya. In addition to responding to the devastating flooding in Derna in September 2023, the team delivers content spanning a wide range of topics – sharing colourful insights into Libyan life and trends, while tackling gender inequality, stigma against migrants and other contemporary issues.

Following the flooding, *El Kul* countered fast-spreading online misinformation with trustworthy information about what was happening, where and how to seek help, how host communities could welcome refugees, and coverage of reconstruction and recovery efforts. In the three months after the crisis, *El Kul*'s 90 posts achieved a unique reach of 7.5 million, including approximately 60,000 per month in Derna, and 1.9 million likes, comments and shares. In April 2024, *El Kul* was nominated for a BBC News Award for their efforts.

We also delivered groundbreaking work to help build resilience to mis- and disinformation in Libya through a UNDP-funded project. Our evidence base of what works and what does not in using creative mass media to tackle information disorder will be tested in a peer-reviewed scientific approach.

Our North Africa team is also leading our plans to bring psychosocial support to children and their caregivers in Gaza. Through short programmes containing songs, stories and expert psychological advice that will air in shelters from June 2024, this initiative will aim to help children be children in the middle of a devastating war and its aftermath.

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SOUTHERN AFRICA

Zambia

"One of my stories on the *Moto* Project led to groundbreaking results: council retirees who were owed money … were paid their contributions, despite the local authority [earlier] not making the contributions which had been deducted from employees' salaries.

A free press is like democracy, or freedom for journalists to report freely, considering that they are the eyes and ears of the public. Journalists must be able to report upon matters of public interest. A free and independent press helps connect the governed with the people in power so that they can access information they need to make informed decisions, and hold government to account."

Angela Mtambo, BBC Media Action *Moto* (Fire) trainee and broadcaster with Radio Luswepo, awarded a Media Institute for Southern Africa Zambia award for her investigative work

Photo by BBC Media Action Zambia



We have worked with 30 media partners in Zambia, reaching over 5 million people across TV, radio and online in seven languages. An impressive nine mentees under our *Moto* training project went on to win awards for their reports, covering diverse topics including corruption, health, disability rights and the mining industry.

Our governance programmes reached one-third of adults in our eight focal provinces. Our *Tikambe!* (Let's Talk!) programme on radio, TV and Facebook, focused on sexual and reproductive health and rights, reached three in 10 young people aged 14–24 across four focal provinces.

Our Radio Waves project supported 15 media outlets, including the Zambia National Broadcasting Corporation, to produce stronger public interest content and live audience debates. Through our Citizens' Voice project we also worked with the National Parliament radio and TV stations to enhance transparency and public engagement through their programming.

During the year we wrapped up our sexual- and gender-based violence project, *Natwampane* (Coming Together). Working with 16 FM stations in remote Luapula and Northern provinces, we reached 84% of 15–49 year-olds (over 1 million people). Some 65% of women and 59% of men listening demonstrated positive attitudes towards women's rights and gender equality, compared to less than one-third of non-listeners.

We partnered with BBC Monitoring to conduct a study on mis- and disinformation originators and trends in Zambia, and trained and supported a network of 30 fact-checkers across the country to produce fact-checked content.

We also supported the Media Institute of Southern Africa to work on policy reform to improve media freedoms in Zambia, supporting more than 110 media houses to establish a media self-regulation council. We also produced media guidelines for reporting on gender-based violence, working with the Ministry of Gender, non-governmental organisations (NGOs) and media practitioners, and trained journalists across all 10 provinces.

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EAST AFRICA

Ethiopia



> "In our country's context, the trust and comfort that we had on social media are no longer there. I think they have changed totally."

Rehobot Ayalew, an Ethiopian fact-checker featured in *LeArada* (Cool), our podcast about staying safe online

Photo by BBC Media Action Ethiopia

In Ethiopia, we worked with more than 10 local media partners in three languages – Afaan Oromo, Amharic and Wolayta. We reached over 10 million people with our health and hygiene content alone.

Ethiopia is one of three countries in our flagship Protecting Independent Media for Effective Development (PRIMED) project, which ended in March 2024. We worked with three local media outlets in Ethiopia to improve their production and editorial processes and standards, supporting their expansion into digital and their financial sustainability.

We tackled health, hygiene and vaccine hesitancy through the Hygiene and Behaviour Change Coalition project, with radio, TV and social media content funded by Unilever and the FCDO. Our Engaging Young People Through Media project, funded by the David and Lucile Packard Foundation, covered issues ranging from young people's access to sexual and reproductive health services to improving their employment prospects.

We also produced the *LeArada* (Cool) podcast as part of a project on conflict-sensitive and inclusive media coverage, focused on digital media literacy for young people and capacity strengthening for three community radio stations. *LeArada* is available on 11 platforms, including Apple and Spotify; its 20 weekly episodes were released with accompanying social media content.

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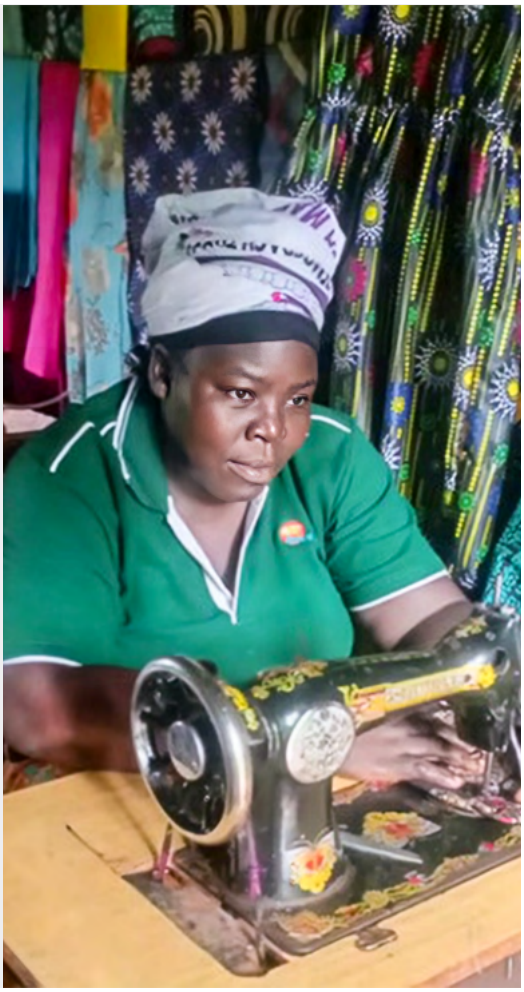
Kenya

"I enjoy listening to West FM and particularly the TVET [technical and vocational education and training] programme because they talk about the importance of acquiring skills. I heard them say that there is no age limit to education…. Listening to the programme motivated me to want to go back to school.

It was a bit challenging to go back to school because I still had family responsibilities and I also had to pay transport from my house to school. I also had to deal with perceptions from some of my community members who felt that it was a waste of time for a parent to go back to school… Nevertheless, I pressed on and completed my course in tailoring and design. My business is expanding, and I have also started an apprenticeship programme to train others... I am grateful to West FM for educating me on TVET and request them to continue sharing this information with listeners so that more people can benefit."

Antonina Khakuya, West FM listener in Bungoma

Photo by BBC Media Action Kenya



In Kenya we mentored more than 16 broadcast partners, supporting them to tackle issues including climate change and preparedness for extreme weather, the value of technical and vocational education, and employment rights – particularly for people with disabilities and women.

We were thrilled to win an Averted Disaster Award special recognition for our lifesaving work with local radio stations on climate change. We connect climate scientists and journalists so that media outlets can produce clear, accurate and trustworthy information that listeners can easily understand and apply.

We also expanded our work on climate impacts through a project with WWF, funded by FCDO, mentoring radio stations to make content about conservation and sustainable livelihoods in the Amboseli ecosystem.

Our new project with Sightsavers, also funded by FCDO, tackled disability rights. Our research showed that stigma, discrimination, inaccessible facilities, communication difficulties and inadequate knowledge of their rights hinder people living with disabilities from finding meaningful employment, while women are held back by gender norms. In response, we worked with radio stations to create content to challenge these barriers and share success stories from employers and employees.

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Somalia



> “The programme taught me how to become confident. I learned many new things, including how to adapt using weather forecast information during heavy rains, to avoid water pooling that may affect electricity wires. Also, I learned health knowledge and I advised my friends and neighbours about health issues.”
>
> Female *Badqab* (Safety) listener in Mogadishu, aged 20–45
>
> *File photo by BBC Media Action Somalia*

People in Somalia are struggling to cope with droughts and flooding that disrupt livelihoods and food supply chains and are contributing to displacement and conflict over resources. Rising temperatures, extreme heat and water scarcity also contribute to illness and the loss of livestock.

We partnered with 11 radio stations across the country, working in two dialects – May and Maxa Tidhi. We provided Lifeline training and workshops, supporting local broadcasters to make longer-form content, and produced public service announcements broadcast on BBC Somali Service. Our research found that listeners were more aware of why flooding was happening and what they could do to safeguard their food supply, ensure they had access to clean water and sanitation, and adapt their livelihoods.

In Baidoa, we’ve connected journalists with humanitarian aid agencies, helping them to work together more effectively to ensure that crisis-affected people have the trustworthy information they need to make appropriate decisions. We supported women to play a more significant role in decision-making, including adapting to the impacts of climate change and protecting biodiversity.

We continue to work with media associations and local partner radio stations from across the country, to support young Somalis to build peace through their programming. We are also working to tackle mis- and disinformation in Somalia, researching why people share it, and mentoring radio stations and producing social media content to improve people’s resilience to false and misleading information.

Along with Barbados and Cambodia, Somalia is one of three countries where we work with UN Disaster Risk Reduction, with funding from the United States Agency for International Development (USAID) Bureau for Humanitarian Assistance, to improve communication with people at risk of natural hazards. Together, we are improving early warning systems and ensuring crisis-affected people can take early action to protect themselves and their families.

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South Sudan

"After listening to the radio episode on disability inclusion, I was inspired to go to school… My grandmother was hesitant due to my physical impairment and the challenges to reach school. She later accepted and I was enrolled in… Primary 1."

13-year-old student in South Sudan and a listener of 'Our School', our radio programme that aims to keep children - especially girls and those with disabilities - in school

Photo by BBC Media Action South Sudan



In South Sudan, we reached 4.6 million people during the year, working with 26 broadcast partners across the country and delivering content and training in nine languages to support broadcasters and their audiences as they cope with extreme weather linked to climate change, increased numbers of refugees from conflict in neighbouring Sudan, ongoing challenges around health, gender-based violence and the aftermath of a long civil war, and a planned election.

We were delighted to prepare for the return of *Life in Lulu* this year! Our beloved radio drama series, which has been running since 2012, went into production at the end of this financial year. The programme, which reaches 1.4 million people, focuses on engaging young people in civic life, while also addressing other issues including governance and gender-based violence. Research into *Life in Lulu*'s previous season found that a majority of listeners took action to resolve conflicts peacefully.

Through our factual radio magazine programme, we aim to increase young people's civic engagement – particularly among young women. And our programme *Sout Bitanina* (Our Voices) aims to prevent gender-based violence, partly by engaging leaders from all walks of life – including the government, military, religious and traditional leaders, women leaders and civil society representatives.

We launched a Facebook page to support this work – establishing more inclusive spaces and platforms for young people to share their hopes for better governance, and an end to gender-based violence.

To address other challenges in South Sudan, our factual radio show, Let's Talk About Us, facilitates conversations between service providers for mental, neurological and substance disorders and community members. And we continued to support the Girls Education South Sudan consortium by producing Our School, a radio programme to encourage parents and caregivers to keep their children in school. This project will close in 2024 and we look forward to sharing our learning and impact.

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Tanzania

> “Nowadays there are a lot of single mothers and yet they are young, they don’t get support from their partners, and they don’t know what to do, so I realise this is a big challenge.
>
> In the programme about gender desks (at police stations), they explain very clearly that a mother should not raise the child alone (without support) if the father of the child is alive and he is stable financially. They also explain other kinds of violence such as physical abuse that someone can report at the gender desk.
>
> [Learning about] the gender desk is the information that I have heard from the programme and use to help my community. I used to believe [that the] gender desk at a police station is not a safe place to report a case and maybe you need money to be sorted.”

Gladys Kimario, a teacher in Dodoma, on what she learned from following *Niambie!* (Tell Me) on Instagram

Photo by BBC Media Action Tanzania



In Tanzania we worked with 20 broadcast partners and 15 rebroadcasting partners, and reached 3 million people with our Broadcasting for Change project.

Our work with local radio shows focused on including young people and women in civic spaces and decision-making that affects them. We included a strong climate focus in our A National Conversation project, producing an 18-episode podcast in addition to our work with local broadcasters.

Through Broadcasting for Change we produced the national radio shows *Niambie* (Tell Me) and *Tuyajenge* (Let's Build It) focused on women’s and girls’ rights. These programmes are reinforced by digital content on Instagram and Facebook, and support our partner broadcasters to ensure they are more inclusive and prioritise gender, and safeguarding in their work.

We also produced the *Safari ya Malezi* (A Parenting Journey) national radio show through our Responsible Parenting and Family Care project.

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WEST AFRICA

Nigeria



> "The programme has increased my knowledge a lot, to the point of convincing me to agree to receive this [COVID-19] vaccine and also get tested (for HIV)."
>
> Male participant, aged 26–30, in an outreach event in Katsina for our Unicef-funded project for young people

Outreach event file photo by BBC Media Action Nigeria

In Nigeria, we worked with 15 radio stations across six states and the Federal Capital Territory, working in five languages – Pidgin, Hausa, Igbo, Yoruba and Kanuri. This work covered diverse themes including health, climate and the environment, supporting displaced people and those at risk from human trafficking, and humanitarian response.

Our *Madubi* (Mirror) radio programme focused on family planning for people with disabilities as part of the Sightsavers-led Inclusive Futures project. This project also included formative research, capacity-strengthening for local media partners, and social media content.

Through outreach events, radio discussion on our programmes Talk Your Own and *Mu Tattauna* (Let's Talk) and accompanying social media, we enabled young Nigerians to make informed decisions about the COVID-19 vaccine and adopting measures to prevent HIV and HPV.

These programmes remain household names – 67% of Nigerians in Rivers state, and 63% in Ebonyi state, said they are aware of Talk Your Own. More than half (56%) of people surveyed in Katsina are aware of *Mu Tattauna* and 43% reported listening to it. Listeners reported better understanding of where and how to access health services, and were very likely to discuss health issues with others (78% of listeners surveyed in Rivers, 85% in Ebonyi and 66% in Katsina).

We also worked to improve how humanitarian organisations communicate with crisis-affected people, through Lifeline training and events. We supported displaced people in Adamawa State to become more self-reliant and integrated in local communities, by strengthening the capacity of local radio stations and co-producing radio programmes.

We continued using media and communication to reach women and girls, their families and community leaders, to combat sex trafficking in Edo State – through research, producing TV docu-dramas, and working with local radio stations.

Reflecting the risks to regional water and food supplies posed by climate change, we are working to strengthen integrated water resource management across the Niger basin, conducting research and identifying local media partners for future collaborations.

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Sierra Leone

"I feel good doing this job. It is not an easy task – I felt shy at the beginning. But now people see me as a woman working in radio, sharing information not only for men but also for other women and girls.… I think they feel good seeing me sharing these messages. They believe in the radio and they trust in me in the community. They see me as a role model."

Sombo Angelina Fullah, presenter of *Docket en Lappa* (A small purse and woman's wrapper), Radio Wanjei, Sierra Leone

Photo by BBC Media Action Sierra Leone



Sierra Leone is one of three countries to host our flagship PRIMED project, which closed in March 2024. Through PRIMED, we worked with the national Sierra Leone Broadcasting Corporation and local partners to deliver mentoring and training, improve business planning, and address gender inequalities in both newsrooms and media content. We were proud to continue supporting efforts to develop a national plan for media viability, which received one of the first grants from the International Fund for Public Interest Media – co-founded by BBC Media Action and now an independent entity.

Our radio programme *Docket en Lappa*, co-produced with local radio partners, encouraged women's participation in society, economics and politics.

We also continued working for improved health, nutrition and equality for people with disabilities, delivering short films and public service announcements on nutrition, and a powerful series on the life-changing power of prosthetics.

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ASIA AND THE PACIFIC



We supported the launch of *Voice Blo Iu* (Your Voice), the Solomon Islands' first audience-led debate and discussion programme.

Photo by BBC Media Action Solomon Islands

In Asia and the Pacific our work stretches from small local broadcasters operating under constant threat in Afghanistan, to award-winning social media and reality TV shows for young urban audiences in Cambodia and Indonesia.

Climate is a major focus for our work in Asia and the Pacific, supporting communities in Bangladesh, Cambodia, Nepal and Solomon Islands with access to media content that helps them to adapt to and cope with the impacts of climate change, and hold leaders to account.

In the next financial year, our work in the Pacific will expand to Fiji, Tonga, Samoa, Vanuatu and Papua New Guinea under an FCDO-funded project to support trustworthy, public interest media in the region.

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Afghanistan

"We run a lot of call-in programmes because the audience likes them and we get to hear their opinions and concerns… With the solar panels and batteries, our signal reaches across the province and even beyond. We get male and female callers from everywhere."

Shahira (not her real name), a journalist who manages the Radio M station, despite increasing restrictions from the Taliban. With support from USAID's Afghan Support Project, local radio stations like Shahira's receive funds and equipment – including solar panels and batteries – and we provide training and mentoring.

Photo by BBC Media Action Afghanistan



During the year, we worked with 52 local radio partners in Afghanistan. We reach a regular audience of 3.5 million people with critical information through our weekly *Darman* (Healing) radio programme, which also airs on the BBC Afghan Service.

Our work in Afghanistan focuses on media development and programming about health, nutrition, water, sanitation and hygiene (WASH), and knowledge about unexploded ordnance. Our audio and video public service announcements were distributed at health centres, on buses and on Facebook, where the most popular reached 1.5 million users.

We're particularly proud of our national media survey, in which we interviewed over 2,600 people in all provinces to understand Afghans' access to, and preference for, different media content and platforms, their trust in media, and how they use and share mis- and disinformation. These findings inform all our work and help our broadcast partners understand audience trends and interests.

As our team has grown, we continue to support our female colleagues to work despite increasing restrictions on women's lives, supported by a small team of Afghan colleagues in London.

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Bangladesh



> "I had no idea about climate adaptation by local people before participating in the [BBC Media Action] training. But now I am finding so many climate adaptation stories for making news around me, which is amazing. To feel the importance of local people's adaptations for their survival in the situation of climate change, I think as a journalist it is my responsibility to find adaptation stories for the news and I am trying my best to do so."

Riktu Prasad, correspondent for Gaibandha district, DBC News, and BBC Media Action mentee

Photo by BBC Media Action Bangladesh

Our projects in Bangladesh span long-term development and critical humanitarian assistance, particularly in Cox's Bazar, which is home to more than 1 million Rohingya refugees. Bangladesh is also one of our focus countries for Protecting Independent Media for Effective Development (PRIMED), our flagship media development project closing in March 2024.

With support from the Global Centre on Adaptation, we trained 60 journalists and content-creators from areas most vulnerable to climate change to report on how communities are leading their own adaptations, resulting in a steady stream of stories on local broadcast stations and social media. This content reached millions of people across the country, and was showcased in an event at the UN Climate Change Conference of the Parties (COP)28.

With funding from the UN Refugee Agency (UNHCR), we trained journalists in public interest and humanitarian journalism. This resulted in stories from displacement camps, such as a report from a national news platform on the plight of Rohingya orphans.

We continue to lead YouthRISE, a four-year consortium programme funded by USAID to reduce conflict between Rohingya refugees and host communities. Together, we build people's practical skills to earn livelihoods and resolve conflict, while also encouraging community discussions and strengthening local justice mechanisms.

Under this project, we trained 57 young Bangladeshis in digital literacy, helping them to identify misinformation and online risks, and to respond responsibly to digital threats. After this training, participants reported having greater understanding and confidence in navigating the digital landscape safely.

We launched a related, moderated Facebook page to share content and facilitate discussion on building vocational skills and digital literacy. The page achieved an average monthly growth rate of 2.33% and reached over 2.3 million people. It attracted a 24% engagement rate, or 123,600 likes, comments and shares.

We also trained and mentored eight Rohingya young people in social and digital monitoring. They created five editions of a fact-checking bulletin that countered false rumours and misconceptions – including using coconut oil to treat dengue fever, and misinformation about food rations.

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Cambodia

> “There are a variety of lessons that I have learned from Klahan9’s Roadshow but what I found most important is the topic around hate speech which is referring to using inappropriate words toward someone on social media. It is very necessary to be more thoughtful before throwing a comment. Commenting can be a dangerous weapon to somebody.”

Chan Vai, a secondary student who joined the *Klahan9* (Brave 9) Roadshow Academy. He is now sharing his learning with friends and classmates.

Photo by BBC Media Action Cambodia



In Cambodia, our 2023–24 work focused on increasing civic engagement among young people. We did this by training young media workers, strengthening the capacity of the broader media sector, producing and broadcasting content about youth participation in public life, and conducting outreach work with our local partners.

We produced 20 new episodes of our *Soksan Family* reality TV series, and published 267 pieces of social media content as part of our *Klahan 9* (Brave 9) multimedia project, reaching more than 11 million people. Our research found that 90% of online youth surveyed believe our content has enhanced their soft skills and awareness of community issues, and 67% say they are inspired to engage more in volunteering activities, discuss issues with their peers and parents, and practise online safety as a result.

We organised roadshows to screen our content and train young people in digital and media literacy skills. We also worked with local partners to train more than 50 young media practitioners – including 25 young women, one LGBTQI+ person and one Indigenous young person– in effective media production, resulting in 167 pieces of online content from a youth perspective.

We started working on a Risk Communication for Early Action project to use media and communication to contribute to early warning and early action, focusing on hard-to-reach populations. In time, we hope that this will help to mitigate damage, loss of life and livelihoods from extreme weather and natural hazards.

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India



"In the past people used to look at us and move away from us … Now the situation has changed. Today I'm invited to places and offered a seat, or some water or tea. There is definitely a shift in the way people see me, which makes me happy."

Indira, a waste picker from Bengaluru, in an interview with the BBC's People Fixing the World Podcast who was part of Coffee with Recyclers, our four-part YouTube series to overcome prejudice against this group.

Photo by BBC Media Action India

Our 2023–24 work in India encompasses social inclusion, challenging gender norms, adolescent health and rights, and environmental sustainability. With support from the H&M Foundation, we continued to address attitudes towards waste pickers in Bengaluru, working to make their contributions more visible. We delivered two social media campaigns, including collaborations with influencers. Data showed that this content sparked meaningful conversations and inspired others to join the campaign. We co-created viral social media content and a long-format four-part YouTube series, Coffee with Recyclers. Overall we reached 10.6 million people through our campaign.. We were proud to have our work featured on the BBC's People Fixing the World podcast.

This year we completed a one-year planning project, funded by the Gates Foundation, looking at gender norms around the ownership and use of mobile phones among young women in suburban communities in India. This work will help support interventions that can overcome these norms, and support women's economic empowerment through digital. This work was presented at a Yale Inclusion Economics event on 'Women and the Digital Economy' and the abstract has been accepted for presentation at the University of Oxford during a Sustainable Development Workshop in the next financial year.

In partnership with Unicef, we continued our work with the *AadhaFULL* (Half-full) brand on adolescent health and rights, which used multi-media approaches to challenge gender stereotypes and discrimination against adolescent girls. We created six new graphic novels as part of this ongoing series, working with local community groups.

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Indonesia

> Whenever my mother tells me to buy a motorcycle, I tell her that I don't want to buy it as it is going to add more pollution in our atmosphere."

A young man in Jakarta, aged 18-23, in speaking with our researchers. Our TV drama, *#CeritaKita*, helped audiences understand environmental issues and built motivation to discuss them in public

Photo courtesy of BBC Media Action Indonesia's Aksi Kita Instagram



In Indonesia we continue to focus on climate and the environment. We reached 20 million people in Indonesia in 2023–24, mainly through social media.

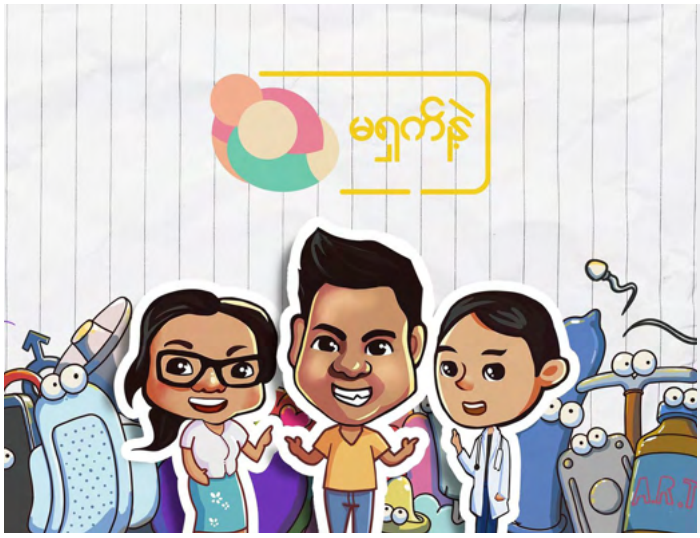
Our For the People project aims to provide fairer access to natural resources for Indigenous communities. We created 40 episodes of audiovisual content, held more than 100 discussion clubs in 15 villages with our local partner KKI Warsi, and involved four Indigenous communities from Kalimantan and Sumatra. Participating communities have gained new skills and knowledge of digital media, an increased knowledge of community land rights, and have adopted agricultural, agroforestry, eco-tourism and handicraft suggestions from the videos.

Movingly, we supported the Orang Rimba Indigenous communities to speak publicly for the first time during community dialogues attended by government officials and private sector representatives, as well as speaking on TV, radio, and in seminars and workshops. Our discussion clubs also sparked changes among women's groups in the Dayak tribe – these women are now actively sustaining local handicraft traditions, with younger women eager to learn from their elders.

Our digital brand #AksiKitaIndonesia on Instagram continued to examine trends and topics around environmental sustainability that appeal to young people. In March 2024 alone, our content reached over 10 million people, with an impressive average engagement of 11%.

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Myanmar



> In the past, I felt shy to buy contraceptive pills. But now, I do not feel shy. I feel brave to buy it for my health and [pregnancy] prevention."
>
> A 23-year-old woman in Ayeyarwaddy Region who follows the *Ma Shet Ne* (Don't Be Shy) Facebook page
>
> *Graphic courtesy of BBC Media Action's Ma Shet Ne Facebook page*

Amid a difficult and heavily restricted media environment, we continued working in Myanmar in the areas of health, nutrition and social inclusion, primarily through social media augmented by print-ready content.

Our sexual and reproductive health and rights project *Ma Shet Ne* (Don't Be Shy) earned 3 million social media followers in the calendar year 2023, targeting young people with quality digital media content to build their knowledge and understanding, and provide a platform for discussion.

Our *Yay Kyi Yar* (Towards Clearer Waters) project ended in 2023. The project covered the risks and opportunities of migrating within Myanmar and internationally, equipping potential migrants with knowledge about their rights, and enabling them to make informed decisions.

We also completed our *Tu Tu Pae* (We Are The Same) project, providing information on the rights and health of people with disabilities, and shifting public attitudes and behaviour towards them. We created fully accessible social media content, and delivered training in partnership with disability organisations. More than 50% of survey respondents said they share *Tu Tu Pae*'s information within their family.

We began a new project, *Mikhin Metta* (A Mother's Love), targeting pregnant women and mothers of children under two years old with information on nutrition and water, sanitation and hygiene practices. This aims to tackle poor local knowledge around nutrition, particularly around food taboos and restrictions during pregnancy and in the postpartum period, with digital content and interactive toolkits for health facilitators. In its first three months, the project's Facebook page attracted 30,000 followers and 27,000 likes.

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Nepal

"I can hear these messages myself if they are shared in the village. If there is heavy rain we will not sleep during the night. If the network is good, we receive information through mobile phones. We also watch news on TV when it works. Also, we can listen to the radio."



Shreedevi BK, Annapurna, Nepal. The community has experienced devastating landslides during monsoon rains, made worse by increasing development. BBC Media Action is working with government, nongovernmental organisations and communities in Nepal on keeping media and communication at the heart of disaster planning.

Photo by BBC Media Action Nepal

In Nepal, we focus on gender, and more effective media and communication that help people and policy-makers better prepare for emergencies such as floods and landslides during the monsoons and earthquakes. We support local media partners to produce innovative programmes showcasing different ways to prepare for emergencies. And we have worked with national broadcaster Radio Nepal, the Association of Community Radio Broadcasters Nepal and the Broadcasters Association of Nepal, which cover more than 500 radio stations across the country, to develop plans to ensure that local radio networks can continue to broadcast when natural hazards strike.

Through our mentoring and capacity strengthening, local media partners are now producing innovative programmes that build resilience, enhance anticipatory action and combat mis- and disinformation – all helping safeguard people against climate change risks.

We produced short documentaries on the experiences of people affected by natural hazards, to demonstrate how they have rebuilt and adapted their lives, and to inspire others to do the same. Through national consultations and meetings we also engaged with government representatives, donors, partner agencies and local media practitioners on disaster-risk reduction and management, and climate and early warning systems.

Our campaign on the 16 Days of Action was supported by work with government authorities, experts and celebrities to build awareness against cyberviolence, reaching more than 2.6 million people in a month.

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Solomon Islands



> “From the training I’ve learned a lot. This is going to be my first time to actually cover a joint election, it’s a big one… I have a team of very young staff for Paoa FM, and it’s going to be their first time to cover such an event. I’ve learned so many interesting things. I’ve learned what sort of questions you should ask the public and what sort of angle you should take.”

Lanieta, Paoa FM station manager, Solomon Islands, on the training she received before the April 2024 general election.

Photo by BBC Media Action Solomon Islands

We continued our first project in Solomon Islands, which has provided training and mentoring to more than 100 journalists, programme producers and presenters of the Solomon Islands Broadcasting Corporation (SIBC) and the Media Association of Solomon Islands. This has strengthened their editorial and production techniques, as well as their ability to broadcast during emergencies, financial reporting, and coverage of the trafficking of women and girls. It also taught them how to cover elections freely and impartially, and provide platforms for respectful discussion and debate – essential before the April 2024 elections.

We supported the launch of *Voice Blo Iu* (Your Voice), the islands’ first audience-led debate and discussion programme, which allowed audience members to ask questions and voice concerns directly to election candidates. The programme aired on SIBC and streamed on its Facebook platform.

We also published a research briefing based on our research study, comprising a national, mobile phone survey of more than 1,000 Solomon Islanders and 12 focus group discussions. The survey explored media access and use, key issues affecting people at a local and national level, and their information needs and barriers. This research underpins our targeted media sector growth and capacity building strategies, to ensure that underserved audiences get improved access to news and information in the future.

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The 2023–24 financial year marked a **time of change** for BBC Media Action.

Our goals for the 2023–24 financial year were:

I. With our partners, deliver programmes and support to public interest media that has positive impact for communities and contributes to the UN Sustainable Development Goals (SDGs)

II. Expand our work to tackle disinformation and build media and digital literacy

III. Grow restricted and unrestricted income, delivering our organisational budget

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The 2023–24 financial year marked a time of change for BBC Media Action.

We continued to deliver on our key thematic areas – governance and rights, health, and resilience and humanitarian response. However, in June 2023, we began work on a bold new strategy that launched in May 2024.

This strategy will guide our work until 2027. It refocuses BBC Media Action's work with a new purpose and aligns us with the BBC's values. Our work on **media development, media content and media policy** will reach people most in need trusted information, and those on the frontlines of global challenges.

While we will continue to work across a range of themes according to local needs, our key impact areas will focus on stronger democracies, a safer, more habitable planet and more inclusive societies. For more information on this strategy, see the Looking ahead section on page 37.

Our goals for the 2023–24 financial year were:

I. With our partners, deliver programmes and support to public interest media that has positive impact for communities and contributes to the UN Sustainable Development Goals (SDGs)

We reached 100 million people around the world in 24 countries and more than 50 languages. And we provided capacity strengthening to more than 200 local media partners. We are also proud to have been selected as part of a new European Commission framework to support independent media. We will lead a consortium to increase the resilience of at-risk journalists and media houses, and provide professional development and learning to young journalists working in difficult conditions.

In our work on **governance and rights**, contributing to UN SDG 16 on peace, justice and strong public institutions, we delivered media mentoring and training to ensure a freer, fairer press before elections in **Sierra Leone, Zambia and Solomon Islands**. We supported women to take their place in civic space through our radio programmes and online content in **Tanzania**. And we encouraged young people to understand their rights and responsibilities, and get involved in civil society and current affairs, in **Cambodia, Tanzania and Indonesia**.

In our work on **health**, contributing to SDG 3, we increased access to sexual and reproductive health services in **Zambia, Ethiopia, Myanmar, Nigeria and Tanzania** – with a focus on people with disabilities in Nigeria and Myanmar. We created content focused on health and hygiene in **Ethiopia** and on vaccine hesitancy in **Ethiopia and Tanzania**. And we shared critical ante-natal, maternal and child health information, and information on nutrition, in **Afghanistan**, as health systems collapse and healthcare access is increasingly restricted for women.

In our work on **resilience and humanitarian response** – including responding to the climate crisis, contributing to SDG 13 – we launched Lifeline content in response to devastating flooding in **Libya** on our *El Kul* platform. We worked extensively with local and national media and government ministries in **Nepal** on disaster risk reduction, and adaptation to increasingly severe and unpredictable monsoons. And we responded to flooding and drought in **Somalia and Kenya** by providing mentoring and training for local radio stations, and producing content that helps people to survive and adapt.

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Our online course on climate change reporting is now available in four languages. Climate change was also a feature of our media training and support in **Solomon Islands**, and the focus of a project training local journalists and content creators in **Bangladesh**. We worked extensively with journalists in **Ukraine** on Lifeline training to support audiences affected by armed conflict, and in **Bangladesh** to support the ongoing humanitarian response in Cox's Bazar. At the end of the financial year, we began creating **Gaza** Lifeline programming to support children and their carers, which we expect to launch in June 2024.

Our work also contributes to **SDG 5 (gender equality)** and **SDG 10 (reduced inequalities)**. Gender is a focus in all of our programming, notably in **Afghanistan** where we continued to support several women-led, women-focused radio stations to stay on air. Our projects and programmes in **Nepal, Zambia and South Sudan** tackled gender-based violence. In **Ukraine** we supported national public service broadcaster Suspilne in creating two powerful film series focused on the wartime contributions of women and the LGBTQI+ communities. Our central communications team, and our teams in **Ukraine and Ethiopia**, all participate in BBC 50:50: The Equality Project on gender representation; they track their own content production (including content on our core social media and website), and share the approach with our local partners.

II. Expand our work to tackle disinformation and build media and digital literacy

During the year we focused on tackling disinformation and supporting trustworthy public interest media throughout our work in Ukraine, Georgia, Armenia and Moldova, as well as with specific training and fact-checking programmes in Sierra Leone, Somalia, Zambia and North Africa. Toward the end of the financial year, we initiated a pilot project in Indonesia, working with BBC Monitoring, to identify mis- and disinformation trends and their impact.

Training both media practitioners and audiences in fact-checking, debunking rumours and identifying mis- and disinformation has become a standard part of all of our projects and programmes. Tackling disinformation is a major theme in our upcoming strategy and we anticipate expanding our work in this area in the coming years.

III. Grow restricted and unrestricted income, delivering our organisational budget

Our business development strategy, launched in January 2022, has helped shore up our institutional funding base but, facing strong headwinds, we have been unable to grow our income as hoped.

In autumn 2023, our management team – supported by our trustees, external consultants and some members of our leadership team – began a full review of our strategies and opportunities, while also considering what efficiencies could reduce our cost base. This review resulted in more 2023–24 investment in our fundraising team, and planned changes for 2024–25, including a restructure of our cross-country support team to reduce core costs.

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HOW WE SERVE OUR STAKEHOLDERS

BBC Media Action complies with section 172 of the Companies Act 2006. Our board of trustees acts in the way it considers, in good faith, is most likely to enhance BBC Media Action's impact for the people we work with, while considering the long-term effect of decisions on our organisation and our stakeholders. Our mission sets out our need to work with partners to reach our audiences.

Our internal stakeholders are our employees, who are our greatest strength. We made championing people and culture a clear organisational priority in 2023–24, with a new People and Culture board and more emphasis on internal communications through our digital Hub. Our employees enjoy opportunities for learning and development through the BBC and beyond. All our employees have access to an employee assistance programme, with enhanced support in times of crisis in the countries where we work.

Our **external stakeholders** include:

Our audience members

Reached directly and through our partners, these are the people who most benefit from our work. Our research into what viewers and listeners need helps inform our work. Our project evaluations ensure that we learn from our work and achieve positive impact.

We are expanding and deepening our digital work as audiences' media habits change, while ensuring that we include people who still live in media-dark or media-poor communities. We follow BBC and media sector best practice in obtaining consent from anyone who participates in, or features on, our media outputs, and we maintain a strict code of conduct and safeguarding protocol for our staff and partners.

Journalists, media workers and media houses

Working to the BBC's Editorial Values, the heart of our work is mentoring and training journalists, content producers and other professionals in local public service media, in many countries and contexts. We also work with media organisations on business planning, marketing and economic viability.

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The BBC

We enjoy strong support from across the BBC, and work closely with the World Service and other parts of the BBC. The BBC World Service founded us, many of our trustees come from the BBC, and we are grateful for the support of senior BBC correspondents and personalities who help us with fundraising and publicity to support our work.

Our partners in project delivery and sector learning

Partnerships are critical to our success. We work in several project consortia, we participate in sector collaborations and events, and we are members of Bond, the umbrella group for UK-based international NGOs. Most of our partners around the world are local NGOs.

Our suppliers

We have established procedures to ensure that our external suppliers are individually verified to ensure they meet our required health and safety, regulatory and financial security standards.

Our donors

Our largest donors include the UK's Foreign, Commonwealth and Development Office (FCDO), Global Affairs Canada, the Swedish International Development Cooperation Agency (Sida) and the United States Agency for International Development (USAID). We also enjoy support from other institutional donors, UN bodies, private foundations and corporate partners. We are committed to delivering high-quality work and reporting on our impact, both directly to donors and through events and sector engagement, our website and social media.

Our wider communities and our planet

Responding to the climate emergency is a growing priority in our programme work, reflecting the urgent need for action among the communities we serve, our partners and donors. We are also working hard to examine and mitigate the environmental impact of our own operations. The BBC's Sustainability team has helped us to measure the carbon footprint of all our offices in a consistent way this year, which will inform our next steps toward decarbonisation in line with our Environmental Policy.

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LOOKING AHEAD

In May 2024 we launched our new organisational strategy to 2027: TRUST. DEMOCRACY. TRANSFORMED LIVES.

This strategy represents a major shift for BBC Media Action, in which we adopt the BBC values as our own, and redefine our purpose – working with partners around the world to provide impartial, trustworthy media to people and communities in need so that they can make informed choices to transform their lives. In a world of disinformation, distrust and division, we share the BBC's values, skills and experience to bring people together, and foster greater understanding and trust.

Based on this strategy, our organisational goals for 2024–25 are:

1. To continue reaching 100 million people each year with our work
2. To secure our financial future by moving closer to the heart of the BBC, working closely with our most important donors and investing in generating unrestricted funding
3. To deepen our global policy and influencing in keeping with our role as the BBC's international charity
4. To focus our work more sharply on media development, media policy, media content and media research
5. Through this work, contribute to more stable democracies, a safer, more habitable planet and more inclusive societies, contributing to the SDGs

Our enablers for this work will be:

1. Drawing on our unique position at the heart of the BBC, we will upskill our people and partners, and leverage BBC expertise, to achieve impact in an increasingly digital world
2. Addressing climate change issues remains a cornerstone of our work and we will "walk the talk" in our own organisational sustainability
3. Driving a culture of belonging, inclusivity and engagement to make BBC Media Action an even better place to work
4. Increasing our efforts to generate unrestricted income

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THANKS AND ACKNOWLEDGE-MENTS

BBC Media Action is grateful to all our donors, partners and supporters, without whom our work would not be possible.

ACTED

Action Against Hunger

Belgian Ministry of Foreign Affairs

BMB Mott Macdonald

British Council

Cardiff University

Colleges and Institutes Canada (CICAN)

Conflict, Stability and Security Fund (UK)

Counterpart International

DAI

Deutsche Welle

Department of Foreign Affairs and Trade, Australia

Diakonia

DT Global

Durham University

Dutch Ministry of Foreign Affairs

Equal Access International

European Commission

Foreign, Commonwealth and Development Office, UK

Gates Foundation

GIZ

Global Affairs Canada

Global Center on Adaptation

H & M Foundation

Halo Trust

Humanity and Inclusion International

IGAD Climate Prediction and Applications Centre

International Development Research Centre, Canada

International Federation of Red Cross and Red Crescent Societies

International Committee of the Red Cross

International Foundation for Electoral Systems (IFES)

International Labour Organization

International Rescue Committee

Internews

Irish Aid

Italian Agency for Development Co-operation (AICS)

Koalaa

Livelihoods and Food Security Fund, Myanmar (LIFT)

Minderoo Foundation

National Democratic Institute (NDI)

Norwegian Ministry of Foreign Affairs

Norad

Norwegian Refugee Council (NRC)

Swiss Agency for Development Cooperation

Sightsavers

Swedish International Development Cooperation Agency

Terre des Hommes

UN Development Programme (UNDP)

United Nations Office for Disaster Risk Reduction (UNDRR)

United Nations Population Fund (UNFPA)

UN Refugee Agency (UNHCR)

Unicef

Unilever

UN Office for Project Services (UNOPS)

US State Department

USAID

Wellspring Philanthropic Fund

World Food Programme

World Vision

World Wide Fund for Nature (WWF)

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OUR ORGANISATION & OUR FINANCES



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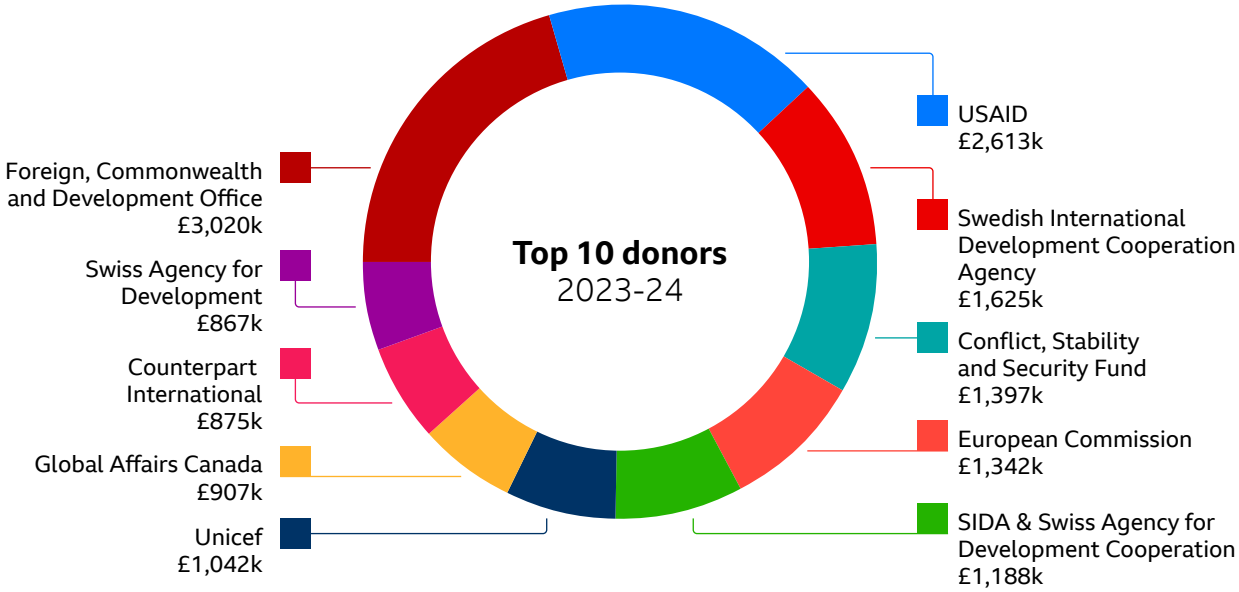
OUR FUNDING

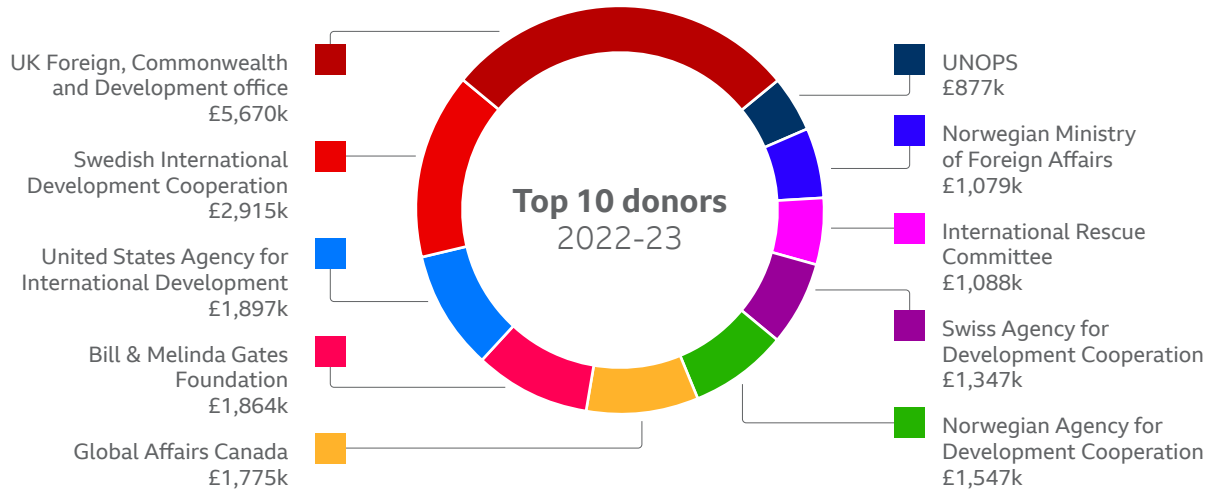
BBC Media Action's global team continues to deliver impact around the world amid constant change.

Fundraising remains challenging in an environment of shrinking overseas development aid. Consequently, in the second half of 2023–24, BBC Media Action made improving our financial health a major organisational priority. Our response plan, approved by our trustees in May 2024, includes investment in building our sources of unrestricted funding and exploring more flexible sources of funding from our largest donors.

We are grateful to all our donors who make our work possible. Together, our donors funded our work to the value of £25.2m (£27.1m in 2022–23). As of 31 March 2024, we had 107 (2023: 120) active projects around the world.

Institutional funders remain our largest source of support. In 2023–24, our main donors included the UK FCDO, USAID and Sida, among many others.





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UK Government	£4,421k
Foreign, Commonwealth and Development Office	£3,024k
Conflict, Stability and Security Fund	£1,397k

International & NonGovernment Organisations	£4,464k
Counterpart International	£875k
International Rescue Committee	£594k
International Foundation for Electoral Systems (IFES)	£566k
World Vision	£487k
Halo Trust	£319k
Sightsavers	£273k
National Democratic Institute (NDI)	£256k
Diakonia	£206k
Deutsche Welle	£178k
Global Center on Adaptation	£149k
Humanity and Inclusion International	£138k
National Research Development Council (Canada)	£103k
International Committee of the Red Cross	£79k
World Wide Fund for Nature (WWF)	£69k
Internews	£67k
Minderoo Foundation	£44k
IDRC	£40k
Equal Access International	£19k
Terre des Hommes	£2k

Private Sector & Educational Establishments	£434k
DAI	£175k
Colleges and Institutes Canada (CICAN)	£129k
Unilever	£58k
Durham University	£51k
Cardiff University	£16k
DT GLOBAL	£5k

National Governemts	£9,244k
USAID	£2,613k
Swedish International Development Cooperation Agency	£1,625k
SIDA & Swiss Agency for Development Cooperation	£1,188k
Global Affairs Canada	£907k
Swiss Agency for Development	£867k
Norad	£601k
Norwegian Ministry	£340k
Irish Aid	£315k
US State Department	£280k
GIZ	£202k
Dutch Embassy	£186k
Government of Belgium	£63k
AICS	£54k
DFAT Australia	£3k

Private and Corporate Foundations	£2,150k
BMB Mott Macdonald	£841k
H & M Foundation	£615k
Gates Foundation	£545k
Wellspring Philanthropic Fund	£149k

United Nations	£3,120k
Unicef	£1,042k
UN	£455k
UNOPS	£366k
UN Development Programme	£410k
ACTED / UNHCR	£267k
LIFT	£168k
UNDRR	£165k
UNFPA	£144k
International Labour Organization	£91k
World Food Programme	£7k
ACTED	£5k

European Commission	£1,342k

£25,175k

Health **£2,389k**

Governance **£13,782k**

Resilience **£9,004k**

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Corporate donors

Our corporate partners in 2023–24 helped us by donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice. We are grateful for all their support.

- Accenture provided specialist consultancy services to our finance, IT and leadership teams
- Access Bookings provided us with credits for hotel accommodation for our annual leadership residential week
- Adobe provided free software and Creative Cloud licences for our whole organisation
- Atos provided IT support to our London office, and specialist consultancy
- Currys provided us with refurbished laptops
- Docebo translated our online learning platform iLearn into Swahili and donated valuable unrestricted funding
- Getty Images provided access to its professional image library for our publications.
- Imagen provided us with an audiovisual archive for all our production materials, and consultancy to develop bespoke pages of our content
- The Langham London supported our BBC Correspondents' Charity Dinner fundraising event
- Sophos provided us with cyber-security protection across our entire network
- Universal Music Publishing provided our production teams with access to its music library

Fundraising events and individual giving

Our BBC Correspondents' Charity Dinner in July 2023 was one of our most successful yet, raising over £135,000 for our work. We extend our thanks to our Fundraising Board and Steering Group for their ongoing support of the event, and their assistance as we grow new fundraising streams.

We launched our first BBC Payroll Giving campaign for many years in February 2024. During the year we reinvigorated our PayPal Giving platform and launched a donation function on our Instagram and Facebook channels. We also ran a small joint public fundraising campaign with BBC Children in Need, the BBC's UK charity, in the run-up to the Eurovision song contest in Liverpool in May 2023.

Our JustGiving page remains the main donation point for individual giving and can be accessed from our website and social media accounts.

Fundraising governance and compliance

At BBC Media Action, we ensure that our donors are protected by using well-established, reputable platforms that display clear terms and conditions, including on UK General Data Protection Legislation (GDPR) compliance. JustGiving adheres to the Code of Fundraising Practice and subscribes to the Fundraising Regulator. Our prize draws with Givergy.com are 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. There have been no formal complaints regarding our fundraising activity but any future complaints or concerns about our fundraising activities will be investigated and responded to. We voluntarily subscribe to the Fundraising Regulator.

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OUR PEOPLE

BBC Media Action's greatest strength is our global team. Championing our people and culture was an organisational priority in 2023–24 as we continued to strive to create a working environment that is diverse, fully inclusive and more locally led.

As of 31 March 2024 we had, in full-time equivalents:

- 506 employees globally (2023: 531)
- 203 in Africa (2023: 236)
- 203 in Asia (2023: 192)
- 100 in the rest of the world (2023: 103)

We do not normally work with volunteers, although we have internship schemes in some countries focused on women, young people or minority groups. This year, our London office participated in the BBC's Hot Shoes and 80:20 placement schemes to bring in fresh perspectives and voices from across the BBC, and to give our London-based staff a chance to learn in other parts of the organisation.

All BBC Media Action managers take part in fair recruitment and unconscious bias training to ensure that our recruitment process is as fair as possible. We encourage flexible working and development opportunities for all employees. All of our employees have the same opportunities to access training, career development and promotion, regardless of their characteristics.

Staff salaries

We strive to ensure that our salaries are competitive by benchmarking against other international development organisations. Our UK-contracted employees are paid based on harmonised charity bands within the BBC salary framework, which are publicly available, and in line with BBC pay reviews.

Our chief executive officer carries out a regular salary review for other members of the management team, while his salary is reviewed by our trustees, also in line with BBC pay reviews.

Salary banding – employees earning £60,001 or more:

Salary band	2024	2023
£60,001 - £70,000	17	15
£70,001 - £80,000	7	4
£80,001 - £90,000	2	5
£90,001 - £100,000	5	2
£100,001 - £110,000	-	1
£110,001 - £120,000	1	1

In 2023/24, the basic pay of our outgoing chief executive officer was £31.8k and our incoming chief executive £113k.

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Gender pay gap

BBC Media Action is committed to gender equality and building a fully inclusive workplace. As such, we are again voluntarily choosing to report on our gender pay gap among UK-contracted employees. We have begun to conduct gender analysis in employment and pay across our global organisation, while understanding that there are significant differences in the employment markets where we operate.

All figures include UK-contracted employees based overseas. Gender is based on our employees' self-reported gender.

As of 31 March 2024, 59% of employees in our UK team were women (2023: 63%). On the same date, our senior management team comprised two men and three women. The mean (average) salary for women was 17% lower than that of men (2023: 12% lower). The median (midpoint) salary for women was 18% lower than that of men (2023: equal). This disparity remains in part because there are few men in junior posts in our UK office. The table below shows the proportion of women and men in each pay quartile of our UK team, where the 1st quartile is highest.

	1st quartile	2nd quartile	3rd quartile	4th quartile
Female				
(2024)	38%	62%	65%	70%
(2023)	52%	58%	71%	63%
Male				
(2024)	62%	38%	35%	30%
(2023)	48%	42%	29%	37%

We continue to monitor our gender pay gap and are committed to eliminating it.

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OUR ORGANISATION

Safeguarding

BBC Media Action remains committed to supporting sector-wide improvements in safeguarding policies and practices, to better protect vulnerable people from exploitation and abuseFor more details, see the table on page 50.

Our director of programmes is our designated safeguarding officer at senior management level and we have a dedicated head of safeguarding and ethics who works with our country offices to ensure that our employment policies and training are appropriate. This postholder also guides work with our partner organisations around the world to improve knowledge and performance in these areas.

We continued to ensure that our employees are trained in, and fully implement, our policies to protect any children and vulnerable adults we encounter through our work. Training courses in safeguarding and respect at work are mandatory for all employees and operational freelancers, and all our offices have received additional guidance on safer recruitment.

Our trustees received dedicated safeguarding training this year. Safeguarding is reviewed and discussed at every trustee meeting, as well as at monthly management team meetings. Any reported concerns are carefully reviewed and investigated as needed, in accordance with BBC policies. As required, our trustees report any relevant safeguarding incidents to the Charity Commission.

All these measures are designed to help keep our employees, partners and contributors as safe as possible. A staff code of conduct ensures that everyone working for us understands our expected behaviour, knows that any concerns they have will be taken seriously, and understands that we will support anyone who reports a safeguarding issue.

Energy use

BBC Media Action is required to disclose its annual energy use and greenhouse gas emissions for its UK operations, in line with SECR guidance.

In late February 2024 our London-based team moved offices, from Ibex House in east London to BBC premises in west London. The following data applies from 1 April 2023 until the end of our lease in March 2024.

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The greenhouse gas emissions and energy use data for our UK office are:

- Total equivalent carbon emissions (kg per CO2 equivalent): 16,045 kgCO2e (2022–23: 18,750 kgCO2e)
- Gas consumption: 36,006 kWh, which equates to 6,586 kgCO2e (2022–23: 9,146 kgCO2e)
- Electricity consumption: 45,679 kWh, or 9,459 kgCO2e (2022–23: 9,604 kgCO2e)
- Transport fuel: n/a. We do not own fleet vehicles in the UK. Employees travel by public transport in all but exceptional cases, and many commute by bicycle
- Intensity ratio: 188.76 kgCO2e per UK-based employee per year, based on 85 employees (2022–23: 218.02 kgCO2e per employee per year).

These figures have been calculated using readings from energy meters in our East London office, with UK government approved conversion factors applied.

Our UK energy use in 2023–24 has decreased by 14% overall since 2022–23. This was driven by a 28% reduction in our gas consumption, as a result of energy-saving measures to counter rising costs. Our electricity consumption was similar to last year.

Continuing hybrid working practices and fewer staff using the London office has kept our energy use and commuter journeys to a minimum. Our office-sharing arrangement with ScreenSkills at Ibex House also delivered greater energy efficiency. In our office to end March, we benefitted from a renewable electricity tariff, and other energy saving measures such as motion-activated lighting.

We continue to implement our global environmental policy and minimise international travel where possible to lower our carbon footprint. In 2023–24 we drew on support from the BBC Sustainability team to accurately measure operational carbon emissions for each of our offices around the world. We will use this baseline to improve our energy consumption and lessen our environmental impact. Several of our offices have green teams who advocate for improved environmental practices. Our UK employees have access to locked bicycle storage and showers to encourage cycling to work.

Legal structure

BBC Media Action is a charity (registered number 1076235) and a company limited by guarantee (registered number 3521587). Our 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

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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 were 100% owned by BBC Media Action as at 31 March 2024: **BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited** and **British Broadcasting Corporation Media Action Ltd/Gte** (a Nigerian entity).

Our work in India in 2023–24 was largely conducted through **BBC Media Action (India) Limited**. **BBC Media Action Nepal Private Limited** is an entity established in Nepal. **British Broadcasting Corporation Media Action Ltd/Gte** is an entity established in Nigeria on 26 October 2017. It therefore meets the criteria for consolidation. It did not trade during the year ended 31 March 2024.

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. This entity 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 the Statement of Recommended Practice Financial Reporting Standard (SORP FRS 102) and is therefore regarded as a subsidiary undertaking. However, it remained dormant in 2023–24 and 2022–23.

Governance

Our trustees, who are also directors of BBC Media Action, are listed on page 56. They come from the BBC, and the private, media and international development sectors, with a range of skills and expertise. They meet quarterly and for an additional away day each year.

The trustees seek to ensure that all BBC Media Action activities comply with UK and relevant local laws, and fall within agreed charitable objectives. Their work includes setting our strategic direction, agreeing our financial plan, and approving key policies at board meetings. Trustees receive reports on progress at each board meeting, highlighting areas of risk.

In 2023–24, our trustees particularly focused on our organisation's finances and sustainability, our new organisational strategy development, our position within the BBC, and on our project delivery and ways of working.

Our trustees perform some of their functions through sub-committees of the board. The chair is a non-BBC nominated trustee. Our Governance Committee comprises the chair, vice chair and up to two other trustees.

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Our Finance and Audit Committee comprises four trustees. This committee has strategic oversight of our controls, risk management, and internal and external audit. It reviews and recommends to the board our annual budget, any multi-year financial plans and our Annual Report and Accounts.

The trustees delegate a range of day-to-day decision-making powers to the chief executive officer and other members of the management team. Trustees have established appropriate controls and reporting mechanisms to ensure that the management team operates within the scope of these delegated powers. The delegation policy is formally reviewed and approved by trustees. Our management team members are listed on page 56. They are not directors for the purposes of company law.

The board has appointed some of its members as lead trustees in particular areas, who feed back to the rest of the board. All new trustees participate in an induction programme and training on duties and responsibilities. We encourage our trustees to visit BBC Media Action projects to obtain first-hand experience of our work at country level – this year we held a virtual project visit. Knowledge-sharing sessions before board meetings continue to give trustees a more detailed understanding of particular areas of our work.

Organisational structure and management

BBC Media Action's head office is in London, where our central support functions are based. We are increasingly locating some of our central support posts outside the UK, taking advantage of our fully connected global organisation and expertise in the countries where we work.

We are led by a five-person senior management team, comprising our chief executive officer, chief operating officer, director of programmes, director of strategy and partnerships and our people and culture lead. In July 2023, our chief executive officer, Caroline Nursey OBE, retired and was succeeded by Simon Bishop.

Our director of strategy and partnerships leads our expanded business development initiative. Our programmes department includes our regional teams, along with editorial development and innovation, programme support, research, insight, policy and advisory.

Our chief operating officer oversees our finance and technology and change teams, and our legal function.

Our chief executive officer directly manages our small fundraising and communication teams, as well as our human resources function. Both our legal and human resources functions are also supported by the BBC. Our human resources business partner was added to our management team half-way through this financial year to support our organisational priority to champion our people and culture.

Our leadership team includes the heads of our cross-country support teams – many of whom are London-based – and our country directors around the world.

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MANAGING RISK

BBC Media Action works in countries where a certain level of risk is inevitable. Both as part of the BBC and as an international NGO, we face risks to the health, welfare, safeguarding and security of our people, our partners and our audiences, as well as to our funding and our reputation. These risks are compounded as spaces for public interest media and civil society contract around the world, leaving our local media partners facing increased political, economic and legal pressures that make it harder for them to operate.

We have an active risk management process in place to make sure that appropriate steps are taken to manage and mitigate risk across our global organisation. Our board of trustees has overall responsibility for ensuring that we have a system of internal control, management and audit to take advantage of opportunities while effectively managing risks.

Our risk management process

We maintain a risk register that prioritises risks based on their likelihood and impact, and outlines controls and mitigating actions.

We identify risks through monthly reports by our country directors (or more frequently as needed), which our escalated to our management team that meets weekly. Our Finance and Audit Committee conducts a regular risk management review and our board of trustees reviews our risk register quarterly. We also conduct an annual, in-depth review of our risk profile at both management team and board levels.

We maintain an internal audit function, based in London but with the ability to travel regularly. Our chief executive officer oversees this function. Our head of internal audit reports directly to the Finance and Audit Committee and meets them privately each year.

We conduct multi-year planning and budgeting, with quarterly reforecasts to compare our spending against our budgets. As part of the BBC, we use the principle of Value for All to guide us in how we procure goods and services and ensure we deliver value for our donors and our audiences. We benchmark salaries based on a mix of the BBC's publicly available bands, international NGO salaries and local markets in the countries where we work. Our policies on investment and reserves are guided by our board of trustees, based on best practice in the charity sector and the BBC.

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Risks and mitigations

RISK	MITIGATION IN 2023–24
Operating environments Challenges in our operating environments include: ▸ Open conflict as in Ukraine ▸ Civic unrest or tight restrictions on rights and movement, as in Myanmar and Afghanistan ▸ Fragile security and political situations ▸ Unforeseen events that threaten the security and well-being of our people and our ability to deliver our work ▸ We face challenges in our ability to operate as an NGO, compounded by our links to the BBC	We continued to benefit from dedicated support from the BBC High Risk team. BBC Media Action staff attend mandatory hostile environment training before high-risk deployments and follow protocols to minimise risks. We regularly update and clearly communicate emergency plans in every country office, tailored to each context, and frequently review the level of risk faced by our staff. We have home-working in place in high-risk situations wherever possible and feasible. We are fully equipped to access critical systems and deliver work remotely, to explore alternative operating models, to liaise with donors and to repurpose activities at short notice as needed.
Safeguarding We work in complex environments and through local partner organisations, where there is risk of harm to those we work with and for.	We continued to strengthen our approach to safeguarding, in line with the NGO sector and donor expectations. We thoroughly communicate our policies across our organisation, conduct regular training and review our processes for safe recruitment, including criminal background checks. We logged four reports on our confidential reporting system. None involved children or beneficiaries, and none met the requirements for reporting to the UK Charity Commission.
Cyber-security A data breach (hacking or accidental), could lead to business disruption and serious reputational and financial damage.	We continued to have strong support from the BBC's Information Security team, including monitoring of social media accounts, in addition to our own dedicated team's work. We achieved the Cyber Essentials accreditation standard. We have confidential incident reporting for any data loss or breaches. Our laptops are encrypted and cyber security training is compulsory for employees. We work to ensure full compliance with the UK 2018 GDPR legislation, with mandatory training for all employees, and our information security policies comply with strict BBC requirements. We reported one incident related to a BBC-wide payroll data leak to the Charity Commission.

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RISK	MITIGATION IN 2023–24
Funding, finance and business model Our heavy reliance on restricted, mainly institutional, funding poses risk to our sustainability, as the donor landscape changes, funding mechanisms and service contracts become more restricted, donor payments are delayed and overseas aid is increasingly stretched across multiple world crises. Gaps between projects lead to costs that must be covered by limited unrestricted funds, and project costs are also vulnerable to high inflation. We are able to conduct limited public fundraising in part of our responsibility to the BBC.	In autumn 2023 we undertook a further, full review of all our income streams, working with external consultants to identify further opportunities and potential efficiencies. We invested in our fundraising team to deliver more unrestricted income, while maintaining close relationships with existing donors. We continue to apply strong budget tests to ensure that project budgets cover a fair share of our support costs. We conduct close and regular reviews of our income and margin forecasts, and review donor requirements carefully.
Changes within the BBC The BBC is undergoing major strategic shifts and restructuring. While we are funded independently and not by the UK TV Licence Fee, changes affect our relationships across the BBC and our supporter base.	We made deepening our relationships across the BBC a cross-cutting priority. We maintain good relationships with many BBC correspondents, presenters and editors, and work regularly with many parts of the BBC.
Compliance We operate according to complex regulations set by donors and by local laws. A lack of specialist knowledge may result in an inability to comply with donor, tax or audit requirements, with a knock-on impact on our finances and our reputation.	We have a dedicated compliance manager and we practise proactive stakeholder management, starting with donors and external auditors. We receive BBC support for tax and legal advice in relevant countries. We do not open country offices without registration in place, allowing for payment of payroll taxes.
Risk of fraud We work in some environments where there is a high risk of fraud and corruption, with associated impacts on our finances, our reputation and our staff morale.	Our controls are regularly reviewed, including by internal audit, external audit and project audit teams. We deliver and regularly update staff anti-bribery and fraud awareness training across all countries of operation, and have a whistleblowing policy in place. We fully investigated minor incidents of attempted fraud. None were reportable to the Charity Commission.
Reputation As the BBC's international charity we are at risk of accusations of bias and misinformation, as well as from press campaigns against the BBC or the international development sector , which might affect our funding, our reputation, and the morale and well-being of our employees.	Our employees receive regular training on BBC editorial standards, and we monitor the quality of our own output and that of our partners. We consult BBC Editorial Policy when required. Our communications team is experienced in handling negative media coverage, prepares reactive lines and works closely with the BBC Press Office if needed. We actively manage safeguarding with dedicated employees and training, and we maintain close relationships across the international NGO sector and with our funders.

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MANAGING OUR FINANCES

BBC Media Action continues to face serious challenges to its finances and longer-term sustainability. Conflicts and crises continue to exert pressure on overseas development aid, even as overall spend on aid has decreased in many countries, including the UK. In 2023–24 we undertook a major review of our business model in an effort to increase our unrestricted funding and maximise our institutional funding, while realigning our focus and core mission as the BBC's international charity. In June 2024, we announced a restructure of our cross-country support team to cut core costs.

Our ability to engage in public fundraising is somewhat constrained by the need to avoid audience confusion around the use of the BBC TV Licence Fee. This year we conducted some limited public fundraising, including a payroll giving campaign across the BBC, and a joint public fundraising campaign around Eurovision with BBC Children in Need, the BBC's domestic charity.

Our total income in 2023–24 was £32m [2022-23 – £35m]. Income from institutional donors decreased to £25.2m (2022–23: £27m). Our fundraising income decreased to £6.6m (2022–23: £7.7m), of which £6.4m were gifts in kind (2022–23: £7.4m).

Our total expenditure during the year was £33.8m (2022–23: £35.8m). Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99% of our total expenditure (2022–23: 99%). Our income and expenditure account for the year ended 31 March 2024 shows a deficit of £1.75m (2022–23: a deficit of £0.854m). The Consolidated Statement of Cash Flows shows that our cash decreased during the year to a position of £2.3m (2022–23: £4.2m).

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Reserves

BBC Media Action's net assets in the consolidated balance sheet decreased to £1.55m at 31 March 2024 (31 March 2023: £3.3m). Our board of trustees reviews our reserves policy on an annual basis in the context of our multi-year plans and a review of the risks and opportunities for our organisation. Our policy is to ensure that we hold sufficient reserves to continue operating after negative financial shocks, while not tying up too much funding that could be spent on charitable activities.

In January 2023 our board of trustees confirmed that our reserves policy, taking a risk-based approach, recommends minimum net cash holdings of £3.5m in any one month, and general funds (total unrestricted funds less designated funds) of £4.0-£5.0m at year-end.

The upper end of this range (£5.0m) represents the reserves impact of a worst-case scenario that might conceivably take place over a 12-month period. This combines three risk components: a funding gap or urgent closure of country operations; a funding gap from under-recovery of central costs; and potential materially adverse events such as foreign exchange losses or disallowed costs. The lower end of the range was set at 80% of the amount for the worst-case scenario.

Our trustees revisited this policy in April 2024, and reduced the minimum level of net cash holdings to £2m in any one month, and general funds (total unrestricted funds less designated funds) in a range of £2.8–3.5m at year-end. This was based on recalculating our risks, and our projections that the overall size of BBC Media Action will reduce, thereby reducing the reserves impact of a worst-case scenario. Our trustees also approved extending an agreement to operate outside the recommended minimum range. We are able to do this with support from the BBC through an underwriting arrangement.

Our total unrestricted funds held at 31 March 2024 amounted to £1.5m (31 March 2023 £3.3m), of which reserves in the general fund amounted to £1.5m (31 March 2023: £2.9m). This is below the lower end of the recommended minimum range. As a result, our designated Technology-led Change Fund (2023: £369,000) has been undesignated for use as general reserves.

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 our investment policy is to maximise interest while limiting risk.

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Going concern

Our Finance and Audit Committee met seven times in 2023–24. It monitored key risks and opportunities related to our funding, operating uncertainties and sustainability.

In the first half of 2023–24 we continued to implement an investment plan, approved in January 2022, to draw upon our reserves to invest in business development and systems to ensure our long-term sustainability. Our initial projections were to spend £1.6m over two years, before breaking even in 2024–25 and then gradually rebuilding our reserves.

Given the continued challenging external context, including limited overseas aid budgets in the UK and other countries, and the challenging environments in which we work, our income projections have remained lower than expected. Consequently, in September 2023, we undertook another review of all our income streams, along with potential for further efficiencies and savings, through three working groups supported by external consultants.

The resulting plan to return our finances to good health was approved by trustees in May 2024 and will be implemented throughout the 2024–25 financial year. It includes: investment in our fundraising team to increase our unrestricted and semi-restricted fundraising; exploring limited commercial income streams; a decision to maintain, rather than increase, our institutional funding; and a restructuring of our UK- and cross-country support teams.

In March 2024 we also moved into BBC premises at Energy Centre, W12, saving on office rental costs.

Our trustees are satisfied that continued monitoring of activity is in place and that business development indicators are in place to track our investment against expectations. We will continue a controlled use of reserves while maintaining a going concern position. Our liquidity position is also deemed satisfactory.

Our board of trustees is of the opinion that BBC Media Action has adequate resources to continue as a going concern, as is further explained in Note 1 of the Financial Statements. In the unlikely circumstances where sudden significant shocks might compromise the financial viability of the organisation, BBC Media Action has received written assurance of support from the BBC Group.

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STATEMENT OF TRUSTEES' RESPONSIBILITIES

BBC Media Action's trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' report) and 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 (subsidiaries') 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 the charitable company, and of the group's excess of income over expenditure for that period.

Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in accounting and reporting by SORP applicable to charities preparing their financial statements in accordance with Financial Reporting Standard (FRS) 102 applicable in the UK and Ireland
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue their activities

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions. They must also disclose with reasonable accuracy, at any time, the financial position of the charitable company and 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.

As 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 as both trustees and company directors, have reviewed and approved 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.

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Trustees, senior staff and advisors

Our trustees**

Francesca Unsworth (Chair)
Awo Ablo (Vice chair) *(to October 2024)*
Reeta Chakrabarti
Phil Harrold
Freshta Karim
Gavin Mann
Nicholas Pickles
Julia Rank
Sophia Swithern
Shirley Cameron
Myles Wickstead
Michael Wooldridge *(to 30 June 2024)*
Lindsey North

Company Secretary:

Dushani Karunatilleka

Management team:

Caroline Nursey
Chief Executive Officer
(to July 2023)

Simon Bishop
Chief Executive Officer
(from July 2023)

Laura Collier-Keywood
Chief Operating Officer
(parental leave from April 2024)

Scott Rutherford
Chief Operating Officer
(acting, from April 2024)

Richard Lace
Director of Programmes

Caroline Sugg
Director of Strategy and Partnerships

Eva Ng'ang'a
People and Culture Lead
(appointed to management team in July 2023)

Registered office:

Broadcasting House,
Portland Place,
London W1A 1AA

Auditors:

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Bankers:

Barclays Bank Plc
1 Churchill Place
London E14 5HP

Lloyds Bank Plc
10 Gresham Street
London EC2V 7AE



Francesca Unsworth, Chair

18 October 2024

On behalf of the board of trustees of BBC Media Action

BBC employee
Member of finance and audit committee
Member of governance committee
** All trustees are also directors of the company

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).

Find out more: bbcmediaaction.org

On Facebook, Instagram, X, YouTube, LinkedIn: @bbcmediaaction

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AUDITORS' REPORT

Opinion

We have audited the financial statements of BBC Media Action (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which the comprise the group statement of financial activities, the group and charitable parent company balance sheets and consolidated 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 2024 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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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 this 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 trustees' responsibilities statement, the trustees (who are also the directors of the charitable parent 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.

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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.

Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable parent company through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations in both the UK and overseas, which we considered may have a direct material effect on the financial statements or the operations of the charitable parent company. These laws and regulations included the Charities Act 2011, the Companies Act 2006, data protection legislation, employment legislation and safeguarding principles.
- we considered the impact of the international nature of the charitable parent company operations on its compliance with laws and regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable parent company financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to investigate the rationale behind any significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of management and those charged with governance;
- obtaining details of work carried out by internal auditors in connection with compliance with local laws and regulations;
- enquiring of management in the UK and other countries as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the charitable company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 member, 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 parent company's members those matters we are required to state to it 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 parent company and the charitable parent company's member as a body, for our audit work, for this report, or for the opinions we have formed.



Edward Finch

(senior statutory auditor)

27 November 2024

For and on behalf of Buzzacott LLP, Statutory Auditor,
130 Wood Street, London EC2V 6DL

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ACCOUNTS

Consolidated statement of financial activities

(including the income and expenditure account) for the year ended 31 March 2024

	Note	Unrestricted 2024 £'000	Restricted 2024 £'000	**Total 2024 £'000**	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Income from							
Donations	2						
Gift-in-kind		852	5,515	**6,367**	613	6,826	7,439
General		250	-	**250**	294	-	294
Other trading activities	3	137	-	**137**	136	-	136
Investments	4	96	-	**96**	27	-	27
Charitable activities							
Funding for specific charitable activities	5	2,291	22,884	**25,175**	2,209	24,864	27,073
Total income		3,626	28,399	**32,025**	3,279	31,690	34,969
Expenditure on:							
Raising funds	6	(265)	-	**(265)**	(216)	-	(216)
Charitable activities							
Changing lives through media and communication							
Governance	6	(2,802)	(15,547)	**(18,349)**	(2,233)	(17,483)	(19,716)
Resilience	6	(1,830)	(10,157)	**(11,987)**	(862)	(7,630)	(8,492)
Health	6	(486)	(2,695)	**(3,181)**	(821)	(6,577)	(7,398)
Total expenditure on charitable activities		(5,118)	(28,399)	**(33,517)**	(3,916)	(31,690)	(35,606)
Total expenditure	6	(5,383)	(28,399)	**(33,782)**	(4,132)	(31,690)	(35,822)
Net expenditure for the year	7	(1,757)	-	**(1,757)**	(854)	-	(854)
Reconciliation of funds							
Total funds brought forward		3,273	34	**3,307**	4,127	34	4,161
Total funds carried forward	16, 17	1,516	34	**1,550**	3,273	34	3,307

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 64-78 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 £32,025,000 (2023: £34,969,000) and the net result is a deficit of £1,757,000 (2023: £854,000).

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Consolidated and BBC Media Action balance sheets

At 31 March 2024

	Note	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Fixed assets					
Investments	*10*	**-**	-	**23**	23
Total fixed assets		**-**	-	**23**	23
Current assets					
Debtors	*11*	**6,118**	6,009	**7,169**	6,237
Cash at bank and in hand	*12*	**2,323**	4,255	**2,137**	4,122
Total current assets		**8,441**	10,264	**9,306**	10,359
Liabilities					
Creditors: amounts falling due within one year	*13*	**(6,591)**	(6,703)	**(7,479)**	(6,819)
Net current assets		**1,850**	3,561	**1,827**	3,540
Total assets less current liabilities		**1,850**	3,561	**1,850**	3,563
Provisions for liabilities	*14*	**(300)**	(254)	**(300)**	(254)
Net assets		**1,550**	3,307	**1,550**	3,309
Funds					
Unrestricted funds	*16, 17*	**1,516**	3,273	**1,516**	3,275
Restricted funds	*16, 17*	**34**	34	**34**	34
Total Funds	*16, 17*	**1,550**	3,307	**1,550**	3,309

The notes on pages 64-78 form part of these financial statements.
The financial statements on pages 62-78 were approved by the Board of Trustees on 18 October 2024.

F.N. Unsworth

Francesca Unsworth, Chair

18 October 2024

BBC Media Action is the BBC's international charity registered in England and Wales (no 1076235) and a company limited by guarantee in England and Wales (no 3521587)

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Consolidated statement of cash flows

For the year ended 31 March 2024

	Note	Total 2024 £'000	Total 2023 £'000
Net cash (outflow) from operating activities	18	**(2,028)**	(3,366)
Returns on investments and servicing of finance			
Interest received		**96**	27
Decrease in cash in the year		**(1,932)**	(3,339)
Cash at the start of the year	12	**4,255**	7,594
Cash at the end of the year	12	**2,323**	4,255

Analysis of changes in net debt

	At 1 April 2023 £'000	Cash flows £'000	At 31 March 2024 £'000
Cash and cash equivalents			
Cash	4,255	(1,932)	**2,323**
Total net debt	4,255	(1,932)	**2,323**

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 64-78 form part of these financial statements.

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NOTES

(forming part of the financial statements) for the year ended 31 March 2024

1. Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assessment of Going Concern

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2024 in comparison to the prior and earlier years.

The trustees are satisfied that continued monitoring of the financial strength of BBC Media Action is in place and that sufficient indicators have been put in place to track performance against the organisation's multi-year planning.

The BBC Media Action Group has a sufficient cash balance as set out in note 12. Forecasts indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed.

The Trustees' Report explains how BBC Media Action is structured and managed and how the major risks are managed. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements.

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

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 2024. 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 cash flows by FRS102.

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c) Limited by guarantee

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

d) Fund accounting

BBC Media Action has various funds for which separate disclosure is required as follows:

Restricted income funds

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

Unrestricted funds

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

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

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

e) Income

Income is included in the statement of financial activities when BBC Media Action is entitled to the income, when receipt of funds is probable, and when the amount can be measured with sufficient reliability.

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

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

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

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

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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.

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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:

- Income auto-accrues when an item of expenditure is posted to the accounting system;
- A provision is made when a funder indicates expenditure items are disallowed;
- The value of a gift-in-kind is arrived at following a review of existing market rates for the same good or service and
- Support costs are pro-rated on the basis of direct project expenditure.

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.

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2. Donations

	Unrestricted 2024 £'000	Restricted 2024 £'000	**Total 2024 £'000**	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Gift-in-Kind						
BBC Global News Limited	73	1,590	**1,663**	65	1,439	1,504
Airtime/media space from various providers	-	3,925	**3,925**	-	5,387	5,387
Individuals/other	779	-	**779**	549	-	549
General Donations						
BBC Group	250	-	**250**	250	-	250
Individuals/other	-	-	**-**	44	-	44
Total	1,102	5,515	**6,617**	907	6,826	7,734

3. Other trading activities

	Unrestricted 2024 £'000	Restricted 2024 £'000	**Total 2024 £'000**	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Fundraising dinner and corporate partners	137	-	**137**	136	-	136
Total	137	-	**137**	136	-	136

4. Investment income

	Unrestricted 2024 £'000	Restricted 2024 £'000	**Total 2024 £'000**	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Bank interest receivable	96	-	**96**	27	-	27
Total	96	-	**96**	27	-	27

5. Income and grants from charitable activities

	Unrestricted 2024 £'000	Restricted 2024 £'000	**Total 2024 £'000**	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Grant funding for specific charitable activities						
Governance	1,254	12,528	**13,782**	1,212	13,643	14,855
Resilience	820	8,184	**9,004**	537	6,043	6,580
Health	217	2,172	**2,389**	460	5,178	5,638
Total	2,291	22,884	**25,175**	2,209	24,864	27,073

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6. Expenditure

	Unrestricted 2024 £'000	Restricted 2024 £'000	**Total 2024 £'000**	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Raising Funds	265	-	**265**	216	-	216
Charitable Activities	5,118	28,399	**33,517**	3,917	31,690	35,607
Total	5,383	28,399	**33,782**	4,133	31,690	35,823

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

	Direct project costs 2024 £'000	Staff costs 2024 £'000	Allocation of support costs 2024 £'000	**Total 2024 £'000**	Total 2023 £'000
Raising funds					
Donations	17	167	4	**188**	165
Other trading activities	19	53	5	**77**	51
Total cost of raising funds	36	220	9	**265**	216
Charitable activities Changing lives through media and communication					
Governance	8,462	7,670	2,217	**18,349**	19,716
Resilience	5,528	5,010	1,449	**11,987**	8,492
Health	1,467	1,330	384	**3,181**	7,399
Total cost of charitable activities	15,457	14,010	4,050	**33,517**	35,607
Total expenditure	15,493	14,230	4,059	**33,782**	35,823

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	**2024 £'000**	2023 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	**227**	172
General management and fundraising	Pro-rata by direct project expenditure	**2,337**	1,910
Financial management	Pro-rata by direct project expenditure	**650**	497
Information technology	Pro-rata by direct project expenditure	**367**	331
Premises and facilities	Pro-rata by direct project expenditure	**478**	454
Total		**4,059**	3,363

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7. Net expenditure for the year

	2024 £'000	2023 £'000
This is stated after charging:		
Auditor's remuneration (including VAT) Group		
current year	**53**	49
Auditor's remuneration (including VAT)		
subsidiaries	**10**	9
Exchange rate loss	**223**	100
Hire of assets - operating leases	**1,084**	1,184

8. Trustees and employees

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006). Trustees' expenses amounted to £1,239 (2023 : £NIL).

Donations made by Trustees in the year totalled £NIL (2023: £NIL). Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy.

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

9. Staff costs

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Costs of staff split by:				
Wages and salaries	**11,023**	12,063	**10,554**	11,373
National insurance	**490**	527	**490**	527
Pension costs	**1,299**	1,203	**1,266**	1,168
Other staff costs	**1,418**	1,459	**1,389**	1,392
Total	**14,230**	15,252	**13,699**	14,460

Employees with emoluments of £60,000 and over fell into the following bands:	2024	2023
£60,001–£70,000	**17**	15
£70,001–£80,000	**7**	4
£80,001–£90,000	**2**	5
£90,001–£100,000	**5**	2
£100,001–£110,000	**-**	1
£110,001-£120,000	**1**	1

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9. Staff costs (continued)

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 5 (2023:7). 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 £189,033 (2023: £179,902) and excluding People and Culture Lead's salary which is covered by a monthly re-charge to BBC HR, is £559,696 (2023: £517,956).

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

	2024	2023
Programme activities (charitable):		
Africa	**203**	236
Asia	**203**	192
Rest of World	**98**	101
Other	**2**	2
Total	**506**	531

There were no redundancy costs in the year (2023: £0).

10. Fixed asset investment

	Charity 2024 £'000	Charity 2023 £'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.

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10. Fixed asset investment (continued)

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 –
Cowrks Ground and First Floor, Worldmark 1, Aerocity, New Delhi - 110037, India

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

	2024 £'000	2023 £'000
Total income	**970**	1,566
Total expenditure	**(970)**	(1,566)
Net income	**-**	-

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

	2024 £'000	2023 £'000
Fixed and current assets	**714**	660
Liabilities	**(693)**	(639)
Net amount	**21**	21

BBC Media Action Nepal Private Limited –
Lalitpur District, Lalitpur Metropolitan City, Ward No 3, Sanepa, Nepal

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

	2024 £'000	2023 £'000
Total income	**-**	-
Total expenditure	**-**	-
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:

	2024 £'000	2023 £'000
Fixed and current assets	**1**	1
Liabilities	**-**	-
Net amount	**1**	1

British Broadcasting Corporation Media Action Ltd/Gte –
Plot 800, Off Ebitu Ukiwe Street, Jabi, Abuja, Federal Capital Territory, Nigeria

This entity was dormant during the year.

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11. Debtors

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Trade debtors	**293**	453	**288**	453
Amounts due from subsidiary and related undertakings	**582**	-	**1,220**	574
Other debtors	**527**	534	**27**	188
Prepayments	**284**	282	**261**	282
Accrued income (see Note 15)	**4,432**	4,740	**5,373**	4,740
Total	**6,118**	6,009	**7,169**	6,237

All debtors fall due within one year.

12. Cash at bank and in hand

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Cash held at bank in UK	**881**	3,508	**822**	3,470
Cash held at bank and in hand overseas	**1,442**	747	**1,315**	652
Total	**2,323**	4,255	**2,137**	4,122

13. Creditors: amounts falling due within one year

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Trade creditors	**81**	28	**81**	27
Amounts due to related undertakings (see Note 21)	**729**	958	**728**	958
Other creditors	**647**	1,468	**2,058**	1,614
Accruals	**1,357**	735	**1,306**	707
Deferred income (see Note 15)	**3,777**	3,513	**3,306**	3,513
Total	**6,591**	6,703	**7,479**	6,819

14. Provisions for liabilities

Charity and group	Project Costs £'000	Other Costs £'000	**Total £'000**
At 1 April 2023	254	-	**254**
New provisions in 23/24 (Ibex House dilapidations)	-	117	**117**
Provisions utilised in 23/24	(71)	-	**(71)**
At 31 March 2024	183	117	**300**

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 2023. It is expected that the majority of these obligations will be paid during the year ending 31 March 2024.

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15. Accrued and deferred income

Where cash is received in advance of a project period commencing, income is deferred and included in creditors. Where entitlement arises (i.e. when performance conditions has been met) before cash is received, the income is accrued and included within debtors. The most significant projects for which income was deferred and accrued are detailed below. In the year to 31 March 2024 the Group had 107 (2022: 120) active projects.

	Total Deferred Income 2023	Total Accrued Income 2023	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2024	Total Accrued Income 2024
ACTED / UNHCR : Bangladesh: Supporting Rohingya refugees	-	-	(178)	267	-	89
BMB MOTT MACDONALD : South Sudan: GESS II - MOTT	-	254	(974)	841	-	121
CICAN : Kenya: Young Africa Works in Kenya-TVET	-	133	(262)	129	-	-
COUNTERPART : Afghanistan: ASP USAID - Counterpart	-	117	(734)	768	-	151
COUNTERPART : Afghanistan: Afghanistan Support Project	-	-	(107)	107	-	-
CSSF : EECA: ENCD - FCDO	-	-	(917)	1,397	-	480
DAI : Myanmar: ECCR_DAI	(105)	-	(70)	175	-	-
DEUTSCHE WELLE : Armenia: Media Support in Armenia - EU	(59)	-	(81)	178	-	38
DIAKONIA : Zambia: Democratic Governance	-	84	(87)	206	-	203
DUTCH EMBASSY : North Africa: Dutch Funding El Kul Ph2	(67)	-	(92)	146	(13)	-
EUROPEAN COMMISSION : Ethiopia: Increasing Conflict Sens	(614)	-	12	573	(29)	-
EUROPEAN COMMISSION : Zambia: EU Citizens Voice	(294)	-	-	217	(77)	-
EUROPEAN COMMISSION : Zambia: Natwampane - EU	(31)	-	-	269	-	238
EUROPEAN UNION : EU Media Somalia	-	-	(172)	176	-	4
FCDO : Bangladesh: PRIMED implementation - FCDO	-	82	(295)	213	-	-
FCDO : Ethiopia: PRIMED implementation - FCDO	-	77	(336)	259	-	-
FCDO : HQ: PRIMED implementation - FCDO	(385)	-	(508)	1,183	-	290
FCDO : Indonesia: The Integrity Initiativ-Phs 1	-	-	-	145	-	145
FCDO : MOL: Supporting Teleradio Moldova's (TRM)	-	17	(312)	294	(1)	-
FCDO : Sierra Leone: PRIMED implement- FCDO	-	128	(448)	320	-	-
FCDO : SO: Building Women's Resilience	-	-	(204)	155	(49)	-
FCDO : Solomon Islands: Media Strengthening Ph2	-	-	(407)	267	(140)	-
FCDO : Tanzania: Shule Bora	-	67	(149)	108	-	26
GAC : Tanzania: Niambie 2: GAC	(80)	-	(907)	895	(92)	-
GATES FOUNDATION : India: Gender Normative Barriers	(599)	-	8	570	(21)	-
GIZ : GIZ - Rural Governance in South Sudan	-	-	(150)	153	-	3
GLOBAL CENTER ON ADA : Bangladesh: GCA - Stories of Cha	-	-	(128)	149	-	21
H & M FOUNDATION : India: PRIDE - H & M Foundation	(410)	-	(61)	447	(24)	-

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15. Accrued and deferred income (continued)

	Total Deferred Income 2023	Total Accrued Income 2023	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2024	Total Accrued Income 2024
H & M FOUNDATION : PRIDE Phase - 2	-	-	(684)	121	(563)	-
HALO TRUST : Afghanistan: HALO - Mine Action in AFG	-	93	(412)	319	-	-
HUMANITY AND INCLUSI : EECA HI Demining	-	-	(161)	123	(38)	-
IFES : Lib: Elections and Leg Strength IFES	-	98	(559)	566	-	105
INT RESCUE COMMITTEE : Bangladesh: BPRM Support for Roh	-	274	(870)	594	(2)	-
IRISH AID : NATIONAL CONVERSATION 5 - PHASE 2	-	-	(401)	224	(177)	-
LIFT - MiKhin Myit Tar	(103)	-	(69)	168	(4)	-
NDI : EECA: LGBTQ+ Films - NDI Sida	-	32	(219)	187	-	-
NORAD : Indonesia: For the People - NORAD	(63)	-	(619)	605	(77)	-
NORWEGIAN MINISTRY : Life in Lulu Series IX & X	-	-	(733)	340	(393)	-
NRC : Emergencey to Reliance in Adamawa (E2R)	-	-	(47)	103	-	56
SDC : Tanzania: Niambie 2 - SDC	-	-	(391)	478	-	87
SDC : Tanzania:Niambie 2 Rural Radio SDC	(166)	-	(389)	389	(166)	-
SIDA & SDC : Cambodia: Klahan9 SPACE - Sida & SDC	-	373	(1,859)	1,188	(298)	-
SIDA : Zambia: Kudziwa SIDA	-	291	(2,279)	1,625	(363)	-
SIGHTSAVERS : Nigeria: Sightsavers DID Scale-Up	-	120	(317)	273	-	76
UN : Afghanistan: MCH-UNFPA	-	-	(435)	455	-	20
UNDP : LIB: RIPIL Resilience to Inf Pollution	-	-	(10)	222	-	212
UNDP : Promotion of Human Security in Ukriane	-	-	-	121	-	121
UNFPA : Zambia: UNFPA	-	-	(122)	107	(15)	-
UNICEF : Cambodia: Pakistan Digital Polio Strategy	-	-	(190)	175	(15)	-
UNICEF : Covid-19 Vaccine Hesitancy for Youth	(66)	-	(77)	143	-	-
UNICEF : TZ: Responsible Parenting and Family Care	(4)	-	(266)	369	-	99
UNICEF : Zambia: Ubumi Bwesu	-	23	(153)	129	(1)	-
UNOPS : Myanmar: Ma Shet Ne - UNOPS	-	85	(245)	220	-	60
US STATE DEPARTMENT : Afghanistan: DoS - Media Survey	-	-	-	170	-	170
USAID : Bangladesh: USAID - YouthRISE Activity	-	31	(941)	928	-	18
USAID : Kenya USAID Global Labour Program	-	9	(82)	172	-	99
USAID : Myanmar BIG - Believing in Girls	-	48	(24)	377	-	401
USAID : Myanmar: Investing in Independent Media	-	103	(511)	477	-	69
USAID : Nigeria Global APS - USAID: BHA	-	24	(148)	124	-	-
Other projects	(466)	2,177	(4,976)	3,077	(1,219)	1,030
Total	**(3,513)**	**4,740**	**(25,748)**	**25,176**	**(3,777)**	**4,432**

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16. Funds analysis

	Balance at 1-Apr-23 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance at 31-Mar-24 £'000
Unrestricted funds:					
Designated funds:					
Technology-led Change Fund	369	-	-	(369)	**-**
Total Designated funds	369	-	-	(369)	**-**
General Funds	2,904	3,626	(5,014)	-	**1,516**
Total Unrestricted funds	3,273	3,626	(5,014)	-	**1,516**
Total Restricted Funds	34	28,399	(28,399)	-	**34**
Total	3,307	32,025	(33,782)	-	**1,550**

	Balance at 1-Apr-22 £'000	Income £'000	Expenditure £'000	Balance at 31-Mar-23 £'000
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	-	**369**
Total Designated funds	369	-	-	**369**
General Funds	3,758	3,279	(4,133)	**2,904**
Total Unrestricted funds	4,127	3,279	(4,133)	**3,273**
Total Restricted Funds	34	31,690	(31,690)	**34**
Total	4,161	34,969	(35,823)	**3,307**

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 designated Technology-led Change Fund (2023: £369,000) has been undesignated for use as general reserves.

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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 general funds	1,816	(300)	**1,516**
Total Funds at 31 March 2024	1,850	(300)	**1,550**

	Net current assets £'000	Provision for liabilities £'000	Total funds £'000
Restricted funds	34	-	**34**
Unrestricted designated funds	369	-	**369**
Unrestricted general funds	3,158	(254)	**2,904**
Total Funds at 31 March 2023	3,561	(254)	**3,307**

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

	2024 £'000	2023 £'000
Net expenditure for the year	**(1,757)**	(854)
Investment income	**(96)**	(27)
(Increase) / Decrease in debtors	**(109)**	151
(Decrease) in creditors	**(112)**	(2,319)
Increase / (Decrease) in provisions	**46**	(317)
Cash (outflow) from operating activities	**(2,028)**	(3,366)

19. Commitments and contingent liabilities

Operating Leases

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

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Land and buildings				
Operating leases which expire:				
Within one year	**451**	786	**412**	753
In the second to fifth years inclusive	**109**	103	**109**	103
Total	**560**	889	**521**	856

Contingent liabilities

There are none in current or prior years.

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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 2022 reported a shortfall (liabilities, calculated on the technical provisions basis, minus value of assets) of £841m. The value of the Scheme's assets and liabilities at that date were £19,745m and £20,586m respectively (both excluding AVCs). The method used to calculate the technical provisions is the projected unit method.

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 funding shortfall is expected to be eliminated within 9.75 years of the valuation date, i.e. by 31 December 2028.

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

Actuarial valuations must be carried out at least every three years (but may be carried out more frequently). The effective date of the next actuarial valuation of the Scheme must therefore be no later than 1 April 2025.

Contribution rates	Projections (%)		
	2024	2023	2022
Employer	30.0	42.3	42.3
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:

	2024 £'000	2023 £'000
Related parties		
Services procured from related parties	181	295
Amounts owed from related parties	582	-
Amounts owed to related parties (Note 13)	729	957

During the year, BBC Media Action procured HR, IT and other support services of £180,896 (2023: £295,214) from the BBC.

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

At 31 March 2024, an amount of £729k (2023: £958k) was owing to the BBC Group (including BBC and BBC World Service) and was Country Office cash-in-transit. This amount owing is non-interest bearing and repayable on demand.

As at 31 March 2024, an amount of £582k (2023: nil) was owed by BBC Group (including BBC and BBC World Service) to the charity. This amount owing is non-interest bearing and repayable on demand.

There were no other related party transactions to 31 March 2024 (2023: none).

22. Post balance sheet events

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

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ADDITIONAL INFORMATION

Image credits

Front cover

Life goes on: farmers resume rice plantation and bringing life back to normal after 2015 earthquake in Nepal. */ BBC Media Action Nepal*

Contents page

1. Photo from IDP camp about our impact in Hygiene Behaviour Change Coalition. */ Ahmed Fais, BBC Media Action Somalia*
2. Miriam from Tanzania helped us to create a special season of *Niambie!* (Tell Me!) for Inclusive Futures, a disability-inclusive development initiative working to ensure all children and adults with a disability have the same opportunities as everyone else to access education, health and work opportunities. */ BBC Media Action Tanzania*
3. In India, we are lifting the cloak of invisibility around informal waste pickers. */ Vinod Sebastian, Saamuhika Shakti*

Page 7

A photo from an IDP camp near Hargeisa, where we worked as part of the Hygiene Behaviour Change Coalition at the height of Covid-19. */ Ahmed Fais, BBC Media Action Somalia*

Page 32

BBC Media Action is sharing digital expertise with Unicef's Oky app partners in the Indo-Pacific region with a specific focus on the Philippines, Indonesia and Papua New Guinea. */ Image courtesy of Unicef*

Page 39

Jeremiah interviews a fish farmer in Homa Bay about adapting to the changing weather. */ Diana Njeru, BBC Media Action Kenya*

Back cover

Hilder Ngatunga, a presenter for our *Niambie!* (Tell Me!) radio programme in Tanzania, with an interview guest following recording. / *Joseph Minde, BBC Media Action Tanzania*

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BBC MEDIA ACTION

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BBC MEDIA ACTION

England & Wales - Charity number 1076235

Accounts



Annual Report and Accounts

2022–2023

BBC MEDIA ACTION

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



The Negat drama team records an episode in Addis Ababa. / *Credit: BBC Media Action*

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A note from our chief executive



Caroline Nursey OBE
Chief Executive Officer

This is the last foreword from me in a BBC Media Action annual report. As I write, I am preparing to retire in July 2023, after 14 years with the BBC's international charity.

The work we do is even more important than when I joined in 2009. Media and communication have become ever more central to development in an age of mis- and disinformation and in the middle of a climate crisis.

I am grateful to have worked with such committed and creative colleagues across the world to grow BBC Media Action into the respected international non-governmental organisation it is today. And I am proud that we are working to a strategy that strives to contribute to the UN's Sustainable Development Goals on poverty reduction, gender equality, climate action and others while remaining faithful to the BBC values of trust and impartiality. We have reached hundreds of millions of people with media and communication that has informed them, connected them with others and encouraged them towards positive change in their own lives.

This year, we have found ways to deliver amid political turmoil and crackdowns on civil rights in Afghanistan, Myanmar and Ethiopia, continued to support our media partners in Ukraine through wartime, and broken new ground with our first Pacific programme in Solomon Islands. We continue to deliver important support to public interest local broadcasters, fostering peaceful discussion and debate while enabling audiences to have a better understanding of each other and the events happening around them.

We demonstrated the importance of media and communication in climate action during sessions at COP27. We joined the first in-person Social and Behaviour Change Communication Summit since the COVID-19 pandemic struck, delivering more than a dozen sessions showcasing our learning in behaviour change communication that saves lives, improves health, and helps people to adapt and cope with climate change. We also forged a high-profile partnership with Google Jigsaw and Cambridge University on a guide to inoculation theory, an approach for tackling mis- and disinformation among newly digital audiences.

We know that information saves lives and this year we have even more proof, following a randomised controlled trial that found that our mobile health communication work in India has saved nearly 14,000 lives. Published in the journal BMJ Global Health, these exciting findings demonstrate the power of communication that reaches audiences where they are – in this case, in rural communities in Bihar, India.

These continue to be difficult times for those working in international development. Space for civil society is shrinking, and false and misleading information poses a direct threat to democracy, development, health and well-being. The reduction in the UK government's aid funding makes it challenging to find funding for our work. BBC Media Action must change along with this shifting landscape – diversifying our income, and adapting to the needs and media habits of our audiences. This process is well underway. I have no doubt that my colleagues will see it through.

As our new Chief Executive Simon Bishop steps into this tremendous role, I wish him – and our entire BBC Media Action family – success and joy in the coming years.

Caroline Nursey OBE
Chief Executive Officer
(to July 2023)

A note from our chair and vice chair



Francesca Unsworth
Chair



Awo Ablo
Vice Chair

To be effective with media and communication for development, you need to understand people.

Audiences are central to BBC values, and they are at the heart of BBC Media Action's work too. All our work is rooted in deep research and understanding of the communities with which we work. Our learning helps us tackle poverty and inequality, and bridge divides in increasingly fractured societies.

In many of the places where we work, the space for civil society is closing. Governments are becoming more authoritarian, public interest media are under financial, political and legal pressure, and false and misleading information abounds. This makes our work more important, and more challenging, than ever before.

BBC Media Action continues to focus on health, governance and humanitarian response, but we are adapting within those three pillars to meet the fast-changing needs of the societies in which we work.

Our work on health this year has included tackling misinformation around vaccines, overcoming gender barriers in talking about mental health, addressing sexual health rumours and taboos, and tips for maximising nutrition with limited resources – reflecting the vastly different needs and contexts in which we work.

We have continued our work in media development in some of the most difficult contexts imaginable – including wartime Ukraine and Taliban-controlled Afghanistan – while continuing important work to end gender-based violence and support at-risk girls in Bangladesh, Sierra Leone, Zambia and conflict-affected communities in South Sudan.

The erosion of overseas development aid, economic recession and slow recovery of events-based fundraising after the COVID-19 pandemic have continued to pose serious financial challenges for us. We have drawn on reserves to invest in business development to mitigate these difficult realities. Under our current plan, our conservative forecast is that we expect to return to a balanced budget by 2026 and a surplus shortly after, to replenish our reserves and ensure BBC Media Action is fit for the future.

We have welcomed three new trustees to the board this year – Freshta Karim, Reeta Chakrabarti and Phil Harrold – and said goodbye to Zeinab Badawi and Richard Dawkins after six and seven years, respectively. We are grateful to all our trustees.

On behalf of the whole board of trustees, we thank Caroline Nursey OBE, who led BBC Media Action so effectively with courage and pragmatism for 14 years. She began her well-earned retirement in July 2023.

And we welcome our new CEO Simon Bishop, whose leadership credentials span non-governmental organisations, government, policy and journalism. We look forward to working with him as we usher BBC Media Action into this next critical chapter, adapting to the fast-changing media and international development environment while reaching our audiences effectively, wherever they are.

Finally, we wish to express our gratitude to all the people who carry out BBC Media Action's work, and to those who support us and make it all possible.

Francesca Unsworth, Chair
Awo Ablo, Vice Chair

About us, our vision and mission

We are the BBC's international charity, and we believe in the power of media and communication for good.

BBC Media Action is the BBC's international charity, registered in the UK and working in international development.

Working to the BBC's values and editorial principles, we support the independent 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 18 offices in 23 countries, serving some of the most fragile and divided societies in the world. Our projects and programmes reached over 110 million people last year, helping to save lives and improve health, protect livelihoods and our planet, counter misinformation, and build more peaceful and democratic societies.

While we benefit from strong partnerships with the World Service and other parts of the BBC, 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

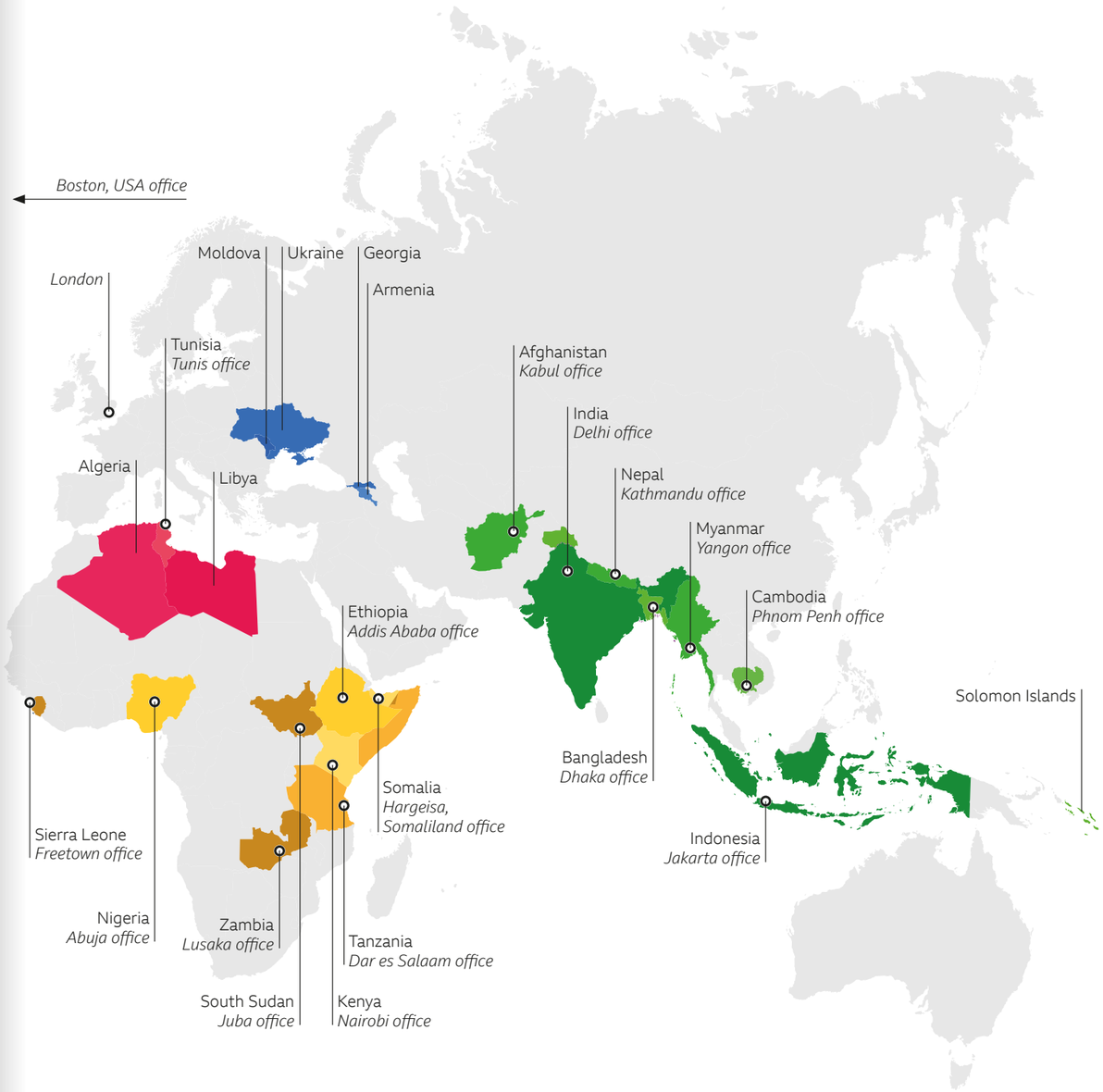
With our partners we reach millions through creative communication and trusted media, helping people have their say, understand their rights, responsibilities and each other, and take action to transform their lives.

Public benefit

The trustees approved BBC Media Action's Strategic Plan in January 2018, and have extended it until 2024. When reviewing the charity's aims and objectives and in planning future activities, the trustees confirm that they have given due regard 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, advancing health, preventing or relieving poverty, and overseas aid.

Where we work



Highlights from our year

In **India** our mobile phone health service *Kilkari* (A Baby's Gurgle), launched in 2015 and scaled up with the Indian government in 2019, was declared to have **saved nearly 14,000 lives** while contributing to higher reported use of modern, reversible contraceptive methods. The findings of a randomised controlled trial published in a special BMJ Global Health supplement demonstrate that a small amount of powerful media content – delivered directly to mobile phones – can have a significant impact on the health and future of poorer families, including in rural areas





In **Ukraine** we conducted our largest-ever research study to examine how women and gender-diverse people are affected by conflict, and to identify their information needs. We captured the needs and understandings of 1,700 women - including 200 in occupied and front-line areas. Results will be released later in 2023 and will help our media partners to inform their programmes.

In **South Sudan** we celebrated 10 years of **Life in Lulu**, our radio drama whose characters have become beloved household names. The drama, which began by addressing high rates of maternal and infant mortality in the country, has covered issues of governance, ethnic divides and peaceful co-existence in its eight seasons.





We opened our first Pacific islands project in **Solomon Islands** in November 2022, working with Solomon Islands Broadcasting Corporation and members of the Media Association of Solomon Islands and conducting a major media survey – the first in a decade. We held a series of workshops and training on editorial and production techniques, as well as thematic training covering broadcasting during emergencies, financial reporting and trafficking of women and girls. Our partners were delighted to welcome UK Foreign Secretary James Cleverly for a visit in April 2023.



In December 2022 we marked three years of ***Ma Shet Ne*** (Don't Be Shy), our **Myanmar social media project** on sexual and reproductive health. This has become a popular space for service providers and young people to discuss sexual health and rights, to share trusted information and to challenge taboos – our top post on Facebook reached over 25 million people, with 22.7 million video views!



Our ***El Kul* (For Everyone) digital platform for Libyan audiences** was named Best Trust Initiative in the 2022 WAN-IFRA African Digital Media Awards. *El Kul*, which is run by Tunis-based BBC Media Action content producers and a team of Libya-based freelance reporters, has over 1.2 million followers who watch its content promoting inclusion, diversity and tolerance.



We launched **our first podcasts**, including **Brave New Media**, an exploration of challenges faced by independent media around the world and potential solutions; **Living Climate Change Africa**, a five-part series featuring voices from the frontlines of climate change, and **Tanzania Adapts**, a Swahili-language podcast exploring the impact of a changing climate on everyday life, and how to cope.

Our **global research festival INSIGHTFUL** in February 2022 attracted more than 750 people online and in-person. The festival featured webinars promoting our research into reaching diverse audiences, working in regions affected by conflict and crisis, supporting public interest media and attracting digital audiences – demonstrating how audiences remain at the heart of everything we do.





Our public service announcements on the dangers of **explosive ordnance in Afghanistan** went viral, with millions of views on Facebook. The series includes stunning drone shots of herds of sheep, a real baby camel in a classroom and a one-take, single-shot film taken in a Kabul market. Our content reached 5.4 million Afghans and research found our audiences were more able to identify risks from explosive ordnance, knew more about how to keep safe, and shared their learning with others.

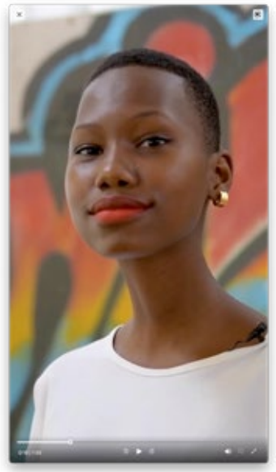
In **India** we launched our seven-episode web series *Life Navrangi* (A Colourful Life) on YouTube, which received over eight million views! The series was the follow-up to our ground-breaking and successful *Navrangi Re!* (Nine to a Shade) – possibly the world's first social impact series focused on sanitation. *Life Navrangi* built on the themes of everyday life and love in a local neighbourhood facing ever-present sanitation issues. An independent randomised controlled trial showed that viewers knew more about the sanitation chain, and were more likely to look up information and report illegal dumping of waste – showing the power of digital storytelling for a previously invisible problem.





In **Nigeria** our work to address **vaccine hesitancy** included supporting 24 media partners across 12 states and co-producing over 350 programmes. Some 30% of adults across our 12 focal states reported having listened to our radio programmes and public service announcements, and/or having seen social media content on the issue.

In **Tanzania** our focus on digital in our projects on parenting, gender and rights has paid off with significantly increased reach and engagement – with nearly 100,000 followers on Instagram and over 350,000 on Facebook. A compelling video poem about child marriage reached nearly one million views, and a short Facebook Reel drama on sexual harassment hit 1.2 million views.



How we serve our stakeholders

BBC Media Action complies with section 172 of the Companies Act 2006. Our board of trustees acts in the way it considers, in good faith, is most likely to enhance BBC Media Action's impact for the people we work with, while considering the long-term effect of decisions on our organisation and our stakeholders. Our mission sets out our need to work with partners to reach our audiences.

Internal stakeholders

Our internal stakeholders are our employees. Employee engagement is essential to delivering our work successfully. Our employees enjoy opportunities for learning and development through the BBC and beyond. All our employees have access to an employee assistance programme, with enhanced support in times of crisis in the countries where we work.

We have competitive employee salaries. UK-contracted employees are paid according to charity bands set within the BBC salary framework, reflecting the difference in salaries between the charity sector and media organisations. Salaries for employees in other countries remain competitive with local non-governmental organisation rates of pay.

External stakeholders

Our external stakeholders include:

Our audiences

Reached directly and through our partners, these are the people who most benefit from our work. Our research into what viewers and listeners need helps inform our work, while our project evaluations ensure we learn from our work and achieve positive impact. We continue to expand and deepen our digital platform work as our audiences' media habits change, while ensuring that we include people who still live in media-dark or media-poor communities. We follow BBC and sector best practice in obtaining consent from anyone who participates in, or features on, our media outputs, and we maintain a strict code of conduct and safeguarding protocol for our staff and partners.

Journalists, media workers and media houses

Working to the BBC's Editorial Values, the heart of our work is mentoring and training journalists and media workers, and work with media organisations on business planning, marketing and economic viability. We work in a variety of countries and contexts – from helping partners remain on air during the war in Ukraine, to assisting resource-poor media practitioners in Solomon Islands to adapt to growing internet access.

The BBC

We enjoy strong support from across the BBC, and work closely with the World Service and other parts of the BBC. The BBC World Service founded us. Many of our trustees come from the BBC – our Chair, Fran Unsworth, was the BBC's Director of News and Current Affairs until her retirement in January 2022. Senior BBC correspondents and personalities help us with fundraising and publicising our work.

Our partners in project delivery and sector learning

Partnerships are critical to our success. We work in several project consortia, we participate in sector collaborations and events, and we are members of Bond, the umbrella group for UK-based international NGOs. Most of our partners around the world are local NGOs.

Our suppliers

Our trustees have established procedures to ensure that external suppliers are individually verified to ensure they meet our required health and safety, regulatory and financial security standards.

Our donors

Our largest donors include the UK's Foreign, Commonwealth and Development Office (FCDO), Global Affairs Canada, the Swedish International Development Cooperation Agency (Sida) and the United States Agency for International Development (USAID), among other institutional donors, alongside UN bodies, private foundations and corporate partners. We are working to diversify our donors and remain committed to delivering high-quality work and reporting on our impact, through events and sector engagement, our website and our social media channels.

Our wider communities and our planet

Responding to the climate emergency is a growing priority in our programme work, reflecting the urgent need for action among the communities we serve, our partners and donors. We also recognise our responsibility to examine the impact of our operations on the environment. With support from the BBC's Sustainability team, we have implemented a process to measure the carbon footprint of all our offices each year. The results of this exercise and our initial baseline measure will inform a decarbonisation plan to be developed in 2023, in line with our Environmental Policy.



A woman responds to a question in a town hall discussion as part of our Tuyajenge (Let Us Build) radio show in Tanzania, which addresses a wide range of themes including sexual and reproductive health and services, and women and girls in leadership and political participation. / *Credit: BBC Media Action Tanzania*

Our strategic review

In 2022/23, BBC Media Action pledged to:

Deliver our programming in support of our strategy to the value of at least £27 million, and diversify and scale up our donor funding through a renewed focus on business development, with an ambitious development plan.

This year we delivered programming to the value of £27.1 million, following a significant investment in our global partnerships team to support business development. We have achieved measurable progress in diversifying our donor base and scaling up our work despite a funding environment that remains extremely challenging.

Put into action our new global policy on equity, diversity and inclusion, and measure our progress.

Following the January 2022 launch of our new equity, diversity and inclusion policy and approach, covering who we are and how we work, every employee and team across BBC Media Action set specific, measurable and achievable goals towards achieving a more diverse and inclusive organisation. Our internal Project Thrive has also given employees throughout our organisation a chance to voice their visions, and has set specific actions to ensure a more inclusive and welcoming work culture for everyone.

Continue to adapt and expand our programming to meet the needs of audiences in countries in conflict.

In 2022/23 we continued to work through challenging circumstances with partners in Afghanistan, Ethiopia, Myanmar, Ukraine and South Sudan. Our work in Eastern Europe and the Caucasus considers the wider impacts of the war in Ukraine, including the information needs of refugees and host communities. We continue to innovate to deliver critical, life-saving information tailored to audience members' needs and circumstances – ranging from supporting partners to deliver content through social media and messaging apps in Ukraine, to showing short films about the life-threatening risks of unexploded ordnance on public buses in Afghanistan.

How we are funded

BBC Media Action is 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 funded our work to the value of £27.1 million (£27.5 million in 2021/22). As of 31 March 2023, we had 120 (2022: 120) active projects around the world.

The FCDO remained our largest donor in 2022/23, providing nearly £5.7 million towards our work. Sida was our second-largest donor, providing £2.9 million, and USAID was our third largest donor, providing nearly £1.9 million.

Corporate donors, events and individual giving

BBC Media Action benefits from a range of corporate partnerships. Our corporate partners in 2022/23 helped us in valuable ways, donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice. We are grateful to all our corporate partners for their various forms of support during the year.

For example:

- Accenture provided specialist consultancy services to our finance, IT and leadership teams
- Access Bookings provided us with credits for hotel accommodation for our annual leadership residential week
- Adobe provided free software and Creative Cloud licences for our whole organisation
- Atos provided IT support to our London office, and specialist consultancy
- Currys provided us with refurbished laptop support
- Getty Images provided access to its professional image library for our publications
- Imagen provided us with an audio-visual archive for all our production materials, and consultancy to develop bespoke pages of our content.
- The Langham London supported our BBC Correspondents' Charity Dinner fundraising event



Rebecca Sankoh (right) interviews a girl who has left school in Pujehun district, Sierra Leone, as part of our EAGER (Every Adolescent Girl Empowered and Resilient) project. / *Credit: BBC Media Action Sierra Leone*

- Meta provided free advertising credits through Facebook to help us reach our audiences and publicise our work
- Rizzello Creative contributed pro-bono creative consultancy to our Cambodia country office
- Sophos provided us with cyber-security protection across our entire network
- Twitter provided technical training and support for our social media accounts
- Universal Music Publishing provided access to its music library for our production teams

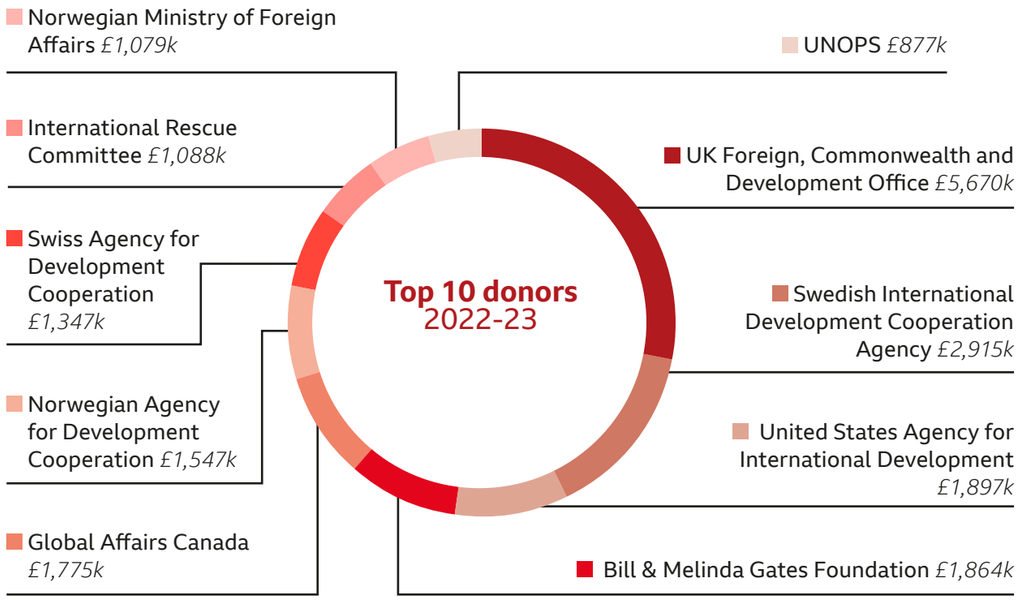
We were thrilled to see the return of our BBC Correspondents' Charity Dinner in July 2022, after missing our 2021 event due to COVID-19. We extend our thanks to our Dinner Committee for their ongoing support.

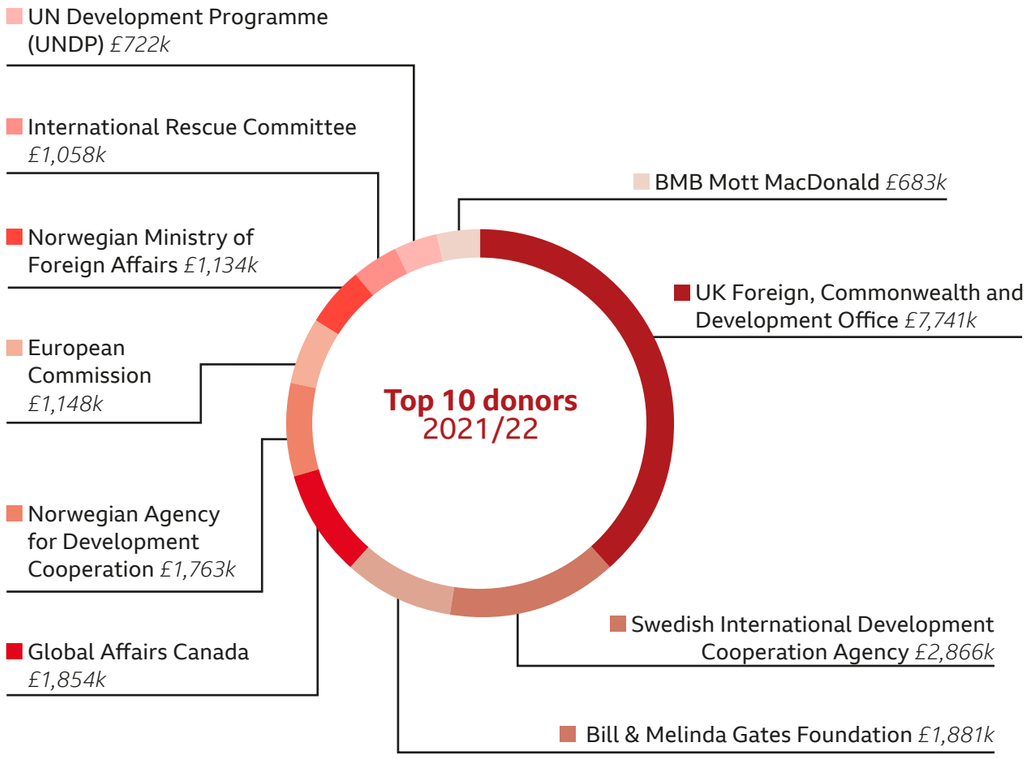
In 2022/23 we also benefitted from support from individual donors via BBC payroll giving, and through our JustGiving page that can be accessed from our website through a Donate button, and through our social media accounts.

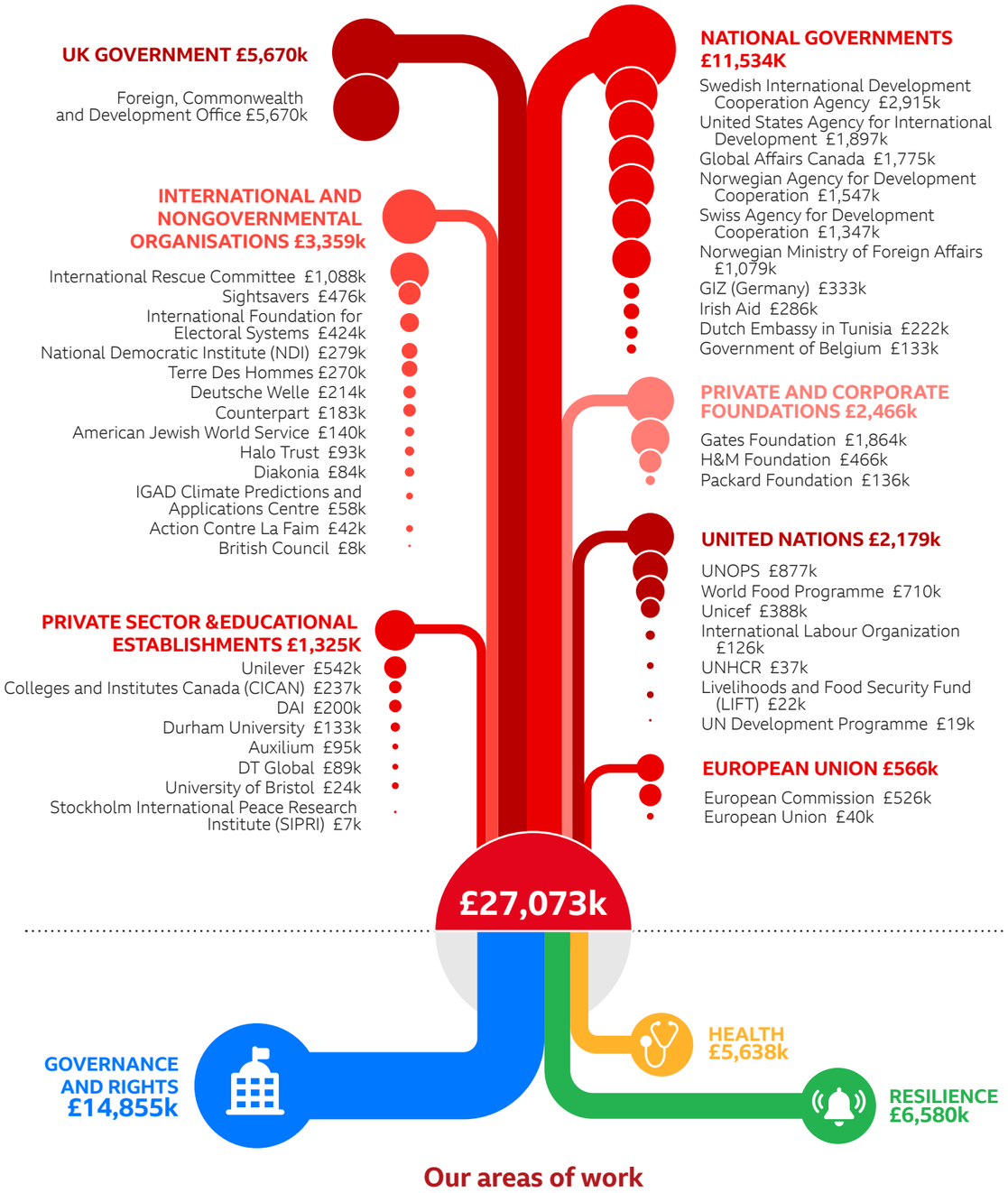
Fundraising governance and compliance

At BBC Media Action, we ensure that our donors are protected by using well-established, reputable platforms that display clear terms and conditions, including on UK General Data Protection Legislation (GDPR) compliance. JustGiving adheres to the Code of Fundraising Practice and subscribes to the Fundraising Regulator. Our prize draws with Givergy.com are subject to review from the BBC Interactive Technical Advice and Contracts Unit (ITACU).

Our Communications team monitors and moderates our social media accounts according to BBC Editorial Policy. There have been no formal complaints regarding our fundraising activity but any future complaints or concerns about our fundraising activities will be investigated and responded to. We voluntarily subscribe to and comply with the Fundraising Regulator and follow its Code of Practice, which ensures we treat people fairly and with respect, explain our cause in a way which does not mislead people, and are sensitive to people who may be in vulnerable circumstances.


Norwegian Ministry of Foreign Affairs £1,079k
UNOPS £877k
International Rescue Committee £1,088k
UK Foreign, Commonwealth and Development Office £5,670k
Swiss Agency for Development Cooperation £1,347k
Top 10 donors
2022-23
Swedish International Development Cooperation Agency £2,915k
Norwegian Agency for Development Cooperation £1,547k
United States Agency for International Development £1,897k
Global Affairs Canada £1,775k
Bill & Melinda Gates Foundation £1,864k


UN Development Programme (UNDP) £722k
International Rescue Committee £1,058k
BMB Mott MacDonald £683k
Norwegian Ministry of Foreign Affairs £1,134k
UK Foreign, Commonwealth and Development Office £7,741k
European Commission £1,148k
Top 10 donors
2021/22
Norwegian Agency for Development Cooperation £1,763k
Swedish International Development Cooperation Agency £2,866k
Global Affairs Canada £1,854k
Bill & Melinda Gates Foundation £1,881k


UK GOVERNMENT £5,670k
Foreign, Commonwealth and Development Office £5,670k
NATIONAL GOVERNMENTS £11,534K
Swedish International Development Cooperation Agency £2,915k
United States Agency for International Development £1,897k
Global Affairs Canada £1,775k
Norwegian Agency for Development Cooperation £1,547k
Swiss Agency for Development Cooperation £1,347k
Norwegian Ministry of Foreign Affairs £1,079k
GIZ (Germany) £333k
Irish Aid £286k
Dutch Embassy in Tunisia £222k
Government of Belgium £133k
INTERNATIONAL AND NONGOVERNMENTAL ORGANISATIONS £3,359k
International Rescue Committee £1,088k
Sightsavers £476k
International Foundation for Electoral Systems £424k
National Democratic Institute (NDI) £279k
Terre Des Hommes £270k
Deutsche Welle £214k
Counterpart £183k
American Jewish World Service £140k
Halo Trust £93k
Diakonia £84k
IGAD Climate Predictions and Applications Centre £58k
Action Contre La Faim £42k
British Council £8k
PRIVATE AND CORPORATE FOUNDATIONS £2,466k
Gates Foundation £1,864k
H&M Foundation £466k
Packard Foundation £136k
UNITED NATIONS £2,179k
UNOPS £877k
World Food Programme £710k
Unicef £388k
International Labour Organization £126k
UNHCR £37k
Livelihoods and Food Security Fund (LIFT) £22k
UN Development Programme £19k
PRIVATE SECTOR &EDUCATIONAL ESTABLISHMENTS £1,325K
Unilever £542k
Colleges and Institutes Canada (CICAN) £237k
DAI £200k
Durham University £133k
Auxilium £95k
DT Global £89k
University of Bristol £24k
Stockholm International Peace Research Institute (SIPRI) £7k
EUROPEAN UNION £566k
European Commission £526k
European Union £40k
£27,073k
GOVERNANCE AND RIGHTS £14,855k
HEALTH £5,638k
RESILIENCE £6,580k
Our areas of work

Our impact in 2022/23

Media and communication for good

Our work in media development and media freedom



Sopna Debnath was the only female journalist at Gramer Kagoj (Village Paper), a leading local daily newspaper in south-east Bangladesh and one of two local partners supported through our Protecting Independent Media for Effective Development (PRIMED) project.

Through PRIMED, we have worked with Gramer Kagoj to develop gender-sensitive editorial guidelines and policies. These aim to ensure more gender equality and better protection for its female staff while also improving the gender balance and representation in content. This makes Sopna feel more confident in her work, and better reflects her experiences and perspectives in the newspaper’s content.

The belief that independent, public interest media is essential to democracy and development is at the core of all BBC Media Action's work. Amid closing civic spaces and a rise in authoritarian governments, media development has become more challenging yet more important than ever. Countering mis- and disinformation has become an increasingly important part of this work (see page 28).

Following Russia's invasion of Ukraine, our three-year Eastern Partnerships project funded by the FCDO received additional funding to ensure our local media partners' news operations could continue to serve vulnerable audiences in Ukraine. We provided emergency grants, training and support to produce specialised Lifeline humanitarian programming, training on safety and security in the field, and guidance on trauma-sensitive reporting. A follow-up project focused on media development work in Ukraine and neighbouring countries is expected to run until August 2025.

In Armenia we have been working with international and local partners on an EU-funded project to support independent media organisations to become more professional and financially sustainable. We held more than 30 consultations with regional media representatives to improve the technical and editorial skills of 10 partner organisations, and supported the development of editorial principles and journalistic standards.

We also organised a three-day study tour to the BBC in London for journalists representing two of the most trusted independent media organisation in Armenia, so they could see the BBC's approach to operations, high-quality news and investigations up close.

Our Protecting Independent Media for Effective Development (PRIMED) project, funded by UK Aid, entered its third year in Bangladesh, Ethiopia and Sierra Leone.

In Bangladesh, we supported the national online news portal Bangla Tribune and regional newspaper *Gramer Kagoj* (Village Paper) with training, mentoring and technical support to improve their editorial and reporting skills, digital operations, economic viability and their resilience. Ultimately, this aims to support the production of more independent, quality content that reflects people's opinions and helps them to hold relevant authorities accountable.

Also in Bangladesh through PRIMED, we worked with the Broadcast Journalist Centre, providing technical guidance on building coalitions, rights-based documentation and training in some areas of journalism. The BJC's work has included a survey revealing the difficult working conditions faced by media workers, to support advocacy calling for the government and media owners to improve their labour policies.

In Ethiopia, our work through PRIMED focuses on building technical expertise, professional editorial standards, and stronger institutional and financial foundations to help develop our local media partners into public interest models while working in polarised environments and narrowed civic space.

In Sierra Leone, our PRIMED work achieved a breakthrough. We worked with local partners to hold a successful National Media Viability and Investment Forum, and secured a subsequent government pledge to develop a National Action Plan to ensure the viability of public interest media in the country.

With support from PRIMED, a contract for a pilot National Fund for Public Interest Media was signed between Sierra Leone's Media Reform Coordinating Group and the International Fund for Public Interest Media (IFPIM). IFPIM will fund successful applications from local media outlets with strong track records of public interest journalism, while the government has committed to matching IFPIM's seed grant for the national fund. PRIMED is supporting the establishment of the technical secretariat and its first call for proposals.

Sierra Leone's parliament has also approved a new Independent Media Code of Practice, developed by the country's Independent Media Commission, after an extensive consultation process supported by PRIMED.

Also in Sierra Leone, we began work with the United Nations Development Programme (UNDP) and other partners on the UN-hosted iVerify platform, which launched ahead of June 2023 elections. This automated fact-checking tool is run by the Sierra Leone Association of Journalists to identify false information, and prevent or mitigate its spread.

OUR WORK IN MEDIA DEVELOPMENT AND MEDIA FREEDOM



We have conducted remote and in-person training with public interest media in Armenia, including Factor TV. / *Photo courtesy of Factor TV*



Journalist Ennie Kishiki was part of our training project in Zambia to help strengthen trusted, impartial media coverage of key election issues. / *Credit: BBC Media Action Zambia*

In Tanzania our Rural Radio Support project, funded by the Swiss Agency for Development Cooperation, is building a supportive network for rural radio. We have conducted audience surveys and are working with 12 partners to strengthen their commercial viability, their production and editorial processes, and their ability to respond to audience needs – especially those of women and young people. For example, our research found that while three partners were targeting an urban audience, most of their listeners were in rural areas; they have now restructured their programmes to report more news and stories from villages.

In Zambia our Sida-funded project *Kudziwa* (To Know) included a nine-month training and mentoring process to transform newsgathering by the Zambia National Broadcasting Corporation. We also worked with them to develop a detailed newsroom editorial guide; the broadcaster has now moved away from just covering government stories to more human interest content, featuring more diverse perspectives and analysis.

Also in Zambia, through our partner the Media Institute of Southern Africa, we facilitated the development of a media code of ethics and a constitution for a proposed new media self-regulatory mechanism. Media owners and key media stakeholders developed and agreed this code of ethics, which will support professionalism while helping to safeguard media freedom and independence.

In North Africa our media platform *El Kul* (For Everyone) for Libyan audiences continues to grow, produced entirely by BBC Media Action trainees. Our team of Libya-based freelance reporters and Tunis-based content producers make content that advances diversity and tolerance amid conflict and distrust, and helps counter misinformation; the platform has 1.2 million followers on Facebook and in the first quarter of 2023 alone, it reached over 6 million unique users and generated 1.3 million engagements (comments, shares and clicks). We were thrilled that *El Kul* won Best Trust Initiative in the 2022 WAN-IFRA African Digital Media Awards.

In Algeria we continue to work with state broadcasters in their transition to public service broadcasting, by sharing audience research, conducting in-person and virtual training, and linking them with local civil society organisations.

In Indonesia, we have been providing advice to the Ministry of Communication and Information and to a media task force and to a media task force, as they develop a bargaining code, a collective approach to tackling social media platforms' disruption of journalistic business models and financial sustainability. President Joko Widodo is expected to sign a presidential decree on this code later in 2023.

As part of this process we organised a study tour to the UK for officials from Indonesia's Ministry of Communication and Informatics and senior Indonesian journalists. Media communities in neighbouring countries have expressed interest in learning from the negotiations around, and drafting of, this publishers' rights initiative.

In Cambodia our *Klahan9* (Brave 9) SPACE project, which focuses on civic engagement around climate, included a media support component. We worked with a local media organisation which recruited and trained 15 young people in documentary film-making. The trainees then produced 12 documentaries on everyday life and climate-related issues along the Mekong River. These films were screened across the country at events attended by influential provincial and local policymakers, donors, project partners local NGOs and others. Our midline report showed that the programme had inspired viewers – for example, 83% of panellists reported taking actions such as attending a local meeting or working as a volunteer.

In Afghanistan, we have been providing training and mentoring to radio stations, journalists and civil society organisations on a range of issues, including digital safety, basic rights, and the production of content focused on the needs of young people and of women and girls. We have worked with five radio stations this year and expect the number to increase.



A woman is shown in a market in Kabul. Over 20 million people in Afghanistan are facing food insecurity; we are working with the World Food Programme to help families improve their nutrition with limited resources. / *Credit: Getty Images*

Our work in tackling information disorder



"As a radio and TV presenter and media trainer, I have witnessed the profound impact of misinformation in modern-day Tunisia. Through BBC Media Action's training, I learned about the strategies used by those who produce false and misleading information, and of the ways that we can help our audiences spot manipulation. I have been able to practice stronger verification in my journalism and enhance our fact-checking. And I have been able to raise awareness of false and misleading information campaigns with my radio audiences, and, using this influential reach, empower them with the essential tools to navigate the complex landscape of media manipulation."

Khouloud Mabrouk is a Tunisian media personality with a large national following, and a BBC Media Action mentor. After joining our training, which drew on the latest behavioural psychology insights to build audience resilience to mis- and disinformation, she discussed these issues on her own radio show, with an estimated audience of nearly 500,000.

Advances in technology, and increasing access to both traditional and social media, are propelling the spread of false information at a dizzying speed and scale. BBC Media Action's work to address information disorder combines our expertise in research, media capacity-strengthening and multimedia content production. In specific contexts around the world, we work to understand what drives trust in, and engagement with, information, which then informs our training approaches and our content production so that it understands and reflects - rather than fuels - the fears, concerns, values and motivations of diverse audiences.

This year we were proud to collaborate with Google Jigsaw and the University of Cambridge on A Practical Guide to Prebunking Misinformation – a manual that covers the hows and whys of 'inoculation theory' to stop the spread of information by making people more resistant before they encounter it. We are testing these theories in our work in North Africa, following our surveys on this issue in Tunisia, Algeria and Libya.

Our Responding to COVID-19 Information Disorder in Tunisia (RIDIT) project was aimed at countering false and misleading media content. Funded by Germany's Federal Ministry for Economic Cooperation and Development (BMZ) in partnership with the German development agency (GiZ), we worked with around 50 members of media and civil society, incorporating insights from research and an Inoculation Theory 'approach to production of media content to counter the spread of mis- and disinformation. A smaller group of trainees then took part in a creative bootcamp to develop and produce content based on this theory. We are conducting further research and evaluation to measure what works best with our target audiences to inform our future work.

In Ethiopia we have begun work on an EU-funded project with research that will enable us to address issues of hate speech, mis- and disinformation in media, with a focus on young people's digital literacy. Through PRIMED, we also trained specialists in the Ethiopian Media Authority in how to recognise information disorder and hate speech.

In Zambia, our *Moto* (Fire) initiative funded by Sida and run in partnership with the Free Press Initiative, trained eight women working in broadcasting. Over nine months, these journalists strengthened their news and current affairs reporting, fact-checking and investigative journalism skills. They then produced and broadcast a number of fact-checked packages and investigative pieces, two of which won media awards.

In Somalia we began a two-year project on mis- and disinformation, working with Free Press Unlimited with funding from the EU. We will train Somali journalists through an online course and long-term mentoring in how to identify and stop the spread of mis- and disinformation. This aims to support them to make content to help audience members spot false and misleading information and avoid sharing or spreading it.

Our work in climate action

“Before the drought I had 50 cows. Now I have only three and a calf. I decided to start maize farming but it didn’t do well. I resorted to planting vegetables since I could manage this with irrigation with water bottles. I have planted tomatoes, kale and cabbages. I learned this from a radio programme … which talked about how to start and manage a kitchen garden. Now I am able to feed my family.”



Supuko Lempirikani is a pastoralist herder in the Turkana region of Kenya. His local radio station, Serian FM, was part of a BBC Media Action project to mentor and train broadcasters in programming and connect them with climate scientists. Radio stations like Serian FM are now better able to focus on topics relating to climate, weather and livelihoods in their broadcasts. They also feature more climate experts and inspiring examples of local action, to help people adapt their livelihoods and cope with the impacts of climate change.

BBC Media Action’s work in climate and climate resilience spanned the globe this year, from the drylands of East Africa to the rainforests of Indonesia.

In Kenya, our EU-funded Down2Earth project involved mentoring radio stations to produce useful, timely and relevant information for their audiences on water scarcity, food insecurity and climate change adaptation. Our qualitative evaluation showed that the resulting content helped listeners learn how to secure their finances, such as by diversifying their income with beekeeping, growing more weather-resilient crops and timely selling of livestock. Listeners reported long-term impact on their time management, health and family and social relationships.

Our teams in Ethiopia, Somalia, South Sudan and Kenya worked together to produce a five-part podcast series, Living Climate Change Africa, funded by IGAD Climate Prediction and Applications Centre. This series brought the voices of people from across East Africa on the frontlines of climate change to an audience of policymakers at COP27 in Sharm el Sheikh. Our films highlighting these voices were also played at a COP27 launch event.

In Nigeria we began working in the Niger Basin on the role of communication in a transboundary integrated water resource management project. We are working to identify the role of media in supporting climate change adaptation and building communities’ resilience – such as through sharing climate-smart agricultural practices - in this region, ahead of further programmatic work.

In Tanzania our A National Conversation governance and accountability project includes a focus on climate change. As part of this initiative we produced the national radio show *Itika* (Answer the Call), and local spin-off shows with five local station partners, along with mentoring and training. In addition, we produced our new Swahili language podcast, Tanzania Adapts, which interviews experts and examines climate-related challenges including health, livelihoods, water scarcity and food insecurity.

In Cambodia, our six-month Not Waiting for Rain project included a full-length film, public service announcements and social media shared on Facebook and YouTube, and community outreach activities, to support local adaptation to climate change. We focused on sharing simple techniques that other people have successfully used. Our Facebook content had over 4 million views and engaged over 60,000 people, exceeding our targets. Our evaluation showed that this project had a positive impact on awareness of the risks of climate change, and how to adapt in response to them.

Our four-year project on governance and sustainable growth in Indonesia, *Kembali Ke Hutan* (Return to the Forest) – including a TV drama series, discussion programme, digital content and capacity strengthening for local media – finished in December. The heart of the project was our 20-episode soap



A farmer in Turkana county, Kenya holds a sweet potato grown using information he learned on the radio. Our work in Kenya with local radio broadcasters supports better weather and climate information to help listeners adapt to changing weather patterns. / *Credit: BBC Media Action Kenya*

opera, *#CeritaKita* (Our Stories), created in partnership with Indonesian broadcaster SCTV. After each episode, a live discussion show featured online influencers, senior government ministers, experts and role models *#CeritaKita* was viewed by 24.5 million people, or 17% of the adult population, and won a Bandung Film Festival award.

Our rigorous mixed method evaluation included a randomised control trial by Columbia University to isolate whether being exposed to project content led to impact on public attitudes and behaviour. We also conducted a representative survey, qualitative research, social media analytics and interviews with climate and forestry experts. The survey found that people exposed to our content were significantly more likely to take individual action to protect the natural environment than others, even when controlling for other factors. And the Columbia University experiment found that exposure to *#CeritaKita* content created more support for media coverage of climate and environmental issues (61% versus 52% in the control group). These results and more were presented at the International SBCC Summit in Marrakech in December.

We are continuing our environment and climate work in Indonesia with For the People, engaging young people on issues of deforestation and green growth. Working with a local civil society organisation, we are developing discussion clubs in 30 villages, based around 39 episodes of content, while continuing our social media content on the *Aksi Kita* (Our Action) platforms.

And in Bangladesh, our response to the Rohingya refugee crisis in Cox's Bazar included producing content on cyclone and monsoon preparedness, and fire prevention and response. In addition, we conducted capacity-strengthening work with aid workers to ensure the concerns of both refugee and host communities are properly considered and addressed. We continue to work closely with humanitarian agencies, working groups and technical forums, and the government of Bangladesh in our Rohingya response (see page 48).

Our work in health



Mama Karama Jade Baga is a village elder in South Sudan, and a listener of our radio programme Let's Talk About Us. This programme covers sexual and reproductive health and rights including early forced marriage and family planning – issues that are otherwise rarely discussed in South Sudan. The programme has reached 1.9 million listeners. In areas where there is no access to radio, we have pre-loaded solar powered radios with content to play to community listening groups, who can then discuss and reflect on the information together.

With the global pandemic entering its third year, BBC Media Action's work continued to address COVID-19 and a wide variety of other health issues that, left unaddressed, claim lives and limit potential. These topics include sexual and reproductive health and rights, maternal, newborn and child health, and parenting.

COVID-19 continued to be a focus for our work in Ethiopia, Somalia, Nigeria, Tanzania, Zambia and North Africa, as well as in our work with refugee and host communities in Cox's Bazar, Bangladesh. In Ethiopia and Somalia, we carried out a second Hygiene and Behaviour Change Coalition project funded by Unilever, delivering drama and discussion programmes, social media content and public service announcements on prevention behaviour and vaccine uptake.

In Ethiopia we worked with Ethiopia Civil Service University community radio to co-produce segments highlighting ongoing issues around COVID-19. In Somalia we continued producing our popular Captain Suleiman series, featuring a radio DJ agony uncle who uses humour to answer fictional callers' questions. Our content in Somalia was carried by local broadcasters and the BBC Somali service. And in Zambia we launched a Unicef project covering COVID-19 prevention and vaccination and child and maternal health. This involved working with eight FM stations and state broadcaster Zambia National Broadcasting Corporation to produce radio drama and discussion programmes, social media content and public service announcements on preventing the virus and the benefits of vaccination.



A social media visual encouraging Ethiopians to protect others during COVID-19. / *Credit: BBC Media Action Ethiopia*

In Nigeria we trained and helped strengthen the capacity of 24 partner radio stations across 12 states under a Bill and Melinda Gates-funded project on vaccine hesitancy. We worked closely with health experts and key influencers to overcome trainees' own vaccine hesitancy, and then engage them in producing radio discussion programmes and town hall meetings about the benefits of COVID-19 vaccination.

We produced more than 350 programmes and pieces of content, and our social media outputs earned 32.3 million views and three million engagements in 12 months. Our endline research found that 30% of adults in the 12 focal states listened to our radio programmes (Talk Your Own and *Mu Tattauna* (Let's Talk), public service announcements or saw social media content made by BBC Media Action. The study showed listeners were more likely to be vaccinated and to encourage others follow suit. We also saw immediate impact with town hall meetings and, in one case, 24 participants in Enugu State agreed to be vaccinated immediately following a town hall meeting hosted by Dream FM.

In North Africa our platform for Libyan audiences, *El Kul* (For Everyone), regularly featured content to boost confidence in vaccines, funded by Unicef. And in Tanzania our Unicef-funded project Responsible



Voice actors at work in our Juba, South Sudan studio on Life in Lulu, our long-running radio drama addressing issues of governance and gender. / *Credit: BBC Media Action South Sudan*

Parenting and Family Care involved producing a section on COVID-19 vaccine uptake for our national show, *Safari ya Malezi* (A Parenting Journey), which reaches over two million listeners, and conducting capacity-strengthening on the topic for local radio partners.

Work on sexual and reproductive health and rights continued to be a growing area, with work this year, notably in South Sudan, Ethiopia, Nigeria, Myanmar and Bangladesh.

In South Sudan Amplifying Women's Voices, our four-year programme funded by Global Affairs Canada, ended in December. This groundbreaking initiative tackled issues that are rarely discussed in communities or families – traditional opposition to using contraception, and acceptance of child marriage and domestic violence. We combined our national radio programme, Let's Talk About Us, with other media content and community engagement to support women and girls to make their own decisions around sexual and reproductive healthand rights. A midline survey in spring 2021 showed 35% of those interviewed had listened to the programme at least once in the last year and, of those reached, 84% were listening regularly to at least every second episode – equal to roughly 1.6 million listeners.

In Ethiopia our Engaging Young People Through Media project produced the radio and TV series *Negat* (Dawn), which included episodes focused on sexual and reproductive health. The series shared information about services available to young people and addressing workplace harassment.

In Nigeria, we are working with Sightsavers on an Inclusive Family Planning Project, funded by the FCDO. We have conducted formative research to understand the barriers to family planning experienced by people living with disabilities. Our audience segmentation then informed the characters for season 13 of our Hausa-language radio drama, *Madubi* (Mirror), which began airing in April 2023. Set in the fictional town of Kuka Jeri, the drama will challenge barriers to inclusion in family planning services and help build family and community support through personal stories

and dispelling myths and misconceptions. We have also begun training and mentoring staff at three radio stations to produce related discussion programmes, working with health experts and people with disabilities.

In Tanzania our *Niambie* (Tell Me) national radio show and accompanying social media content focused on gender and the rights of women and girls, particularly sexual and reproductive health. Our *Safari ya Melezi* (A Parenting Journey) radio programme also touches on this theme, examining how parents and caregivers can support adolescent children to access health services, and discussing how to share information on menstruation and other aspects of reproductive health.

In Zambia, with funding from Sida, we produced and broadcast *Tikambe* (Let's Talk) on four TV stations including ZNBC, as well as engaging content on our Facebook page, which had over 212,000 unique user engagements over the year. A related *Tikambe* National Dialogue meeting allowed young people to engage with the minister of health and other stakeholders on sexual and reproductive health services and rights. We also revamped content on a toll-free phone service to help people access information and local health services, which has been accessed over 141,335 times by people aged 24 and under.

In Myanmar we marked a three-year anniversary for our online platform *Ma Shet Ne* (Don't be Shy) in December. This platform connects providers of sexual and reproductive health and related services with young



A painted mural ad for our Tikambe! radio programme in Zambia. / *Credit: BBC Media Action Zambia*

people to provide accurate information while challenging traditional norms and taboos. *Ma Shet Ne's* Facebook page maintains strong engagement, with nearly one million unique engagements over the year. This achievement is even more remarkable given the ongoing political turmoil, uncertainty and restricted media access in Myanmar.

And in Bangladesh, with support from UNFPA, we built on the success of their Generation Breakthrough project by producing seven video games for Rohingya adolescents, covering topics including puberty, menstruation and hygiene, child marriage, sexually transmitted infections and family planning.

Sanitation and its implications for people's health continue to be a major focus of our work in India. Our multimedia campaign *Malasur*, the demon of defeca, and our short radio drama *Shaucha Singh*, both formed part of the Sanitation Communications Unit project funded by the Gates Foundation. Through government partnerships, we scaled these campaigns to reach over 500 local media outlets in eight Indian states.

We also produced a sequel to our successful sanitation-focused drama series, *Navrangi Re!* (Nine to a Shade), *Life Navrangi* (A Colourful Life). This seven-episode series, broadcast via YouTube and supported by the social media campaign *Flush Ke Baad 2.0*, attracted over eight million views. Like its predecessor, *Life Navrangi* weaves topics related to septic tanks, waste removal and illegal dumping practices into stories of life and love in a traditional neighbourhood. An independent randomised controlled trial found that 99% of viewers found the show appealing and 84% said it reflected real-life issues. Viewers were more aware than non-viewers of health risks around faecal sludge, and more likely to build septic tanks correctly.

As noted on page 10, our mobile health communication work in India – *Kilkari* (A Baby's Gurgle), Mobile Academy and Mobile *Kunji* (Guide) – received exciting validation through an independent evaluation and randomised controlled trial, with results published in a BMJ Global Health journal supplement. Since 2015, mobile phone health information service *Kilkari* has been found to have saved nearly 14,000 lives, while contributing to higher reported use of modern, reversible contraceptive methods. We are proud to have this significant evidence of the role that media and communication can play in improving the health and future of poorer families.

We continued to build on this success in 2022/23 by working with the health department in Uttar Pradesh to set up, train and deliver a digital health communication platform and several other health communication prototypes. This work has already supported the administration of drugs to combat the parasitic infection lymphatic filariasis in 18 districts, as well as routine immunisations and child nutrition.



A community health volunteer shows job aids produced by BBC Media Action as part of our award-winning Mobile Academy project in India / *Credit: BBC Media Action India*

Our work in equity, diversity and inclusion

"Before listening to [*Kayd iyo Koboc* (Saving and Progress)], I always believed that only wealthy people can take loans and no one will trust me with a loan, but that changed when I implemented what I learned from the programme…. Now that I have savings, I can invest further into my business. I have also achieved progress from working with a local women's business network."



Sabaad Abdi supports her husband and five children with a small home-based business dying clothes. Her earnings barely covered her expenses, utilities and school fees. Then she came across radio VOSWO (Voice of Somaliand Women). BBC Media Action has been working with VOSWO for four years to help produce weekly programmes on how Somali women can improve their businesses in both the formal and informal markets.

At BBC Media Action, furthering equity, diversity and inclusion is embedded into who we are, what we do and how we do it. We aim to ensure meaningful representation and voices throughout our content and our organisation. Our new strategy and approach on equity, diversity and inclusion, adopted in January 2022, has set ambitious goals for everyone in our organisation to ensure we are as open and inclusive as we can be in all our work.

This year, our work on equity, diversity and inclusion has specifically included projects and programmes for, and with, people who have been marginalised by gender and LGBTQI+ identities, by perceptions of living with disability, and by entrenched beliefs around caste and ethnicity. We are also proud to be partners in the BBC's The 50:50 project, which strives for gender balance in media content. Each month in 2022/23 our core website, blog and social media channels reached or surpassed this goal to have at least half of our content portraying women. Our country teams in Ethiopia and Sierra Leone have also engaged in training and content surveys as part of The 50:50 Project.

In Ukraine we mentored staff at Ukraine's public broadcaster Suspilne (Public) to produce a short film series profiling women's leadership and their civic and political participation. This was part of the project Transforming Gender Perceptions in Ukraine,



***Negat* (Dawn) TV presenter Kirubel Shiferaw waits for a shoot to start in Addis Ababa, Ethiopia. /** *Credit: BBC Media Action Ethiopia*

implemented by the National Democratic Institute and funded by Global Affairs Canada. Our largest-ever research in Ukraine, involving 1,700 women and 500 men, was conducted in January 2023 and found that traditional gender stereotypes are being reinforced in media; the research was released in full in July 2023.

In Ethiopia we launched *Negat* (Dawn) TV and radio programmes to support employment and opportunities for young people, to help tackle the country's youth unemployment rate of 6%. The project, Engaging Young People Through Media, is funded by the David and Lucile Packard Foundation and its design and implementation follow The 50:50 Project's principles of gender representation. Our pretesting helped us refine the programme into a shorter drama with more focus on the views of young people, and information on services in education, employment, entrepreneurship and sexual and reproductive health and rights.

In Kenya we have been building awareness and interest among young women and girls in non-traditional technical and vocational



Marian Tina Conteh (right), a producer and trainer in Sierra Leone, interviews Aminata, a young wheelchair user who was able to save enough money to start a small business and achieve financial independence. / *Credit: BBC Media Action Sierra Leone*

education. Working with Colleges and Institutes Canada, with funding from the Mastercard Foundation, we have mentored seven radio stations around Kenya to produce content containing accurate information about educational courses, and the positive outcomes that can result from gaining these qualifications.

In Nigeria, our Inclusive Family Planning project ensures that all aspects of our work – from scriptwriting to recording and creating scripts in Hausa Braille – are fully inclusive. People living with disabilities work as consultants, scriptwriters and voice actors on this project, alongside health experts in family planning. We have also worked closely with the Women with Disability Self-Reliance Centre. All our projects in Nigeria focus on supporting groups who have been marginalised; our most popular social media output this year was from a young female rapper from Northern Nigeria, drawing over 150,000 views. We have also presented our learning globally through webinars and at the International Family Planning Conference in Thailand.

In Somalia we produced a weekly radio show on BBC Somali and partner stations addressing women's economic empowerment. This programme, Making Waves, combines drama and discussion as part of our Norad-funded Somali Women Towards Economic

OUR WORK IN EQUITY, DIVERSITY AND INCLUSION

Empowerment and Transformation (SWEET) project. Our evaluation of Making Waves found that female listeners have been inspired by successful stories from businesswomen and expert interviews. These listeners also said they learned how to run a successful business with information on record-keeping, partnerships and calculating profit and loss. Male listeners in our study also said that they were more willing to support their wives or mothers in their businesses after listening.

In South Sudan we continue to work through the Girls' Education South Sudan consortium to build an environment that better supports education for all children, including girls and children with disabilities. We help to achieve this through our radio programme, Our School, and community mobilisation work. During the year we worked with the disability charity Leonard Cheshire on new training for our community mobilisation volunteers and radio presenters, and we strengthened our partnerships with local organisations for persons for disabilities. An evaluation found that 75% of people who participated in our mobilisation activities took action to support education for girls and children with disabilities.

In Sierra Leone, we continued working with a consortium on the Every Adolescent Girl Empowered and Resilient (EAGER) programme, which creates new learning opportunities for out-of-school girls aged 13 to 19 who lack basic literacy and numeracy skills — including girls who were pregnant or already mothers, girls married before adulthood, girls with disabilities, and girls heading their own households. Our nationally representative research evaluation found that EAGER radio programmes reached 21% of the population aged 15 and up, or 1.1 million people, including one-quarter of Sierra Leonean caregivers, and encouraged more frequent discussion of sexual and reproductive health and rights issues. Along with community outreach, the project has helped improve understanding of the negative impacts of early and forced marriage.

In Zambia our EU-funded project *Natwampane* (Coming Together) continues to tackle gender-based violence, which affects an estimated one in five 15–19-year-old girls and one in three 20–24-year-old women – frequently at the hands of current or former partners. We have supported 15 partner radio stations to produce three weekly magazine programmes and public service announcements, which cover gender equality issues and signpost to available services. Our midline qualitative study found that our



Singer Amie Kallon sings with young women as part of our EAGER project in Sierra Leone. / *Credit: BBC Media Action Sierra Leone.*



Ko Aung Myin Thu shows his prosthetic leg in this Facebook campaign from our Tu Tu Pae (We are the same) project in Myanmar, aimed at striking down stereotypes and stigma against people with disabilities. / *Credit: BBC Media Action Myanmar*

content reached over one million people – most of the adult population in Luapula and Northern Province – and that 69% of those surveyed reported the programme was useful. More than one-third of listeners reported to have discussed the programme with others; regular listeners were less likely to think a husband is justified in beating his wife, and more aware of sexual- and gender-based violence services.

In India we continued our H&M Foundation-funded project, Pathway to Respect, Identity, Dignity and Empowerment (PRIDE), to shift negative perceptions about waste pickers in Bengaluru. The second phase of our #Invaluables social media campaign included our Happy Number song about the 383.25 million kg of waste diverted from landfill by informal waste pickers each year. Overall, our social media analytics demonstrated that our #Invaluables content has reached at least 5.1 million unique users in Bengaluru. Our impact research showed that audiences exposed to our content are more likely to show respect for the role played by waste pickers; they were 21% more likely to agree that waste pickers help minimise landfill waste.

In Myanmar our project *Tu Tu Pae* (We Are The Same) works with local disability organisations to develop social media content on all aspects of disability and inclusion. We celebrated the project's first anniversary on the International Day for Persons with Disabilities on 1 December with a special music video that was viewed by 675,000 people and drew over two million impressions. Our team in Myanmar has also created an internship programme that includes people with disabilities, ensuring their views are heard and incorporated in this challenging environment.

Our work in governance, civic participation and bridging divides

"Our children no longer report for school late and tired after spending much time searching for water from the boreholes."

— Resident of Mwamfuli



Gift Phiri, the news editor at Bangwela (Breeze) FM, led reporting on water stories which successfully influenced local authorities to improve water supply to a Zambian community.



A recording of Life in Lulu, our radio drama in South Sudan that marked 10 years this year. / *Credit: BBC Media Action South Sudan*

BBC Media Action's work to ensure that people understand their rights and the responsibilities of those in power, and our efforts to create space for inclusive, respectful discussion are more important than ever in an increasingly fractured and autocratic planet. In addition to the media development and work on information disorder described above, many of our projects and programmes involve initiatives to support free and fair elections and help people live together more peacefully.

In South Sudan our popular radio drama, Life in Lulu, turned 10 this year. Recently it has covered themes around conflict and peaceful co-existence in our fictional village, including the first elected female chief and a hot-headed young man who tries and fails to solve conflict with violence. The latest series, funded by Global Affairs Canada and the Norwegian Ministry of Foreign Affairs, wrapped production in December but is being re-run on local broadcasters as we seek funding for future seasons.

In Tanzania our A National Conversation project focuses on governance and accountability, featuring the themes of gender, climate change and civic participation by groups who have been previously marginalised. This project incorporates our national radio show, *Itika* (Answer the Call), local spin-off shows with five local broadcasters, and a Swahili language podcast focused on local leaders' roles in supporting climate change adaptation.

In Zambia our *Ishiwi* (My Voice) youth project used radio, online and social media content to show young people how to apply for constituency development funds. As a result, young people in our target districts have reported being able to access life-changing bursaries and grants for education and training.

In Sierra Leone we worked with UNDP and the Sierra Leone Association of Journalists on an iVerify project to fact-check local media reports ahead of elections in June 2023. We trained association members on fact-checking techniques and supported them to run the UNDP platform as an SLAJ project, which has dispelled dozens of rumours and instances of misinformation to support freer and fairer elections.

In Ethiopia we are working to enhance peace and stability by working with communication experts and media houses on more conflict-sensitive and inclusive content. The project, funded by the EU and carried out in partnership with Internews, includes digital media literacy work with young people, and content co-produced with community radio stations, notably inclusive reporting and podcasting.

Our *El Kul* (For Everyone) project for audiences in Libya continued to focus on social cohesion, cultural diversity and civic participation, with engaging content that ranged from caricatures illustrating political stagnation to a feature on Libyan women who have become pioneers in information technology. Recent research has found that 90% of the audience agrees that *El Kul's* content is balanced and trustworthy; 91% say it promotes freedom of expression; 72% reported participating in local civil society initiatives after viewing the content, and 77% felt encouraged to do so.

In Nigeria our Talk Your Own radio show and We the People TV programme included segments called Fix It, which connect communities with civil society organisations to help them engage with government leaders to meet their immediate needs. After one powerful episode identified the need for a clean, safe water source in a community, local government representatives responded by providing a new water borehole.



The El Kul team films a short in Tunis. / *Credit: BBC Media Action North Africa*

Our work in humanitarian response

“In those first months, it was very important for us to constantly produce news content…. It was a 24-hour-a day job, with no days off at all.

“We had to think about what thematic programmes we could make. What should you do in case of an explosion? What do you do if the windows are blown out of your apartment? Where is the safest place in the apartment if you don’t have a bomb shelter? We informed people about the air raid sirens, so people understood that it is worth hiding and being in shelter when they sounded.

“If there is a person whose life has been saved with the help of our work, then that is of the highest value.”



Liudmyla Tiahnyriadno is a reporter and presenter for Ukrainian Radio in Kyiv. Ukrainian Radio is part of Ukraine’s public broadcaster UA:PBC (now Suspilne), which has been a BBC Media Action partner since 2014. During the war in Ukraine, we have been working with funding from FCDO and others to ensure our media partners can stay online and share trusted information that people can rely on to help stay safe.

We continued our work in crisis situations throughout this financial year – maintaining our presence in Cox’s Bazar and Ukraine, supporting audiences in Afghanistan through political and humanitarian crises, and embarking on new projects in Nigeria and Somalia.

We responded to an earthquake in Afghanistan in September, providing Lifeline training to local radio broadcasters. And, following the January earthquake in Syria and Turkey, we reached out to our former Arabic-language media partners in the region to share materials and advice for Lifeline training.

Our humanitarian response work continues to focus on our Lifeline programming approach – providing trusted information that audiences most need in times of crisis, and reporting for those affected, not just about them. We are part of the CDAC Network, the Global Forum on Media Development and, in many countries, the United Nations Office for the Coordination of Humanitarian Affairs clusters. Strengthening these relationships improves the exchange of information between local media and humanitarian agencies, enabling agencies to provide updates and alerts to media organisations so that communities are better informed about available support and services.

In Ukraine, we continued to support our local media partners through Lifeline training, production grants and mentoring. Our partners, including Hromadske Radio, Suspilne, the Donetsk Institute for Information and Zaborona, have produced content and programmes addressing important topics including landmine awareness, evacuation routes from Eastern Ukraine and psycho-social support for audiences. These practical, actionable topics help provide vital information and give people ways to improve their lives under incredibly difficult conditions. We also conducted a survey of Ukrainian women to better understand their needs, which found that internally displaced women needed more support for income, employment and physical and mental health services, mostly in Ukrainian language. However, women living in areas outside of government control – ie, in occupied areas or on the frontlines – needed Russian language content focused particularly on health and social services.

We are working in Ukraine, Somalia and Nigeria on a USAID Bureau for Humanitarian Assistance-funded project, Advancing Communication in Humanitarian Emergencies. In all three countries, our work will connect humanitarian agencies and journalists, helping them to work together more effectively to benefit affected communities. In Somalia our work focuses on Baidoa, an epicentre of internal displacement from conflict and drought. In north-eastern Nigeria we are conducting formative research in Borno and Adamawa. And in Ukraine, we will focus on supporting links between humanitarian agencies and local broadcasters in Zaporizhzhia and Dnipro.

In Afghanistan, where some 26 million people are affected by severe food insecurity, we

implemented a creative project, informed by a nationwide research survey, with funding from the World Food Programme to help improve people's nutrition with limited resources. Our programming shared information on how to access aid, discussed symptoms of malnutrition, and addressed taboos around foods such as lentils and vegetables that are not traditionally seen as important but that can contribute to improving nutrition. Our research found that communities who listened to our weekly radio programme were helped by the information and ideas shared; our research findings also helped the World Food Programme create an effective communications strategy.

Also in Afghanistan we continued our work on mine awareness, with funding from UN Mine Awareness Service (UNMAS) and then from the Halo Trust. We produced powerful short films, radio content and public service announcements to address the dangers posed by unexploded ordnance left after years of conflict. These explosives kill more than 1,400 people each year, particularly young boys playing or working in fields. Content produced through the UNMAS project reached 5.4 million Afghans; research found that those who were exposed to our content were better able to identify the risks, knew more about how to keep safe, and were likely to discuss their learning with others.

In Bangladesh we continued our humanitarian work in Cox's Bazar through an approach known as Accountability to Affected People. Working via consortia, we developed guidelines for this approach and shared them with our humanitarian agency partners. Our Rohingya language audio drama series *Aa'rar Kissa* (Our Stories) ran for nearly two seasons, covering issues including gender-based violence, intimate partner violence and mental health issues. These programmes were shared with hundreds of listening groups across the Rohingya community.

We have also conducted research studies on mental health, and the needs and access requirements for children, people living with disabilities and older people in Rohingya refugee communities. A poignant study to ascertain people with disabilities' participation in decision-making and accountability processes found that many can rarely leave their homes, as they rely on family members for transport in camps that are difficult to navigate. We also conducted community outreach activities, working through male and female religious leaders to increase Rohingya people's understanding of their rights and the services available to them.

With support from UNHCR, we created 10 content-sharing hubs in a Rohingya refugee camp. These have broadcast more than 800 pieces of content covering diverse issues, including emergency preparedness around fire and flooding. Finally, our Youthrise project reached 1,200 young people from the host communities around Cox's Bazar, to address and defuse conflict and build livelihoods. Linked to this work, we have established 16 youth development centres, providing young people with safe spaces and information hubs with internet connectivity.

Looking ahead

The 2022/23 financial year continued to present challenges amid crisis and conflict in our countries of work, particularly shrinking aid funding and rising energy and commodity prices that make our work more costly. During the year we extended our organisational strategy comprising the key thematic areas of governance and rights, health, and resilience and humanitarian response. At the same time, we delivered the first year of our ambitious business development plan to ensure BBC Media Action is fit for the future.

In the coming year, we aim to begin work on a new organisational strategy, while continuing to:

- Bring about change in four interdependent areas of influence: people, practitioners, organisations, and wider media or government systems
- Work in partnership, identifying problems, understanding people, and evaluating and adapting what we do
- Influence development thinking through our policy work
- Strengthen capacity

For 2023/24, our goals are:

- With our partners, deliver programmes and support to public interest media that has positive impact for communities and contributes to the UN Sustainable Development Goals.
- Continue to advance our digital work, and help build media and development sector learning around how digital content and services can bring about positive change. Expand our work to tackle disinformation and build media and digital literacy.
- Grow restricted and unrestricted income, delivering our organisational budget.

To help make these happen, our enablers are:

- Increase our digital expertise to reach audiences who can and will have digital access, and use digital capacity to make us a more effective and efficient organisation
- Implement our Project Thrive plans in each country and team
- Explore what localisation means for our organisation as we develop our new strategy, and deliver our work in the ways that are best for our local audiences and partners
- Use data on our carbon footprint to target changes in the way we operate, and increase the proportion of our work on climate change and nature

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BBC Media Action Kenya mentor Patrick Mulehi works with Maureen, a local broadcaster. / *Credit: BBC Media Action Kenya*

Our organisation and our finances

Our employees

BBC Media Action's global team continues to deliver impact around the world amid constant change.

Our average number of full-time equivalent employees around the world in 2023 was 531 (2022: 561 FTE). This includes

- 236 in Africa
- 192 in Asia
- 103 in the rest of the world

Wherever possible we recruit employees from the countries where we operate, to develop local skills to sustain our work in the long term. Although some of our country directors and senior project managers are international employees, our goal is to become more locally led as part of our strategy on equity, diversity and inclusion.

BBC Media Action is committed to gender equality and building a fully inclusive workplace. In our UK team, 63% of our employees are women (2022 : 62%).

We also track the gender gap in our country office staff around the world, as outlined in the table below. We acknowledge that we have more work to do in some of our country programmes, and are addressing this as part of our overall strategy on equity, diversity and inclusion.

Country	Female %	Male %
Afghanistan	22%	78%
Bangladesh	23%	77%
Cambodia	53%	47%
Ethiopia	42%	58%
India	48%	52%
Indonesia	62%	38%
Kenya	57%	43%
Myanmar	55%	45%
Nepal	44%	56%
Nigeria	31%	69%
Tunisia	40%	60%
Sierra Leone	35%	65%
Somalia	29%	71%
South Sudan	31%	69%
Tanzania	57%	43%
United Kingdom	63%	37%
Zambia	48%	53%

We do not normally work with volunteers, although we have internship schemes in some country programmes, particularly focused on women, young people or minority groups. This year, our London office participated in the BBC's Hot Shoes and 80:20 placement schemes to bring in fresh perspectives and voices from across the BBC, and to give our London-based staff a chance to learn in other parts of the organisation.

All BBC Media Action 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 employees. We give full consideration to applications for employment from people with a disability where the candidate's particular aptitudes and abilities are consistent with meeting the requirements of the job.

All our employees have the same opportunities to access training, career development and promotion, regardless of their characteristics. If any existing employee develops a disability, we will provide continuing employment wherever possible in the same or an alternative position, and provide appropriate workplace adjustments and training to achieve this aim. However, we know we could – and should – be more diverse and inclusive. As part of our strategy on equity, diversity and inclusion, we have specific goals and targets to measure and improve our progress in this area in coming years.

Staff salaries

As a global organisation, and as the BBC's international charity, we strive to ensure our salaries are competitive, benchmarking against those paid by other international development organisations. This year we completed work with the BBC's domestic charity, BBC Children in Need, to ensure our UK-contracted employees are paid according to harmonised charity bands within the BBC salary framework, reflecting the difference in salaries between the charity sector and media organisations. The BBC's salary bands are publicly available. Our salaries are generally held static or increased in line with the BBC's salary review.

Our chief executive officer carries out a regular salary review for other members of the management team, while their salary is reviewed by our trustees and in line with other BBC pay reviews.

In 2022/23, our chief executive was paid £115,704.

Salary	2023	2022
£60,001-70,000	15	11
£70,001-80,000	4	5
£80,001 - 90,000	5	6
£90,001 - 100,000	2	1
£100,001 - 110,000	1	1
£110,001 - 120,000	1	1
£130,001 - 140,000	-	1

Gender pay gap

We are again voluntarily choosing to report on our gender pay gap for UK staff.

The mean salary for women is 12% lower than that of men (2022: 14%), while the median salary for women is the same as that of men (2022: 19% lower).

The proportion of women and men in each pay quartile for our UK team is shown in the following table (where the first quartile is the highest):

	1st quartile	2nd quartile	3rd quartile	4th quartile
Male				
(2023)	48%	42%	29%	30%
(2022)	53%	41%	19%	39%
Female				
(2023)	52%	58%	71%	63%
(2022)	47%	59%	81%	61%

We continue to monitor our gender pay gap and are committed to eliminating it.

Our organisation

Safeguarding

BBC Media Action remains committed to supporting sector-wide improvements in safeguarding policies and practices, to better protect vulnerable people from exploitation and abuse. We remain active in Bond working groups on both safer recruitment and improving organisational culture.

Our director of programmes is our designated safeguarding officer at senior management level. He works with our country offices to ensure that our employment policies and training are appropriate and guides work with our partner organisations around the world to improve knowledge and performance. Our head of safeguarding and ethics returned to his post in summer 2023, after finishing an attachment to support our operations in Eastern Europe.

We continued to ensure that our employees are trained in, and fully implement, our strengthened policies to protect any children and vulnerable adults we encounter through our work. Training courses in safeguarding and respect at work are mandatory for all employees and operational freelancers, and all our offices have received additional guidance on safe recruitment.

Safeguarding is reviewed and discussed at every trustee meeting, as well as at monthly management team meetings. Any reported concerns are carefully reviewed and investigated as needed, in accordance with BBC policies. As required, our trustees report any safeguarding incidents to the Charity Commission. In 2022/23, we reported two incidents related to safeguarding to the Charity Commission. Neither involved children.

All these measures are designed to help keep our employees, partners and contributors as safe as possible. A staff code of conduct ensures that everyone working for us understands our expectations for behaviour, knows that any concerns they have will be taken seriously, and understands that we will support anyone who reports a safeguarding issue.

Energy use

Under the Companies Act 2006, BBC Media Action is required to disclose its annual energy use and greenhouse gas emissions for its UK operations, in line with the Streamlined Energy and Carbon Reporting (SECR) guidance.

For the period 1 April 2022 to 31 March 2023, the greenhouse gas emissions and energy use data for our UK office are as follows:

- Total equivalent carbon emissions (kg per CO2 equivalent): 18,750 kgCO2e (2021/22: 31,158 kgCO2e)
- Gas consumption: 50,103 kWh. This is 9,146 kgCO2e. (2021/22: 18,977 kgCO2e)

- Electricity consumption: 49,663 kWh, or 9,604 kgCO2e. (2021/22: 12,181 kgCO2e)
- Transport Fuel: n/a. BBC Media Action does not own fleet vehicles in the UK. Employees travel by public transport in all but exceptional cases; many commute by bicycle.
- Intensity ratio: 218.02 kgCO2e per UK-based employee per year, based on 86 employees. (2021/22: 389.48 kgCO2e per employee per year).

These figures have been calculated using readings from energy meters in our London office, with UK government approved conversion factors applied.

Our UK energy use in 2022/23 has seen a reduction of 40% on last year's figures. This can be explained largely by our London office sharing arrangement with ScreenSkills, which commenced at the beginning of the reporting period. We have benefitted from a more efficient use of office space.

Another relevant factor is the continuation of hybrid working practices post-pandemic, which places less demand on energy and resources in the London office and has kept commuting to a minimum.

The London office benefits from a renewable electricity tariff and other energy saving measures such as motion-activated lighting.

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). Our 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 were 100% owned by BBC Media Action at 31 March 2023: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited and British Broadcasting Corporation Media Action Ltd/ Gte (a Nigerian entity).

Our work in India in 2022/23 was largely conducted 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 2023.

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. This entity was set up in India on 28 December 2007. Although BBC Media Action has no investment in BBC World



A radio presenter at Solomon Islands Broadcasting Corporation at work. / *Credit: Om Rai, BBC Media Action.*

Service Trust India, it meets the criteria for consolidation in accordance with paragraph 24.14 of the Statement of Recommended Practice Financial Reporting Standard (SORP FRS 102) and is therefore regarded as a subsidiary undertaking. However, it remained dormant in the current and prior year.

Governance

Our trustees, who are also directors of BBC Media Action, are listed on page 68. They come from the BBC, and the private, media and international development sectors, with a range of skills, expertise, backgrounds and lived experience. They meet quarterly and for an additional away day each year.

The trustees seek to ensure that all BBC Media Action activities comply with UK and relevant local laws, and fall within agreed charitable objectives. Their work includes setting our strategic direction, agreeing our financial plan, and approving key policies at board meetings. Trustees receive reports on progress at each board meeting, highlighting areas of risk. In 2022/23, our trustees

particularly focused on how our work is affected by the consequences of shrinking UK overseas development aid, fast-changing and risky operating environments in Afghanistan, Myanmar and Ukraine, and our organisation's ways of working, project delivery, finances and sustainability.

Our trustees perform some of their functions through sub-committees of the board. The chair is a non-BBC nominated trustee. The governance committee comprises the chair, vice chair and up to two other trustees.

The finance and audit committee comprises four trustees. This committee has strategic oversight of our controls, risk management and of internal and external audit. It reviews and recommends to the board the annual budget, any multi-year financial plans and the Annual Report and Accounts.

The trustees delegate a range of day-to-day decision-making powers to the chief executive officer and other members of the management team. Trustees have established appropriate controls and reporting mechanisms to ensure that the management team operates within the scope of these delegated powers. The delegation policy is formally reviewed and approved by trustees. Our management team members are listed on page 68. They are not directors for the purposes of company law.

The board has appointed some of its members as lead trustees in particular areas, who feed back to the rest of the board. All new trustees participate in an induction programme and training on duties and responsibilities. We encourage our trustees to visit BBC Media Action projects to obtain first-hand experience of our work at country level – this year we held a virtual project visit. Knowledge-sharing sessions before board meetings continue to give trustees a more detailed understanding of particular areas of our work.

Organisational structure and management

BBC Media Action's head office is in London, where our central support functions are based. We are increasingly locating some of our central support posts outside the UK, taking advantage of our fully connected global organisation and expertise in the countries where we work. We are led by a four-person senior management team, comprising our chief executive officer, chief operating officer, director of programmes, and director of strategy and partnerships. This financial year marked a change in our chief operating officer, as well as the retirement of our chief executive officer officer in July 2023.

Our director of strategy and partnerships leads our expanded business development initiative. Our programmes department includes our regional teams, along with editorial development and innovation, programme support, research, insight, policy and advisory.

Our chief operating officer oversees our finance and technology and change teams, and our legal function. Our chief executive officer directly manages our small fundraising and communication teams, as well as our human resources function. Both our legal and human resources functions are supported by the BBC.

Our leadership team includes London-based heads of team and our country directors around the world.

Managing risk

Although restrictions imposed during the global COVID-19 pandemic were largely eased in 2022/23, the pandemic's impact on our income and project delivery lingered. This coincided with multiple ongoing crises in several of our operating countries, notably:

- Repressions under military rule in Myanmar
- The Taliban control of Afghanistan and a related humanitarian crisis, closing media space and bans on women working for international NGOs
- A still-fragile security situation in Ethiopia
- A difficult political situation in Somalia and a ban on some BBC programming in Somaliland
- Constraints on delivery and funding in India following negative government reaction to a BBC documentary
- Russia's war in Ukraine, which marked its first anniversary in February

We continue to work in many fragile countries and contexts. Even in peacetime, this can pose risks to the safety of our staff, the sustainability of our work and our permission to operate. We continue to face funding risks related to cuts to UK overseas development aid spend and diminished income from public fundraising.

We have robust procedures in place to identify, mitigate and manage risk. BBC Media Action's board of trustees reviews our organisation's risk register quarterly, reviewing what our risks are and how they are changing, how they are monitored and mitigated, and identifying any required action. Our management team and board of trustees undertake an annual, in-depth review of our risk profile.

Our compliance manager, our safeguarding officer and the head of our editorial development, innovation and training team all have important roles in managing risk. An internal audit function overseen by our chief executive officer carries out a programme agreed with our finance and audit committee and reports to them.

Our head of internal audit meets our finance and audit committee privately each year. Our external auditors present their annual report to our finance and audit committee and, if needed, the committee may arrange sessions without employees present. The chair of the committee makes recommendations to our board on risk management and overall controls, as appropriate.

War in Ukraine

We continued to provide support to public interest and state broadcasters in Ukraine, through training, mentoring, operational grants and programme support – critical in ensuring Ukrainian audiences have access to trusted information and platforms for respectful debate, amid a sea of mis- and disinformation. We do not have any employees based in Ukraine and work closely with the BBC's High Risk team to ensure the safety of one long-term freelancer.

COVID-19 pandemic

At the start of this financial year, COVID-19 still restricted some international travel, with additional permits and tests required; however, over the year, local and limited international travel resumed and our London office employees adapted to a continued routine of agile and hybrid working. Our staff in some countries have also adopted a hybrid home-and-office based model. The health and economic impacts of the pandemic continue to linger, and are felt by our audiences and in our finances. We are implementing a strategy to scale up our funding and anticipate moving to a pro-bono BBC premises in London in spring 2024, a move enabled in part by our new hybrid working model.

Myanmar military rule

This year was particularly painful for our Myanmar team because one of our freelance producer/presenters, Htet Htet Khine, was sentenced to a total of six years hard labour. Her charges and sentencing are not connected to her work with BBC Media Action; we remain in contact with her family and are concerned for her safety.

We continue to work in Myanmar on a smaller scale than before the coup. While our projects and programmes are no longer airing on local media, we have been able to maintain important health and disability-focused projects on digital platforms as well as supporting media development despite the constrained environment. We continue to work closely with the BBC World Service, the BBC High Risk team, our staff and our donors to ensure the safety of our team while delivering as much programming as possible.

Insecurity and ban on female staff in Afghanistan

We have been alarmed by announcements of a ban on women working with INGOs in Afghanistan, but have been able to continue employing our female staff. As the humanitarian crisis in the country deepens and pressure on media intensifies, we continue to work closely with the UK FCDO, UN agencies and sector networks to navigate this challenging environment, and support local media partners to do the same. We have been able to maintain a strong roster of projects and programmes in Afghanistan, working effectively with evacuated Afghan staff now based in London as well as a growing team in the country.

Insecurity in Ethiopia

We have continued to work in an uncertain security environment in Ethiopia, despite protests sparked by tension and conflict in Tigray, and, in February 2023, the restriction of access to some social media platforms (Facebook, Instagram, Telegram, TikTok and YouTube) following violent protests over a rift in the Orthodox Church and ongoing ethnic conflict in several regions. We have carefully monitored the situation with the support of the BBC High Risk team; staff have worked from home and travel has been restricted as the situation has warranted.

BBC relationship in Somalia

In July 2022, the government in the self-declared republic of Somaliland blocked all BBC services over how it characterised Somaliland. On 23 July, police raided BBC Media Action's Hargeisa office, detaining some of our male staff for several hours. Following negotiations, BBC Media Action was able to resume our project delivery; however, the BBC's wider services remained banned until May 2023, affecting our relationship with the government-owned Radio Hargeisa.

Whistleblowing policies and procedures

Our whistleblowing policies and procedures are available to all employees via our intranet and we regularly remind employees about these protocols. We deal with any concerns raised by staff, partners, the people we work with or others swiftly and thoroughly.

Safeguarding policies and procedures

We continue to strengthen our approach to safeguarding, ensuring that we are among the best in the international nongovernmental organisation sector while also meeting donor expectations. We have thoroughly communicated our policies – refreshed in 2021 - across our organisation and have reviewed our processes for safe recruitment, including the use of criminal background checks. Staff receive regular training; they are encouraged to discuss safeguarding and why it matters, and to raise concerns.

We also support our partners to adopt appropriate and adequate safeguarding policies and systems. An updated due diligence process introduced this year has improved our ability to assess the adequacy of our partners' existing processes. The director of programmes continues to lead on safeguarding and our vice chair is safeguarding lead on the board of trustees. The post of head of safeguarding was vacant for much of the financial year while the post holder was on attachment in support of our work in Eastern Europe, however he has returned to his substantive role for the next financial year.

Fraud recovery and prevention

We work in environments where there is a high risk of fraud and corruption. We tolerate neither and have taken action to minimise them. We deliver and regularly update staff anti-bribery and fraud awareness training across all our countries of operation, making our expectations clear to all staff members, contractors and partners. We have day-to-day procedures to detect fraud and to act on any suspicions. In the 2022/23 financial year, we reported one incident of attempted fraud to the Charity Commission.

Safety and security

In our work, our staff can face risks from conflict, lack of infrastructure and natural hazards. Road traffic accidents pose risks everywhere we work. In several countries, our staff members are at risk of violent attacks by criminals or factions trying to suppress our work, and our staff can be caught by accident in attacks aimed at others.

We have a risk advisor through the BBC High Risk team, along with emergency on-call support when needed. BBC Media Action staff attend mandatory hostile environment training before deployment to high-risk areas, with protocols to minimise their travel risks. We regularly update and clearly communicate emergency plans in every country office, tailored to each context.

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

There were no work-related fatalities of BBC Media Action staff in 2022/23, and no serious accidents reported in the workplace.

As outlined above, in 2022/23, our staff faced heightened risks in Afghanistan, with strict limitations on media and on the freedom of women and girls; in Myanmar where civil society actors and journalists have been targeted by the military authorities; in Somalia and Ethiopia, from outbreaks of violence linked to political turmoil; and in South Sudan, where aid workers have been targets of violence. We maintain offices in each of these countries while frequently reviewing the level of risk faced by our staff.

Funding

Most of our income comes from institutional donors as grants for specific projects. Funding mechanisms (such as payment by results, fees and day rates) and less flexible service contracts contribute to financial uncertainty. Cuts to UK overseas development aid, from 0.7% to 0.5% of gross national income, and use of some of this funding to support Afghan and Ukrainian refugees in the UK have taken a toll on our finances. Delays to project delivery at the height of the COVID-19 pandemic have had a knock-on effect on income. And the cost-of-living crisis in the UK has affected public fundraising.

This year was the first full financial year of implementation of a strategic investment in business development support, which was agreed by trustees in January 2022. This strategy will require us to dip into reserves for a planned deficit in this year just completed and the next two financial years, with ambition to return to a break-even position by 2025/26. We have employed business development specialists to focus on income diversification, while maintaining close relationships with existing donors and applying strong budget tests to ensure that project budgets cover a fair share of our support costs.

Information security

BBC Media Action works across all our countries to ensure full compliance with the UK 2018 General Data Protection Legislation GDPR legislation, led by our chief operating officer and overseen by our 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 quickly acting upon, any suspected breaches. This information is communicated regularly to employees across our organisation. All employees undergo mandatory training on GDPR requirements upon joining us, and our policies and procedures for information security comply with the BBC's strict requirements.

In 2022/23 we also continued to review and tighten security monitoring and procedures for all our social media accounts, in line with wider BBC approaches in light of the increased risk in operating on some popular social media platforms.

Compliance with local laws

The possibility of failing to keep up with changes in local laws and requirements in the countries where we operate, including registration, tax and statutory reporting, 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 review our



A reporting team from Zaborona, a Ukrainian online media platform with support from BBC Media Action, at work. / *Photo courtesy of Zaborona*

in-country practices and provide advice. We monitor and abide by UK regulations, and our external statutory auditors have specialist knowledge of the charity sector and regulations. In addition, we benefit from a BBC contract that provides specialist tax advice for our employees based overseas.

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, we are at risk from press campaigns against the BBC as well as against the development sector. This includes, but is not limited to, stories about the UK government's aid commitments, issues of safeguarding, perceived misuse of funds, perceptions of bias, and false or misleading information about sources of funding and the nature of our work.

We maintain close relationships across the international NGO sector and with our funders. Our communication staff are trained and prepared to handle reputational risks and hostile coverage, and liaise with both sector communication bodies and senior BBC communication executives. We follow BBC Editorial Guidelines in all our work to ensure high standards. Our trustees are involved in decisions about serious reputational risks.

Managing our finances

Diminished levels of UK overseas development assistance, combined with a global economic downturn, rising energy costs, and conflict, crises and uncertainty in the countries where we work – particularly in Afghanistan, Somalia, Myanmar and Ukraine – continue to pose grave challenges for BBC Media Action's finances and our longer-term sustainability.

Our total income in 2022/23 was £35 million, higher than the previous year (2021/22: £34.2 million). Income from institutional donors decreased to £27.1 million (2021/22: £27.5 million). Our fundraising income increased to £7.6 million (2021/22: £6.7 million), of which £7.4 million were gifts in kind (2021/22: £6.3 million).

Our total expenditure during the year came to £35.8 million (2021/22: £34.5 million). Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99.4% of total expenditure (2021/22: 99.5%). The income and expenditure account for the year ended 31 March 2023 shows a deficit of £855,000 (2021/22: a deficit of £285,000). The Consolidated Statement of Cash Flows shows that our cash has decreased by £3.3 million during the year to a position of £4.2 million (2021/22: £7.6 million).

This financial year was the first full implementation of our refocused business development strategy, for which we have refocused our Strategy and Partnerships department, added new posts and invested in our organisational systems, in part with pro-bono support from corporate partners. During the year we continued to implement our investment plan for business development to secure more institutional and foundation funds.

While our funding pipeline shows encouraging improvements, continued volatility in our external funding and operating environments mean that our income this year has not grown as quickly as anticipated. Our ability to engage in public fundraising is constrained by being part of the BBC Group, and the imperative to avoid activities that might confuse audiences.

We continue to seek out innovative ways to raise funds and to reduce costs, including an agreement to move our London-based team into BBC premises in London in early 2024, and opportunities to share office space with BBC bureaux in the countries where we work. An external review during the year assessed that BBC Media Action is efficient and that investing in business development was the right decision, but that further measures may be needed to ensure sustainability. Staff and trustees will work further on this during 2023/24, feeding these insights into our strategy development process.

Reserves

BBC Media Action's net assets in the consolidated balance sheet decreased to £3.3 million at 31 March 2023 (31 March 2022: £4.1 million). Our board of trustees reviews our reserves policy on an annual basis in the context of our multi-year plans and a review of the risks and opportunities for our organisation. Our policy is to ensure that sufficient reserves are held to continue operating after negative financial shocks, while not tying up too much funding that could be spent on charitable activities.

In January 2023, our board of trustees confirmed that our reserves policy, taking a risk-based approach, recommends a minimum level of net cash holdings of £3.5 million in any one month, and general funds (total unrestricted funds less designated funds) in a range of £4–5 million at year-end. The upper end of this range (£5 million) represents the reserves impact of a worst-case scenario that might conceivably take place over a 12-month period. This combines three risk components: a funding gap or urgent closure of country operations; a funding gap from under-recovery of central costs; and potential materially adverse events such as foreign exchange losses or disallowed costs. The lower end of the range was set at 80% of the amount for the worst-case scenario.

Our total unrestricted funds held at 31 March 2023 amounted to £3.27 million in 2023 (31 March 2022: £4.13 million), of which reserves in the general fund amounted to £2.9 million (31 March 2022: £3.76 million). This is below the lower end of the recommended minimum range. In January 2022, our trustees determined that we could operate outside the recommended minimum range for the next three years, as a result of approving investments in business development and systems. We are able to do this with support from the BBC through an underwriting arrangement.

The other unrestricted funds are funds that have been designated by our board of trustees for a particular purpose. The Technology-led Change Fund held £369,000 at 31 March 2023 and will be used to invest in systems improvements from next year.

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 our investment policy is to maximise interest while limiting risk. We only hold short-term cash deposits.

Going concern

Our finance and audit committee met five times in 2022/23. It monitored the key risks and opportunities identified throughout the year, with a particular focus on donor funding and operating uncertainties.

In January 2022 we agreed an investment plan to draw upon our reserves to invest in business development and systems to ensure our long-term sustainability. Our initial projections were to spend £1.6 million over two years before breaking even in 2024/25 and then gradually rebuilding our reserves. Given the continued challenging external context, including limited UK aid budgets, environments in which we work and continued COVID-19 disruption, our income projections are slower than anticipated. We now expect to return to break even by 2025/26. The overall investment amount of £1.6 million has not changed but is expected to be spent over three rather than two years.

The resulting lower investment spend in 2022/23, combined with a reduction in head

office costs including sub-letting some of our office space, has left a deficit of £855,500, which was significantly better than our budgeted deficit of £1.6 million. As part of our investment plan, we continue to budget for a deficit over the next two years.

Our trustees are satisfied that continued monitoring of activity is in place and that business development indicators are in place to track our investment against expectations. This allows for controlled use of reserves in the next two years while maintaining a going concern position for the next three years. Our liquidity position is also deemed satisfactory.

Our board of trustees is of the opinion that BBC Media Action has adequate resources to continue as a going concern, as is further explained in Note 1 of the Financial Statements. In the unlikely circumstances where sudden significant shocks might compromise the financial viability of the organisation, BBC Media Action has received written assurance of support from the BBC Group. There is no intention to request that support in the foreseeable future.



BBC Media Action mentor Patrick Mulehi interviews Ekusi, a young mother in Turkana County, about how her family is adapting to climate change with farming instead of relying solely on herding livestock. / *Credit: BBC Media Action Kenya*

Statement of trustees' responsibilities

BBC Media Action's trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' report) and 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 (subsidiaries') 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 the charitable company, and of the group's excess of income over expenditure for that period.

Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in accounting and reporting by the Statement of Recommended Practice on Accounting and Reporting for Charities (SORP) applicable to charities preparing their financial statements in accordance with Financial Reporting Standard (FRS) 102 applicable in the UK and Ireland
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue their activities

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions. They must also disclose with reasonable accuracy, at any time, the financial position of the charitable company and 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.

As 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 as both trustees and company directors, have reviewed and approved 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

Our trustees**

Francesca Unsworth[#] *(Chair)*
Awo Ablo[#] *(Vice Chair)*
Zeinab Badawi[*] *(until October 2022)*
Reeta Chakrabarti[*] *(from October 2022)*
Richard Dawkins[†] *(until October 2022)*
Phil Harrold[*†] *(from April 2022)*
Freshta Karim *(from January 2023)*
Gavin Mann
Nicholas Pickles
Julia Rank[†]
Sophia Swithern[#]
Shirley Cameron[*†]
Myles Wickstead[#]
Michael Wooldridge
Lindsey North[†]

Company Secretary

Nicolas Raynaud[*] *(to November 2022)*
Dushani Karunatilleka[*] *(from November 2022)*

Management team

Caroline Nursey OBE
Chief Executive Officer *(to July 2023)*

Simon Bishop
Chief Executive Officer *(from July 2023)*

Nicolas Raynaud
Chief Operating Officer *(to November 2022)*

Laura Collier-Keywood
Chief Operating Officer *(from January 2023)*

Richard Lace
Director of Programmes

Caroline Sugg
Director of Strategy and Partnerships

Registered office

Broadcasting House, Portland Place, London W1A 1AA

Auditors

Buzzacott LLP
130 Wood Street, London, EC2V 6DL

Bankers

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

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



Francesca Unsworth, Chair
20 October 2023
On behalf of the board of trustees of BBC Media Action

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).

Find out more: bbcmediaaction.org
On Facebook, Instagram, Twitter, LinkedIn: @bbcmediaaction

* BBC employee † Member of finance and audit committee ** All trustees are also directors of the company
# Member of governance committee

Auditors' report

Opinion

We have audited the financial statements of BBC Media Action (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2023, 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 UK Accounting Standards, including FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK 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 2023, and of the group's income and expenditure for the year then ended
- Have been properly prepared in accordance with UK Generally Accepted Accounting Practice
- 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 Financial Reporting Council (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 where:

- The trustees' use of the going concern basis of accounting in preparing 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 12 months from the date when the financial statements are authorised for issue

Other information

The trustees are responsible for other information, comprising the information included in the annual report and financial statements, other than the financial statements and our auditor's report. Our opinion on the financial statements does not cover this 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 it is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially mis-stated. If we identify such material inconsistencies or apparent material mis-statements, we are required to determine whether there is a material mis-statement in the financial statements or a material mis-statement of the other information. If, based on the work we have performed, we conclude that there is a material mis-statement 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 this 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 mis-statements 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 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 preparing 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 mis-statement, 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.

Auditors' 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 mis-statement, 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 mis-statement when it exists. Mis-statements 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.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;

- we focused on specific laws and regulations in both the UK and overseas, which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, the Companies Act 2006, data protection legislation, anti-bribery, employment, safeguarding principles, health and safety legislation;

- we considered the impact of the international nature of the charitable company's operations on its compliance with laws and regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to investigate the rationale behind any significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of management and those charged with governance;

- obtaining details of work carried out by internal auditors in connection with compliance with local laws and regulations;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the charitable company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Edward Finch
(senior statutory auditor)

6 November 2023

For and on behalf of Buzzacott LLP, Statutory Auditor, 130 Wood Street London EC2V 6DL

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including the income and expenditure account) for the year ended 31 March 2023

	Note	Unrestricted 2023 £'000	Restricted 2023 £'000	**Total 2023 £'000**	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
Income from							
Donations	*2*						
- Gift-in-Kind		613	6,826	**7,439**	392	5,929	6,321
- General		294	-	**294**	402	-	402
Other trading activities	*3*	136	-	**136**	12	-	12
Investments	*4*	27	-	**27**	2	-	2
Charitable activities							
Funding for specific charitable activities	*5*	2,209	24,864	**27,073**	2,499	24,993	27,492
Total income		3,279	31,690	**34,969**	3,307	30,922	34,229
Expenditure on:							
Raising funds	*6*	(216)	-	**(216)**	(187)	-	(187)
Charitable activities							
Changing lives through media and communication							
Governance	*6*	(2,233)	(17,483)	**(19,716)**	(1,941)	(17,979)	(19,920)
Resilience	*6*	(862)	(7,630)	**(8,492)**	(749)	(6,410)	(7,159)
Health	*6*	(822)	(6,577)	**(7,399)**	(715)	(6,533)	(7,248)
Total expenditure on charitable activities		(3,917)	(31,690)	**(35,607)**	(3,405)	(30,922)	(34,327)
Total expenditure	*6*	(4,133)	(31,690)	**(35,823)**	(3,592)	(30,922)	(34,514)
Net expenditure for the year	*7*	(854)	-	**(854)**	(285)	-	(285)
Reconciliation of funds							
Total funds brought forward		4,127	34	**4,161**	4,412	34	4,446
Total funds carried forward	*16, 17*	3,273	34	**3,307**	4,127	34	4,161

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 77-95 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 £34,969,000 (2022: £34,229,000) and the net result is a deficit of £854,000 (2022: £285,000).

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

At 31 March 2023

	Note	**Group 2023 £'000**	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Fixed assets					
Investments	*10*	**-**	-	**23**	23
Total fixed assets		**-**	-	**23**	23
Current assets					
Debtors	*11*	**6,009**	6,160	**6,237**	6,202
Cash at bank and in hand	*12*	**4,255**	7,594	**4,122**	7,474
Total current assets		**10,264**	13,754	**10,359**	13,676
Liabilities					
Creditors: amounts falling due within one year	*13*	**(6,703)**	(9,021)	**(6,819)**	(8,964)
Net current assets		**3,561**	4,733	**3,540**	4,712
Total assets less current liabilities		**3,561**	4,733	**3,563**	4,735
Provisions for liabilities	*14*	**(254)**	(572)	**(254)**	(572)
Net assets		**3,307**	4,161	**3,309**	4,163
Funds					
Unrestricted funds	*16,17*	**3,273**	4,127	**3,275**	4,129
Restricted funds	*16,17*	**34**	34	**34**	34
Total Funds	*16,17*	**3,307**	4,161	**3,309**	4,163

The notes on pages 77-95 form part of these financial statements.
The financial statements on pages 74-95 were approved by the Board of Trustees on 20 October 2023.

F.M.Unsworth.

Francesca Unsworth
Chair
20 October 2023

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2023

	Notes	**TOTAL 2023 £'000**	TOTAL 2022 £'000
Net cash (outflow) / inflow from operating activities	*18*	**(3,366)**	(696)
Returns on investments and servicing of finance			
Interest received		**27**	2
(Decrease)/increase in cash in the year		**(3,339)**	(694)
Cash at the start of the year	*12*	**7,594**	8,288
Cash at the end of the year	*12*	**4,255**	7,594

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2022 £'000	Cash flows £'000	**At 31 March 2023 £'000**
Cash and cash equivalents			
Cash	7,594	(3,339)	**4,255**
Total net debt	7,594	(3,339)	**4,255**

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 77-95 form part of these financial statements.

Notes

(forming part of the financial statements)
for the year ended 31 March 2023

1. ACCOUNTING POLICIES

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

a) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assessment of Going Concern

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2023 in comparison to the prior and earlier years.

The trustees are satisfied that continued monitoring of trading activity is in place and that business development indicators have been put in place to track the investment against expectations. This allows for controlled use of reserves in the next two years while maintaining a going concern position for the next three years.

The BBC Media Action Group has a healthy cash balance as set out in note 12. Forecasts indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed. The Trustees' Report explains how BBC Media Action is structured and managed and how the major risks are managed. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements.

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

b) BASIS OF CONSOLIDATION

The consolidated financial statements include the financial statements of BBC Media Action and its subsidiary undertakings made up to 31 March 2023. 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 FRS102.

c) LIMITED BY GUARANTEE

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

d) FUND ACCOUNTING

BBC Media Action has various funds for which separate disclosure is required as follows:

Restricted income funds

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

Unrestricted funds

Funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. General funds are those unrestricted funds that have not been set aside by Trustees for a particular purpose. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

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

e) INCOME

Income is included in the statement of financial activities when BBC Media Action is entitled to the income, when receipt of funds is probable, and when the amount can be measured with sufficient reliability.

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

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

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

Donations are recognised when receivable.

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

f) EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category as listed below. Support costs, which include the central or regional office functions such as general programme support, payroll administration, budgeting and accounting, information technology, human resources, and financing, are allocated across the categories of charitable expenditure and governance costs. The basis of the cost allocation is explained in the notes to the accounts. The allocation for the purposes of the Statement of Recommended Practice may not always reflect the definition per various donor contracts.

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

g) FOREIGN CURRENCY

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

h) PENSION COSTS

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

Defined benefit scheme

The defined benefit schemes provide benefits based on final pensionable pay. The assets of the BBC Pension Scheme, to which the majority of BBC employees belong, are held separately from those of the BBC group. BBC Media Action, following the provisions within section 28 of FRS 102, accounts for the scheme as if it were a defined contribution scheme. This is because it is not possible to identify its share of underlying assets and liabilities of the scheme on a consistent and reasonable basis. The expenditure charged in the SOFA therefore represents the contributions payable to the scheme in the year.

Defined contribution scheme

The assets of the scheme are held separately from those of BBC Media Action in an independently administered fund. The amounts charged as expenditure for the defined contribution scheme represent contributions payable by BBC Media Action in respect of the financial year. Where these contributions are reclaimable directly from donors they are charged to restricted funds, where they are not they are charged to unrestricted funds.

i) DEBTORS

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

j) CASH AT BANK AND IN HAND

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

k) CREDITORS AND PROVISIONS

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

l) LEASES

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

m) TAX

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

n) JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

o) FINANCIAL INSTRUMENTS

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

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

2. DONATIONS

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

	Unrestricted 2023 £'000	Restricted 2023 £'000	**Total 2023 £'000**	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
Gift-in-Kind						
- BBC Global News Limited	65	1,439	**1,504**	-	1,132	1,132
- Airtime/media space from various providers	-	5,387	**5,387**	-	4,797	4,797
- Individuals/other	549	-	**549**	392	-	392
General Donations						
- BBC Group	250	-	**250**	250	-	250
- Individuals/other	44	-	**44**	152	-	152
Total	907	6,826	**7,734**	794	5,929	6,723

3. OTHER TRADING ACTIVITIES

Other trading activities were derived from the following sources :

	Unrestricted 2023 £'000	Restricted 2023 £'000	**Total 2023 £'000**	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
Fundraising dinner and corporate partners	136	-	**136**	12	-	12
Total	136	-	**136**	12	-	12

4. INVESTMENT INCOME

	Unrestricted 2023 £'000	Restricted 2023 £'000	**Total 2023 £'000**	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
Bank interest receivable	27	-	**27**	2	-	2
Total	27	-	**27**	2	-	2

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES

	Unrestricted 2023 £'000	Restricted 2023 £'000	**Total 2023 £'000**	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
Grant funding for specific charitable activities						
Governance	1,212	13,643	**14,855**	1,285	12,851	14,136
Resilience	537	6,043	**6,580**	561	5,610	6,171
Health	460	5,178	**5,638**	653	6,532	7,185
Total	2,209	24,864	**27,073**	2,499	24,993	27,492

6. EXPENDITURE

	Unrestricted 2023 £'000	Restricted 2023 £'000	**Total 2023 £'000**	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
Raising Funds	216	-	**216**	187	-	187
Charitable Activities	3,917	31,690	**35,607**	3,405	30,922	34,327
Total	4,133	31,690	**35,823**	3,592	30,922	34,514

	Direct project costs 2023 £'000	Staff costs 2023 £'000	Allocation of support costs 2023 £'000	**Total 2023 £'000**	Total 2022 £'000
Raising funds					
Donations	29	130	6	**165**	133
Other trading activities	-	51	-	**51**	54
Total cost of raising funds	29	181	6	**216**	187
Charitable activities					
Changing lives through media and communication					
Governance	10,337	7,359	2,020	**19,716**	19,920
Resilience	3,349	4,489	654	**8,492**	7,159
Health	3,493	3,223	683	**7,399**	7,248
Total cost of charitable activities	17,179	15,071	3,357	**35,607**	34,327
Total expenditure	17,208	15,252	3,363	**35,823**	34,514

Cost of charitable activities : £35.6m includes £6.8m (2022: £5.9m) broadcast slots gifted in kind by radio and TV broadcasters in the UK and Country offices.

6. EXPENDITURE (CONTINUED)

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	**2023 £'000**	2022 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	**172**	354
General management and fundraising	Pro-rata by direct project expenditure	**1,910**	1,326
Financial management	Pro-rata by direct project expenditure	**497**	309
Information technology	Pro-rata by direct project expenditure	**330**	183
Premises and facilities	Pro-rata by direct project expenditure	**454**	497
Total		**3,363**	2,669

7. NET EXPENDITURE FOR THE YEAR

	2023 £'000	2022 £'000
This is stated after charging:		
Auditor's Remuneration (including VAT)		
Group		
- current year	49	44
- prior year	-	-
Auditor's remuneration (including VAT)		
- subsidiaries	9	8
Exchange rate (gain)/loss	100	(29)
Hire of assets - operating leases	1,184	1,131

8. TRUSTEES AND EMPLOYEES

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006). There were no Trustees' expenses during the year.

Donations made by Trustees in the year totalled £NIL (2022: £NIL) . Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy.

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

9. STAFF COSTS

	2023 £'000	2022 £'000
Costs of staff split by:		
Wages and salaries	**12,063**	11,232
National insurance	**527**	437
Pension costs	**1,203**	1,099
Other staff costs	**1,459**	1,185
Total	**15,252**	13,953

Employees with emoluments of £60,000 and over fell into the following bands:	2023	2022
£60,001–£70,000	**15**	11
£70,001–£80,000	**4**	6
£80,001–£90,000	**5**	6
£90,001–£100,000	**2**	1
£100,001-£110,000	**1**	-
£110,001-£120,000	**1**	1
£130,001-£140,000	**-**	1

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 7 (2022:7). 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 £179,902 (2022: £174,158), is £517,956 (2022: £518,941).

The average number of employees on an average headcount basis, analysed by function was:	2023	2022
Programme activities (charitable):		
Africa	**236**	242
Asia	**192**	215
Rest of World	**101**	102
Other	**2**	2
Total	**531**	561

There were no redundancy costs in the year (2022: £201,658).

10. FIXED ASSET INVESTMENT

	Charity 2023 £'000	Charity 2022 £'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.

10. FIXED ASSET INVESTMENT (continued)

BBC Media Action (India) Limited

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

	2023 £'000	2022 £'000
Total income	**1,566**	1,626
Total expenditure	**(1,566)**	(1,626)
Net income	**-**	-

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

	2023 £'000	2022 £'000
Fixed and current assets	**766**	573
Liabilities	**(745)**	(552)
Net assets/funds	**21**	21

BBC Media Action Nepal Private Limited

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

	2023 £'000	2022 £'000
Total income	**-**	9
Total expenditure	**-**	(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:

	2023 £'000	2022 £'000
Fixed and current assets	**1**	1
Liabilities	**-**	-
Net assets/funds	**1**	1

11. DEBTORS

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Trade debtors	**453**	488	**453**	485
Amounts due from subsidiary and related undertakings	**-**	-	**574**	495
Other debtors	**534**	532	**188**	82
Prepayments	**282**	392	**282**	392
Accrued income (see Note 15)	**4,740**	4,748	**4,740**	4,748
Total	**6,009**	6,160	**6,237**	6,202

All debtors fall due within one year.

12. CASH AT BANK AND IN HAND

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Cash held at bank in UK	**3,508**	6,700	**3,470**	6,681
Cash held at bank and in hand overseas	**747**	894	**652**	793
Total	**4,255**	7,594	**4,122**	7,474

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Trade creditors	**28**	45	**27**	45
Amounts due to related undertakings (see Note 21)	**958**	1,054	**958**	1,054
Other creditors	**1,468**	1,546	**1,614**	1,519
Accruals	**736**	2,017	**707**	1,987
Deferred income (see Note 15)	**3,513**	4,359	**3,513**	4,359
Total	**6,703**	9,021	**6,819**	8,964

14. PROVISIONS FOR LIABILITIES

Charity and group	Legacy balances £'000	Project costs £'000	**TOTAL £'000**
At 1 April 2022	250	322	**572**
New provisions in 22/23	-	109	**109**
Provisions utilised in 22/23	(250)	(177)	**(427)**
At 31 March 2023	-	254	**254**

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 2023. It is expected that the majority of these obligations will be paid during the year ending 31 March 2024.

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 2023 the Group had 120 (2022: 120) active projects.

	Total Deferred Income 2022	Total Accrued Income 2022	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2023	Total Accrued Income 2023
AUXILIUM : Bangladesh: Rohingya Knowledge -Auxiliu	(99)	-	4	95	-	-
CICAN : Kenya: Young Africa Works in Kenya-TVET	-	24	(128)	237	-	133
COUNTERPART : Afghanistan: ASP USAID - Counterpart	-	-	(66)	183	-	117
DAI : Myanmar: ECCR_DAI	-	-	(306)	201	(105)	-
DEUTSCHE WELLE : Armenia: Media Support in Armenia	-	9	(282)	214	(59)	-
DURHAM UNIVERSITY : Nepal - Durham University Saja	-	13	(71)	133	-	75
DUTCH EMBASSY : Libya: Dutch Embassy for El Kul 2	-	60	(163)	110	-	7
DUTCH EMBASSY : North Africa:Dutch Funding El Kul	-	-	(180)	113	(67)	-
EUROPEAN COMMISSION : Zambia: Natwampane - EU	(139)	-	(335)	443	(31)	-
FCDO : Bangladesh: PRIMED implementation - FCDO	-	-	(315)	397	-	82
FCDO : Cambodia: Solomon Islands - FCDO	-	-	(300)	247	(53)	-
FCDO : Ethiopia: PRIMED implementation - FCDO	-	-	(392)	469	-	77
FCDO : Europe: Eastern Partnerships (FCO)	-	823	(2,076)	1,253	-	-
FCDO : HQ: PRIMED implementation - FCDO	-	29	(1,710)	1,296	(385)	-
FCDO : Sierra Leone: EAGER - IRC	-	159	(674)	730	-	215
FCDO : Sierra Leone: PRIMED implement- FCDO	-	-	(399)	527	-	128
FCDO : South Sudan: GESS II - MOTT	-	208	(626)	672	-	254
GAC : South Sudan: GAC Women's Voices	(488)	-	(286)	774	-	-
GAC : Tanzania: Niambie 2: GAC	(167)	-	(910)	997	(80)	-
GATES FOUNDATION : India Collectives and Power of	(599)	-	-	623	-	25
GATES FOUNDATION : India: Comms Tech Support- Phas	(316)	-	(12)	328	-	-
GATES FOUNDATION : India: D2C Platform - BMGF	(308)	-	(31)	332	(6)	-

15. ACCRUED AND DEFERRED INCOME (continued)

	Total Deferred Income 2022	Total Accrued Income 2022	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2023	Total Accrued Income 2023
GATES FOUNDATION : India:Gender Normative Barriers	-	-	(707)	108	(599)	-
GATES FOUNDATION : Nigeria: Vaccine Hesitancy-BMGF	(398)	-	(32)	472	-	42
GIZ : Responding to COVID-19 Information Disor	-	-	(195)	215	-	20
GOV OF BELGIUM : Tanzania: Belgium Aid NC5	-	19	(136)	133	-	16
H & M FOUNDATION : India: PRIDE - H & M Foundation	(478)	-	(397)	466	(410)	-
IFES : Lib: Elections and Leg Strength IFES	-	-	(314)	412	-	98
ILO : Myanmar-Yay Kyi Yar 2022-ILO	-	23	(149)	126	(1)	-
INT RESCUE COMMITTEE : Bangladesh: BPRM Support fo	-	-	(178)	452	-	274
INT RESCUE COMMITTEE : Bangladesh: Rohingya Refuge	-	318	(954)	636	-	0
IRISH AID : Tanzania: Irish AID NC5	-	125	(502)	286	(90)	-
MFA : South Sudan: Life in Lulu -MFA	(67)	-	-	1,068	-	1,001
NDI : EECA: Transforming Gender Percep. NDI	-	-	(187)	186	(1)	-
NORAD : Indonesia: For the People - NORAD	-	26	(755)	667	(63)	-
NORAD : Indonesia: Kembali Ke Hutan	(97)	-	(215)	326	-	14
NORAD : Myanmar: TCD7 - NORAD	-	40	(209)	209	-	40
NORAD : Somalia: SWEET Phase 3	-	-	(377)	345	(32)	-
PACKARD FOUNDATION : Ethiopia: Youth Engagement -	(136)	-	-	137	-	2
SDC : Cambodia: Klahan9 SPACE - Sida & SDC	-	66	(979)	1,286	-	373
SDC : Tanzania: Niambie 2 - SDC	-	8	(418)	410	-	0
SDC : Tanzania:Niambie 2 Rural Radio SDC	-	-	(421)	255	(166)	-
SIDA : Zambia: Kudziwa SIDA	(417)	-	(1,603)	2,311	-	291
SIGHTSAVERS : Nigeria: Sightsavers DID Scale-Up	-	93	(450)	476	-	120

15. ACCRUED AND DEFERRED INCOME (continued)

	Total Deferred Income 2022	Total Accrued Income 2022	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2023	Total Accrued Income 2023
TERRE DES HOMMES : Bangladesh TdH: Diversifying ma	-	-	(195)	195	-	-
UNICEF : Responsible Parenting and Family Care	-	-	(116)	112	(4)	-
UNILEVER : ET: HBCC2 - UNILEVER	-	-	(153)	214	-	61
UNILEVER : SO: HBCC2 - Unilever	-	-	(193)	252	-	59
UNOPS : Afghanistan: Provision of EORE - UNMAS	(82)	-	(209)	291	-	-
UNOPS : Myanmar: Disability-UNOPS	(12)	-	(77)	102	-	13
UNOPS : Myanmar: Ma Shet Ne - UNOPS	(13)	-	(165)	263	-	85
UNOPS : SOMALIA EAI's Implementation of Social 2	-	-	(22)	160	-	138
USAID : Bangladesh: USAID - YouthRISE Activity	(35)	-	(821)	886	-	31
USAID : Myanmar: Investing in Independent Media	-	54	(460)	509	-	103
USAID : Nigeria Global APS - USAID:BHA	-	-	(97)	121	-	24
USAID : Somalia: BHA Global APS - USAID	-	31	(258)	189	(37)	-
WFP : Afghanistan - Nutrition and Food - WFP	-	-	(599)	710	-	111
WPF : Tanzania: Niambie 2: WFP	(96)	-	(167)	140	(123)	-
HALO TRUST : Afghanistan: HALO - Mine Action in AF	-	-	-	93	-	93
Other projects	(414)	2,621	(4,266)	1,480	(1,200)	621
Total	(4,359)	4,748	(26,234)	27,073	(3,513)	4,740

16. FUNDS ANALYSIS

	Balance at 1 April 2022 £'000	Income £'000	Expenditure £'000	**Balance at 31 March 2023 £'000**
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	-	**369**
Total Designated funds	369	-	-	**369**
General Funds	3,758	3,279	(4,133)	**2,904**
Total Unrestricted funds	4,127	3,279	(4,133)	**3,273**
Total Restricted Funds	34	31,690	(31,690)	**34**
Total Funds	4,161	34,969	(35,823)	**3,307**

	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	**Balance at 31 March 2022 £'000**
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	-	**369**
Total Designated funds	369	-	-	**369**
General Funds	4,043	3,307	(3,592)	**3,758**
Total Unrestricted funds	4,412	3,307	(3,592)	**4,127**
Total Restricted Funds	34	30,922	(30,922)	**34**
Total Funds	4,446	34,229	(34,514)	**4,161**

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 2022/23. 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	3,158	(254)	**2,904**
Total Funds at 31 March 2023	3,561	(254)	**3,307**

	Net current assets £'000	Provision for liabilities £'000	**Total funds £'000**
Restricted funds	34	-	**34**
Unrestricted designated funds	369	-	**369**
Unrestricted general funds	4,330	(572)	**3,758**
Total Funds at 31 March 2022	4,733	(572)	**4,161**

18. RECONCILIATION OF MOVEMENT IN FUNDS TO NET CASH (OUTFLOW) / INFLOW FROM OPERATING ACTIVITIES

	2023 £'000	2022 £'000
Net expenditure for the year	**(854)**	(285)
Investment income	**(27)**	(2)
Decrease/(Increase) in debtors	**151**	4,733
(Decrease)/Increase in creditors	**(2,319)**	(5,022)
(Decrease) / Increase in provisions	**(317)**	(120)
Cash (outflow) / inflow from operating activities	**(3,366)**	(696)

19. COMMITMENTS AND CONTINGENT LIABILITIES

Operating Leases

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

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Land and buildings				
Operating leases which expire:				
Within one year	**786**	791	**753**	753
In the second to fifth years inclusive	**103**	535	**103**	535
Total	**889**	1,326	**856**	1,288

A Rent Review memorandum was signed with the landlord, HP Ibex House Investment SARL, in December 2021 establishing a reviewed annual rent of £367,068 until March 2024. This amount is included in the 'Within one year'.

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 2022 reported a shortfall (liabilities, calculated on the technical provisions basis, minus value of assets) of £841m. The value of the Scheme's assets and liabilities at that date were £19,745m and £20,586m respectively (both excluding AVCs). The method used to calculate the technical provisions is the projected unit method.

20. PENSION COSTS (CONTINUED)

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 funding shortfall is expected to be eliminated within 9.75 years of the valuation date, i.e. by 31 December 2028.

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

The triennial valuation as at 1 April 2022 is currently underway and is due to be completed in 15 months.

Contribution rates	**Projections (%)**		
	2023	2022	2021
Employer	42.3	42.3	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:

	2023 £'000	2022 £'000
Related parties		
Services procured from related parties	**295**	277
Amounts owed to related parties (Note 13)	**957**	1,054

During the year, BBC Media Action procured HR, IT and other support services of £295,214 (2022: £277,264) from the BBC.
Donations received from the BBC World Service, BBC Group and BBC Global News Limited are detailed in note 2.
At 31 March 2023, an amount of £957,070 (2022: £1,053,952) was owing to the BBC Group (including BBC and BBC World Service) 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 2023 (2022: none).

22. POST BALANCE SHEET EVENTS

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

Cover image: Hilder Ngatunga, a presenter for our Niambie! (Tell Me!) radio programme in Tanzania, with an interview guest following recording. / *Joseph Minde, BBC Media Action Tanzania*

Find out more:
bbcmediaaction.org

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BBC MEDIA ACTION

BBC MEDIA ACTION

England & Wales - Charity number 1076235

Accounts

BBC MEDIA ACTION



Annual Report and Accounts

2021/22



A BBC Media Action Bangladesh team films Shabjan (right) and her neighbour for our Living Climate Change series. Fresh water is scarce in their village in southern Bangladesh because water sources have become too saline to drink, impacting their health. / *BBC Media Action Bangladesh*

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A year of hardship and hope

A message from our Chair, Vice Chair and Chief Executive Officer



Fran Unsworth
Chair



Awo Ablo
Vice Chair



Caroline Nursey OBE
Chief Executive Officer

This year, the BBC turns 100 – marking a century of educating, informing and entertaining audiences in the public interest, here in the UK and all around the world.

BBC Media Action has been part of the BBC family (though separately funded) since the World Service founded us in 1999. We bring the BBC's world-class editorial values and standards to local media houses around the world. And we apply the creativity, innovation and rigour of the BBC to media and communication for health, improved governance, and the development of more fair and equitable societies.

As we look back on 2021/22, it is clear that BBC Media Action's work with media for good is just as important now as when we began.

This has been a year of incredible challenge. COVID-19 continues to damage people's health, well-being and livelihoods – made worse by vaccine hesitancy, misinformation and inequity. And the pandemic has affected our colleagues and partners. War in Ukraine, and political turmoil and insecurity in Ethiopia, Myanmar and Afghanistan, have endangered the lives of media workers and changed the nature of our work in these countries. Cuts to UK overseas development aid have required quick pivots in some projects and the closure of others, as we work to secure funding from elsewhere. We are mourning the loss of four dear colleagues.

And yet: BBC Media Action reached over 118 million people in the 2021/22 financial year. We have continued to deliver badly needed health communication to audiences under challenging circumstances in Myanmar, Ethiopia and Afghanistan. We have continued to support independent media partners in Ukraine and elsewhere in Eastern Europe and the Caucasus, to deliver the trusted information that is so badly needed.



Caroline Nursey, centre, with our team in Ethiopia. / *BBC Media Action Ethiopia*

We expanded our research, our policy thinking and our programmatic work on climate action. We won awards for our health communication, and for our humanitarian work with the Rohingya refugee community and aid agencies.

We are especially proud that, after months of consultation, we launched our new Equity, Diversity and Inclusion Strategy and Approach in January 2022, with nine goals and an action plan that involves every single staff member around the world. We are determined to transform who we are, what we do and how we do it, so that both our organisation and our work reflect the rich diversity of the societies in which we work, and include meaningful representation from those people who are most often marginalised by society.

The pages that follow capture just some of the remarkable work carried out by our staff and partners, and its impact on individuals and communities. As we present this year's annual report, we are grateful to everyone who makes BBC Media Action's work possible, year after year.

Fran Unsworth, Chair
Awo Ablo, Vice Chair
Caroline Nursey OBE, Chief Executive Officer

About us

We are the BBC's international charity, and we believe in the power of media and communication for good.

BBC Media Action is the BBC's international charity, registered in the UK and working in international development.

Working to the BBC's values and editorial principles, we support the independent 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.

As of 31 March 2022, we work from 18 offices and in 22 countries, serving some of the most fragile and divided societies in the world. Our projects and programmes reached over 118 million people last year, helping to save lives and improve health, protect livelihoods and our planet, counter misinformation, and build more peaceful and democratic societies.

While we benefit from strong partnerships with the World Service and other parts of the BBC, 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.

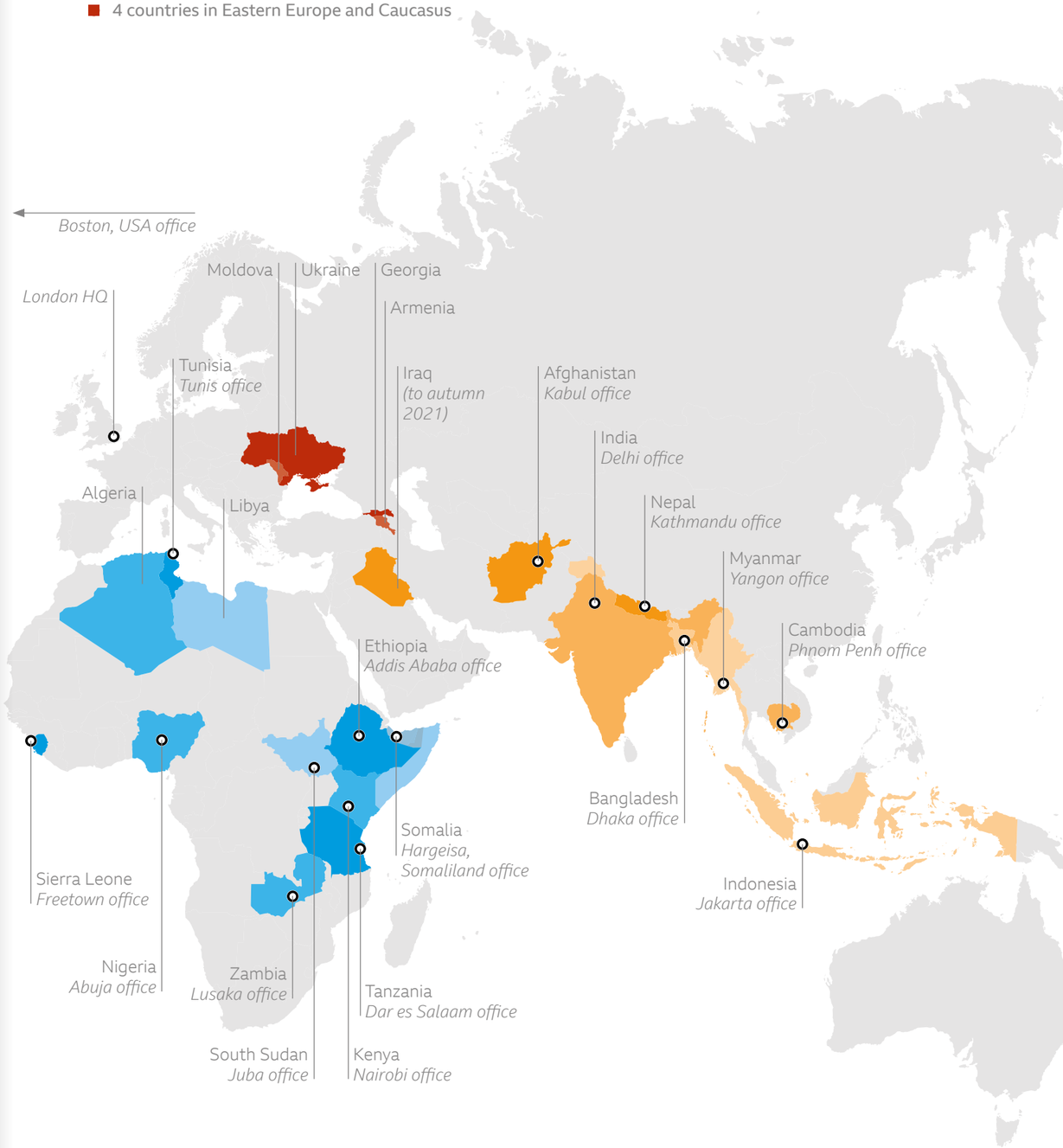
Our mission
With our partners we reach millions through creative communication and trusted media, helping people have their say, understand their rights, responsibilities and each other, and take action to transform their lives.

Public benefit
The trustees approved BBC Media Action's Strategic Plan 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.

Where we work

- 18 offices around the world
- 11 countries in Africa
- 8 countries in the Middle East and Asia
- 4 countries in Eastern Europe and Caucasus



Highlights from our year



In **Nigeria** our radio programme, Story Story, returned to the airwaves after a three-year hiatus. With funding from Inclusive Futures, we delivered Africa's **first fully inclusive radio drama** – focused on disability and inclusion, from writers and storylines through to casting and production. In Nigeria, Story Story reached an estimated 13.7 million people across the country; it was also aired across the continent on the World Service, available on BBC Sounds, and featured on the BBC Fifth Floor podcast.

We reached more than **118 million people** around the world last year – in 23 countries and more than 50 languages!



We reached **7.6 million people in Afghanistan**, or 46% of the adult population, with our COVID-19 prevention public service announcements, short dramas and other programming. Our audiences included some of the poorest and hardest-to-reach nomadic populations.

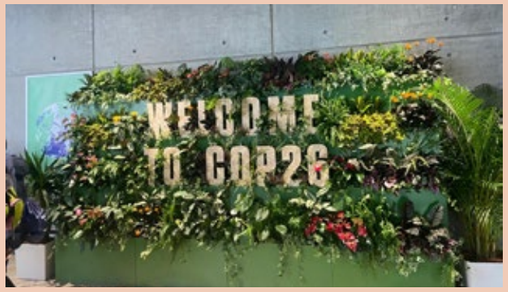
In **Indonesia** we launched our **first television drama**, produced in partnership with a large private national television network. *#CeritaKita* (Our Story), a drama about five friends that addresses environmental and governance issues, was nominated for Best Drama at the prestigious Bandung Film Festival and won an award for its environmental content.



In **Cambodia** our *Klahan9* Facebook page – focused on youth empowerment and civic engagement – had over **one million followers** by February 2022. Between May and December 2021, we reached an average of three million Facebook users each month. Viewers watched a total of 16.5 million minutes of content and viewed our page over 17.7 million times.



In **Myanmar** we stood fast in a difficult environment, continuing to produce sexual and reproductive health and rights information aimed at young people through our social media-based project *Ma Shet Ne* (Don't Be Shy). It has reached **1.8 million people** online – despite a military occupation, protests and resistance.



We launched a **new policy note on climate action** and a new film in a hybrid event at BBC Scotland during COP26, hosted by **the BBC's Sam Poling**. Our panel featured experts in climate and in communication, making the case for the important role of media and communication in climate action at all levels.

In **Tanzania**, our radio show *Safari ya Malezi* (A Parenting Journey) is broadcast on Radio Free Africa and community radio in six regions. Our team produced over 50 national episodes and supported local radio partners to produce another 380 shows. Our national radio programme reached **nearly 2.5 million** parents and primary caregivers of children under 18 across the country.





Our pioneering project in **Ethiopia** produced valuable insights into the **employment ambitions and needs** of the country's young people, in a country where nearly 20% of the population is aged 15-25.



In **South Sudan**, we produced and broadcast 38 episodes in our seventh season of our **popular radio drama, Life in Lulu**. This season we tackled themes including gender-based violence, early marriage, the abduction of women and the belief that women should remain in abusive relationships for the sake of their children.



Our work with mobile health technology in **India** was the focus of a special supplement in the BMJ. A randomised controlled trial demonstrated that our approach is a cost-effective way to improve the health of pregnant women, new mothers and their babies, **saving an estimated 15,000 lives.**

We also delivered a series of six films from **Bangladesh, Kenya and Nepal** showing the frontline impact of climate change on health. Our **Living Climate Change** films aired on BBC World and the COP26 Resilience Hub, reaching policy- and decision-makers.



Strategic overview

In 2021/22, BBC Media Action pledged to:

— Deliver our programming in support of our strategy to the value of at least £31 million,
on time, and use our learning approach to increase our impact – including via our COVID-19 response, scaling up work on climate change adaptation and interconnected issues, and providing sectoral leadership around media in development and for democracy.

The 2021/22 financial year proved extremely challenging. Cuts to UK overseas development aid, slowdowns in work from ongoing COVID-19 disruption, and conflict and humanitarian crises in Afghanistan, Myanmar, Ethiopia and Ukraine directly affected both our ability to deliver projects and programmes, and our funding. Despite these challenges, we delivered programming to the value of £27.5 million.

We have expanded our work and our policy thinking on climate action and related issues during the year. We continued to deliver our major media development programmes, and other projects incorporating media development into our priority themes of governance, health and humanitarian work. The International Fund for Public Interest Media – conceived by our head of policy, although a fully separate entity – has also taken flight this year, with pledges of support from governments around the world. More details on our achievements appear throughout this report.

— Build a more inclusive culture
reflected in a new global policy on diversity and inclusion, covering the work that we do and how we operate. We will discuss our values among our staff, include a behaviour goal in each employee's objectives and will agree steps to make each office more inclusive.

In January 2022 we were proud to launch a new global strategy and approach on equity, diversity and inclusion, covering who we are, what we do and how we will do it. Each employee has a behaviour goal in their objectives, and all teams across the organisation have agreed to take concrete steps toward achieving our ambitious goals.

— Reach and engage audiences,
innovating as habits change, using traditional and digital platforms to maximise impact for audiences, and building new partnerships.

We continued to build and diversify our digital presence, while recognising that radio and community outreach is still the most effective approach in many contexts. BBC's 2021 Global Audience Measure demonstrated that our social media reach grew 61% over five years, as well as showing growth in syndicated radio. We have a new TikTok presence in Indonesia, a new Twitter account in Nepal, and are using Instagram in innovative ways in Tanzania and Indonesia, where young audiences are our primary focus.



A BBC Media Action *Tikambe!* team interviews young people in Zambia for our radio programme. / *BBC Media Action Zambia*

— Refresh our strategic plan, and diversify and secure our donor funding

This financial year was extremely challenging for all international NGOs funded by overseas development aid. UK cuts in Overseas Development Assistance from 0.7% to 0.5% of Gross National Income resulted in cancellations and reductions to funding for contracted projects, and continued to have a negative impact on our income. However, we maintained strong relations with the UK FCDO while continuing to pursue new opportunities with existing and new donors. In January 2022, in light of the changing social and economic environment, our trustees reviewed our 2018 strategy. and found the strategic objectives continue to reflect the changing needs of of the communities whom we serve. Trustees agreed to invest in an ambitious business development plan to ensure we are agile in pursuing new opportunities and can scale up our funding. This plan requires us to dip into reserves, with a planned deficit for the next two financial years, ending in March 2024. We will continue to review our strategic plan annually.

How we are funded

BBC Media Action is 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 funded our work to the value of £27.5 million in 2021/22 (2020/21: £29.6 million). As of 31 March 2022, we had 120 (2021: 132) active projects around the world.

The FCDO remained our largest donor in 2021/22, providing £7.74 million towards our work. Sida was our second-largest donor, providing £2.87 million, and Global Affairs Canada was third at £1.85 million.

Corporate donors, events and individual giving

As part of the BBC family, BBC Media Action's scope for public-facing fundraising is limited. However, we benefit from a range of corporate partnerships. Our 15 corporate partners in 2021/22 helped us in valuable ways, donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice.

These included:

— Accenture provided specialist consultancy services to our finance and leadership teams, and support for our communication around COP26

— Access Bookings provided us with credits for hotel accommodation for our annual leadership residential week[1]

— Adobe provided free software and Creative Cloud licences for our whole organisation

— Atos provided IT support to our London office, and discounted laptop hire fees

— Getty Images provided access to its professional image library for our publications

— Imagen provided us with an audio-visual archive for all our production materials, consultancy on development, and a bespoke resource for our climate work

— Inmarsat provided connectivity bandwidth for our Sierra Leone office

— The Langham London continued to support us, even though we were unable to hold our annual BBC Correspondents' Charity Dinner fundraising event

— Meta provided free advertising credits through Facebook to help reach our audiences and promote our work

— Synology and Seagate provided equipment to store our content in several country offices, and safely and securely share them with our London office

— Sophos provided us with cyber-security protection across our entire network

— Twitter provided technical training and support for our social media accounts

1 Although gift-in-kind credits were offered, we were unable to use them in 2021/22 as activities were postponed due to COVID-19 restrictions.



'And...Action!', our COP26 event was livestreamed from BBC Scotland. / *Abby Williams, BBC Media Action*

— Universal Music Publishing provided access to its music library for our production teams

— Walgreens Boots Alliance gave us valuable unrestricted funding

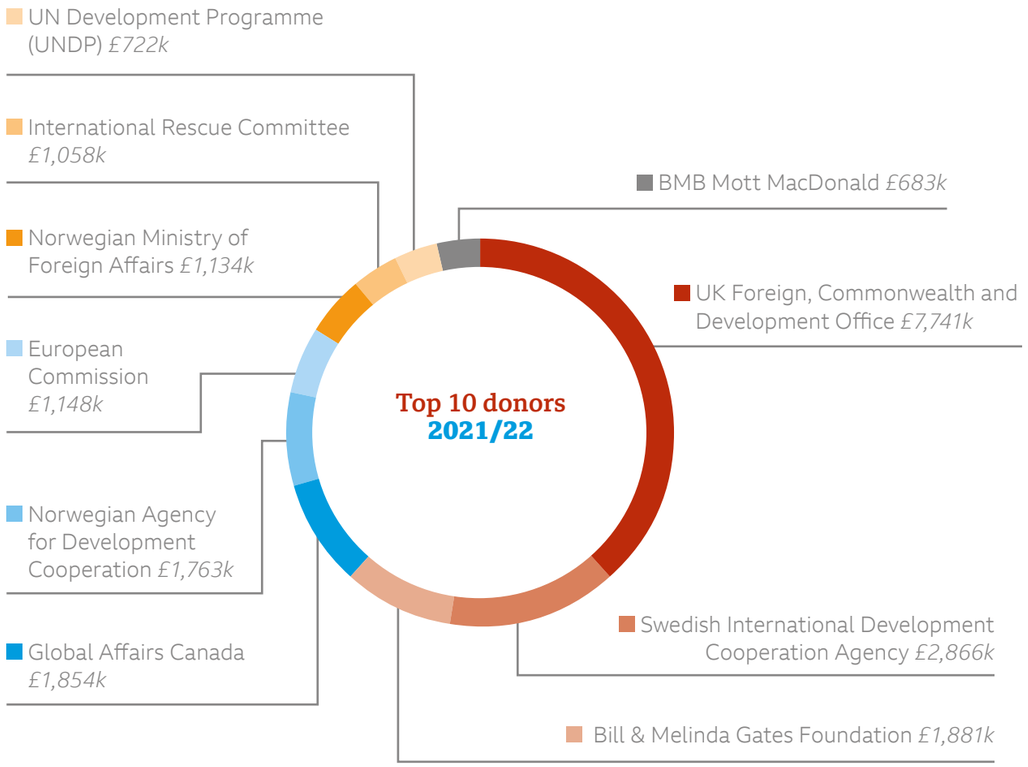
Due to the pandemic, we delayed our annual BBC Correspondents' Charity Dinner event from February to July 2022. We would like to thank the event committee for their continued support for this dinner and auction, which raised valuable unrestricted income.

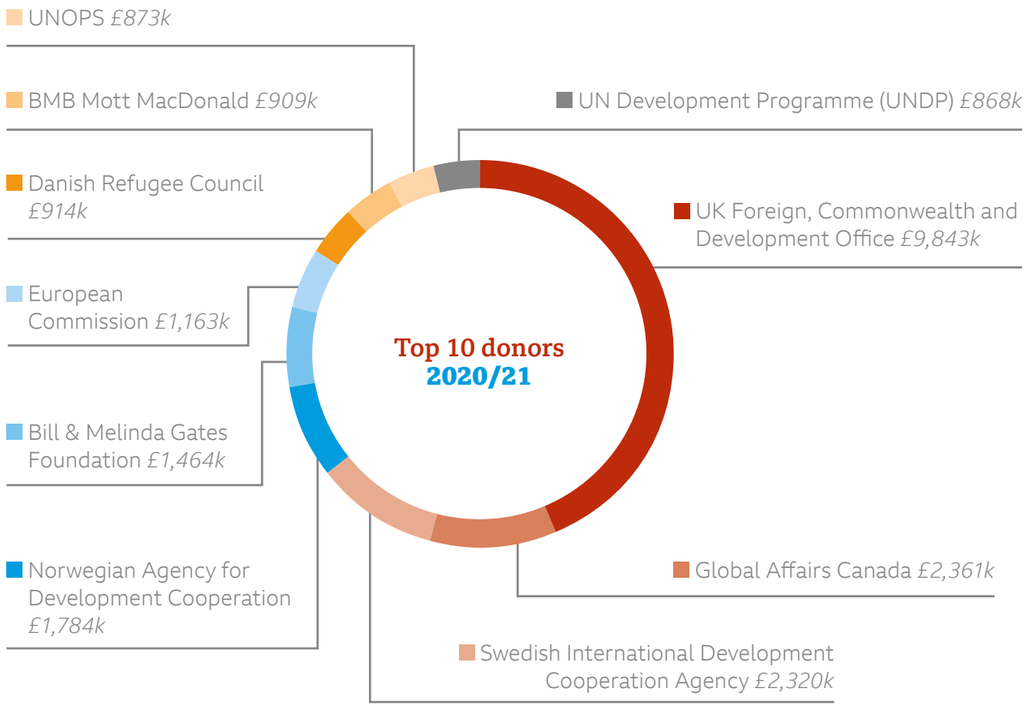
We would also like to thank the following donors for their generous support: Dr Chai Patel CBE FRCP and Bright Future Trust; Jamie Angus; Stephen Clarke; and BBC Studios. In 2021/22 we also benefitted from support from individual donors via BBC payroll giving, and through our JustGiving page accessed from our website and social media accounts.

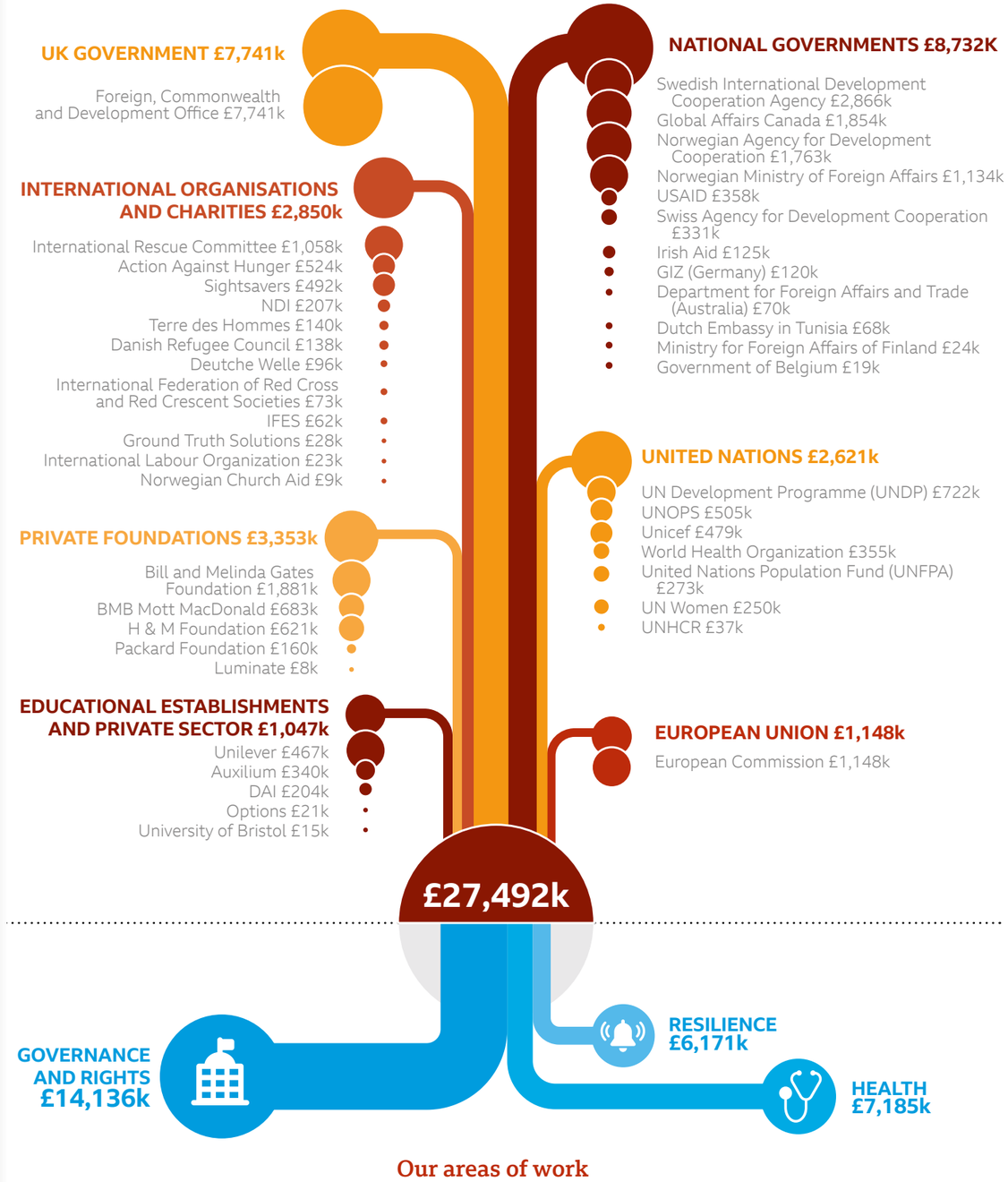
Fundraising governance and compliance

At BBC Media Action, we ensure that our donors are protected by using well-established, reputable platforms that display clear terms and conditions, including on UK General Data Protection Legislation (GDPR) compliance. JustGiving adheres to the Code of Fundraising Practice and subscribes to the Fundraising Regulator. Our prize draws with Givergy.com are 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. There have been no formal complaints regarding our fundraising activity but any future complaints or concerns about our fundraising activities will be investigated and responded to. We voluntarily subscribe to the Fundraising Regulator.







Our areas of work

How we serve our stakeholders

BBC Media Action complies with section 172 of the Companies Act 2006. Our board of trustees acts in the way it considers, in good faith, is most likely to enhance BBC Media Action's impact for the people we serve, while considering the long-term effect of decisions on our organisation and our stakeholders. Our mission sets out our need to work with partners to reach our audiences.

Our external stakeholders include:

— Our audiences:

Our audience members are our primary beneficiaries, reached directly and through our partners. Our research into what viewers and listeners need helps inform our work, while our project evaluations ensure we learn from our work and achieve positive impact. We continue to expand our work across digital platforms as our audience members' media habits change, while ensuring we fully include people who still live in media-dark or media-poor communities. We follow BBC and sector best practice in obtaining consent from anyone who participates in, or features on, our media outputs. We have a 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. We mentor journalists and media workers in long-term projects, and work with media organisations on business planning, marketing and economic viability. This year, we had to pivot some of our media development work to help local media partners stay on air during crises, most significantly in Ukraine where audiences have been in critical need of trusted and timely information.

— The BBC:

We enjoy strong support from across the BBC. The BBC World Service founded us. Many of our trustees come from the BBC – our chair, Fran Unsworth, was the BBC's director of news and current affairs until her retirement in January 2022. We work closely with the World Service and other parts of the BBC. Senior BBC correspondents and personalities help us with fundraising and publicising our work.

— Our partners in project delivery and sector learning:

Partnerships are critical to our success. We work in several project consortia, we participate in sector collaborations and events, and we are members of Bond, the umbrella group for UK-based international NGOs. We work with a large number of local media organisations and local NGOs.

— Our donors:

Our donors are primarily institutional, including the UK's Foreign, Commonwealth and Development Office (FCDO), Global Affairs Canada and the Swedish International Development Cooperation Agency (Sida). They also include UN bodies, private foundations and corporate partners. We are committed to delivering high-quality work, and reporting on our impact to donors, and to others via our website, social media channels and elsewhere.



In Cambodia, our Klahan9 SPACE project included training of local partner organisations in engaging young people. / *BBC Media Action Cambodia*

— Our wider communities and our planet:

An increasing proportion of our work relates to climate change adaptation, and we are seeking to be greener in our operations. We implemented a new environmental policy in 2021/22 and have begun a wider project to calculate and then reduce our global carbon footprint. With a return from home-working, we are using a home- and office-based hybrid working model in the UK and in several of our country offices, which will reduce our carbon footprint in our offices and in commuting. Our global "green team" continues to generate ideas and hold staff and managers accountable for our office environmental practices.

Our internal stakeholders are our employees. Employee engagement is essential to success in delivering our work. Our employees enjoy opportunities for learning and development through the BBC and beyond. All our employees have access to an employee assistance programme, with enhanced support during the COVID-19 pandemic and in times of crisis in the countries where we work. We have competitive salaries. UK-contracted employees are tied to BBC pay bands, while accounting for the difference in salaries between the charity sector and media organisations. Salaries for employees in other countries remain competitive with local non-governmental organisation (NGO) rates.

Our impact in 2021/22

Media and communication for good

Our response to COVID-19



Abdirahman from Somaliland is one of many children whose education has been interrupted by COVID-19. His parents, who earn a living through labour and a small shop, listen to our radio programmes on BBC Somali, learning how to protect themselves and how to adapt their livelihoods during the pandemic. / *Ahmed Fais, BBC Media Action Somalia*

During the second year of the COVID-19 pandemic, BBC Media Action teams around the world continued working on projects and programmes to help people protect themselves against COVID-19, share trusted information about vaccines, dispel myths and rumours, and support people to cope with related issues, such as mental health and unemployment. Many of our teams continued to work from home, or in hybrid home-and-office-based arrangements, and conducted training remotely. Around the world, our staff and partners used creativity and innovation to adapt to fast-changing pandemic restrictions.

We completed the design of a data collection tool for the World Health Organization (WHO), to collect timely insights into people’s changing needs, and to ensure that WHO country offices’ COVID-19 response and service delivery reflects these. Our methodology and research tool was piloted in

Nigeria and Zambia; the WHO has since run an online course in how to use our tool effectively and is now exploring a wider rollout. These insights are valuable in project and programme design to understand people's attitudes, their difficulties and whom they trust to provide information.

In North Africa, we delivered Lifeline humanitarian training to EPTV (Algerian Public Establishment of Television), Radio Algerie (Algerian public radio) and to Algerian civil society organisations (CSOs), ensuring that in a crisis, journalists are prepared to meet their audiences' needs for information – reporting for them, rather than just about them. We also adapted media literacy training for Algerian CSOs, to support their COVID-19 response. Through *El Kul* (For Everyone), our online news and current affairs outlet serving Libyan audiences, we shared content on COVID-19 prevention measures, vaccine confidence, mental health and other related issues.

In Ethiopia, we produced and published social media content – including short videos and infographics – on a variety of COVID-19 related topics. These focused on the impact of the pandemic on women and girls, highlighted stories of adaptation and resilience, and tackled mis- and disinformation. We mentored a community radio station to co-create content, and produced training modules for Ethiopian journalists in the Amharic and Oromifa languages to ensure local journalists could communicate more effectively around COVID-19 and any future disease outbreaks.

In Kenya, we worked with the International Federation of Red Cross and Red Crescent Societies to train journalists to report more effectively on communicable diseases, including COVID-19.

In Nigeria we completed formative research for a vaccine information project, to counter false and misleading information around vaccines for COVID-19. Our research found that while most people knew about the vaccine, respondents who had not been vaccinated said they did not know enough about its efficacy and side effects. Those who had been vaccinated believed it to be safe and effective, but were concerned about whether it would be effective against newer variants.

These insights have informed our radio programming and social media content to address vaccine hesitancy in the country.

In Somalia, we produced a radio show aired on the BBC Somali Service, and video and radio public service announcements, on COVID-19 awareness, prevention, treatment and vaccinations. We also shifted our project on women's economic empowerment to include advice on safely operating a business during a pandemic, and ways to adapt in changing circumstances. Our research found that our COVID-19-related content reached an estimated 3.7 million people (51% of the adult population), increasing their knowledge and understanding, tackling stigma, and helping people to more effectively identify misinformation.

"Usually, it is my neighbours who have a rather superstitious belief about COVID-19. I always use the information given by BBC Media Action as a reference to judge whether information is correct or not."

—Person with a disability, Hagaha Nolosha (Life Guidance) listener, Mogadishu, Somalia

While schools remained closed in South Sudan, we produced public service announcements to raise awareness of COVID-19, remind parents to support their children to learn at home, and address issues such as early marriage and pregnancy that became more prevalent during the pandemic. We also adapted our community mobilisation approach, running family listening

OUR RESPONSE TO COVID-19



Manimegalai is one of the informal waste-pickers featured in our multimedia campaign #Invaluables in India, to raise awareness of COVID-19, and tackle myths and harmful rumours about vaccination against the virus. / *BBC Media Action India*

groups for our radio shows instead of larger community groups, to minimise risk from COVID-19, and used technology to conduct training remotely.

In Tanzania, where the government initially denied the presence of COVID-19, we were able to produce 11 radio shows addressing various aspects of the virus and its impacts, all integrated into our existing radio programmes.

In Zambia, we supported more than 30 partner stations to cover the pandemic accurately while adopting safer practices. We produced a series of public service announcements in English and local languages on COVID-19 prevention and awareness, and we conducted Lifeline training to ensure local journalists could report effectively to support people impacted by the pandemic.

In Afghanistan, we completed our role in The Hygiene Project, bringing public service announcements, social media content and fast fiction drama to hard-to-reach populations, including the nomadic Kuchi people and

the urban poor. In addition to reaching an estimated 7.6 million people, our research found that about 74% of the audience reported discussing the public service announcements with others. Two-thirds (66%) reported having learned about the benefits of handwashing with soap, while 64% said they had learned to take COVID-19 seriously as a result of this content. The Taliban's takeover of Afghanistan in August 2021 dramatically changed how we work in the country. However, we were able to continue serving audiences through a new health-focused radio programme, Where There Is No Doctor, tackling everything from COVID-19 to antenatal care and how best to care for sick relatives at home.

In Bangladesh, we published bulletins for NGOs and produced more than 100 pieces of content – including public service announcements on radio and social media - to share and address people's concerns about COVID-19. Our content targeted hard-to-reach people, including indigenous groups and people with disabilities, with timely information about COVID-19 that tackled myths and misconceptions.

We also trained 18 community radio station partners to improve their COVID-19 programming, working with them on special episodes tackling school dropout, child marriage and gender-based violence.

Our work on COVID-19 extended to displaced Rohingya people in Cox's Bazar, getting information to them in the right language, using door-to-door volunteers and through local mosques. Our research has found that Rohingya people who were exposed to BBC Media Action content about COVID-19 were more knowledgeable about preventative measures such as handwashing, mask wearing and self-isolation.

In India, we addressed vaccine confidence and misinformation as part of our work with informal waste-pickers in Bengaluru. We produced two films in collaboration with our local partners Hasiru Dala and Save the Children India, featuring people from the waste-picking community, and offering a clear call to follow the advice of trained doctors rather than hearsay from friends and family. Our outreach activities included using a mobile van to play the films to 30 hard-to-reach areas in one month. We are working with Save the Children to monitor the effectiveness of the films; our research team trained Save the Children's outreach workers to collect data in the field, using our research tools.

In Myanmar, where the February 2021 military coup disrupted our television and radio work, we continued to produce COVID-19 prevention and response programming on our digital platforms, through four popular online programmes that reached over six million people. Communities under military occupation faced a lack of health services and an estimated 20,000 deaths from COVID-19. We provided information on referrals to humanitarian health service providers, and advice on home prevention and quarantine to audiences nationwide.

In Nepal, we completed the third phase of a Lifeline communication project to address an 'info-demic' around COVID-19. We produced 30 episodes of *Milijuli Nepali* (Together Nepal) in partnership with national radio stations and social media platforms. The programme drew on health experts and well-known personalities to address multiple issues around the risks and transmission of COVID-19. These included how to identify false and misleading information, how to deal with stigma and discrimination, how to access psychological support, and how families can better protect themselves – including through improved water, sanitation and hygiene practices.

Our work in health



Mary, 28, is a listener of our Let's Talk About Us programme, on sexual and reproductive health and rights, in South Sudan. / *BBC Media Action South Sudan*

‘In the past, I didn’t attend the clinic with my wife. I felt I didn’t have time as my responsibility was to get an income so I left it to my wife to go to the clinic or take my child there’.



Hamis is a 67-year-old farmer living in Kigoma, Tanzania. He has 14 children and 26 grandchildren, and lives with his wife and four of his younger children.

Before listening to our radio programme *Safari ya Malezi* (A Parenting Journey), he raised his children based on how he was raised. But now, having listened to on *Safari ya Malezi*, he has learned more about modern approaches to parenting. He says he has learned that it is important to attend antenatal and postnatal care sessions at the clinic with his wife, and to discuss them at home with her, too. / *BBC Media Action Tanzania*

While much of BBC Media Action’s health-related work remains focused on COVID-19, we have continued to meet audience needs for more general health information. This includes information on sexual and reproductive health and rights, antenatal, neonatal and maternal health, parenting and family care, and improved sanitation practices.

In South Sudan, our Amplifying Women’s Voices project examines sexual and reproductive health and rights through our Let’s Talk About Us radio programme in three local languages. It dispels myths and misconceptions, and shares trusted information about sexually transmitted infections and HIV, modern contraceptive use and how to access reproductive health services. The project also covers gender-based violence through episodes of our ongoing radio drama Life in Lulu, in which characters address early marriage, abduction, and the common belief that women must remain in abusive relationships for their children’s sake.

In Tanzania, our Responsible Parenting and Family Care project is aimed at parents and caregivers, covering parenting issues from pregnancy and birth until children reach the age of 18. We produced over 50 national episodes of *Safari ya Malezi* (A Parenting Journey), our radio show broadcast on Radio Free Africa and community radio in six regions. We also worked with eight community radio partners to produce 380 local spin-off shows. Our national radio programme reached nearly 2.5 million parents and primary caregivers of children across the country.

In Zambia, our *Tikambe!* (Let’s Talk) project with Restless Development tackles the sexual and reproductive health and rights of young people, using mass media and face-to-face engagement in co-operation with local radio stations. Weekly radio programmes help increase young people’s knowledge and enable them to make informed decisions, while radio dramas explore common beliefs and social norms. This project also supports young

people to present evidence on the quality of sexual and reproductive health services to decision-makers, to demand improvements. Our research shows that *Tikambe!* improves knowledge around subjects including teen pregnancy, early marriage, substance abuse, peer pressure and condom use, and sexual consent. Listeners are more likely than non-listeners to take action to protect their health.

“*Tikambe* has a big impact in our community because it influenced me to join [the] youth-friendly space at our local clinic, where we get to learn a lot and also socialise… by playing football, volleyball and other activities that keep us busy rather than involving ourselves in drug abuse.”

— Male focus group discussion participant, Kabwe, Zambia

In Bangladesh, we produced audio-visual content on sexual and reproductive health, covering modern contraceptive methods, antenatal care, safe delivery and obstetric care, postnatal care including postpartum haemorrhage, eclampsia and fistula, sexually transmitted infections and the importance of cervical cancer screening. We also produced a comprehensive and customised information hub, communication materials and a user manual for family welfare assistants.

Also in Bangladesh, under our Water for Women project, we produced a mobile-based app for water, sanitation and hygiene facilitators, and developed a health communication and behaviour change approach on water, sanitation and hygiene for rural communities.

In India, our integrated campaign featuring our faecal sludge monster – Malasur, the Demon of Defeca – was presented in an international conference in Indonesia, was awarded Best Communication in Sanitation by an independent jury for the India Sanitation Coalition and Federation of Indian Chambers of Commerce & Industry Awards, and featured in a Government of India publication as an example of best practice. The campaign, aimed at encouraging families to clean out septic tanks regularly to help prevent water pollution and disease, appeared in cities across seven Indian states.

This year we also prepared to launch *Life Navrangi* (Nine-Hued Life), an online drama series on urban sanitation that is a sequel to our 26-episode television drama on safe sanitation, *Navrangi Re* (Nine to a Shade)! The drama aims to spark further conversations about safe sanitation practices, and launched in May 2022 on YouTube.

Finally, our mobile health work in India was in the spotlight in 2021/22 with publications in a special supplement in BMJ Global Health. An evaluation of our Mobile *Kunji* (Mobile Guide) job aid for frontline health workers by Stanford University experts found that the service improved families’ trust in their frontline workers, increased women’s likelihood of taking vitamin supplements while pregnant, and improved delivery preparedness and infant nutrition practices.

And a randomised control trial of *Kilkari* (A Baby’s Gurgle), our service providing antenatal, postnatal, newborn and child health advice to new and expecting mothers, conducted by Johns Hopkins, found that the service had significantly increased vaccination of newborns, and increased use of modern contraception, particularly among low income families. Johns Hopkins also conducted a cost effectiveness study of *Kilkari*, which concluded that according to WHO standards, *Kilkari* is a very cost effective intervention at scale, saving an estimated 15,000 lives between December 2014 and April 2019; publication of this study is forthcoming.

Our work in media development and media freedom



Shola Darwesh Yousufi is a presenter at the all-women Hareem Zan radio station in Badakhshan, near Afghanistan’s border with Tajikistan. Amid continuing restrictions on women’s ability to travel independently and work outside the home, the radio station – a long-term BBC Media Action partner – was permitted to return to the airwaves early in 2022, after six months’ absence following the Taliban’s takeover of the country. / *Photo courtesy of Shola Yousufi*

In a year of multiple crises and threats to democracy, it has never been more important to shore up trusted, impartial public interest media, while countering false and misleading information. BBC Media Action’s media development work is rooted in deep understanding of local contexts, changing media environments and how people access information in an increasingly digital world.

In 2020/21 we continued to implement two flagship projects on media development: Protecting Independent Media for Effective Development (PRIMED) in Bangladesh, Ethiopia and Sierra Leone; and Support to Independent Media in the Eastern Partnership Countries. Through PRIMED, we are working with leading media development organisations to understand how to best support public interest media. We share our learning with the wider media sector, through publications and participation in global conferences on media freedom. We were proud to receive an A+ grade in an independent evaluation of this project in autumn 2021.

In Myanmar, we faced a grave challenge in supporting local media to operate in an extremely risky media landscape, following the military coup in February 2021. We provided financial, security and editorial support to 25 local media partners amid a dramatic crackdown on media, in which more than 100 journalists were arrested and hundreds of journalists went into hiding or on the run. We implemented this support via staff working from the Thai-Myanmar border, and a small team working online with high-level security systems to support our in-country media partners. Many of our media partners were arrested, including one of our freelance producers, Htet Htet Khine, who also presented our well-known *Khan Sar Kyi* (Feel It) TV programme. At the time of writing she was sentenced to six years of hard labour in a Myanmar prison, after more than a year in detention. We remain concerned for her safety and well-being.

In Afghanistan, our work to support local public interest media shifted after the fall of the country to Taliban control in August 2021. In subsequent months, we were able to deliver Lifeline training to media partners around the country, to support them to deliver vital information during a worsening humanitarian crisis. And we were proud to support the return to the airwaves of Hareem Zan, a radio station run by women, featuring programming for women, in Badakhshan province.

In Ukraine, Moldova, Georgia and Armenia, we continued to work with public interest media, mentoring and training journalists based on BBC editorial standards and values, working with them on efficient newsroom management and workflows, and supporting them to improve their business development and income generation to ensure they can survive fast-changing economic environments. We also conducted training in how to verify stories and identify mis- and disinformation.

The project’s evaluation found that the flexible support provided to media partners helped them to adopt a stronger audience focus and increase their reach. For example, our partners Netgazeti and Batumelebi were supported to launch a new Russian-language service for underserved audiences in Georgia; Suspilne (‘Public’, formerly UA:PBC) was supported to re-launch in Ukraine, and, in Moldova, Ziarul de Garda was able to improve their video offer for digital audiences. The evaluation also found significant contributions to changes in our media partners’ revenue. For example, Hromadske Radio in Ukraine grew their non-donor revenue to 16% of total revenue in 2021, from 4% in 2020.

When Russia invaded Ukraine in February 2022, we immediately shifted our focus to support our local partners to continue delivering essential news operations: moving to safer parts of the country, shifting to online and digital formats, and working from underground bunkers. At the time of writing,



Htet Khine was our freelance producer and presenter of our well-known TV programme in Myanmar, Khan Sar Kyi (Feel It). She has been in detention since August 2021 amid a fierce government crackdown on independent media and opposition figures, and was sentenced to a total of six years of hard labour in September 2022. We remain concerned for her safety. */ BBC Media Action Myanmar*

with war continuing, we have been able to extend our Eastern Partnership project to ensure this support continues.

In North Africa, we continued to support *El Kul*, our online news and current affairs portal serving Libyan audiences. We conducted research into the flow of mis- and disinformation in Algeria and Libya, and presented recommendations to UN agencies, embassies, and civil society and media partners. The same study is now underway in Tunisia.

In Sierra Leone, we worked through PRIMED to support efforts to update the country's Media Code of Practice and have it passed into law. This entailed discussion across all districts and regions, involving over 500 civil society leaders, media practitioners and partners. A new code has now been endorsed by the Minister of Information and Communications and is expected to be submitted for parliamentary approval later in 2022. Also through PRIMED, we began mentoring three radio stations on public interest journalism – including the country's national broadcaster – and supporting an internship programme for students from the University of Sierra Leone Fourah Bay College, to prepare the country's next generation of journalists.

In Ethiopia, we continued to deliver our PRIMED project despite a difficult security situation. We conducted film and digital media training with our local media partners. With support from Africa Check, we also delivered fact-checking and verification training to both PRIMED media partners and members of the Ethiopian Media Women's Association. In addition, we supported our partner Addis Maleda to add Afaan Oromo and Somali language programming alongside Amharic language in order to reach the largest ethnic groups in the country.

In Bangladesh, we worked through PRIMED to support our partner media outlets and others through the Broadcast Journalist Centre via training sessions, mentoring and workshops. These aim to build public interest journalism skills, improve digital content production, strive for greater gender inclusion in newsrooms and media content, improve safeguarding practices and develop stronger business models among media practitioners. Our partners report increased audience engagement levels and rising revenue as a result of this training. We are also providing consultancy and advocacy support to the Broadcast Journalist Centre, as it plays a pioneering role in building a media coalition to address the rights and safety of journalists in the country.

In South Sudan, our work through Amplifying Women's Voices and Life in Lulu includes training local radio stations on content production as well as supporting them with purchases of studio equipment. One of our aims is to ensure their content becomes more gender- and conflict-sensitive.

In Zambia, we supported media stakeholders to develop and implement a mechanism for self-regulation while upholding media freedoms, in a first for the country. Through our Radio Waves project and work with Media Institute of Southern Africa (MISA) Zambia, we supported media associations to ensure that changes to a Zambia Media Council bill did not compromise media freedom and freedom of information. Our Zambia team also worked with our London office to create three online training modules on election coverage, creating podcasts and factchecking, and rolled them out to local partners.

In Cambodia, we launched the media support strand of our *Klahan9 SPACE* project, supporting journalists and media workers to produce public interest content aimed at, and representative of, young people. We also recruited and, with partners, trained 22 media trainees to produce mobile video content, podcasts and documentary films.

In partnership with the Press Council of Indonesia, we trained 4,000 journalists from across the country on topics including green growth, digital literacy and COVID-19. We also worked with the Local Public Service Broadcasters' Association to train over 40 local and regional public service broadcasters, conducted a capacity-strengthening programme for the Ministry of Communication, and worked with several local NGOs to deliver storytelling and production training to local citizen journalists and content creators.

Finally, we were proud to see the International Fund for Public Interest Media – of which we are a founding organisation – become a reality, with pledges of support from around the world including the United States. The fund is co-chaired by journalist and media freedom advocate Maria Ressa and Mark Thompson, the former BBC director-general; it has established a secretariat and aims to raise US$1 billion in funding for public interest media in crisis.

Our work in climate action



"Every day I read news about disasters, including ice melting in the North Pole, drought during the dry season, forest fires, clean water crisis, global warming, floods, and other disasters that happen even where I live. However, I still have faith that we can fix this, so the Earth will be better for the next generation. One thing that we have to do is take action. Start with simple actions like planting trees, reduce electricity consumption from unsustainable energy sources, save water, and use public transportation. The next step is to have a voice – inform and spread the message of the danger of the climate crisis, so more people can take action."

Firda, 23, Makassar, Indonesia

Firda was interviewed by BBC Media Action in support of the BBC's Climate Voices, featured on BBC Minute on the World Service and in Glasgow. / *BBC Media Action Indonesia*



Wambaz, 25, has had to change from herding livestock to farming to adapt to the changing climate.

"Climate change has affected my life.

"Being a pastoralist, there are a lot of challenges... such as lack of water and pasture.

"People need to be trained and to gain skills so (they can) cope with the situation. I would encourage the youth to use social media and radio stations to gain information, especially on climate change.

'I have really learned some skills...I started a kitchen garden, and water harvesting."

Wambaz, 25, artist, radio presenter and farmer, Marsabit, northern Kenya

Wambaz was interviewed by BBC Media Action in support of the BBC's Climate Voices, featured on BBC Minute on the World Service and in Glasgow. / *Diana Njeru, BBC Media Action Kenya*

This year BBC Media Action's climate action work took centre stage at the COP26 climate change conference in Glasgow, where we launched a new policy note on the role of media and communication in climate action at a high-level event hosted at BBC Scotland's Pacific Quay broadcasting centre.

We were part of the wider BBC's campaign, Climate Voices, featuring the hopes and fears for the future of young people from across the world. With funding from Wellcome, BBC Media Action created Living Climate Change – a series of six short films from Nepal, Bangladesh and Kenya – focused on the health impact experienced by people on the front lines of climate change. These films were broadcast on BBC World in a segment hosted by Anne Soy, shared during our COP26 event and featured on the COP26 Resilience Hub – amplifying these voices in front of policymakers and duty-bearers from across the world.

In Kenya, through the EU project Down2Earth, we trained and mentored five radio stations in drylands areas to produce content on climate change adaptation, food insecurity and water scarcity. We also developed an online course on climate change reporting for journalists in Africa, in both English and Swahili.

In North Africa, *El Kul* covered environmental and climate topics, and our ProSol project focused on soil protection and rehabilitation for food security, as part of a wider global project. We have used communication for development approaches and strategies



Esther walks with her daughter from the water hole in rural northern Kenya, featured in our Living Climate Change series. */ Diana Njeru, BBC Media Action*

to achieve a change in understanding and behaviour on soil degradation.

In Tanzania, we launched A National Conversation 5, looking at governance with a focus on gender, climate change and civic participation. This is an extension of previous projects that underpinned our flagship *Haba Na Haba* (Little by Little) programme.

In Cambodia, our project Not Waiting for Rain kicked off in September 2021. We created a feature-length TV episode of Don't Wait for Rain and four public service announcements, which aired on national television, to raise awareness of the local impacts of climate change, highlight what communities can do and motivate action. The project built on our previous Don't Wait for Rain climate adaptation project, which supported people in Cambodia to adapt to the effects of extreme weather.



Angyel Bista and his wife walk through their buckwheat farm in rural Nepal, featured in our Living Climate Change series. */ Anish Bastola for BBC Media Action*

In Indonesia, we launched our first television drama, co-produced with a large private national network. *#CeritaKita* narrates the story of five friends while addressing environmental and governance themes. This is accompanied by a social media brand, *AksiKita Indonesia* (Our Action), and an Instagram-based discussion programme called *Ngobrolin* (Chats). Overall *#CeritaKita* and related content reached 24.5 million, with an overall brand awareness of 35 million, based on a survey of 5,000 respondents aged 16-55 in Java, Sumatra and Kalimantan. The show was nominated in the Best Drama Show category at the prestigious Bandung Film Festival and won a special award for a TV Programme on the Environment. Our impact evaluation, including experimental research in partnership with Columbia University, is underway. A chapter on the drama is currently under review for the Accelerating Climate Solutions publication (Springer, expected 2022).



Parbati Bhat, a community health volunteer in Nepal, was profiled as part of our Living Climate Change series. */ Anish Bastola for BBC Media Action*

Our work in equity, diversity and inclusion

In Sierra Leone, 15-year-old Aminata was unable to go to school after her father died. But, determined to continue her education, she learned to read and write through a local girls' group. Aminata appeared as a co-presenter on our national radio programmme *Wae Gyal Pikin Tinap* (When the Girl Child Stands) to tell her story – demonstrating to listeners that age is no barrier to learning, and school is not the only place to learn. Research on the impact of our radio programmes in Sierra Leone has demonstrated that including real-life success stories from girls like Aminata increases hope among out-of-school adolescent girls that they might fulfil their dreams of a successful future.



/ BBC Media Action Sierra Leone

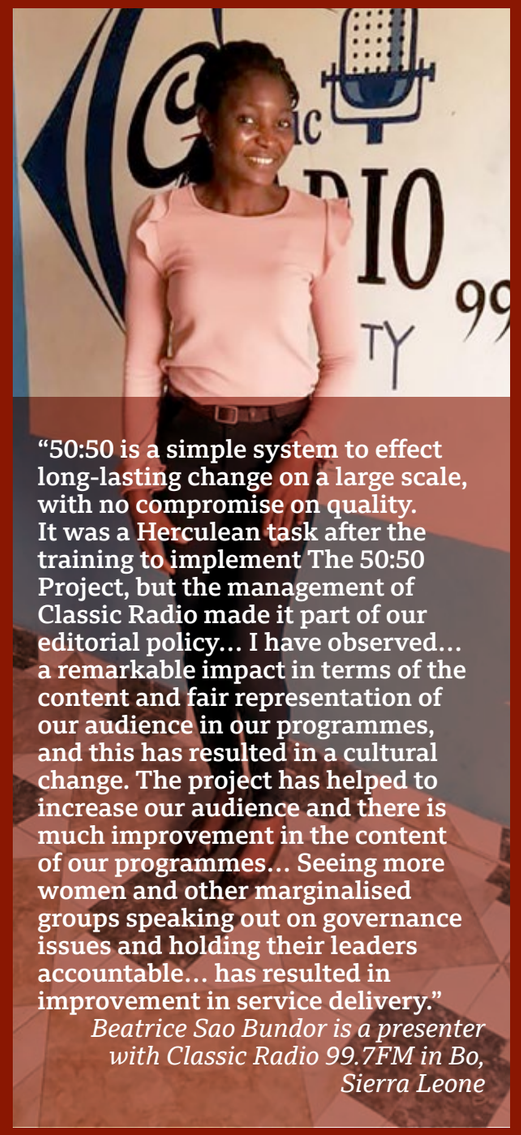
After months of consultation, in January 2022 BBC Media Action launched our new Equity, Diversity and Inclusion Strategy and Approach, outlining who we will be as an organisation, what we will do, and how we will do it, as we strive to become more fully representative of the people and communities we work with and for. With specific, measurable objectives and targets, we will measure our progress against this strategy over the next two years.

We continued to be active partners in the BBC's 50:50 Project equality initiative, aiming for equal representation among men and women in both media contributors and content. Our evaluation found that our core BBC Media Action social media channels featured women in 63% of our posts, while 61% of our blogs were either written by women, or featured them prominently. Our projects in Eastern Europe, Sierra Leone, Ethiopia and Ukraine have also joined the scheme, although the participation of our Ukrainian partners was paused when war began in February 2022 when Russia invaded the country.

Gender

Our Sierra Leone office became the first of our country offices to join the BBC's 50:50 Project, in October 2021, supporting two local partner radio stations to track contributors by gender. They have found that women often lack confidence to become contributors, while men are more often in positions of power. To overcome these barriers, BBC Media Action Sierra Leone tailored the 50:50 approach to better explain the concept, simplify the tracking methodology and prepare training materials on gender mainstreaming.

In India, where 75% of men but only 55% of women own a mobile phone, we are tackling this gender digital divide through our Digital Women's Economic Empowerment project. Our landscaping studies are designed to



"50:50 is a simple system to effect long-lasting change on a large scale, with no compromise on quality. It was a Herculean task after the training to implement The 50:50 Project, but the management of Classic Radio made it part of our editorial policy… I have observed… a remarkable impact in terms of the content and fair representation of our audience in our programmes, and this has resulted in a cultural change. The project has helped to increase our audience and there is much improvement in the content of our programmes… Seeing more women and other marginalised groups speaking out on governance issues and holding their leaders accountable… has resulted in improvement in service delivery."

Beatrice Sao Bundor is a presenter with Classic Radio 99.7FM in Bo, Sierra Leone

/ BBC Media Action Sierra Leone

better understand gender gaps, then apply this learning to help address them – for instance, by focusing on the barriers to women accessing and using digital technology, rather than focusing on skills. We have shared our research and learning with the wider health sector in a series of webinars with the UN University throughout 2021, and we are now applying it in pilot projects in rural, low-income communities.

In Somalia, we continued our Somali Women Economic Empowerment and Transformation (SWEET) project, through discussion and drama programmes on BBC Somali radio, supporting women to start or adapt small businesses during pandemic restrictions. Our evaluation showed that women who listened to the programmes were inspired by hearing stories of other women who had succeeded, and learned how to improve their own businesses. Male listeners reported having a greater understanding of the role women could play in business, more confidence in women's ability to succeed, and being more willing to support their wives in business.

"[Before listening to the programme,] I used to believe that women can't be a success in business and in life. By listening to the programme, I learned that a woman can start her business from the lowest level. I have a good knowledge of the problems a woman will face when she starts small business."

—Radio Hargeisa listener, husband or father of woman in informal business, Somaliland

In Tanzania, *Niambie 2* (Tell Me) is our five-year gender empowerment project, supporting young women and girls to make informed decisions about their social, economic and civic rights. In 2021/22 we supported seven local radio partners to produce 152 episodes of the local spin-off show *Sanuka* (Open Up), focusing on gender inequality, and we launched a new radio show, *Tuyajenge* (Let's Build It), focused on women's and girls' rights and aimed at an older audience. Our project team produced 49 episodes of *Niambie*, which was broadcast every Saturday morning by our national partner Clouds FM, and 35 episodes of *Tuyajenge*, broadcast every Saturday and Sunday by our national partner Radio Free Africa.

In Nepal, we worked with local media partners on the rights of women and girls, and girls' education – which has become particularly important as the pandemic has contributed to a high percentage of girls never returning to school. We trained local media partners, and co-produced and broadcast 10 separate radio programmes – a total of 70 episodes featuring drama, discussion and storytelling – in support of girls' education. We also produced digital content on girls' education and issues including gender-based violence, gender inequality and child marriage, and podcasts, public service announcements and radio programmes in support of UN Women's 16 Days of Activism. Our research showed listeners discussed the information and issues with friends and family members, and encouraged them to listen, too.

In Cambodia, our project WE are *Klahan* (Brave), in its third year, continued to build on our *Klahan9* brand. We developed social media content for young women entrepreneurs and those interested in starting their own business, to increase their knowledge and understanding and to develop opportunities for discussion with decision-makers. Our research found that 83% of those aged 15-35 reached by the project knew more about business-related issues and rights, and that 72% of them discussed these rights with others.

OUR WORK IN EQUITY, DIVERSITY AND INCLUSION



/ BBC Media Action Nigeria

Disability

In Nigeria, we celebrated the return of our drama serial Story Story to partner radio stations across the country and on the BBC World Service across Africa. As part of the Sightsavers-led Inclusive Futures consortium, the programme focused on disability and inclusion. Our fully inclusive writing team and cast created storylines to challenge stereotypes, stigma and exclusion, and reinforce the need for greater equality and inclusion in Nigerian society. Our research found that listeners were more likely to understand what constituted a disability, and more likely to report a positive change in their behaviour. BBC Media Action Nigeria's online following has grown to over 500,000 as a result of this new programming. In 2022, we began another Disability in Development project with Sightsavers, aiming to change social norms around access to health services for women and girls living with disability.

In Myanmar, we started a new project focused on the rights of people with disabilities and their access to healthcare. *Tu Tu Pae* (We Are the Same) launched on Facebook on International Day for Persons with Disabilities, 3 December 2021, aiming to amplify the voices of people with disabilities, increase their access to health information, and challenge widespread stigma and exclusion relating to disabilities. Amid a rapidly worsening security context, daily bomb threats, military raids and protests, *Tu Tu Pae* is a testament to the resilience, creativity and determination of our team to work for equality for all.



Vellu was featured as part of our Invaluables project in India, tackling stereotypes around informal waste-pickers. / *BBC Media Action India*

In South Sudan, we worked with Humanity and Inclusion who have provided training for our staff and partners around disability inclusion. We also worked with Leonard Cheshire to ensure our radio programme Our School includes the viewpoints of children living with disabilities, and covers issues important to them.

Young people

In Cambodia our multimedia *Klahan9* (Brave 9) Phase 3 initiative, designed to support young Cambodians to navigate livelihood opportunities, ended in 2021. Building on research insights, and the reach and "being brave" ethos of the *Klahan9* brand, we delivered a television series, digital content and outreach to target groups who face the greatest livelihood challenges and barriers: low-educated, low-skilled and rural young people aged 15-24, and women. Research showed that *Klahan9* has been a positive influence for young Cambodians. Audience members said they found it educational and entertaining, and they reported increased confidence, negotiation, communication and networking and life skills after watching. Some 65% of 15-24-year-olds exposed to *Klahan9* said they had taken action or made a change, such as saving money, seeking support to help deal with problems, and getting parents to accept their job goals. *Klahan9* has now pivoted to civic engagement, with sustained levels of interest – its Facebook page remains popular, with nearly 1.1 million followers as of February 2022.

In Ethiopia, we developed a communication strategy for the Ministry of Labour and Skills, to engage, empower and motivate young people to navigate their work and life choices, tackling issues of unemployment, job creation and health. We used deep audience segmentation to guide the strategy, examining young people's current situations, their ambitions and priorities, their influences and how best to reach them through media. The strategy contributes to an overall government objective to create 14 million jobs by 2025; it formally launched in January 2022 and we are now implementing a one-year follow-up pilot project.

Marginalised groups

In India, our Pathway to Respect, Identity, Dignity and Empowerment (PRIDE) project aims to shift the negative perceptions about informal waste pickers in Bengaluru, who experience systemic marginalisation. Our project – centred around a social media campaign, #Invaluables, and outreach – aims to highlight how waste pickers' work is interconnected with the general population in this environmentally threatened city. Our first-phase evaluation shows that people exposed to our campaign content have a higher awareness of informal waste pickers, and are more likely to discuss their role in a positive way.

Our work in humanitarian response



"They are really heroes, because they are doing all the work together."

Before the war in Ukraine, Yaroslava Kaminska was manager of the UA:PBC Academy – a training programme attached to the Ukrainian public broadcaster, more popularly known as Suspilne. But after a terrifying escape from her village northwest of Kyiv, Yaroslava began working to support the exodus of staff and equipment from Suspilne's brand new studio in central Kyiv to regional locations, where teams have been broadcasting from temporary buildings and underground, in bomb shelters, metro stations and parking garages. BBC Media Action has supported the broadcaster with funding in order to remain on air, and training in Lifeline programming to ensure that Ukrainians get the trusted information that is so needed in wartime.

/ Photo courtesy of Yaroslava Kaminska

In 2021/22, as multiple crises unfolded in the countries where BBC Media Action works, we expanded our work to support humanitarian responses in Myanmar, Afghanistan and Ukraine, and continued humanitarian work in Somalia and in Bangladesh, where we have had a presence in Cox's Bazar since 2017.

In Ukraine, Russia's invasion in February 2022 prompted Europe's fastest-growing refugee crisis. In response, we are supporting our local media partners to continue critical news operations and have conducted Lifeline training to ensure that audiences can access information that helps them make critical decisions – from the latest on curfews and air raid alerts, to where to find shelter and medical help. We are examining ways of working with our partners in Moldova to support the growing refugee crisis.

In Myanmar we conducted two national research projects to better inform our future work on humanitarian response, identifying a rapidly contracting media landscape, a reduction in access to – and trust in – broadcast media, and a rapid move to digital and online information sources. Based on this knowledge, we are designing several projects for 2022 to meet the humanitarian needs of communities across Myanmar, working with local media, civil society organisations and online platforms.

In Afghanistan, we had to rapidly adjust our work following the Taliban takeover in August 2021. We have been able to continue our Community Voices bulletins, surveying families directly to find out their immediate needs and concerns to support a better targeted response from aid agencies. We conducted Lifeline training with local radio partners to ensure they are better able to meet their audiences' needs during the worsening humanitarian crisis. Our factual radio programme, Where There Is No Doctor, has connected listeners with medical experts and provided trusted health information on a wide range of topics.

In Somalia, we carried out a short project on migration, focused on the tradition of *tahriib* – the difficult and dangerous route to Europe often taken by young Somalis in search of employment. We produced radio programmes, short video clips, photo stories and a panel discussion to examine the dangers of unsafe and illegal migration, and to share real-life experiences and opportunities that can be found at home. We also delivered a short radio series on humanitarian aid, sharing the challenges faced by those who rely on aid and learning how communities perceive aid agencies in the area.

In Bangladesh, we continued to support the humanitarian response in Cox's Bazar, producing critical life-saving information in the Rohingya language, conducting capacity strengthening and mentoring more than 3,000 humanitarian agency staff and offering strategic guidance to working groups and humanitarian aid clusters. We also helped to ensure effective communication with refugee and host communities through initiatives including our humanitarian feedback bulletin, What Matters. We conducted in-depth research, and produced more than 500 community-facing audio-visual and graphic materials with critical information on disaster preparedness, health and nutrition, protection, hygiene, shelter, livelihood and life skills, for both the Rohingya and nearby host communities. We continue to manage the *Shongjog* (Connection) website, a digital hub for all response agencies' communication materials.

Our work in governance and civic participation



"The first thing I would say to anybody who wants to come to Libya is, number 1, I wouldn't want anyone to come in here the way that I did. I was not told about the journey and all that. One thing I would say don't allow anyone to deceive you into coming down here, by taking you through the desert.

"If you want to come here, come in the right way, When you get down here, you get the respect you deserve, you get your job, you get a house to stay. Honestly this country has a lot of things to offer."

Khawther, 25, came to Libya five years ago from Nigeria. She now uses her TIkTok following to share advice about safe migration. Her story was featured on *El Kul* (For Everyone), produced by a team of Libya-based freelance reporters and Tunis-based BBC Media Action content producers.

/ El Kul

In our age of mis- and disinformation, the role of public interest media in supporting effective governance and functioning democracy, and in creating space for discussion and dialogue, has never been more important.

BBC Media Action's work in supporting governance and bridging societal divides spans a wide range of countries and themes. In addition to projects covering governance and climate, or governance and women, we work on projects to improve civic engagement and inspire people to get involved in discussions and debates of key issues ahead of elections.

Digital media content plays an increasingly important role in all our projects, particularly where we are targeting young people. This year we invested significant effort in measuring not just our reach and engagement on digital and social media, but also the impact and outcomes of our work in this area.

In Cambodia, we launched a new series of our *Klahan9* project for young people, *Klahan9 SPACE*, to increase their levels of civic engagement. Aimed at women and men aged 15-20, the project will help to shift negative attitudes and norms that stop young people from participating in civic life and encourage young people to discuss issues that matter to them with decision-makers and parents. The project also aims to strengthen public interest media in Cambodia, ensuring it better reflects



While our popular Tea Cup Diaries radio drama in Myanmar is off national airwaves, we are still sharing content on Facebook, as with this short animated segment. / *BBC Media Action Myanmar*

OUR WORK IN GOVERNANCE AND CIVIC PARTICIPATION

the needs and voices of young people.

In Myanmar, we had to shut down our governance programming when the military took control in February 2021, pausing our long-running Tea Cup Diaries radio drama and cancelling our popular peace-building television programme *Khan Sar Kyi*. These were broadcast on state media, which was taken over by the military, and via independent media outlets, which were forced to disband. At the beginning of the financial year, we were able to continue some content production, with our team and local media partners covering rights abuses by the military. Selected content was broadcast on BBC Burmese and BBC World News, to ensure that both Myanmar and international audiences had access to information on events. We have also been able to resume sharing Tea Cup Diaries content on our Facebook page.

In North Africa, our online media outlet for Libyan audiences, *El Kul* (For Everyone), is now followed by nearly 1.2 million people. We continue to post everyday content that contributes to elements of social cohesion, covering topics such as gender equality, the humanity of migrants, and opportunities for civic participation and peacebuilding. Throughout 2021, this content regularly reached more than five million people per month.

In Nigeria, we broadcast 13 episodes of radio drama *Gatanan Gatanan Ku* (Telling a Story) on BBC Hausa, tackling issues of corruption. We also delivered social media content and town hall meetings, and worked with local journalists, in a project focused on encouraging young Nigerians to improve their civic engagement and political participation; our social media content had a potential reach of over 3.8 million young people aged 18 to 27, and was praised for its trendy and appealing approach. Almost half of those reached said they understood their political rights and responsibilities, compared to 30% among those who had not been exposed to our content; audiences also said they better understood the political issues at stake, and how to vote.

In Zambia, our Radio Waves project supported partner stations to produce 472 weekly, audience-led discussion magazine programmes and quarterly regional outdoor broadcast debates on a number of civic, social, governance and development topics. Ahead of the country's general election in August 2021, we produced public service announcements for radio and social media, translated into major local languages and shared with partner stations, to encourage people's awareness of key issues and get them out to vote. In addition, our *Ishiwi* (My Voice) initiative trained 56 civic leaders to better engage with youth and to understand their roles and responsibilities. As a result, young people have been more engaged in decision-making and holding leaders to account. Three wards have agreed to include young people in their development meetings, and civic leaders have created an action plan to continue involving young people in community and development issues.

Also in Zambia, our Voter's Voice project hosted debates with civic leaders before the general election, and supported 15 local radio stations to report effectively on the election. This included training employees on the electoral code of conduct, verifying information, identifying false and misleading information, and how to report election results. We also supported our six partner radio stations to produce nearly 200 weekly, interactive radio shows as well as public service announcements to support civic education, particularly among women, young people and people with disabilities.

Looking forward

The 2021/22 financial year has been like no other in living memory – involving multiple crises and conflicts in countries where we work, an ongoing global pandemic and shrinking aid funding. To help tackle these challenges, in the coming financial year BBC Media Action will continue work in our key thematic areas of governance and rights, health, and resilience and humanitarian response, while working on a bold new business development plan to ensure our organisation is fit for the future.

As we do so, we will ensure our work reflects our 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, and evaluating and adapting what we do
— influencing development thinking through our policy work
— strengthening capacity.

In the 2022/23 financial year, BBC Media Action will:

— Deliver our programming in support of our strategy to the value of at least £27 million

We will continue our COVID-19 response, scale up our work on climate action and on countering mis- and disinformation, and increase our focus on humanitarian programming to support countries in crisis. Capacity-building and sector leadership around media for development and democracy will remain at the heart of our work.

— Diversify and scale up our donor funding in a renewed focus on business development

In an extremely challenging funding environment, in the next financial year we will focus on an ambitious business development plan to develop and scale up both existing and new sources of funding. This plan, which will mean we operate deficit budgets for the next two financial years, will leave the organisation on a more solid financial footing for the future.

— Put into action our new global policy on equity, diversity and inclusion, and measure our progress

Our new global strategy and approach covers who we are, what we do and how we will do it, and reflects wider sector moves toward becoming more locally led. For the coming financial year, every team across our organisation has pledged to take concrete steps toward achieving our ambitious equity, diversity and inclusion goals. We will measure our progress at the end of each financial year to hold ourselves accountable on our commitments.

— Continue to adapt and expand our programming to meet the needs of audiences in countries in conflict

We will continue to work in Afghanistan, Ethiopia, Myanmar, Ukraine, South Sudan and other countries that are in active conflict or are fragile contexts. We will use innovative delivery models and traditional and digital media platforms, building on our record of supporting populations through humanitarian crises with critical, life-saving information that is tailored to their needs and circumstances.

Thanks and acknowledgements

BBC Media Action is grateful for the support of all our donors, without whom our work would not be possible:

Auxilium
Action Against Hunger
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BMB Mott MacDonald
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United Nations Population Fund (UNFPA)
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UNOPS
United States Agency for International Development (USAID)
Wellcome
World Health Organization

Our organisation and our finances

Our organisation

Our employees

In another year of uncertainty and change, BBC Media Action's global team has demonstrated great resilience and delivered important impact around the world.

Following a 2020 restructure of our London-based office, in January 2022, we started to implement an investment plan for business development to secure more institutional and foundation funds. On 31 March 2022 we had 70 employees working on non-country specific support roles, mostly based in London (70 on 31 March 2021). Gradually we are basing more of these posts outside of the UK.

As of 31 March 2022, we employed 506 people across the organisation (2021: 621). The overall decrease was driven by staffing reductions in Myanmar and Afghanistan following political events in 2021. Geographically, we have:
— 13% in London (2021: 11%)
— 37% in Europe and Asia (2021: 47%)
— 50% in Africa (2021: 42%)

Wherever possible we recruit employees from the countries where we operate, to develop local skills so that our work can be sustained in the long term. Although some of our country directors and senior project managers are international employees, our goal is to become more locally led as part of our strategy on equity, diversity and inclusion.

BBC Media Action is committed to gender equality and building a fully inclusive workplace. Our senior management team of four is evenly split between men and women.

In our UK team, 62% of our employees are women (2021 : 63%).

We also track the gender gap in our country office staff around the world, as outlined in the table below. We acknowledge that we have more work to do in some of our country programmes, and are addressing this as part of our overall strategy on equity, diversity and inclusion.

Country	Female, %	Male, %
Afghanistan	18%	82%
Bangladesh	24%	76%
Cambodia	54%	46%
Ethiopia	38%	62%
India	54%	46%
Indonesia	64%	36%
Kenya	43%	57%
Myanmar	51%	49%
Nepal	43%	57%
Nigeria	33%	67%
North Africa	42%	58%
Sierra Leone	35%	65%
Somalia	29%	71%
South Sudan	43%	57%
Tanzania	52%	48%
United Kingdom	62%	38%
Zambia	47%	53%

We do not normally work with volunteers, although we have internship schemes in some country programmes, particularly focused on women, young people or minority groups. All BBC Media Action 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 employees. We give full consideration to applications for employment from people with a disability where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job.

All our employees have the same opportunities to access training, career development and promotion, regardless of their characteristics. If any existing employee develops a disability, we will provide continuing employment wherever possible in the same or an alternative position, and provide appropriate workplace adjustments and training to achieve this aim. However, we know we could – and should – be more diverse and inclusive. As part of our strategy on equity, diversity and inclusion, we have specific goals and targets to measure and improve our progress in this area over the next two years.

Staff salaries

As a global organisation, and as the BBC's international charity, we strive to ensure our salaries are competitive, benchmarking against those paid by other international development organisations. Our UK-contracted employees' salaries are based on the BBC's salary bands and publicly available; these salaries are generally held static or increased in line with the BBC's salary review.

Our chief executive officer carries out the regular salary review for other members of the management team, while her salary is reviewed by our trustees.

In 2021/22, our chief executive was paid a salary of £110,384 (2020/21: £110,384), with no additional payments.

Some staff working outside their home countries receive additional payments; employees receiving salary plus any additional payments to a total of £60,000 or more fell into the following bands:

	2022	2021
£60,001–£70,000	11	10
£70,001–£80,000	6	9
£80,001–£90,000	6	4
£90,001–£100,000	1	–
£100,001–£110,000	–	1
£110,001-£120,000	1	1
£130,001-£140,000	1	–

Gender pay gap

We are again voluntarily choosing to report on our gender pay gap for UK staff.

The mean salary for women is 14% lower than that of men (2021: 4%), while the median salary for women is 19% lower (2021 : 10%).

This disparity remains because there are few men in junior posts in our UK office.

The proportion of women and men in each pay quartile of our UK team is shown in the following table (where the first quartile is the highest).

	1st quartile	2nd quartile	3rd quartile	4th quartile
Male	53%	41%	19%	34%
(2021)	*46%*	*38%*	*22%*	*34%*
Female	47%	59%	81%	61%
(2021)	*54%*	*62%*	*78%*	*66%*

We continue to monitor our gender pay gap and are committed to eliminating it.

Safeguarding

BBC Media Action remains committed to supporting sector-wide improvements in safeguarding policies and practices, to better protect vulnerable people from exploitation and abuse. We remain active in Bond working groups on both safer recruitment and improving organisational culture.

Our director of programmes is our designated safeguarding officer at senior management level. Our head of safeguarding and ethics works with our country offices to ensure that our employment policies and training are appropriate. They also work with our partner organisations around the world to improve knowledge and performance in this area. As of 31 March 2022, this post was temporarily vacant to enable the post-holder to support operations in Eastern Europe.

We continued to ensure that our employees are trained in, and fully implement, our strengthened policies to protect children and vulnerable adults we encounter through our work. Training courses in safeguarding and respect at work are mandatory for all employees and operational freelancers, and all our offices have received additional guidance on safe recruitment.

Safeguarding is reviewed and discussed at every trustee meeting, as well as at monthly management team meetings. Any reported concerns are carefully reviewed and investigated as needed, in accordance with BBC policies. As required, our trustees report any safeguarding incidents to the Charity Commission. In 2021/22, we had no incidents related to safeguarding that required reporting to the Charity Commission.

All these measures are designed to help keep our staff, partners and contributors as safe as possible. A staff code of conduct ensures that everyone working for us understands our expectations for behaviour, knows that any concerns they have will be taken seriously, and that we will support anyone who reports a safeguarding issue.

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 our UK energy use.

From 1 April 2021 to 31 March 2022 the greenhouse gas emissions and energy use data for our UK office are estimated as follows:

— Total estimated, equivalent carbon emissions (kg per CO2 equivalent): 31,158.56 kgCO2e (2020/21: 17,849.42 kgCO2e)

— Gas consumption: 103,961.8 kWh. This is 18,977.2 kgCO2e. (2020/21: 6,076.08 kgCO2e)

— Electricity consumption (our electricity comes from renewable sources so figures are theoretical): 62,992 kWh, or 12,181 kgCO2e. (2020/21: 11,733.34 kgCO2e)

— Transport Fuel: n/a. BBC Media Action does not own fleet vehicles. Employees travel by public transport in all but exceptional cases; many travel in by bicycle.

— Intensity ratio: 389.48 kgCO2e per UK-based employee per year, based on 80 employees. (2020/21: 223.12 kgCO2e per employee per year).

Our UK energy use in 2021/22 was affected by the pandemic; our UK-based staff worked from home for part of the period, and in a hybrid/ flexible working approach for the remainder of

the financial year. Work-related international travel resumed near the end of the financial year. As our offices have reopened, we are embracing new approaches on flexible working and international travel to help minimise our carbon footprint.

We continue to implement our global environmental policy and are actively working to measure our global carbon footprint, so we can improve our energy consumption and lessen our environmental impact in every country where we work. Several of our offices have green teams advocating for improved environmental practices.

Our UK-based "green team" advocates for better and more thoughtful use of electricity and improved recycling practices in our London office, as well as the use of public transport or cycling to work. For example, our office lights are motion-activated, and employees are encouraged to use printers only when necessary and to turn off equipment fully at the end of each day. Our employees have access to locked bicycle storage and showers to encourage cycling to work.

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). Our 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 were 100% owned by BBC Media Action at 31 March 2021: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited and British Broadcasting Corporation Media Action Ltd/Gte (a Nigerian entity).

Our work in India in 2021/22 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.

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. This entity 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 the Statement of Recommended Practice Financial Reporting Standard (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 BBC Media Action, are listed on page 62. They come from the BBC, and the private, media and international development sectors, with a range of skills and expertise. They meet quarterly and, normally, for an additional away day each year, though the planned away day for 2021/22 was postponed to April 2022 because of COVID-19 considerations.

The trustees seek to ensure that all BBC Media Action activities comply with UK and relevant local laws, and fall within agreed charitable objectives. Their work includes setting our strategic direction, agreeing our financial plan, and approving key policies at board meetings. Trustees receive reports on progress at each board meeting, highlighting areas of risk. In 2021/22, our trustees particularly focused on how our work is affected by the impact of COVID-19, crises in Afghanistan, Ethiopia, Myanmar and Ukraine, operational issues in Iraq, the consequences of the UK FCDO's mid-year funding cuts, as well as our organisation's ways of working, project delivery, finances and sustainability.

Our trustees perform some of their functions through sub-committees of the board. The finance and audit committee comprises four trustees. The chair is a non-BBC nominated trustee. The governance committee comprises the chair, vice chair and up to two other trustees.

The board has appointed some of its members as lead trustees in particular areas, who feed back to the rest of the board. All new trustees participate in an induction programme and training on duties and responsibilities. We encourage our trustees to visit BBC Media Action projects to obtain first-hand experience of our work at country level; this year we held a virtual project visit. Knowledge-sharing sessions before board meetings continue to give trustees a more detailed understanding of particular areas of our work.

Organisational structure and management

BBC Media Action's head office is in London, where most of our central support functions are based. Increasingly, some central posts are based outside the UK, when suitable staff have been recruited there. We are led by a four-person senior management team, comprising our chief executive officer, chief operating officer, director of programmes, and director of strategy and partnerships.

Our director of strategy and partnerships is leading our business development initiative, for which we have recruited additional posts. Our programmes department now includes our regional teams along with editorial development and innovation, programme support, research, insight, policy and advisory.

Our chief operating officer oversees our finance and technology and change teams. Our chief executive officer directly manages our small fundraising and communication teams, and our human resources and legal functions, which are supported by the BBC.

Our leadership team includes London-based heads of team and our country directors around the world.

Managing risk

In 2021/22, the global COVID-19 pandemic continued to affect every aspect of BBC Media Action's global operation. This included our project delivery, staff travel, sector engagement, expenditure and income, and threats to the health and well-being of all our staff and audience members. At the same time, we faced multiple crises in several of our operating countries, notably the ongoing effects of a military coup in Myanmar, the fall of Afghanistan to the Taliban in August 2021 and resulting humanitarian crisis, ongoing unrest and a fragile security situation in Ethiopia, and Russia's invasion of Ukraine in February 2022.

We continue to work in many fragile countries and contexts. Even in peacetime, this can pose risks to the safety of our staff, the sustainability of our work and our permission to operate. We continue to face funding risks related to cuts to UK overseas development aid spend and diminished income from public fundraising.

We have robust procedures in place to identify, mitigate and manage risk. BBC Media Action's board of trustees reviews our organisation's risk register quarterly, reviewing what our risks are and how they are changing, how they are monitored and mitigated, and identifying any required action. Our management team and board of trustees undertake an annual in-depth review of our risk profile.

During the year, we have recruited a compliance manager. He, along with the safeguarding officer and head of our editorial development, innovation and training team have important roles in managing risk.

An internal audit function overseen by our chief executive officer carries out a programme agreed with our finance and audit committee and reports to the committee. Our head of internal audit meets our finance and audit committee privately each year. In 2021/22, our finance and audit committee considered the results of an external reviewof our internal audit function, and adjusted its scope and priorities to the reduced level of resources. Our external auditors present their annual report to our finance and audit committee and, if needed, the committee may arrange sessions without employees present. The chair of the committee makes recommendations to our board on risk management and overall controls, as appropriate.

COVID-19 pandemic

Throughout 2021/22, our London-based employees and a significant number of staff in the countries where we operate worked from home or in a hybrid home- and office-based model. These measures, along with changes to our programme formats and content, have helped to safeguard both our staff and audience members. We regularly communicated updated health information and

security procedures. To aid in this, we joined regular meetings with the BBC and drew upon other BBC resources. Despite these measures, two staff members died with COVID-19 – one in Afghanistan, and one in Zambia – and several of our employees were seriously ill.

By early 2022, with most movement restrictions eased, some local and international travel resumed and our London office employees returned on a hybrid working basis.

BBC Media Action's finance team and regional directors continue to work closely with our country offices to monitor project delivery and impact on funding. Our senior management team has provided regular updates to the finance and audit committee and trustees on the financial impact of COVID-19 and continues scenario planning to help guide decision-making. The financial impact of the pandemic and other cuts in donor funding on our income became clear in 2021/22. A strategy to scale up our funding, combined with the successful sublet of part of our London office, is expected to ease this pressure in future financial years.

Myanmar coup

In 2021/22 we continued to manage the fallout from the February 2021 military coup, which required us to cancel some programmes, change other project delivery methods, and has heightened risk for our staff. We continue to work closely with the BBC World Service, the BBC High Risk team, our staff and our donors to ensure the safety of our team and continue as much project delivery as safely possible. We have reduced in-country staffing and drafted contingency plans for our operations. In August 2021, one of our freelance producers and presenters was detained by the military, though her detention is not believed to be connected to her work for Media Action. We are in touch with her family and remain concerned for her safety.

Media challenges in Iraq

In 2005 BBC Media Action set up Radio Al Mirbad in Basra, Iraq, which grew into a leading public service broadcaster for southern Iraq. It was then handed over to its local management, with ongoing financial and editorial support. However, poor market conditions, corruption and the lack of rule of law make it difficult for public interest media in Iraq to secure sufficient income while operating ethically. A change in control at Al Mirbad in autumn 2021 meant it could no longer demonstrate the editorial and financial standards that we expect from our partners, and we subsequently terminated our support and secured its social media channels, in order to manage the risk to reputation, information security and intellectual property. We remain proud of the impact that this enterprise has had on the lives of millions over nearly 17 years, and we will continue to apply our learning from Iraq to our work in other countries.

Insecurity in Afghanistan

Since the fall of Kabul to the Taliban in August 2021, we have worked as part of the wider BBC with governments, the military and expert teams to support the evacuation of our Afghanistan-based colleagues and their immediate families who wished to leave the country. As of 31 March 2022, the majority of these colleagues have left Afghanistan and are being supported by BBC Media Action and the BBC to adapt to life in the UK. We continue to do everything we can to ensure the safety of our staff and their families who remain in Afghanistan.

While we have ended some of our projects and programmes in Afghanistan, we are rebuilding our in-country team and are working

with London-based Afghan colleagues to deliver media and communication to support humanitarian efforts, under extremely challenging conditions.

A number of our former staff and partners remain in contact with us, seeking support for evacuation. We are in communication with many of them, and have issued letters of support, although we are unable to extend direct support to them.

Insecurity in Ethiopia

In the autumn of 2021, unrest in some regions of Ethiopia came to a head with an advance by the Tigrayan People's Liberational Front on Tigray in the north towards the capital city, Addis Ababa. As an attack on the city seemed imminent, on the advice of the BBC High Risk team, we temporarily evacuated our international staff; local staff were advised to work from home. At the end of the financial year, Ethiopia was more peaceful with an agreed ceasefire; however, the situation remains uncertain.

War in Ukraine

We are providing ongoing support to public interest and state broadcasters in Ukraine, through training, mentoring, advice on newsroom workflows and management, and financial planning. This work has been critical in providing Ukrainian audiences with trusted information and analysis amid increasing mis- and disinformation. Russia's invasion in February 2022 has changed the nature of our work and our support to our local partners, as outlined earlier in this report. With support from the UK FCDO, we have extended our existing project in Ukraine, previously scheduled to end on 31 March 2022. We have no permanent employees in Ukraine. We have remained in regular contact with one freelancer, who has remained safe as of 31 March 2022, and with our local partners.

Whistleblowing policies and procedures

Our whistleblowing policy and procedures are available to all employees via our intranet and we regularly remind employees about these protocols. We deal with any concerns raised by staff, partners, community members or others swiftly and thoroughly.

Safeguarding policies and procedures

We continue to strengthen our approach to safeguarding, ensuring that we are among the best in the INGO sector while also meeting donor expectations. Our policies were reviewed and updated during the previous financial year and signed off by our trustees in April 2021. We have thoroughly communicated these updated policies across our organisation and have reviewed our processes for safe recruitment, including the use of criminal background checks.

Fraud recovery and prevention

We work in environments where there is a high risk of fraud and corruption. We tolerate neither and have taken action to minimise them. We deliver and regularly update staff anti-bribery and fraud awareness training across all our countries of operation, making our expectations clear to all staff members. We have day-to-day procedures to detect fraud and to act on any suspicions.

Safety and security

In our work, our staff can face risks from conflict, lack of infrastructure and natural hazards. Road traffic accidents pose risks everywhere we work. In several countries, our staff members are at risk of violent attacks by criminals or factions trying to suppress our work, and our staff can be caught by accident in attacks aimed at others. We have a risk advisor through the BBC High Risk team, along with emergency on-call support when needed. BBC Media Action staff attend mandatory

hostile environment training prior to deployment to high-risk areas, with protocols to minimise travel risks. We regularly update and clearly communicate emergency plans in every country office, tailored to each context.

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

There were no work-related fatalities of BBC Media Action staff in 2021/22, and no serious accidents reported in the workplace. However, we mourned the death of four colleagues, two of them from COVID-19 and one of other illness.

In November 2021, a long-time Media Action staff member was murdered in Kenya while evacuated from Ethiopia. Her death was not related to her work. We have worked with the wider BBC to provide extensive support to all staff, including sessions on security and safety focused on female staff, and have also offered support to her family. We have drawn on learning from this and other crises this year to review and update our emergency procedures.

In 2021/22 our staff faced heightened risks in Afghanistan. Early in the year, these took the form of "sticky bomb" attacks and targeted assassinations of journalists and media workers. Following the Taliban takeover, while the delivery of some of our work became safer, there remain strict limitations on media and on the freedom of women and girls.

In Somalia, our staff continue to be at risk from targeted bombings and outbreaks of violence linked to political turmoil. In South Sudan, aid workers have been targets of violence. And in Ethiopia, we temporarily evacuated some international staff and asked other staff to work from home during unrest and political uncertainty in autumn 2021. As of 31 March 2022, our team in Ethiopia has returned to regular operations with some restrictions on movement. We maintain offices in each of these countries while frequently reviewing the level of risk to our staff.

In fragile contexts, we face not only the risk of violence, but also the risk of changes of control in our local media partners that may require us to reassess our work with them. In autumn 2021, such a change in control at Radio Al Mirbad in Iraq required us to terminate our relationship with them, as they could no longer demonstrate the financial and editorial controls that we expect of our partners.

Funding

Most of our income comes from institutional donors as grants for specific projects. Funding mechanisms (such as payment by results, fees and day rates) and less flexible service contracts contribute to financial uncertainty. Cuts to UK overseas development aid, from 0.7% to 0.5% of Gross National Income, have taken a toll on our finances, with new funding delayed and some contracted work cancelled. The COVID-19 pandemic also continues to have a significant financial impact, as delays to the delivery of existing projects result in lower than expected income.

Amid this increasingly difficult funding environment, in early 2022 trustees made a strategic decision to invest in business development support, with ambition for growth at the heart of our strategy. This strategy will require us to dip into reserves for a planned deficit in the 2022/23 and 2023/24 financial years. We have employed business development specialists to focus on income diversification, while maintaining close

relationships with existing donors and applying strong budget tests to ensure that project budgets cover a fair share of our support costs.

We continue to work closely with our country offices to assess the financial and programme impacts of the pandemic, and with donors to agree cost extensions where required and when possible.

While the UK's exit from the EU in January 2021 has affected our ability to access funding from some European Commission sources, some mechanisms remain open and in other areas we are still able to access funding through partners. Our global partnerships team clearly communicates the latest guidance across our organisation.

Information security

BBC Media Action works across all our countries to ensure full compliance with the UK 2018 General Data Protection Legislation (GDPR), led by our chief operating officer and overseen by our 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 our organisation. All employees undergo mandatory training on GDPR requirements upon joining us, and our policies and procedures for information security comply with the BBC's strict requirements. In 2021/22 we also reviewed and upgraded security monitoring and procedures for our central social media accounts, in line with wider BBC approaches.

Compliance with local laws

The possibility of failing to keep up with changes in local laws and requirements, including registration, tax and statutory reporting, in the countries where we operate 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 review our in-country practices and provide advice. We monitor and abide by UK regulations, and our external statutory auditors have specialist knowledge of the charity sector and regulations. In addition, we benefit from a BBC contract that provides specialist tax advice for our employees based overseas.

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, we are at risk from press campaigns against the BBC as well as against the development sector. This includes, but is not limited to, stories about the UK government's aid commitments, issues of safeguarding, perceived misuse of funds, perceptions of bias, and false or misleading information about sources of funding and the nature of our work.

We maintain close relationships across the INGO sector and with our funders. Our communication staff are trained and prepared to handle reputational risks and hostile coverage, and liaise with both sector communication bodies and senior BBC communication executives. We follow BBC Editorial Guidelines in all of our work to ensure high standards. Trustees are involved in decisions about serious reputational risks.

Managing our finances

The ongoing COVID-19 pandemic, cuts to UK overseas development aid and conflict and crises in Afghanistan, Ethiopia, Myanmar and Ukraine this year have created grave challenges for our finances and our longer-term sustainability. Project delays have also affected our expenditure and project-related income; we were unable to resume events-based fundraising in this financial year due to the pandemic, limiting our ability to raise unrestricted income.

Our total income was £34m, lower than the previous year (2020/21: £40m). Income from institutional donors decreased to £28m (2020/21: £30m). Fundraising income decreased to £6.7m (2020/21: £10.3m), of which £6.3m are gifts in kind (2020/21: £9.3m). Total expenditure came to £34.5m (2020/21: £40.0m).

Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99.5% of total expenditure (2020/21: 99.6%). The income and expenditure account for the year ended 31 March 2022 shows a deficit of £285k (2020/21: a deficit of £79k).

The Consolidated Statement of Cash Flows shows that cash has decreased by £694k during the year (2020/21: increased by £1.2m), to a position of £7.6m (2020/21: £8.3m).

We are mindful of continued operational and funding uncertainties and are continuously on the lookout for opportunities to further reduce our cost base. For instance, just as the year was closing, we were able to sublet part of our London office. Separately, trustees approved in January an ambitious strategy to boost our restricted income sources. We have refocused our Strategy and Partnerships department on income generation, and added new posts in business development in London and in our two major regions.

We will also invest in our systems to support this anticipated growth. There will be a time lag between the investment and expected returns; we are planning to incur two years of deficit before consistently returning a planned surplus from 2024/25.

Reserves

Net assets in the consolidated balance sheet decreased to £4.1m at 31 March 2022 (31 March 2021: £4.4m). 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 our organisation.

Our policy is to ensure sufficient reserves are held to continue operating after negative financial shocks, while not tying up too much funding that could be spent on charitable activities.

In January 2022, the board of trustees confirmed that our reserves policy, taking a risk-based approach, recommends a minimum level of net cash holdings of £3.5m in any one month, and general funds (total unrestricted funds less designated funds) in a range of £4.0–5.0m at year-end.

The upper end of this range (£5.0m) represents the reserves impact of a worst case scenario that might conceivably take place over a 12-month period, combining three risk components: funding gap or urgent closure of country operations; funding gap from under-recovery of central costs; and potential material adverse events such as foreign exchange losses or disallowed costs. The lower end of the range was set at 80% of the amount for the worst case scenario.

Total unrestricted funds held at 31 March 2022 amounted to £4.1m (31 March 2021: £4.4m), of which reserves in the general fund amounted to £3.76m (31 March 2021: £4.0m). This is £240k below the lower end of the recommended minimum range. In January 2022, trustees determined that the charity could operate outside the recommended minimum range for the next three years, as a result of approving investments in business development and systems. Forecast net cash levels give no cause for concern. 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 2022 and will be used to invest in systems improvements 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 our investment policy is to maximise interest while limiting risk. We only hold short-term cash deposits.

Going concern

Due to the COVID-19 pandemic and other crises, the finance and audit committee met six times in 2021-2022. It monitored the nine key risks and opportunities identified at the start of the year, related to donor funding, operating uncertainties and the HQ situation.

Even though operational shocks were much worse than anticipated, with further UK aid cuts, five major country operations affected by political trouble, and continued COVID-19 disruption, our net deficit for 2021/22 was much lower than the £0.8m deficit anticipated in April 2021.

We managed to avoid our projected worst case scenario by saving over £0.5m on London costs, through a combination of a better than expected rent review and tight management of staff vacancies. The trustees are satisfied that continued monitoring of trading activity is in place and that business development indicators have been put in place to track the investment against expectations. This allows for controlled use of reserves in the next two years while maintaining a going concern position for the next three years. The liquidity position is also deemed satisfactory.

The board of trustees is of the opinion that BBC Media Action has adequate resources to continue as a going concern, as is further explained in Note 1 of the Financial Statements. In the unlikely circumstances where sudden significant shocks might compromise the financial viability of the organisation, BBC Media Action has received written assurance of support from the BBC Group. There is no intention to request that support in the foreseeable future.

Statement of trustees' responsibilities

BBC Media Action's trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' report) and 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 (subsidiaries') 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 the charitable company, and of the group's excess of income over expenditure for that period.

Trustees are required to:

— Select suitable accounting policies and apply them consistently

— Observe the methods and principles in accounting and reporting by the Statement of Recommended Practice on Accounting and Reporting for Charities (SORP) applicable to charities preparing their financial statements in accordance with Financial Reporting Standard (FRS) 102 applicable in the UK and Ireland

— Make judgements and estimates that are reasonable and prudent

— State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements

— Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue their activities

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions. They must also disclose with reasonable accuracy, at any time, the financial position of the charitable company and 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 as both trustees and company directors, have reviewed and approved 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, and chair of Governance Committee) (Retired from BBC in January 2022)*
Awo Ablo *(Vice Chair, member of Governance Committee)*
Zeinab Badawi* *(resigned as trustee in October 2022)*
Shirley Cameron* *(member of Finance and Audit Committee)*
Reeta Chakrabarti* *(appointed trustee in October 2022)*
Richard Dawkins *(member of Finance and Audit Committee; resigned as trustee in April 2022)*
Phil Harrold* *(appointed trustee in April 2022, member of Finance and Audit Committee)*
Gavin Mann
Lindsey North* *(retired from the BBC and stepped down as company secretary in October 2021; appointed trustee in January 2022; member of Finance and Audit Committee)*
Nicholas Pickles
Julia Rank *(Chair of Finance and Audit Committee)*
Sophia Swithern *(member of Governance Committee)*
Myles Wickstead KCMG *(member of Governance Committee)*
Michael Wooldridge OBE

Company Secretary

Nicolas Raynaud*

Management team

Caroline Nursey OBE – Chief Executive Officer
Nicolas Raynaud – Chief Operating Officer
Richard Lace – 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).

Find out more: bbcmediaaction.org
On Facebook and Twitter: @bbcmediaaction

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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



Francesca Unsworth, Chair
17 October 2022

On behalf of the board of trustees of BBC Media Action

* BBC employee
** All trustees are also directors of the company

Auditors' report

Opinion

We have audited the financial statements of BBC Media Action (the "charitable parent company") and its subsidiaries (the "Group") for the year ended 31 March 2022, 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 UK Accounting Standards, including FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK 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 2022, and of the group's income and expenditure for the year then ended
- Have been properly prepared in accordance with UK Generally Accepted Accounting Practice
- 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 Financial Reporting Council (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 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 12 months from the date when the financial statements are authorised for issue

Other information

The trustees are responsible for other information, comprising the information included in the annual report and financial statements, other than the financial statements and our auditor's report. Our opinion on the financial statements does not cover this 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 it is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially mis-stated. If we identify such material inconsistencies or apparent material mis-statements, we are required to determine whether there is a material mis-statement in the financial statements or a material mis-statement of the other information. If, based on the work we have performed, we conclude that there is a material mis-statement 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 mis-statements 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 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 mis-statement, 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.

Auditors' 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 mis-statement, 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 mis-statement when it exists. Mis-statements 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 FRC website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

— the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

— we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;

— we focused on specific laws and regulations in both the UK and overseas, which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, the Companies Act 2006, data protection legislation, anti-bribery, employment, safeguarding principles, health and safety legislation;

— we considered the impact of the international nature of the charitable company's operations on its compliance with laws and regulations;

— we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

— identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

— making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

— considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

— performed analytical procedures to identify any unusual or unexpected relationships;

— tested journal entries to identify unusual transactions;

— assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and

— used data analytics to investigate the rationale behind any significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

— agreeing financial statement disclosures to underlying supporting documentation;

— reading the minutes of meetings of management and those charged with governance;

— obtaining details of work carried out by internal auditors in connection with compliance with local laws and regulations;

— enquiring of management as to actual and potential litigation and claims; and

— reviewing any available correspondence with HMRC and the charitable company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Edward Finch (senior statutory auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor, 130 Wood Street, London, EC2V 6DL

11/11/22

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including the income and expenditure account) for the year ended 31 March 2022)

	Note	Unrestricted 2022 £'000	Restricted 2022 £'000	**Total 2022 £'000**	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
Income from							
Donations	2						
- Gift-in-Kind		392	5,929	**6,321**	353	9,340	9,693
- General		402	-	**402**	593	-	593
Other trading activities	3	12	-	**12**	10	-	10
Investments	4	2	-	**2**	4	-	4
Charitable activities							
Funding for specific charitable activities	5	2,499	24,993	**27,492**	2,755	26,894	29,649
Total income		3,307	30,922	**34,229**	3,715	36,234	39,949
Expenditure on:							
Raising funds	6	(187)	-	**(187)**	(175)	-	(175)
Charitable activities							
Changing lives through media and communication							
Governance	6	(1,941)	(17,979)	**(19,920)**	(2,063)	(18,477)	(20,540)
Resilience	6	(749)	(6,410)	**(7,159)**	(796)	(8,658)	(9,454)
Health	6	(715)	(6,533)	**(7,248)**	(760)	(9,099)	(9,859)
Total expenditure on charitable activities		(3,405)	(30,922)	**(34,327)**	(3,619)	(36,234)	(39,853)
Total expenditure	6	(3,592)	(30,922)	**(34,514)**	(3,794)	(36,234)	(40,028)
Net expenditure for the year	7	(285)	-	**(285)**	(79)	-	(79)
Reconciliation of funds							
Total funds brought forward		4,412	34	**4,446**	4,491	34	4,525
Total funds carried forward	16, 17	4,127	34	**4,161**	4,412	34	4,446

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 71-89 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 £34,229,000 (2021: £39,949,000) and the net result is a deficit of £285,000 (2021: £79,000).

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

At 31 March 2022

	Note	**Group 2022 £'000**	Group 2021 £'000	**Charity 2022 £'000**	Charity 2021 £'000
Fixed assets					
Investments	10	**-**	-	**23**	23
Total fixed assets		**-**	-	**23**	23
Current assets					
Debtors	11	**6,160**	10,893	**6,202**	10,778
Cash at bank and in hand	12	**7,594**	8,288	**7,474**	8,042
Total current assets		**13,754**	19,181	**13,676**	18,820
Liabilities					
Creditors: amounts falling due within one year	13	**(9,021)**	(14,043)	**(8,964)**	(13,726)
Net current assets		**4,733**	5,138	**4,712**	5,094
Total assets less current liabilities		**4,733**	5,138	**4,735**	5,117
Provisions for liabilities	14	**(572)**	(692)	**(572)**	(692)
Net assets		**4,161**	4,446	**4,163**	4,425
Funds					
Unrestricted funds	16,17	**4,127**	4,412	**4,129**	4,391
Restricted funds	16,17	**34**	34	**34**	34
Total Funds	16,17	**4,161**	4,446	**4,163**	4,425

The notes on pages 71-89 form part of these financial statements.
The financial statements on pages 68-89 were approved by the Board of Trustees on 17 October 2022.

Francesca Unsworth
Chair
17 October 2022

CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 March 2022

	Notes	**TOTAL 2022 £'000**	TOTAL 2021 £'000
Net cash (outflow) / inflow from operating activities	*18*	**(696)**	1,200
Returns on investments and servicing of finance			
Interest received	*4*	**2**	4
(Decrease)/increase in cash in the year		**(694)**	1,204
Cash at the start of the year	*12*	**8,688**	7,084
Cash at the end of the year	*12*	**7,594**	8,288

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2021 £'000	Cash flows £'000	**At 31 March 2022 £'000**
Cash and cash equivalents			
Cash	8,288	(694)	**7,594**
Total net debt	8,288	(694)	**7,594**

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 71-89 form part of these financial statements.

Notes

(forming part of the financial statements)
for the year ended 31 March 2022

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

a) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assessment of going concern

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the Group in the year ended 31 March 2022 in comparison to the prior and earlier years.

Investing in business development will create planned deficits in 2022-23 and 2023-24. The trustees are satisfied that continued monitoring of trading activity is in place and that business development indicators have been put in place to track the investment against expectations. This allows for controlled use of reserves in the next two years while maintaining a going concern position for the next three years. BBC underwriting of the financial risks created is in place, with no intention to call on this support for the foreseeable future.

The BBC Media Action Group has a healthy cash balance as set out in note 12. Forecasts indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed. The Trustees' Report explains how BBC Media Action is structured and managed and how the major risks are managed. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements. The financial statements are prepared in pound sterling and rounded to the nearest thousand pounds.

b) BASIS OF CONSOLIDATION

The consolidated financial statements include the financial statements of BBC Media Action and its subsidiary undertakings made up to 31 March 2022. 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 FRS102.

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.

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 2022 £'000	Restricted 2022 £'000	**Total 2022 £'000**	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
Gift-in-Kind						
- BBC Global News Limited	-	1,132	**1,132**	-	1,070	1,070
- Airtime/media space from various providers	-	4,797	**4,797**	-	8,270	8,270
- Individuals/other	392	-	**392**	353	-	353
General Donations						
- BBC Group	250	-	**250**	500	-	500
- Individuals/other*	152	-	**152**	93	-	93
Total	794	5,929	**6,723**	946	9,340	10,286

3. OTHER TRADING ACTIVITIES

	Unrestricted 2022 £'000	Restricted 2022 £'000	**Total 2022 £'000**	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
Fundraising dinner and corporate partners	12	-	**12**	10	-	10
Total	12	-	**12**	10	-	10

4. INVESTMENT INCOME

	Unrestricted 2022 £'000	Restricted 2022 £'000	**Total 2022 £'000**	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
Bank interest receivable	2	-	**2**	4	-	4
Total	2	-	**2**	4	-	4

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES

	Unrestricted 2022 £'000	Restricted 2022 £'000	**Total 2022 £'000**	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
Grant funding for specific charitable activities						
Governance	1,285	12,851	**14,136**	1,250	12,200	13,450
Resilience	561	5,610	**6,171**	795	7,760	8,555
Health	653	6,532	**7,185**	710	6,933	7,643
Total	2,499	24,993	**27,492**	2,755	26,894	29,649

6. EXPENDITURE

	Unrestricted 2022 £'000	Restricted 2022 £'000	**Total 2022 £'000**	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
Raising Funds	187	-	**187**	175	-	175
Charitable Activities	3,405	30,922	**34,327**	3,619	36,234	39,853
Total	3,592	30,922	**34,514**	3,794	36,234	40,028

	Direct project costs 2022 £'000	Staff costs 2022 £'000	Allocation of support costs 2022 £'000	**Total 2022 £'000**	Total 2021 £'000
Raising funds					
Donations	2	131	-	**133**	132
Other trading activities	-	54	-	**54**	44
Total cost of raising funds	2	185	-	**187**	176
Charitable activities					
Changing lives through media and communication					
Governance	12,176	5,928	1,816	**19,920**	20,540
Resilience	2,660	4,102	397	**7,159**	9,454
Health	3,054	3,738	456	**7,248**	9,859
Total cost of charitable activities	17,890	13,768	2,669	**34,327**	39,853
Total expenditure	17,892	13,953	2,669	**34,514**	40,029

Cost of charitable activities: £34.6m includes £5.9m (2021: £9.3m) broadcast slots gifted in kind by radio and TV broadcasters in the UK and Country offices.

6. EXPENDITURE (CONTINUED)

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	**2022 £'000**	2021 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	**354**	214
General management and fundraising	Pro-rata by direct project expenditure	**1,326**	1,220
Financial management	Pro-rata by direct project expenditure	**309**	760
Information technology	Pro-rata by direct project expenditure	**183**	277
Premises and facilities	Pro-rata by direct project expenditure	**497**	388
Total		**2,669**	2,859

7. NET EXPENDITURE FOR THE YEAR

	2021 £'000	2020 £'000
This is stated after charging:		
Auditor's Remuneration (including VAT)		
Group		
- current year	44	43
- prior year	-	2
Auditor's remuneration (including VAT)		
- subsidiaries	8	8
Exchange rate (gain)/loss	(29)	239
Hire of assets - operating leases	1,131	1,120

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. No trustee expenses were reimbursed during the year (2021: £1,181 for two trustees with respect for trustee duties for BBC Media Action).

No donations were made by trustees in the current or prior year. 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

	2022 £'000	2021 £'000
Costs of staff split by:		
Wages and salaries	**11,232**	12,838
National insurance	**437**	462
Pension costs	**1,099**	1,017
Other staff costs	**1,185**	1,208
Total	**13,953**	15,525

Employees with emoluments of £60,000 and over fell into the following bands:	2022	2021
£60,001–£70,000	**11**	10
£70,001–£80,000	**6**	9
£80,001–£90,000	**6**	4
£90,001–£100,000	**1**	–
£100,001-£110,000	**–**	1
£110,001-£120,000	**1**	1
£130,001-£140,000	**1**	–

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 7 (2021:7). 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 £174,158 (2021: £158,658), is £518,941 (2021: £450,473).

The total cost of employment includes providing future pension benefits in the defined benefit pension scheme and this has increased from 15% of pensionable salaries when the scheme closed to new joiners in 2010 to 42% at present. The salary of the CEO did not increase last year.

The average number of employees on an average headcount basis, analysed by function was:	2022	2021
Programme activities (charitable):		
Africa	**242**	234
Asia	**215**	281
Rest of World	**102**	108
Other	**2**	2
Total	**561**	625

The costs charged in year include redundancy payments of £201,658 (2021: £156,638) of which NIL (2021: £112,465) was due to be paid out at 31 March 2022.

10. FIXED ASSET INVESTMENT

	Charity 2022 £'000	Charity 2021 £'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.

10. FIXED ASSET INVESTMENT (continued)

BBC Media Action (India) Limited

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

	2022 £'000	2021 £'000
Total income	**1,626**	1,763
Total expenditure	**(1,626)**	(1,763)
Net income	**-**	-

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

	2022 £'000	2021 £'000
Fixed and current assets	**573**	738
Liabilities	**(552)**	(717)
Net assets/funds	**21**	21

BBC Media Action Nepal Private Limited

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

	2022 £'000	2021 £'000
Total income	**-**	9
Total expenditure	**-**	(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:

	2022 £'000	2021 £'000
Fixed and current assets	**1**	1
Liabilities	**-**	-
Net assets/funds	**1**	1

11. DEBTORS

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2001 £'000
Trade debtors	**488**	1,719	**485**	1,685
Amounts due from subsidiary and related undertakings	**-**	-	**495**	400
Other debtors	**532**	1,337	**82**	856
Prepayments	**392**	389	**392**	389
Accrued income (see Note 15)	**4,748**	7,448	**4,748**	7,448
Total	**6,160**	10,893	**6,202**	10,778

All debtors fall due within one year.

12. CASH AT BANK AND IN HAND

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Cash held at bank in UK	**6,700**	6,982	**6,681**	6,963
Cash held at bank and in hand overseas	**894**	1,306	**793**	1,079
Total	**7,594**	8,288	**7,474**	8,042

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade creditors	**45**	217	**45**	217
Amounts due to related undertakings (see Note 21)	**1,054**	429	**1,054**	429
Other creditors	**1,546**	4,040	**1,519**	3,762
Accruals	**2,017**	2,487	**1,987**	2,448
Deferred income (see Note 15)	**4,359**	6,870	**4,359**	6,870
Total	**9,021**	14,043	**8,964**	13,726

14. PROVISIONS FOR LIABILITIES

Charity and group	Legacy balances £'000	Project costs £'000	TOTAL £'000
At 1 April 2021	-	692	**692**
New provisions in 21/22	250	96	**346**
Provisions utilised in 21/22	-	(466)	**(466)**
At 31 March 2022	250	322	**572**

Legacy balances are amounts identified as part of a data cleansing exercise to clear historic debtor and creditor balances from the data migration to the accounting system (Access Dimensions) in 2014.

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 2022. It is expected that the majority of these obligations will be paid during the year ending 31 March 2023.

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 2022 the Group had 120 (2021: 132) active projects.

	Total Deferred Income 2021	Total Accrued Income 2021	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2022	Total Accrued Income 2022
ACF : Bangladesh Common Service 2021	-	-	-	407	-	407
ACF : Bangladesh: Rohingya Response	-	426	(130)	117	-	413
AUXILIUM : Bangladesh: Rohingya Knowledge	(250)	-	(189)	340	(99)	-
BMB MOTT MACDONALD : Nepal: Lifeline Communication	(34)	-	(24)	58	-	-
BMB MOTT MACDONALD : South Sudan: GESS II	-	98	(515)	625	-	208
BMGF : Nigeria: Vaccine Hesitancy	-	-	(726)	328	(398)	-
DAI : Nepal: Tayar Nepal Risk Mgmt	-	98	(267)	151	(18)	-
DANISH REFUGEE COUNC : Ethiopia: Unsafe Migration	-	261	(361)	98	(2)	-
DEUTSCHE WELLE : Armenia: Media Support in Armenia	-	-	(87)	96	-	9
DFID : Sierra Leone: EAGER	-	66	(566)	659	-	159
DURHAM UNIVERSITY : Nepal : Durham University Saja	-	-	(44)	57	-	13
DUTCH EMBASSY : Libya: Dutch Embassy for El Kul 2	-	-	-	60	-	60
EUROPEAN COMMISSION : Kenya: Down2Earth WP4	(66)	-	-	144	-	78
EUROPEAN COMMISSION : Ukraine: Support to UA:PBC	-	63	(287)	224	-	-
EUROPEAN COMMISSION : Zambia: Natwampane	-	194	(677)	344	(139)	-
EUROPEAN COMMISSION : Kenya: Confer	(37)	-	(54)	87	(4)	-
EUROPEAN COMMISSION : Zambia: EU Elections	(266)	-	(17)	311	-	28
FCDO : Bangladesh: PRIMED implementation	-	80	(444)	364	-	-
FCDO : Cambodia: Not waiting for rain	-	-	(159)	179	-	20
FCDO : Ethiopia: PRIMED implementation	-	118	(588)	470	-	-
FCDO : HQ: PRIMED implementation	(284)	-	(1,196)	1,509	-	29

15. ACCRUED AND DEFERRED INCOME (continued)

	Total Deferred Income 2021	Total Accrued Income 2021	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2022	Total Accrued Income 2022
FCDO : Sierra Leone: PRIMED implement	-	142	(583)	441	-	-
FCO : Algeria: Focus on Algerian Youth 3	-	-	(171)	226	-	55
FCO : Europe: EaP Georgia	-	189	(506)	348	-	31
FCO : Europe: Eastern Partnerships	-	491	(2,778)	3,110	-	823
FCO : Libya: El Kul 5(Yr3)	-	-	(290)	375	-	85
GAC : Afghanistan: Covid Lifeline	-	6	(90)	84	-	-
GAC : Ethiopia: Covid Lifeline	-	37	(110)	73	-	-
GAC : South Sudan: GAC Women's Voices	(712)	-	(630)	854	(488)	-
GAC : Tanzania: Niambie 2	(136)	-	(880)	849	(167)	-
GATES FOUNDATION : India Collectives and Power of	(619)	-	(406)	426	(599)	-
GATES FOUNDATION : India: Comms Tech Support	(82)	-	(998)	764	(316)	-
GATES FOUNDATION : India: D2C Platform	(321)	-	(349)	362	(308)	-
GIZ : Tunisia: Prosol	-	-	(78)	120	-	42
H & M FOUNDATION : Bangladesh: Future of Work	(99)	-	(204)	261	(42)	-
H & M FOUNDATION : India: PRIDE	(526)	-	(312)	360	(478)	-
IFES : Libya: Lib Elections_IFES (LELSA)	-	-	-	62	-	62
INT RESCUE COMMITTEE : Bangladesh: Rohingya Refuge	-	177	(886)	1,027	-	318
IRISH AID : Tanzania: Irish AID NC5	-	-	-	125	-	125
MFA : South Sudan: Life in Lulu	(306)	-	(872)	1,111	(67)	-
NDI : Zambia: Check Facts	-	-	(174)	207	-	33
NORAD : Indonesia: Kembali Ke Hutan	(500)	-	(648)	1,051	(97)	-
NORAD : Somalia: SWEET	-	314	(798)	436	(48)	-
PACKARD FOUNDATION : Ethiopia: Packard Foundation	-	-	(145)	146	-	1
SDC : Tanzania: Niambie 2	-	99	(396)	305	-	8
SIDA & SDC : Cambodia: Klahan9 SPACE	-	-	(880)	946	-	66
SIDA : Zambia: Kudziwa	(364)	-	(1,927)	1,874	(417)	-
SIGHTSAVERS - DFID : Nigeria: DID	-	121	(519)	398	-	-

15. ACCRUED AND DEFERRED INCOME (continued)

	Total Deferred Income 2021	Total Accrued Income 2021	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2022	Total Accrued Income 2022
SIGHTSAVERS : Nigeria: Sightsavers DID Scale	-	-	-	93	-	93
TERRE DES HOMMES : Bangladesh:TdH Diversifying Mas	-	-	(182)	140	(42)	-
UN DEVELOPMENT PROG : Myanmar: Pyaw Ba JPF	(6)	-	(576)	769	-	187
UNFPA : Bangladesh: AGAMI UNFPA 2021	-	56	(146)	90	-	-
UNFPA : Bangladesh	-	-	-	133	-	133
UNICEF : BBMedia Social Listening	-	-	(37)	69	-	32
UNICEF : Myanmar: SBCC Media Campaign	-	-	(43)	72	-	29
UNICEF : Tanzania: RPFC	(41)	-	(213)	334	-	80
UNILEVER : Afghanistan: Unilever HBCC COVID	(129)	-	(124)	253	-	-
UNILEVER : HQ: Unilever HBCC COVID	(55)	-	(77)	132	-	-
UNILEVER : Somalia: Unilever HBCC COVID	(130)	-	(40)	170	-	-
UNOPS : Afghanistan: Provision of EORE	-	-	(183)	101	(82)	-
UNOPS : Myanmar: Ma Shet Ne	(45)	-	(206)	238	(13)	-
USAID : Bangladesh: YouthRISE Activity	-	-	(131)	96	(35)	-
USAID : Cambodia: WeActPACT	-	23	(101)	78	-	-
USAID : Myanmar: Investing in Independent Media	-	-	(44)	98	-	54
USAID : Somalia: BHA Global APS	-	-	(55)	86	-	31
WELLCOME TRUST : HQ: ClimateFilms	-	-	(170)	170	-	-
WORLD HEALTH ORG : Afghanistan: Combating COVID19	-	-	(232)	292	-	60
Other projects	(1,862)	4,389	(3,161)	1,109	(500)	976
Total	(6,870)	7,448	(27,682)	27,492	(4,359)	4,748

16. FUNDS ANALYSIS

	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	**Balance at 31 March 2022 £'000**
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	-	**369**
Total Designated funds	369	-	-	**369**
General Funds	4,043	3,307	(3,592)	**3,758**
Total Unrestricted funds	4,412	3,307	(3,592)	**4,127**
Total Restricted Funds	34	30,922	(30,922)	**34**
Total Funds	4,446	34,229	(34,514)	**4,161**

	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	**Balance at 31 March 2021 £'000**
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	-	**369**
Total Designated funds	369	-	-	**369**
General Funds	4,122	3,715	(3,794)	**4,043**
Total Unrestricted funds	4,491	3,715	(3,794)	**4,412**
Total Restricted Funds	34	36,234	(36,234)	**34**
Total Funds	4,525	39,949	(40,028)	**4,446**

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 2020/21. Funds are expected to be spent within two 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	4,330	(572)	**3,758**
Total Funds at 31 March 2022	4,733	(572)	**4,161**

	Net current assets £'000	Provision for liabilities £'000	**Total funds £'000**
Restricted funds	34	-	**34**
Unrestricted designated funds	369	-	**369**
Unrestricted general funds	4,735	(692)	**4,043**
Total Funds at 31 March 2021	5,138	(692)	**4,446**

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

	2022 £'000	2021 £'000
Net expenditure for the year	**(285)**	(79)
Investment income	**(2)**	(4)
Decrease/(Increase) in debtors	**4,733**	(2,304)
(Decrease)/Increase in creditors	**(5,022)**	3,633
(Decrease) / Increase in provisions	**(120)**	(46)
Cash (outflow) / inflow from operating activities	**(696)**	1,200

19. COMMITMENTS AND CONTINGENT LIABILITIES

Operating Leases

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

	Group 2022 £'000	Group 2021 £'000	**Charity 2022 £'000**	Charity 2021 £'000
Land and buildings				
Operating leases which expire:				
Within one year	**791**	430	**753**	343
In the second to fifth years inclusive	**535**	187	**535**	142
Total	**1,326**	617	**1,288**	485

In the prior year, there was an ongoing rent review for the UK office. To the date of signing the 2021 accounts therefore, there was no legal commitment for UK office rent.
A Rent Review memorandum was signed with the landlord, HP Ibex House Investment SARL, in December 2021 establishing a reviewed annual rent of £367,068 until March 2024. This amount is included in the 'Within one year' and 'In the second to fifth years inclusive'.

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). The latest funding update was prepared using the same methodology updated with assumptions as at 1 April 2021 and reported a shortfall of £494m on the technical provisions basis.

20. PENSION COSTS (CONTINUED)

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 funding shortfall is expected to be eliminated within 9.75 years of the valuation date, i.e. by 31 December 2028.

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

The triennial valuation as at 1 April 2022 is currently underway and is due to be completed in 15 months.

Contribution rates	**Projections (%)**		
	2022	2021	2020
Employer	42.3	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:

	2022 £'000	2021 £'000
Related parties		
Services procured from related parties	**277**	293
Amounts owed to related parties	**1,054**	429

During the year, BBC Media Action procured HR, IT and other support services of £277,264 (2021: £293,467) from the BBC.

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

At 31 March 2022, an amount of £1,053,952 (2021: £429,255) was owing to the BBC Group (including BBC and BBC World Service) 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 2022 (2021: none).

22. POST BALANCE SHEET EVENTS

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



caption caption caption

BBC MEDIA ACTION

Cover image: A community health volunteer with her mobile phone is part of our acclaimed Mobile Kunji project in Bihar, India. / *BBC Media Action India*

Find out more:
bbcmediaaction.org

bbcmediaaction

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.

Designed by Creativity Club Limited

BBC MEDIA ACTION

England & Wales - Charity number 1076235

Accounts

Annual Report & Accounts

2020/2021

Year ended 31 March 2021

BBC MEDIA ACTION



"We ... train and mentor journalists to ensure they are delivering impartial, accurate programmes that resonate with their audiences. And we focus particularly on helping them reach younger people, so they can participate in democratic processes, and hold decision-makers to account."

Nchimunya Vanessa Mweemba, co-ordinating mentor, Radio Waves, Zambia



Nchimunya Vanessa Mweemba in the studio. Photo credit: BBC Media Action

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Welcome from the Chair and Vice Chair





The global pandemic has revealed the critical importance of media, as people seek trusted public interest media for reliable information. Yet 2020/21 has been catastrophic for many independent media houses, as advertising models fall apart and economic, political and legal pressures multiply.

BBC Media Action continues to ensure that local media are supported to communicate the trusted information their audiences so desperately need. This year, we began a ground-breaking project to learn what works in supporting public interest media, focusing on Bangladesh, Sierra Leone and Ethiopia.

We face new levels of challenge in the spread of false and misleading information - an 'infodemic' of harmful, often deadly, rumours about the coronavirus. Vaccine hesitancy threatens global efforts to contain COVID-19, making effective health communication and BBC Media Action's expertise more essential than ever. We specialise in using deep understanding of local cultures and contexts to reach people with empathy, understanding and even humour, connecting them with trusted experts and information that saves and transforms lives. We have a track record that pre-dates COVID-19; we are proud that a randomised controlled trial of our *Kilkari* (Baby's Gurgle) mobile health service found that it has saved almost 16,000 lives and dramatically improved health outcomes.

Growing movements for equality and social justice have driven deep self-reflection for international development organisations - are we as inclusive and reflective of society as we should be? We are deepening our work in gender equality and inclusion, with renewed focus on the most marginalised people. We are working with staff and partners to ensure that principles of equity, diversity and inclusion, and their lived experiences and those of our audiences, are reflected and integrated into our work and our workplaces.

Less than 10 years remain until the 2030 deadline to achieve the UN Sustainable Development Goals (SDGs), to deliver a more fair, peaceful and sustainable planet. COVID-19 has widened inequalities and set back global development. But this disruption leaves hope for more sustainable rebuilding. Our work continues to support the SDGs on poverty, health, water and sanitation, gender, institution-building for peace and good governance, and climate change. Without effective media and communication to inform, connect and inspire audiences to improve their lives and communities, none of these goals can be reached.

We and all the trustees are grateful to the staff of BBC Media Action for their commitment, creativity and hard work in delivering the exceptional impact outlined in this report.

Francesca Unsworth
Chair

Awo Ablo
Vice Chair

Welcome from the Chief Executive Officer



2020 was a year like no other. Working in international development, we are accustomed to dealing with crises. But no health crisis in living memory has been so global, nor left such devastating impact on physical and mental health, health systems, livelihoods, and gender equality and inclusion.

BBC Media Action began the 2020/21 financial year with an emergency response already underway. During the year, we supported the production of COVID-19 content in more than 50 languages across 23 countries. Our programmes and work with local media partners communicated trusted information about the virus and how people could best protect themselves. It dispelled misinformation and began to tackle the many overlapping impacts of this virus, helping people find hope and new ways to cope.

We developed innovative ways to continue working on governance and rights, health, risk and resilience, and media development – including through growing digital platforms. Taking into account the widespread impacts of COVID-19, this work helped to address the increased economic hardships faced by local media, increased pressures on health systems, widespread health misinformation and closing civil society spaces.

As 2021 dawned, we faced new hopes and new challenges. Vaccines began to reach countries where we work, but roll-out is uneven and health workers face vaccine hesitancy, worsened by false and misleading information. New waves of infection reminded us that the job of engaging audiences to protect themselves and their loved ones was not yet over. And as climate change continues to affect the world's poorest most, and the UK prepares to host the COP 26 climate conference, we are working hard to amplify the critical role of media in supporting climate action.

In 2020/21, we have reached nomadic peoples in Afghanistan, community radio stations on the shores of Lake Victoria and investigative online media in Eastern Europe. We bring the best of the BBC to all we do – particularly its values of trust and impartiality – while delivering media and communication that supports communities and countries on their journey to the SDGs' promise of a fairer, more prosperous, more sustainable planet.

It has been a difficult year financially for many international development organisations, and we have not escaped this pressure. But I am filled with pride for the people who make up BBC Media Action, for the way that they have adapted quickly to changed ways of working, and for the impact we have had collectively. I thank all of our staff, our trustees, our supporters, our donors and our partners for their spirit, their resilience and their dedication.

Caroline Nursey OBE
Chief Executive Officer, BBC Media Action

Who we are and what we do

In a world where media can be divisive, partisan and untrustworthy, we believe in the power of media and communication to do good.

BBC Media Action is the BBC's international charity, registered in the UK and working in international development. Working to the BBC's values and editorial principles, we support the independent 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 18 offices in 23 countries, serving some of the most fragile and divided societies in the world. Our projects and programmes reached more than 130 million people last year, helping to save lives and improve health, protect livelihoods, counter misinformation, and build more peaceful and democratic societies.

While we benefit from strong partnerships with the World Service and other parts of the BBC, 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.

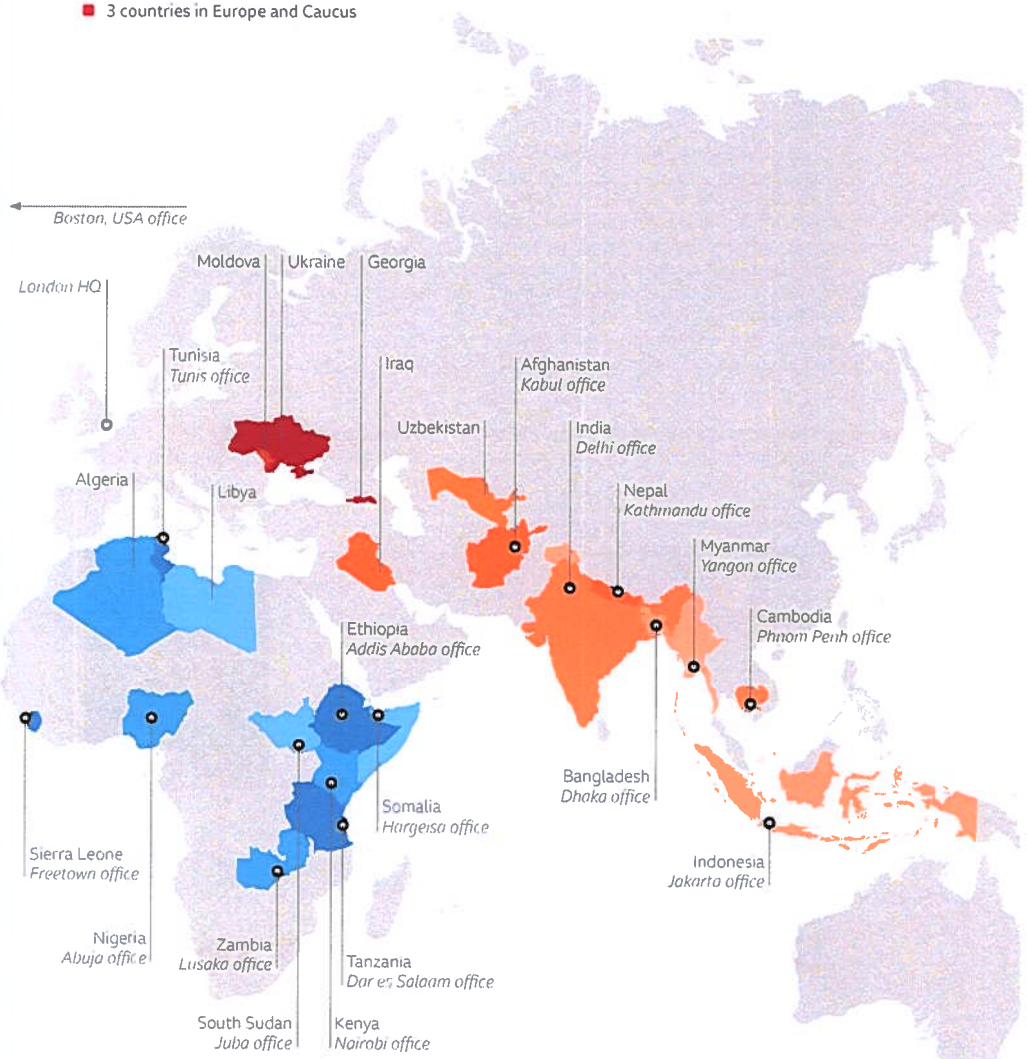
Public benefit

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.

Where we work

- 18 offices around the world
- 11 countries in Africa
- 9 countries in the Middle East and Asia
- 3 countries in Europe and Caucus



Highlights from our year

We reached more than **130 million people** around the world – on radio, on TV, through social media, over mobile phones and in community listening groups.

We worked in **23 countries** – delivering a full range of projects and programmes even through lockdowns, thanks to our staff's creativity and increased use of innovative technology.

Our pandemic response spanned **50 languages**, covering every country in which we work.

In Nigeria, we relaunched our beloved radio drama *Story Story* after a three-year hiatus, working with writers and actors with disability, and incorporating storylines around disability, into programmes to challenge stereotypes and societal barriers.

The launch of our BBC Media Action Ethiopia Facebook page attracted **14,000 followers.**

Our short dramas, stories and public service announcements about COVID-19, created as part of the Hygiene Behaviour Change Coalition, directly reached **7.7 million people in Afghanistan** – including remote Kuchi nomadic groups – and **3.9 million in Somalia.**

In **Myanmar**, we continued our **health programming for young people**, despite a military coup, violence and uncertainty in the country.

In **Nepal** we relaunched our radio programme *Millijuli Nepali* (Together Nepal) – originally aimed at survivors of the 2015 earthquakes, and now reaching people with **critical information about COVID-19.**

Our **Guide for the Media on communicating in public health emergencies** was translated into 13 languages, and we launched a follow-up **Handbook for Media reporting on COVID-19.**

We turned our **annual BBC Correspondents' Charity Dinner into an online quiz and auction**, supported by some of the BBC's most famous correspondents, and donors of one-of-a-kind prizes.

Our **research across five countries** brought to life the impact of widespread school closures as a result of COVID-19– including loss of education, increased rates of child marriage and early pregnancy, and, for boys in Afghanistan, higher risk of joining armed insurgent groups. This is informing our work and increasing our impact.

Strategic overview

The 2020/21 financial year has been among the most challenging ever for BBC Media Action, demanding creativity, versatility and perseverance. However, we successfully fulfilled the third year of our strategic plan in our focus areas of governance and rights, health, and resilience and humanitarian response, while adapting virtually all of our work in some way to address the consequences of COVID-19. Our strategy outlines our focus as:

- Bringing about change in four interdependent areas of influence: people, practitioners, organisations, and wider media or government systems
- Working in partnership
- Identifying problems, understanding people, and adapting and evaluating what we do
- Influencing development thinking through our policy work
- Strengthening the capacity of our partners

In 2020/21, we pledged to:

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

In an exceptionally difficult context, we maintained our projects and programmes in 2020/21 with an income of £29.6m. In line with our strategy, we delivered substantial programming within our agreed thematic areas in 23 countries across Africa, Asia, the Middle East and Eastern Europe. We also delivered training and research in additional countries where there was demand. Our pace of delivery was constrained by the effects of the pandemic on our staff, the need for social distancing and other public health measures, despite the creative innovation described elsewhere in this report. In-year cuts of £1.5m to contracted funding – mainly because of a reduction in the size of the British overseas aid budget – further reduced the volume of our work. The coup in Myanmar, unrest in Ethiopia and deteriorating security in Afghanistan also constrained delivery.

Continue and expand our work on the impact of COVID-19 on the communities in which we work.

In 2020/21 we pivoted many existing programmes to focus on COVID-19, as well as delivering specific projects related to the pandemic. This work ranged from dispelling mis- and disinformation about the coronavirus, to delivering essential health and hygiene information to some of the hardest-to-reach populations in the world. Our programmes helped audience members tackle many impacts of the pandemic, including economic insecurity, increased risk of gender-based and domestic violence, school closures and lost learning, and increased incidence of child marriage.

Take greater account of diversity and inclusion in all the work that we do, and in the way that we operate as an organisation.

We are committed to ensuring that our work and our workplaces are diverse and inclusive, so that all colleagues feel welcome and are able to flourish. In addition to engaging with wider BBC efforts on diversity and inclusion, we listened to and consulted with our own staff, and agreed a new action plan with specific goals and practical steps for individuals, teams, recruitment processes and career development. We are planning further workshops in the coming financial year as we develop a new global policy on diversity and inclusion, covering the work that we do and how 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.

In 2020/21 we worked with meteorologists and journalists to help farmers, fishers and pastoralists in East Africa better anticipate and adapt to weather changes; conducted research on the impact of climate change on people and communities in Cambodia; helped strengthen young people's relationship to their environment and their understanding of climate change in Indonesia; and conducted research into people's experiences and understanding of the connections between climate and conflict for a forthcoming report from the Stockholm International Peace Research Institute. We are developing climate-focused projects in many of our country offices and expect work in this critical area to grow further in the coming year.

Continue to drive recognition of the importance of media in development and for democracy.

In 2020/21 we delivered the second year of our Eastern Partnership project to mentor and train public service media in Ukraine, Moldova and Georgia, while helping them to become more financially viable. We also delivered the first year of our Protecting Independent Media for Effective Development (PRIMED) project, which works across Ethiopia, Sierra Leone and Bangladesh, and partners with other media development organisations, to determine what works best in supporting public interest media to survive and thrive. We continue to train, mentor and support public interest media in nearly every country in which we work, contributing to the flow of trusted information and providing opportunities for respectful discussion and debate. The International Fund for Public Interest Media, initially proposed by BBC Media Action, is also gaining traction under the sponsorship of philanthropic foundation Luminate, with support from our head of policy.

Deepen our use of digital technologies among our country teams.

Our new digital innovation lead is spearheading an ambitious strategy, working across our organisation to further our engagement and impact on digital platforms. Along with our senior digital product designer, this has included developing the iLearn Academy for staff and partners; introducing new social media tools across all our countries to improve performance, better understand impact and bolster cyber security; and training and consultancy to projects to encourage data-led editorial decisions. A new digital researcher monitors social media performance and impact. A positive external evaluation of our work with mobile health platforms in India, and related learning, informs further work in this area.

Refresh our organisational strategy and develop an operational plan for the post-2021 period.

We began the process of refreshing our organisational strategy in 2020/21, agreeing key areas of focus and beginning in-depth conversations across the organisation. We anticipate completing this strategy refresh in the first half of the next financial year.

How we work

Our audiences are at the heart of everything BBC Media Action does. Knowing our audiences is vital for us to create effective communication to change people's lives for the better. We talk to people across the countries in which we work, to understand their lives and our impact.

Researchers in our country offices this year adapted to remote and online methods to understand how people live, what they believe, what issues affect them, what media engages them and how. We share this research with production teams and media partners to develop and refine strategies, programme concepts and script writing.

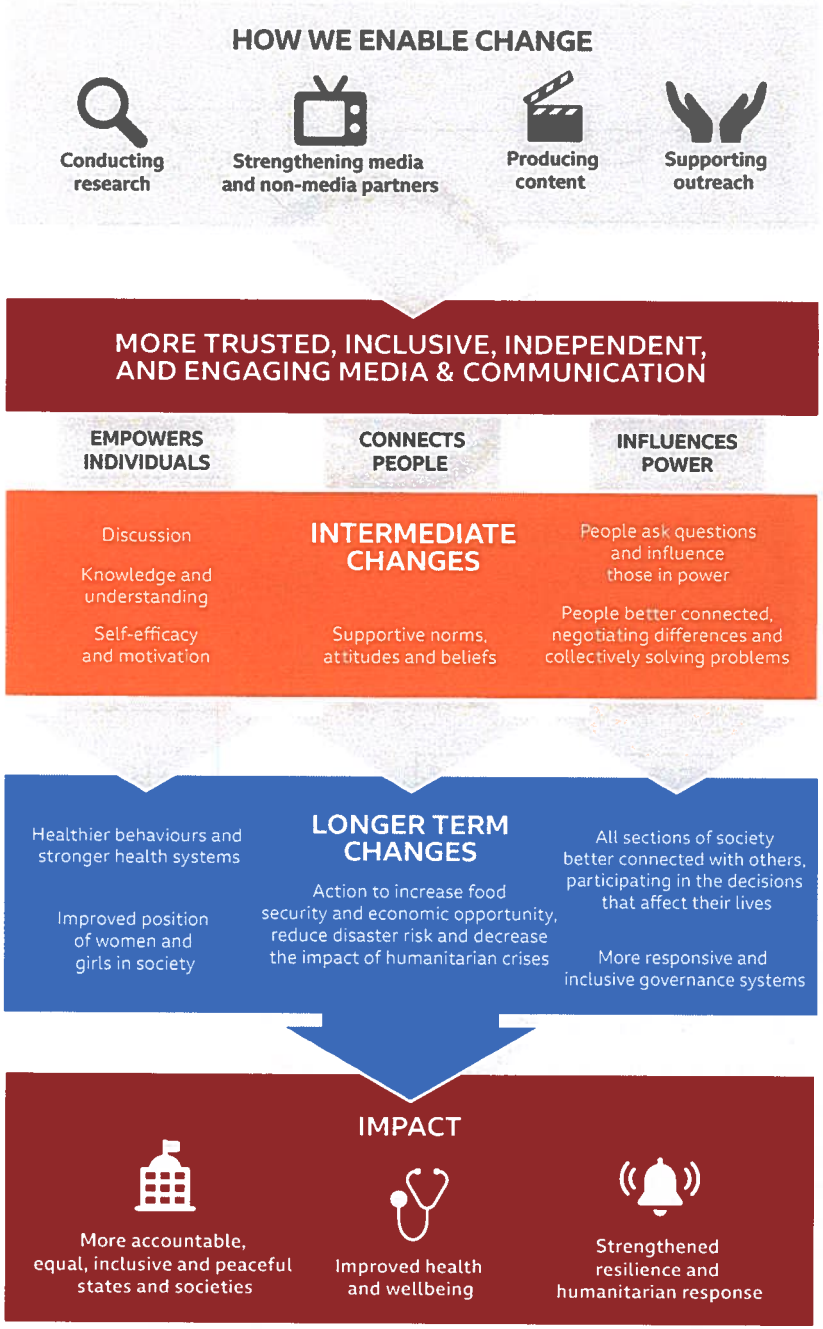
Research also underpins our media development work, to ensure we have a rich understanding of media organisations, the environments in which they work and the pressures that they face. Support for local, public interest media is the core of our work: training and mentoring to ensure better quality, reliable information and creative content that responds to audiences' needs; helping media organisations to modernise and become more financially sustainable; and working with local and national stakeholders to improve the regulatory and legal environment in which independent, ethical media can operate.

Whether we are working with media partners, or creating programmes ourselves, we use a multitude of formats and storylines – from animations to comedies, gripping dramas, current affairs and debate programmes – that inform, connect and inspire audience members to cope, even in trying circumstances. Our projects and programmes contribute to the UN Sustainable Development Goals while following the BBC editorial values – first and foremost, trust and impartiality.

Our work on digital platforms has expanded rapidly. Our teams are reaching and engaging audiences wherever they consume media – on Twitter, Facebook, YouTube, Instagram and TikTok. Creativity and innovation also drive our efforts to reach the most marginalised people - including those without access to media - through community and family listening groups, and via the most basic mobile phones.

We monitor and evaluate the effectiveness and impact of our work with a range of research techniques, this year mainly conducted remotely using digital tools and telephone surveys, amid restrictions on travel and contact between households.

Our in-depth analysis and insight draws on robust research and evidence to help shape policy around the development and sustainability of public interest media, and about the role of media and communication in international development. Ultimately, it contributes to the goal of a freer, fairer, safer world.



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 funded work to the value of £29.6m in 2020/21 (2019/20: £32m). As of 31 March 2021, we had 132 (2020: 129) active projects around the world.

The UK Government's newly combined Foreign, Commonwealth and Development Office (FCDO) was our largest donor in 2020/21, providing £9.84m. Global Affairs Canada was second-largest, at £2.36m, and the Swedish International Development Cooperation Agency was third at £2.32m.

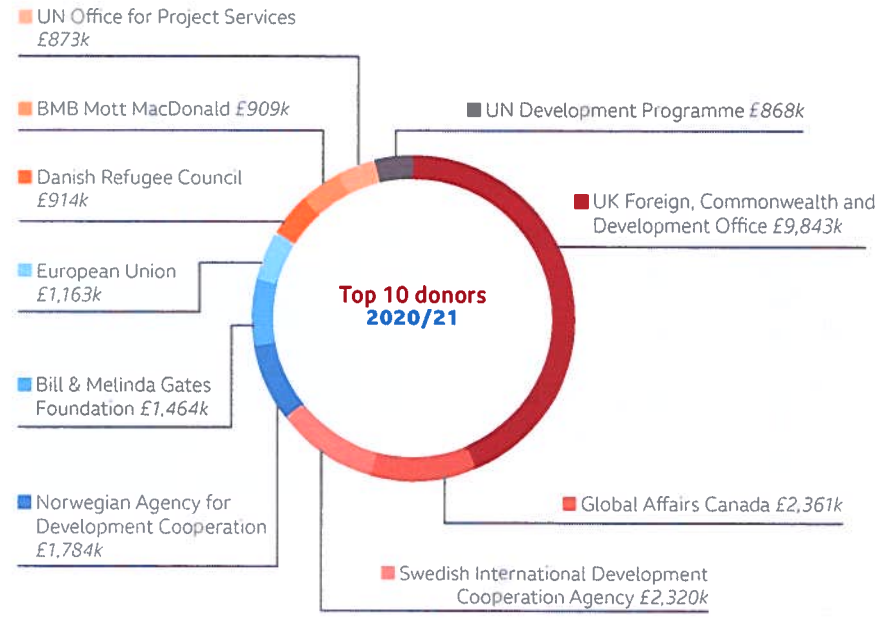
Corporate donors, events and individual giving

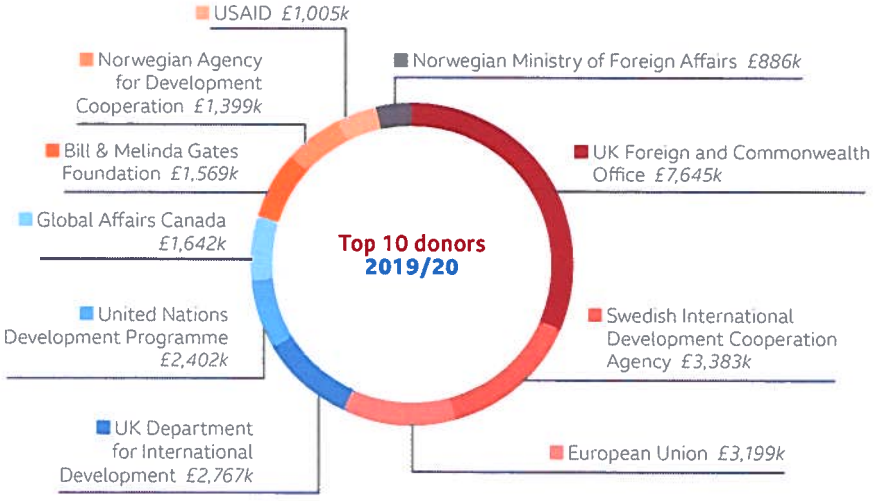
BBC Media Action conducts limited amounts of traditional fundraising and benefits from a range of corporate partnerships. Our 14 corporate partners in 2020/21 helped us in valuable ways, donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice.

These included:

- Accenture provided specialist consultancy services to our finance and leadership teams.
- Access Bookings provide us with credits for hotel accommodation for our annual leadership residential week[1]
- Adobe provided free software and Creative Cloud licences for our whole organisation
- Atos provided IT support to our London office, and discounted laptop hire fees
- Facebook provided free advertising credits to help reach our audiences and promote our work
- Getty Images provided access to its professional image library for our publications
- Imagen provided us with an audio-visual archive for all our production materials, and consultancy on how to develop this further
- Inmarsat provided connectivity bandwidth for our Sierra Leone office
- The Langham London provide food, drinks and the venue for The BBC Correspondents' Charity Dinner, in aid of BBC Media Action[2]
- Synology and Seagate provided equipment to store our content in several country offices, and safely and securely share them with our London office
- Sophos provided us with cyber-security protection across our entire network
- Twitter provided technical training and support for our social media accounts
- Universal Music Publishing provided access to their music library for our production teams to use
- Walgreens Boots Alliance gave us valuable unrestricted funding

1,2 No gift-in-kind income was recognised in 2020/21 as activities were postponed due to COVID-19 restrictions.





Due to the pandemic and subsequent government restrictions on large gatherings, this year we moved our annual fundraising event online. We would like to thank our BBC Correspondents' Charity Dinner committee for supporting the successful BBC Correspondents' Charity Quiz and online auction, raising valuable unrestricted income.

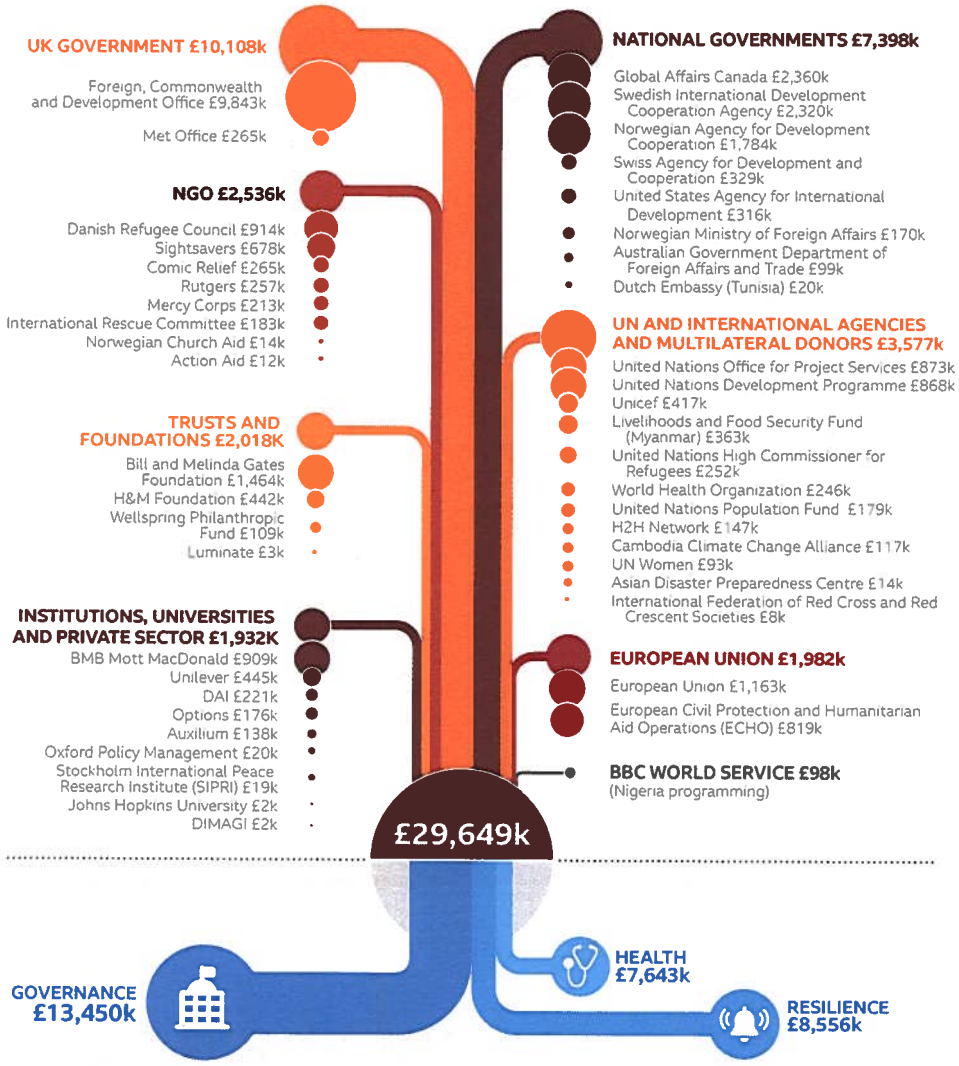
In 2020/21 we also benefitted from support from individual donors, donations via BBC payroll giving, and from prize draws hosted on Givergy.com. Supporters also donated through our JustGiving page, accessed from our website and social media accounts.

Fundraising governance and compliance

We ensure our donors are protected by using well-established, reputable platforms that 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 draws with Givergy.com are 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. Any complaints or concerns regarding fundraising activities are investigated and responses sent. We voluntarily subscribe to the Fundraising Regulator. There have been no formal complaints regarding our fundraising activity.

> **"We ensure our donors are protected by using well-established, reputable platforms that display clear terms and conditions, including on GDPR compliance"**



Media and communication for good: Our impact in 2020/21

Addressing the pandemic

The COVID-19 pandemic transformed almost every aspect of our work – changing and increasing the needs of our audience members, as well as our methods of research, project delivery and evaluation. We pivoted existing programmes and delivered new projects to help people protect their health during the pandemic. This included helping them understand how to prevent the spread of coronavirus and how to respond to symptoms. Our work also helped people as they grappled with the secondary impacts of COVID-19 on their livelihoods, food security, access to health services and to education and personal safety. Through our programmes, training and social media platforms, we gave people space to share concerns and get answers to their questions.

We began our COVID-19 response before the World Health Organization (WHO) declared a pandemic in April 2020, initially across Cambodia, Myanmar, Nepal, Indonesia, India and Bangladesh. Our teams produced animations, social media graphics, information cards for health workers, and public service announcements to inform people about the coronavirus, the best ways to prevent transmission and how to care for their mental and emotional health.

We also tackled the infodemic of false and misleading information, such as fake cures and conspiracy theories, that spread rapidly across social and digital media. Our work helps to counter potentially harmful claims and false advice, while ensuring people are more able and motivated to fact check, and less likely to pass on misinformation.

Globally, we are part of the Risk Communication and Community Engagement (RCCE) network, supporting a co-ordinated pandemic response at global, regional and national levels. We co-led the creation of a global RCCE working group on media to support improved media engagement and communication on COVID-19. With our partners, we share experiences and learning on the role of media and communication, through webinars, conferences, research and training, including support for WHO efforts to manage the infodemic.

We are proud to have reached an estimated 130 million people, working in 50 languages, this year, driven in part by our COVID-19 response. This work continued throughout the year under constantly changing circumstances, with adapted production methods including physical distancing, additional hygiene procedures, the use of masks and working from home to create and record programmes where necessary. To keep people safe and comply with COVID-19 regulations in many countries, we conducted research and evaluation into our projects and programmes by mobile phone and through our deep-rooted networks of local contacts.

In India, we filmed a live-action short film amid lockdown restrictions, to encourage people to think before sharing information on social media. Across Facebook and Twitter, *Countdown* was watched over 370,000 times, and shared or retweeted more than 4,000 times, with coverage from organisations including BBC News. Our short radio dramas in Hindi, about a master riddler



"I have been washing my hands with soap. The radio has been telling us to wash hands with soap... I fear the second wave [of coronavirus] may come.... My son turned the radio on, and the radio channels provided advice on what we should and shouldn't do."

Helia, a mother in a Kuchi nomadic settlement outside Kabul, Afghanistan, reached by our work as part of the Hygiene Behaviour Change Coalition. Photo credit: BBC Media Action Afghanistan

who encourages his community to stay safe from the virus, were broadcast on 30 community radio stations across eight states in India, reaching an estimated 5 to 7 million unique listeners between five and seven times each day.

Our team in **Myanmar** produced some of our most engaging coronavirus content early in the financial year, wrapping COVID-19 themes into its popular *Tea Cup Diaries* radio drama and *Yay Kyi Yar*, a migration-focused radio series and social media platform. A video of a choir thanking healthcare workers achieved more than 50,000 likes and 26,000 shares on Facebook; an interview about ways to prevent the spread of coronavirus generated nearly 40,000 interactions.

In **Ethiopia**, our team launched a Facebook page as part of our COVID-19 response, to share vital health information. Its following exceeded 14,000 by March 2021.

In **Indonesia**, our programmes explored the wider impacts of the pandemic, including domestic and intimate partner violence, impact on livelihoods, stigmatisation of survivors and access to vaccines. We also ran a series of online training webinars on effective reporting, reaching 500– 900 local journalists and media workers at a time.

In **Nepal**, we relaunched our Lifeline radio programme *Milijuli Nepali* (Together Nepal) – originally designed for survivors of the 2015 earthquakes – to communicate clear and practical health messages.

In **Bangladesh**, we produced 16 bi-monthly bulletins aimed at health and humanitarian organisations working in and around Cox's Bazar, examining community perceptions and concerns around COVID-19. These specifically focused on women, girls, older people, people with disability and other vulnerable populations, covering issues including additional workload and malnutrition. We also produced online webinars attended by nearly 800 participants, helping humanitarian and NGO field staff to better engage with communities and address information gaps.

In **Afghanistan**, we produced a monthly 'community insights' bulletin, shared with humanitarian, civil society and government participants in the RCCE network and the Accountability to Affected People (AAP) Working Group, to help humanitarian responders adapt to people's needs. We also trained media and international NGO staff in more effective communication on COVID-19. Alongside this, our research into issues specific to women and girls, including the rise in child marriage, helped us create radio programming that explored these issues and shared inspirational stories of women who adapted their businesses and found other ways to cope during the pandemic.

In **Afghanistan** and **Somalia**, we used creative storytelling and delivery methods to reach some of the poorest and most marginalised people as part of the Hygiene Behaviour Change Coalition. Our audiences included internally displaced people in Somalia, and urban poor and Kuchi nomadic people in Afghanistan. When formative research showed that people did not fully

understand what COVID-19 was or how it spread, our teams quickly produced public service announcements and 'fast-fiction' short dramas with characters including a dedicated granddaughter, a humorous imam and a spirited young woman.

In North Africa, our *El Kul* (For Everyone) news and current affairs digital platform for Libyan audiences covered the latest news and advice on preventing, understanding and managing the symptoms of COVID-19. It also explored the wider impacts of the pandemic, including on physical and mental health and increasing rates of domestic violence.

In Nigeria, we focused our weekly, national current affairs radio programmes *Mu Tattauna* (Let's Discuss, in Hausa) and *Talk Your Own* (in Pidgin) on COVID-19 issues, accompanied by live discussions on our social media platforms and a social media campaign that was viewed over one million times. We produced public-service announcements for radio, TV and social media, and trained local journalists in effective, accurate reporting on the pandemic. Our research found that 61% of *Mu Tattauna* listeners and 49% of *Talk Your Own* listeners said they acted as a result of listening.

In Sierra Leone, we delivered Lifeline training to radio stations across the country to ensure accurate and effective reporting that met audiences' needs. We used our malaria-focused health radio programme and Facebook page to examine symptoms common to both diseases, myths and misinformation, and when to seek testing and treatment. The programme also helped to hold the government to account on its pandemic response.

In South Sudan, we developed public service announcements about the pandemic as part of our radio programmes *Our School* and *Let's Talk*, focused on girls' education and sexual and reproductive health and rights. Through *Our School*, we encouraged parents to support their children's learning while schools were closed due to COVID-19. Our *Let's Talk* programme included features and interviews to build understanding about COVID-19 and its prevention, ways to cope amid regional movement restrictions, and how to access the national COVID-19 helpline.

In Tanzania, our radio programme *Haba na Haba* (Little by Little) pivoted to address COVID-19 issues. Its production team also trained more than 140 journalists in producing content to serve people during humanitarian emergencies. These journalists went on to help their local audiences stay safe during the pandemic.

In Zambia, we produced short dramas for social media and radio to build understanding and address misconceptions around COVID-19, particularly among young people. We also supported partner FM radio stations to produce longer format, discussion programmes that helped audiences cope with the pandemic and its impacts.

At the end of the 2020/21 financial year, our programmes began to address inequalities in accessing a COVID-19 vaccine, and vaccine hesitancy. We will continue our work with donors, academic institutions, international agencies and other media development organisations to develop research, learning and strategies on infodemic management, pandemic response and COVID-19 vaccine rollout.

Our experience in health communication, including addressing vaccine hesitancy and refusal in northern Nigeria, Afghanistan and Somalia, means we are well positioned to support the global effort to reach everyone, everywhere with a COVID-19 vaccine, dispelling false and misleading information while encouraging families to make informed decisions about vaccination.

Media development and media freedom

Media development is the cornerstone of everything BBC Media Action does. The principles of public service broadcasting, including universality, independence, accountability, excellence and audience-focused, have never been so relevant. We support and mentor local media partners, so they are better equipped to deliver trusted information, identify false and misleading information, provide platforms for respectful debate and hold leaders to account. We also work with audiences to improve their digital and media literacy, so they can more confidently distinguish fact from false information.

Public interest media face significant economic, legal and political pressures, and a significant portion of our work is dedicated to improving media viability. This year marked the first full year of Protecting Independent Media for Effective Development (PRIMED) – our ground-breaking consortium project in Bangladesh, Ethiopia and Sierra Leone to find out the most effective ways of supporting independent media.

In Sierra Leone, our team worked with the British High Commission, the Independent Media Commission and the Ministry of Information and Communication to develop a code of conduct for journalists, a



"We help resolve issues that will otherwise remain neglected.... For example, we set up our pop-up podium on a major highway that was so badly maintained, claiming many lives and causing disruption in a major route for the essential oil sector transport. People came and spoke out. We gave them a voice."
Nihad al-Jaberi, senior editor, Al Mirbad, Basra, Iraq, a public service media organisation founded and supported by BBC Media Action. *Photo courtesy of Al Mirbad.*

mechanism for handling media complaints and a plan to engage media stakeholders to lay the foundation for developing public interest media in the country, including the Sierra Leone Broadcasting Corporation.

In **Ethiopia**, we conducted a nationally representative audience survey to examine media perceptions, trust and engagement, and other formative research to enable us to support independent media that reaches people more effectively. We also worked with our PRIMED consortium partners to identify media outlets and design activities that will contribute to the sustainability of independent media, by building income generation, audience research and engagement, and professional skills.

In **Bangladesh**, we brought together journalists, managers and owners from print, broadcast and online media organisations with academics, NGO representatives, media researchers and advertising agencies, to identify what was needed to improve the media environment. We conducted formative research in Dhaka, Bogura and Cox's Bazar, and held workshops with partners to design PRIMED's activities. In 2021/22, PRIMED's work in the country will focus on practical support and in-depth learning.

We completed the second year of our project to support independent media in **Ukraine**, **Georgia** and **Moldova**, amid an increasingly polarised media environment where mis- and disinformation are thriving. Our diverse partners include TV, radio and online publications. Our trainers are helping to build investigative journalism skills with our partner in **Moldova**; a redesigned, modern newsroom at public broadcaster UA:PBC in **Ukraine**; and developing the financial viability of Ukraine's Hromadske Radio.

In **Zambia**, we supported the Media Institute of Southern Africa and other media stakeholders to adopt a new framework for media self-regulation, strengthening media freedom and professionalism in the country. As part of our Radio Waves project, we also trained and set up investigative reporting teams in 14 FM radio stations, providing editorial and technical support as they produced in-depth and important stories on topics like corruption.

In **Iraq**, we continued our longest-standing commitment to independent media through partnerships with Radio Nawa and Al Mirbad. This followed a brief gap in donor funding, which highlighted the challenge of supporting public interest media in fragile contexts with polarised media environments – precisely where they are most needed. Our learning from Iraq is informing our work in PRIMED, providing hope for stronger support for media partners in the future.

In **South Sudan**, radio remains the most accessible media platform and independent journalists often face persecution for their work. We work in partnership with 26 community radio stations, to train and mentor producers and station managers and provide equipment, to ensure they continue to reach audiences with trusted information.

In **Indonesia**, **Ethiopia**, **Nigeria** and other countries, we hosted online training webinars reaching hundreds of journalists and media workers, looking at effective reporting and dispelling false information during the pandemic. In Indonesia, we provided technical assistance to the Mass Media Regulator, as it develops guidelines and regulations for media's role in communicating with communities during emergencies.

Finally, we continued to support the creation of an **International Fund for Public Interest Media**, following our Feasibility Study published with the support of Luminate foundation in April 2020. The fund now has an established founding secretariat, an executive director, and resources secured for the next stage of its development.

Health

Media and communication have the power to improve people's health and save lives. Our work increases audiences' understanding of key health issues and helps them make informed decisions. Alongside our COVID-19 response, we continued projects to help address malaria, maternal and child health, sexual and reproductive health and rights, and sanitation and hygiene.

This year brought accolades for our health communication work with some of **India's**



BBC Media Action

"You're giving them solutions. That's the most important thing. Our work is really reaching out to people and saving lives."

Eastina Massaquoi, presenter of *Tawo Fo Welbodi*, BBC Media Action Sierra Leone

poorest communities. We were thrilled with the results of a randomised controlled trial of our *Kilkari* (Baby's Gurgle) project, which has been scaled up by the government of India since 2016. The direct-to-mobile phone service reaches pregnant women, new mothers and their families with timely and relevant health information from the second trimester of pregnancy until the baby is a year old. The trial demonstrated that this approach has saved nearly 16,000 lives and significantly improved health outcomes.

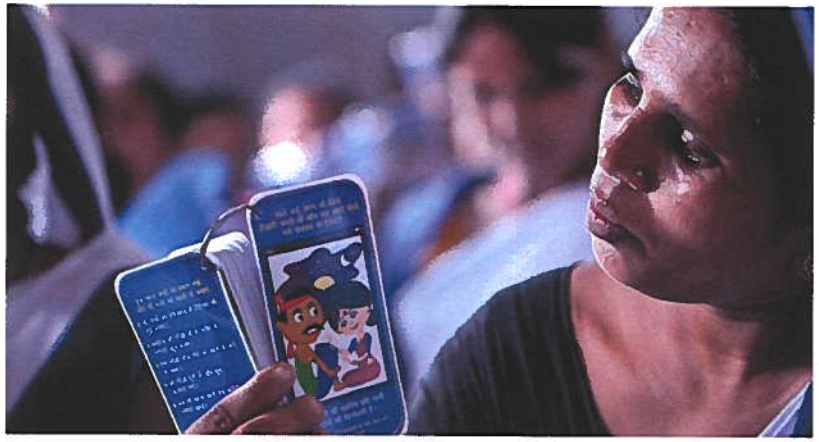
Our decade-long *Mobile Kunji* project in Bihar, India was also recognised in The Journal of Global Health, in a research article co-authored by BBC Media Action and a team from the Stanford School of Medicine. *Mobile Kunji's* communication tools include recordings of advice from the warm yet authoritative character Dr Anita, shared with families over mobile phones. Research demonstrated that women who had used our health communication materials were twice as likely to take supplements during pregnancy, two to three times as likely to save money and prepare for delivering their babies in a healthcare facility, and twice as likely to maintain exclusive breastfeeding for their babies, as recommended by the WHO. All these actions contribute to healthier and safer pregnancies and deliveries.

We continued our work for improved sanitation and health in India with our campaign *Malasur* (the Demon of Defeca), inspired by mythology. This campaign built awareness of how untreated human waste contaminates freshwater sources and encouraged people to stop the pollution. In 10 languages, the campaign included an animated film, billboards, sanitation vehicle branding and an 80-page toolkit to support a national launch on World Environment Day, by India's minister of state for housing and urban affairs. Despite strict COVID-19 lockdowns, the campaign reached 61% of respondents polled. Three-quarters of people exposed to the campaign understood that desludging their septic tanks could defeat *Malasur*, while 70% said they had called, or intended to call, the phone number for desludging services included in the campaign.

Linked to this, we created a mobile training tool for sanitation workers in northern India, providing vital information and improving workers' ability to communicate with people in the communities in which they work. India's minister for water launched the service on 10 August 2020; by mid-January 2021, over 58,000 users had started the course, accessing over 4.7 million minutes of content.

Also in India, we launched a campaign to tackle acute encephalitic syndrome, a seasonal disease that affects children under 15, at the request of the government of Bihar. Our intensive, integrated communication campaign, *Chamki ko Dhamki* (Say Shoo to Shivers), covered prevention and symptoms, and encouraged people to seek treatment. A sharp fall in the number of deaths in Bihar in 2020 – seven, compared to 164 in the previous year – was attributed to efforts including our campaign.

In Bangladesh, we continued training frontline health workers in the refugee camps in Cox's Bazar, mostly remotely. We created two apps to help them communicate more effectively with Rohingya people, drawing upon practical



A community health worker examines our communication tools as part of Mobile Kunji in India. *BBC Media Action India.*

experience. One of the apps was recognised with a Best Practice award from the Bangladesh government.

In Tanzania, we created radio shows exploring parenting and early childhood development. We are supporting eight partner radio stations to create their own local editions of *Safari ya Malezi* (A Parenting Journey), as well as a national edition broadcast on Radio Free Africa. In its first year, the project reached more than one million parents and caregivers and exceeded its targets for the number of parents who said they had improved their knowledge and felt more able to parent responsibly after listening. In the early stages of the pandemic, these shows pivoted to provide accurate and timely information to listeners about how to protect their families from the virus and explored the impact of schools closing.

In Sierra Leone, we spent the final months of our Communication for Healthy Behaviours, Achieving Reduced Malaria (CHARM) project building the capacity of our local radio mentees to continue health programming and hold health authorities to account. Selected mentees came to work with our Freetown team on our national programme to strengthen their skills, and we equipped them to train others in effective health communication and accountability journalism.

In Myanmar, our reproductive health and rights project, *Ma Shet Ne* (Don't Be Shy), produces innovative, digital content that engages young adults to tackle societal shame around premarital sex, which prevents open discussion around sexual health. The project has continued since the February 2021 coup.

Gender equality and social inclusion



Photo courtesy of El Kul.

Aisha the peacemaker – our work with El Kul

Aisha lives in the south of Libya, where numerous attempts to make peace between the Awlad Suliman and Ghadadfa tribes have failed. She has created her own peace initiative to help stop the fighting. A journalist at El Kul, our online media platform, has now told her inspiring story, following our gender and media training funded by UN Women.

Aisha's inspiring story reached more than 260,000 Libyans, nearly half of whom are women. Our spring 2020 survey showed that 81% of El Kul's audience feel it produces balanced content, and 79% believe it covers issues that are important to their lives.

Gender equality

BBC Media Action works to give everyone an equal voice and opportunity, including people who are marginalised because of gender, age, sexuality, geography, class, ethnicity, caste, religion, displacement or disability. The pandemic has exacerbated these inequalities. Women and girls are feeling the social and economic consequences more than men – facing increased rates of domestic violence and child marriage, and a greater share of caring responsibilities. Our work helps to ensure that girls and women can claim their rights to health, education and training, and economic empowerment, while addressing sexual- and gender-based violence.

In **Zambia**, we continued our long-term mentoring and technical support to 15 FM radio stations across two remote provinces, where people are severely affected by sexual and gender-based violence. Our support is helping these radio stations to produce public service announcements and weekly programmes that tackle harmful social norms and behaviours, and break the silence on a taboo subject.

In **Bangladesh**, we trained and mentored local journalists from five districts to ensure the voices of women and girls are heard in a more equitable and balanced way, particularly in emergencies. Trainees produced more than 70 gender-balanced news articles and reports in newspapers, TV and online, following flooding in the north in June 2020 and after Cyclone Amphan in the south of the country. This work moved online throughout 2020/21 because of the COVID-19 pandemic.

In **Afghanistan**, we finished our Her Voice Her Rights project, providing support, mentoring and technical training to female journalists to strengthen radio and online storytelling by and for women. Our final project evaluation found that over three years, our support helped our partner radio stations to produce more than 150 programmes with a potential reach of more than 1.3 million listeners. Research also found that, after listening to this programming, both women and men increased their support for women's education, mobility and economic participation.

In **India**, our research and learning project Digital Women's Economic Empowerment is building on the success of a pilot with 2,500 marginalised women farmers in self-help groups in Bihar, to assess how technology can support female empowerment. This pilot investigated demand for mobile-based learning on farming best practices during the pandemic's first wave. We are now exploring how to support women co-operative members to overcome barriers to digital access, literacy and use. We are sharing this learning, and findings from our wider digital health work, in a series of global webinars co-hosted by the UN University International Institute for Global Health, which will continue throughout 2021.

In **Tanzania**, we began the second year of our five-year Broadcasting for Change project. We support girls and women to

make informed decisions about their social, political and economic rights through our national *Niambie* (Tell Me) radio programme and social media, by working with local broadcasters, and through community events. We aim to reach five million young Tanzanian men and women to help drive positive change in who makes decisions about sexual and reproductive health, social, economic and political rights, and accessing services. Our formative research found that only 45% of female respondents felt able to make economic decisions, that women were much less likely than men to own land or have savings, and that only 19% of respondents would talk to their partner about sex.

Across several countries, our work to support girls to stay in school, or return to training, took on greater urgency as our research revealed the pandemic's disproportionate impact on girls and women, across Sierra Leone, South Sudan, Nepal, Afghanistan and Bangladesh. In Cox's Bazar, Bangladesh, Rohingya community members raised concerns about the closure of temporary learning centres and child-friendly spaces, and children reported feeling upset about not being able to learn and play. In all countries surveyed, respondents reported that school closures and poverty resulted in increased rates of early marriage and pregnancy. In Afghanistan, parents worried their boys were more vulnerable to recruitment by armed insurgent groups. Findings from this research will continue to inform our work.

In Sierra Leone, our radio programmes produced as part of our Every Adolescent Girl Empowered and Resilient (EAGER) project focused on empowering out-of-school girls to return to education, training or employment. Our national show, and local shows produced by our radio partners, focused on the stories and experiences of girls; the national show included adolescent girls as co-producers. This approach has shown listeners what girls are capable of when they are valued and supported.

In Nepal, our radio programme *Milijuli Nepali* (Together Nepal) inspired girls to continue their studies amid a nationwide school shutdown prompted by COVID-19. This disruption has heightened the risk of girls dropping out of school and of child marriage. *Milijuli Nepali* discussed these risks and supported communities to realise the importance of education and delaying marriage. This programme is complemented by our 15-minute, biweekly radio programme, *Sabal* (Able), which is broadcast via 22 radio stations across all seven provinces of the country. Launched in 2020, *Sabal* addresses child safeguarding, protection, and safe learning issues.

In South Sudan, our popular weekly radio show, *Our School*, produced as part of our work with Girls' Education South Sudan, reaches almost two million listeners to help keep girls in school by encouraging support from their families and communities. This show took on new importance during the pandemic, when schools closed. Reruns of key episodes, accompanied by public service announcements and family listening groups (through which families received solar-powered radios pre-loaded with episodes) helped parents understand how best to support their children's learning at home.

Also in South Sudan, our radio show *Building Futures* helped to address negative perceptions around vocational education and training programmes, and encouraged women to enrol in them, by sharing success stories of young people who have found jobs thanks to the practical skills acquired on these courses.

Globally, we are proud to be part of the BBC's 50:50 Project to improve the portrayal of women in media. In 2020/21 we achieved more than 50% representation of women in BBC Media Action external communications on social media and in our blogs. In the next financial year, we plan to expand our participation in the 50:50 Project to some of our country offices and programmes.

Social inclusion

BBC Media Action uses media and communication to challenge discrimination, stigma and negative social norms related to disability. We amplify the voices of people with disability, support their efforts to drive change, and create space to hold governments accountable for inclusive legislation and policies. People with disability have been disproportionately affected by COVID-19. Our work, our research and our programming around the world have shifted to reflect this.

We are part of Inclusive Futures, a consortium project led by Sightsavers and funded by UK Aid, which is tackling stigma and discrimination around people with disability, and ensuring greater equity and inclusion in workplaces and in the media. As part of this project we have run a series of training sessions for journalists in Bangladesh and Nigeria, helping to shift attitudes and how they approach their stories to be more inclusive of, and respectful towards, people living with disability.

In Nigeria, our popular radio drama *Story Story* – which reached more than 20 million Nigerians in 2017 – has returned as part of Inclusive Futures, with a focus on issues of disability and inclusion.



Photo courtesy of Damola Mabinuoli.

"I've learned as a media person to push and to advocate for the inclusion of persons with disabilities, when I'm posting anything on social media, when I'm creating any kind of content."

Damola Mabinuoli, social media executive, City 101.5 FM, Abuja, Nigeria, following BBC Media Action training.

Economic security and migration

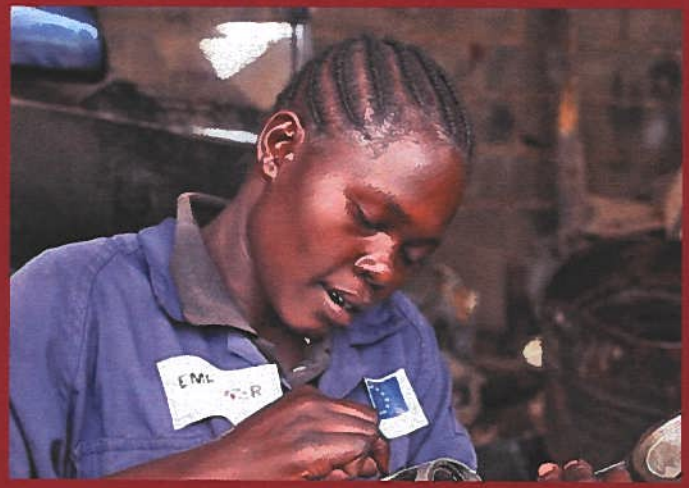
Media and communication have the power to spark ideas and support training and entrepreneurship to help address poverty. BBC Media Action equips viewers, listeners and project participants with practical information and platforms for discussion. Our work helps people to increase their income and manage their money wisely by providing advice on employment, entrepreneurship, budgeting and financial services. Many of our projects help young people to access training, improve the effectiveness of their job-hunting and answer questions about migration, supporting them for more successful futures.

Our *Building Futures* project in South Sudan tackles negative perceptions and stereotypes that block opportunities. In South Sudan, many people still regard technical and vocational work as inferior, even though it may provide stable employment. Our 15-minute factual programmes in four languages – Dinka, Mur Our le, Arabic and English – were broadcast across 15 radio stations across the country. The programmes feature real-life experiences, success stories and top tips from young people who have successfully completed courses, found work or opened a business. Our research found that, after the first year of broadcast, 78% of respondents thought *Building Futures* contributed to more positive perceptions of technical and vocational training, and a number of women reported enrolling in courses after listening to the programmes.

In Algeria, we focus on encouraging entrepreneurship and financial management among young people and women. Our formative, qualitative research indicated that economic empowerment is a key priority for people in the country, given high unemployment rates. We are working with public service media organisations to build their skills and help create broadcast programmes and social media outputs that meet these needs, while supporting organisational change towards becoming more inclusive and representative of their target audiences.

In Cambodia, young people often struggle to secure decent work. Our *Klahan9* series uses TV, digital and live outreach to help young Cambodians to understand where and how to find jobs and how to improve skills such as CV writing and interviewing. In 2020, our comedy drama *Klahan9 House* reached 2.3 million people across the country, supported by social media, "roadshow academies" and community screenings – some held online because of the pandemic. Our research showed that over a third of young Cambodians (15-30 year olds) have accessed the *Klahan9* Facebook page, and more than 75% of those said they learned from it.

In Somalia, where women frequently try to support their families by selling goods such as tea, charcoal or vegetables, our Somali Women's Economic Empowerment and Transformation (SWEET) project trained 400 women in business and entrepreneurial skills and motivated men to support them. We produced a radio drama and discussion programmes to share success stories and challenge cultural norms. We also worked with five local radio stations who produce their own programmes on economic and gender issues.



"I've now got some experience with repairing vehicles, aligning the steering, the wheels, changing the brake shoes, bleeding the brakes. It's not for men only. We do the same work. Out of 30 students in the class, I am the only lady on the mechanics course. So I encourage my sisters... to also come and join that work, for us to rebuild our country."

Agiko Magret, Building Futures student, South Sudan. *BBC Media Action.*

Social cohesion, accountability and civic participation

Supporting better governance is embedded into many of BBC Media Action's projects and programmes. Our work informs people about their rights and issues affecting their lives, inspiring them to get involved, and supporting free and fair electoral processes. Guided by the editorial standards and values of the BBC, we support local broadcasters and journalists around the world, and work to build the resilience of media outlets that share trusted information, support public discussion and debate, and help people hold their leaders to account.

In Nigeria, our social media content went viral as we challenged both the police and the public to think about what a reformed police and security system could look like, as part of our Security and Justice Reform Programme. Amid the protests calling for the disbanding of the Nigerian police's Special Anti-Robbery Squad (SARS), our *E Fit Happen* TV series, which depicts an "ideal" Nigerian police force, received millions of views. The programme sparked constructive debate and discussion on the necessity of police reforms and accountability. Our project evaluation found that approximately 5.8 million people aged 15-45 years have been reached through radio, TV and online content from this project; more than 90% of listeners to related episodes on *Talk Your Own* and *Mu Tattauna* (Let's Discuss) reported discussing the issues with friends, family and colleagues, while 45% of these audiences reported improved knowledge of security issues.

In Zambia, our work to set up and train investigative reporting teams across 14 FM stations, mentioned earlier in this report, is preparing them for impactful coverage ahead of a planned national election in 2021. Working with our partner Restless Development, we are also engaging with young people to get them involved in politics and the election process through a combined media and outreach initiative called *Am The Mayor (ATM)*. Through this project, 24 young people are learning about all aspects of politics and public service ahead of their own mock election – helping them to understand their rights and responsibilities, and what to expect of their elected leaders.

In Zambia we are also working with AfricaCheck on a fact-checking project to help tackle false and misleading information in the local media. In winter 2020, our mentoring team received training on types of false information, how it spreads, its dangers, and practical tips and tools to debunk it. These skills are being passed on to our local media mentees throughout 2021.

In Afghanistan, we continued our work with *Open Jirga* (Open Assembly), the national TV programme that gives ordinary Afghans the chance to ask important questions of their leaders. Amid ongoing insurgency, fragile peace negotiations and pandemic-related lockdowns, *Open Jirga* has continued to broadcast – at times using a converted basement studio and bringing in participants via video conferencing. It even held ground-breaking, women-focused programmes in the cities of Herat and Kandahar despite great security risks. Alongside our *New Home, New Life* drama, produced by our partner AEPO, the two shows reached 6.1 million adult Afghans, or 37% of the population, in



A still from an *E Fit Happen* video, showing a police officer declining a bribe. *BBC Media Action Nigeria*



"I've seen the *E Fit Happen* videos go viral, with many shares, 'likes' and millions of views sparking debate on the necessity of police reform. Despite the turmoil witnessed during the End SARS protests, at BBC Media Action we... continue to bring Nigerians and duty bearers within the security services together to... engage in constructive, solutions-based discussions on police reform in Nigeria."

Damian Ihekoronye, BBC Media Action project manager. *BBC Media Action*

the six months to March 2021. Research has shown that more than three-quarters of *Open Jirga's* audiences are in rural locations, with higher followings in areas with higher levels of conflict and insecurity.

Production of *Open Jirga* is currently paused. We are adapting approaches and programmes in light of the Taliban's takeover of Afghanistan and an increasing humanitarian crisis.

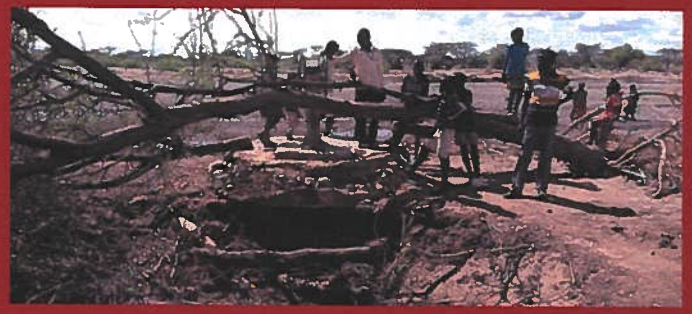
In **Tanzania**, our governance show *Haba na Haba* (Little by Little) – broadcast by more than 40 partner stations, and allowing Tanzanians to ask important questions of their leaders – pivoted to provide audiences with lifesaving COVID-19 information.

As the Tanzanian national election approached in late 2020, *Haba na Haba* turned its attention to governance and civic participation. It reached more than eight million listeners, including a high proportion of 15–18-year-olds – engaging and energising the country's future leaders. Audience members reported that the shows helped them feel confident to ask election candidates questions, and to push for answers. This long-running project closed in December 2020, leaving a significant gap in Tanzania's media landscape. We are in discussion with donors and hope to be able to restart this work later in 2021.

In **Myanmar**, we had to pause our long-running programmes on governance and social cohesion, *Tea Cup Diaries* and *Khan Sar Kyi* (Feel It), following the military coup on 1 February. Over six years, *Tea Cup Diaries* engaged a loyal audience with storylines that showcased social inclusion across Myanmar's ethnic and religious communities. Storylines included a young female journalist reporting on national elections and people getting through COVID-19 lockdowns and quarantines. Our research demonstrated that around 4.3 million adults listened to *Tea Cup Diaries*; listeners reported that the programme featured positive role models, and helped them learn about the customs and beliefs of other religions and ethnic groups.

The *Khan Sar Kyi* TV documentary and discussion programme aired in **Myanmar** for two years, bringing together political and military leaders involved in the national peace process, and community members from diverse backgrounds. The launch of its second series, planned for the week of the coup, was unable to proceed. Research shows that *Khan Sar Kyi* reached three million people; 61% of regular viewers said the programme had increased their understanding of the impacts of conflict.

Climate change and disaster risk reduction





"Nothing could have prepared me for what I experienced when I travelled to Kanukurudio, a small village in rural Kenya hit by flash flooding.... I dream of a time when people need not worry about crises such as flooding. But the weather in Turkana is becoming increasingly unpredictable and putting more and more lives at risk. I am determined to continue supporting people... through my programme – helping them to adapt to a climate that's changing so quickly around us."

Vivian Achee, Radio Mataa producer and BBC Media Action mentee, Kenya.
Photos courtesy of Vivian Achee

The world's poorest people feel the impact of climate change most, and often find it hardest to adapt and recover. BBC Media Action's work helps people to manage the risk of extreme weather events and natural hazards, and to cope with emergencies. We engage all levels of society, providing them with practical information and ideas to adapt and innovate, as well as public platforms for discussion, debate and encouraging accountability among leaders.

In **East Africa**, we wrapped up our 28-month Weather and Climate Information Services for Africa (WISER) climate change project. This project helped 10 radio stations to produce high-quality programmes to meet audiences' need for weather and climate information, and encourage them to take action to adapt – such as changing planting or harvesting practices. We also trained local journalists and experts to communicate effectively on these subjects. As a result, listeners reported understanding the value of preparation and planning to limit the negative impacts of weather and climate changes on their lives and livelihoods. Journalists reported having an increased interest in, and understanding of, weather forecasts, scientific terminology and climate issues. Scientists and weather experts reported having stronger links with journalists and greater trust in the media. We are extending our climate change work in the region, with funding from the EU, FCDO and the Norwegian Refugee Council.

In **Indonesia**, our digital-first green growth and climate change content, produced through our *Kembali Ke Hutan* (Return to the Forest) programme, has gained engagement on popular social media platforms, generating interest and concern among young Indonesians. Our creative content is based on insights from focus groups and the use of artificial intelligence to analyse online data, so it reflects our audiences' needs for knowledge and interests. Our TV drama is due to broadcast on Indonesia's second-largest channel later in 2021.

In **Cambodia**, we conducted research into how people understand, feel the impact of and adapt to climate change. Our project with UN Women involved in-depth, participatory research in Kampot and Pursat provinces to understand how women and men are affected by climate change, how they are responding, and how their decision-making is influenced by prevailing gender norms. We found that women in rural Cambodia are motivated to take action but are particularly vulnerable to the impacts of climate change, and need more economic power, hands-on experience, tailored information and stronger support networks. In another study commissioned by the Cambodia National Council for Sustainable Development, we conducted a nationally representative survey with 1,560 people across five regions and provinces, as well as qualitative research using interviews and focus group discussions. The insights generated will help to inform the design of the Council's future climate change work.

In **Nepal**, we provided research insights, strategic communication and outreach support to the government to inform its approach to risk communication as part of our Tayar Nepal (Prepared Nepal) project. Our research, conducted across 13 districts that reflect Nepal's geographic, ethnic and cultural diversity, will guide the National Disaster Reduction and Management Authority as it prepares for disasters, raises public awareness about natural hazards and adapts to the impacts of climate change.

We are also working with the Stockholm International Peace Research Institute to document the role of media and communication in addressing issues around conflict and climate. This has included analysing 10 years of BBC Media Action climate and governance data and presenting detailed case studies of our work to inform an overall report around conflict and climate, to be launched in early 2022.

Looking forward – our strategic plan for 2021/22

In the coming year, BBC Media Action will refresh our strategic plan, continuing our focus on our key thematic areas of governance and rights, health, and resilience and humanitarian response, while scaling up the critical work we do to help public interest media around the world survive and thrive.

We will address the lasting impacts of the coronavirus pandemic, and expand our work to tackle climate change and its impact. Amid fast-changing media environments, we will continue to focus on tackling mis- and disinformation, and grow our work to build media and digital literacy among our audiences. As outlined in our current strategy, our approach will continue to involve:

- 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 of media practitioners

In setting our priorities, we also consider those of the wider BBC.

In 2021/22, BBC Media Action will:

- **Deliver our programming in support of our strategy to the value of at least £31m** (excluding gifts-in-kind), on time, and using our learning approach to increase our impact. This includes continuing to help address the impact of COVID-19 on the communities in which we work, ensuring we reach remote and marginalised people, dispelling false and misleading information, and encouraging families to make informed decisions about vaccines as they become more widely available. We will scale up our work on climate change adaptation and interconnected issues, including disaster risk reduction, economic security, governance, gender, conflict, migration and health. And we will provide sectoral leadership around media in development and for democracy, particularly in light of the additional information needs and financial threats posed by the COVID-19 pandemic. We will continue our research and projects to deepen our understanding of what works to support public interest media, including a focus on funding models for public interest media organisations.
- **Build a more inclusive culture** reflected in a new global policy on diversity and inclusion, covering the work that we do and how we operate. We will discuss our



Our BBC Media Action team records content for Rohingya refugees in Cox's Bazar, Bangladesh. ***Photo: BBC Media Action Bangladesh.***

values among staff, include a behaviour goal in each staff member's objectives and agree steps to make each office more inclusive.

— **Reach and engage audiences**, innovating as habits change. This priority means that we will use traditional and digital platforms to maximise impact for audiences, to help our partners adapt to the digital age, and to ensure that we remain relevant and competitive as landscapes continue to evolve. We will continue to think about platforms throughout project design, theories of change and evaluations; work to make our processes more agile and ensure we are using agreed and appropriate standards. We will build new partnerships to help us experiment and innovate as media environments change.

— **Diversify and secure our donor funding.** In a challenging funding environment, as UK overseas development aid is reduced and some contracted projects cancelled, this will require maintaining strong relations with the FCDO to help secure funding in future years; building relations with US Government agencies to avail of new opportunities; maintaining and extending strong relationships with European and Canadian governmental donors; finding new ways of working with the EU post Brexit; consolidating relationships with newer donors; being clear in deciding which opportunities to pursue and devoting appropriate resources to project development.

Thanks and acknowledgements

BBC Media Action is grateful for the support of all our donors, without whom our work would not be possible.

Government and multilateral donors

Australian Government Department of Foreign Affairs and Trade
Cambodia Climate Change Alliance
Dutch Embassy (Tunisia)
European Civil Protection and Humanitarian Aid Operations
European Union
Foreign, Commonwealth and Development Office (UK)
Global Affairs Canada
H2H Network
Livelihoods and Food Security Fund (Myanmar)
Met Office (UK)
Ministry of Foreign Affairs of Finland
Norwegian Agency for Development Cooperation
Swiss Agency for Development and Cooperation
Swedish International Development Cooperation Agency
United Nations Development Programme
United Nations High Commissioner for Refugees
United Nations Office for Project Services
United Nations Population Fund
UN Women
Unicef
United States Agency for International Development
World Health Organization

The BBC

BBC World Service

Trusts and foundations

Bill and Melinda Gates Foundation
H&M Foundation
Luminate
Wellspring Philanthropic Fund

NGO donors

Action Aid
Comic Relief
Danish Refugee Council
International Federation of Red Cross and Red Crescent Societies
International Rescue Committee
Mercy Corps
Norwegian Church Aid
Rutgers
Sightsavers

Private sector, university and research institute donors

Asian Disaster Preparedness Centre
Auxilium
BMB Mott MacDonald
DAI
Dimagi
Johns Hopkins
Options
Oxford Policy Management
Stockholm International Peace Research Institute (SIPRI)
Unilever

Our organisation and our finances

Engaging with our stakeholders

BBC Media Action complies with section 172 of the Companies Act 2006. Our board of trustees acts in the way it considers, in good faith, is most likely to enhance BBC Media Action's impact for our beneficiaries, while considering the long-term effect of decisions on our organisation 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 success in delivering our work. Our employees enjoy opportunities for learning and development through the BBC. All our employees have access to an employee assistance programme, with enhanced support during the COVID-19 pandemic. We have competitive salaries. UK-contracted employees are tied to BBC pay bands, while accounting for the difference in salaries between the charity sector and media organisations. Salaries for staff in other countries remain competitive with local NGO rates.

Our **external stakeholders** include:

- Our **audiences**: Our audiences are our primary beneficiaries, reached directly and through our partners. Our research into what viewers and listeners need helps inform our work, while our project evaluations ensure we learn from our work and achieve positive impact. We are investing in digital platforms as our audience members' media habits change, without neglecting people who are marginalised by the increasing digital divide. We follow BBC and sector best practice in obtaining consent from anyone who participates in, or features on, our media outputs. 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. We mentor journalists and media workers in long-term projects, and work with media organisations on business planning, marketing and economic viability.

> **"We are investing in digital platforms as our audience members' media habits change, without neglecting people who are marginalised by the increasing digital divide"**



A user of our *Kilkari* mobile health information service in Bihar, India. *BBC Media Action* India

— The BBC: We enjoy strong support from across the BBC. The BBC World Service founded us. Many of our trustees come from the BBC – our chair, Fran Unsworth, is the BBC's director of news and current affairs. We work closely with the World Service and other parts of the BBC. Senior BBC correspondents and personalities help us with fundraising and help to publicise our work.

— Our partners in project delivery and in sector learning: Partnerships are critical to our success. We work in several project consortia, we participate in sector collaborations and events, and we are members of Bond, the umbrella group for UK-based international NGOs.

— Our donors: Our donors are primarily institutional, including the UK's Foreign, Commonwealth and Development Office, Global Affairs Canada and the Swedish International Development Cooperation Agency (Sida). They also include UN bodies, private foundations and corporate partners. We are committed to delivering high-quality work and reporting on our impact to donors, and via our website, social media channels and elsewhere.

— Our wider communities and our planet: An increasing proportion of our work relates to climate change adaptation, and we are seeking to be greener in our operations. In 2020/21 we developed our own environmental policy. As we consider a return to the office from home-working, a team of staff is examining the most effective home-/office-based hybrid working model. Our global "green team" continues to generate ideas and hold staff and management accountable for our office environmental practices.

Our organisation

Our employees

In a year of great uncertainty – in terms of health and funding – BBC Media Action's global team has demonstrated great resilience and delivered important impact.

Faced with a continuing uncertain funding environment, we carried out a further restructure of our London-based office in autumn 2020, to reduce costs while ensuring resources are deployed most effectively. Staffing in our London HQ was at 70 on 31 March 2021 (80 on 31 March 2020).
As of 31 March 2021, we employed 621 staff across the organisation (2020: 636). This includes:

— 11% in London (2020: 12%)
— 47% in Europe and Asia (2020: 49%)
— 42% in Africa (2020: 39%)

Wherever possible we recruit staff from the countries where we operate, to develop local skills so that our work can be sustained in the long term. However, some of our country directors and senior project managers are international employees.

We do not normally work with volunteers. We give full consideration to applications for employment from people with disability where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. All our employees have the same opportunities to access training, career development and promotion. If any existing employee develops a disability, we would provide continuing employment wherever practicable in the same or an alternative position and provide appropriate workplace adjustments and training to achieve this aim. However, we know we could – and should – be more diverse and inclusive. As part of our organisational work to create a new diversity and inclusion strategy, we are striving to improve our approach and outcomes in this area.

Gender pay gap

BBC Media Action is committed to ensuring that our people are equally rewarded for equal contributions, and so we have again voluntarily chosen to report on our gender pay gap. We have not conducted an analysis of gender pay across our global organisation, given the significant differences in the employment markets in which we operate, though we conduct internal reviews of the gender pay gap within each of our country teams.

In our UK team (all figures here include UK-contracted employees overseas), 63% of our staff are women (2020: 68%). We are proud that our senior management team of four is evenly split between men and women. Among our UK team, the mean salary for women is 4% lower than that of men (2020: 10%), while the median salary for women is 10% lower (2020: 12%). This disparity remains because there are few men in junior posts in our UK office. The proportion of women and men in each pay quartile of our UK team is shown in the table below (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 our gender pay gap and are committed to eliminating it. Our staff salary bands are based on those of the BBC and are publicly available. All BBC Media Action 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

We continued to work this year to strengthen our own safeguarding practices as well as those of the sector. We are committed to sector-wide actions on both policies and practice, to better protect vulnerable people from exploitation and abuse; we remain active in Bond working groups on safer recruitment and organisational culture.

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 that we are working 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, and all offices have received additional guidance on Safe Recruitment.

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

All these measures are designed to help keep staff, partners, and contributors as safe as possible. A staff code of conduct ensures 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 2020/21 financial year, BBC Media Action reported one serious incident related to safeguarding to the Charity Commission. This incident did not involve UK-based staff or representatives, or project participants.

The Charity Commission has confirmed that, where it is clear that trustees are handling serious incidents appropriately and the risks are being managed by them, they are unlikely to take further action.

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 our UK energy use.

From 1 April 2020 to 31 March 2021 the greenhouse gas emissions and energy use data for our UK office are estimated as follows:

- Total estimated, equivalent carbon emissions (kg per CO_2 equivalent): 17,849.42 kgCO_2e (2019-20: 22,489.13 kgCO_2e)
- Gas consumption: 33,045.5 kWh. This is 6,076.08 kg CO_2e. (2019-20 estimate: 1,122.15kgCO_2e)
- Electricity consumption (note that our electricity comes from renewable sources): 50,499 kWh, or 11,773.34 kg CO_2e (2019-20: 21,366.98 kg CO_2e)
- 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: 223.12 kg CO_2e per UK-based employee per year (based on 80 employees) (2019-2020: 281.1 kg CO_2e (80 employees))

Our electricity contract specifies that our electricity will be supplied from 100% renewable resources.

Our UK energy use in 2020/21 was affected by the pandemic, which led to nearly all our UK-based staff working from home throughout the period, and prevented work-related international travel. As our offices reopen, we are committed to learning from our remote-working practices to embrace new approaches on flexible working and international travel.

Our staff "green team" continues to advocate for better and more thoughtful use of electricity and improved recycling practices in our London office, as well as the use of public transport or cycling to work. For example, our London office lights are motion-activated, staff are encouraged to use printers only when necessary and to turn off equipment fully at the end of each day. Our employees also have access to locked bicycle storage and showers to encourage cycling to work.

In this financial year, we have also implemented a global environmental policy that will guide our approach to improving energy consumption and lessening our environmental impact in every country where we work. Several of our offices have green teams advocating for improved environmental practices.

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). Our 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 were 100% owned by BBC Media Action at 31 March 2021: **BBC Media Action (India) Limited**, **BBC Media Action Nepal Private Limited** and **British Broadcasting Corporation Media Action Ltd/Gte** (a Nigerian entity).

Our 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 2021.

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. This entity 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 the Statement of Recommended Practice Financial Reporting Standard (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 BBC Media Action, are listed on page 57. They come from the BBC, the private, media and international development sectors, with a range of skills and expertise. They meet quarterly and, normally, for an additional away day each year, though this was postponed in 2020/21. The trustees seek to ensure that all BBC Media Action activities conform to UK and relevant local laws and fall within agreed charitable objectives. Their work includes setting our strategic direction, agreeing our financial plan, and approving key policies at board meetings. Trustees receive reports on progress at each board meeting, highlighting areas of risk. In 2020/21, our trustees particularly focused on the impact of COVID-19 on our organisation's way of working, project delivery and finances.

Our trustees perform some of their functions through sub-committees of the board. The finance and audit committee 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.

The board has appointed some of its members as lead trustees in particular areas, who feed back to the rest of the board. All new trustees participate in an induction programme and training on duties and responsibilities. We encourage our trustees to visit BBC Media Action projects to obtain first-hand experience of our work at country level. Knowledge-sharing sessions before board meetings continue to give trustees a more detailed understanding of particular areas of work.

Organisational structure and management

BBC Media Action's head office is in London, where our central support functions are based. Following a restructure to ensure maximum efficiency, we are now led by a four-person senior management team, comprising our chief executive officer, chief operating officer, director of programmes and director of strategy and partnerships.

Our programmes department includes our our Middle East and Africa team, our Europe and Asia team, our editorial development, innovation and digital (EDIT) team and a central programme support team. Our strategy and partnerships department includes our research and insights teams, head of policy, advisory team, global partnerships team and communications team. Our chief operating officer oversees our finance and technology and change teams, while a small fundraising team and our human resources and legal functions (supported by the BBC) are directly overseen by our chief executive officer.

Our leadership team includes London-based heads of team and our country directors around the world. The salaries of these key staff members are reviewed on an annual basis and, for UK-contracted employees, are generally held static or increased in line with the BBC's salary review. Our chief executive officer carries out this review for other members of the management team, and our chief executive officer's salary is reviewed by our trustees. We benchmark the salary levels of new employees against those paid by other international development organisations.

Managing risk

The financial year 2020/21 is the first time that BBC Media Action operated through a global emergency affecting all our offices. This had an impact on our project delivery, staff travel, sector engagement, expenditure and income, while also threatening the health and well-being of all our staff and that of our audience members.

As in other years, we faced other risks too: we work in fragile countries and contexts, which pose risks to the safety of our staff, the sustainability of our work and our permission to operate. We continue to face risk in fundraising in a fast-changing funding environment, including cuts to UK overseas development aid spend and diminished income from public fundraising.

We have robust procedures in place to identify, mitigate and manage risk. BBC Media Action's board of trustees reviews our organisation's risk register quarterly, reviewing what our risks are and how they are changing, how they are monitored and mitigated, and identifying any required action. Our management team and board of trustees undertake an annual in-depth review of our risk profile.

An internal audit function carries out an internal audit programme agreed with the finance and audit committee and reports to the committee, under line management from the chief executive officer. The head of internal audit meets the finance and audit committee privately each year. An external review of the internal audit function was carried out towards the end of the year and its recommendations will be considered by the finance and audit committee. The external auditors present their annual report to the finance and audit committee, and if needed the committee may decide to arrange sessions without staff present. The chair of the committee makes recommendations to our board on risk management and overall controls, as appropriate.

COVID-19 pandemic

As at 31 March 2021, most of our London-based staff and a significant number of staff in the countries where we work continued working from home, with significant movement restrictions still in place within and between countries. Changes to our programme formats and content, physical distancing and working from home have helped to safeguard both our staff and members of our audiences. Updated health information and security procedures are communicated regularly, and we have drawn upon resources from the wider BBC to do this.

BBC Media Action's finance team and regional directors continue to work closely with our country offices to monitor project

delivery and likely impact on funding. Our senior management team has provided regular updates to the finance and audit committee and trustees on the financial impact of COVID-19 and continues scenario-planning to help guide decision-making. The financial impact of the pandemic in 2020/21 was mitigated by our London office restructure, more efficient cost recharges and additional BBC World Service funding.

Whistleblowing policies and procedures

In our work, we face risk of fraud and mismanagement of funds. Our strengthened whistleblowing policy and procedures are available to all staff via our intranet and we regularly remind employees about these policies and procedures. We deal with any concerns raised by staff, partners, beneficiaries or others swiftly and thoroughly.

Safeguarding policies and procedures

Like all INGOs, we face the risk of a breach of safeguarding and duty of care toward our beneficiaries. Our projects and programmes include work with young people and with vulnerable people, including people with disabilities and older people.

We continue to strengthen our approach to safeguarding, ensuring that we are among the best in the sector while also meeting donor expectations. Our policies were reviewed and updated during the year and signed off by trustees in April 2021. For more detail, see 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, with regular updates to staff anti-bribery training and fraud awareness training, making expectations clear to all staff members, and delivering training across all our countries of operation. We 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. In several countries our staff members are at risk of violent attack by criminals or factions trying to suppress our work, and our staff can be caught by accident in attacks aimed at others. We have a risk advisor through the BBC high risk team, along with emergency on-call support when needed. BBC Media Action staff attend mandatory hostile environment training prior to employment in high-risk areas, with protocols for travel. We have emergency plans in every country office, tailored to each context.

In addition to dramatic security developments in Myanmar and Afghanistan, detailed below, in 2020/21 our staff in Somalia faced risk from targeted bombings and outbreaks of violence linked to political turmoil, and in South Sudan, where aid workers have been targets of violence. We maintain offices in each of these countries while frequently reviewing the level of risk to staff. We continue to support our media partners in Iraq remotely, amid travel

restrictions related to the global pandemic. There were no work-related fatalities of BBC Media Action staff in 2020/21, 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 wider BBC's actions, with the support of the BBC high risk team as required.

Myanmar coup

The February 2021 military coup required us to pause or change how we deliver all our work in Myanmar, while heightening risk for our staff based there. We have worked closely with the BBC World Service, the BBC high risk team, our staff and our donors to ensure the safety of our team and the continuation of as much project delivery as is safely possible. We have reduced in-country staffing and drafted contingency plans for our operations.

In August 2021, one of our freelance producers, formerly a presenter of one of our television programmes, was detained. We are working with the BBC High Risk team to support her and her family.

Afghanistan security crisis

In the financial year 2020/21, our staff in Afghanistan already faced heightened risks amid "sticky bomb" attacks and targeted assassinations of journalists and media workers. Following the withdrawal of Western military forces and the fall of Kabul to the Taliban in August 2021, many of our staff – particularly female staff – are facing significant and growing fears for the future amid the uncertainty. In this fast-changing situation, we are working closely with governments and the BBC high risk team to support on requests for evacuation where appropriate and possible, and to provide ongoing security advice and support to remaining staff. We have retained staff and our office in Kabul and intend to continue to deliver work amid the rising humanitarian crisis in the country.

Funding

Most of our income comes from institutional donors as grants for specific projects. However, funding mechanisms (such as payment by results, fee and day rates) and less flexible service contracts are becoming more frequent and contribute to uncertainty. We maintain close relationships with our existing donors, are working to diversify our funding streams, and use a budget test to ensure that project budgets cover a fair share of support costs. We mitigate challenges around payment by results through careful reviews and refinements of measures of success.

An in-year cut of approximately £1.5m contracted income from FCDO (our largest donor) has had a detrimental effect on BBC Media Action and its work. Because of the pandemic's impact on the British economy, and commensurate reduction in the size of the 0.7% Gross National Income (GNI) allocated to international development assistance, FCDO cancelled or reduced in size numerous projects, including some already being implemented by BBC Media Action. This forced us to close some projects at short notice and to make staff redundant, which reduced the impact that we could achieve during the year.

The British Government's intention to reduce the proportion of GNI spent on overseas assistance from 0.7% to 0.5% for 2021/22 is

entailing further cuts to already contracted work that will affect BBC Media Action and our overall impact during 2021/22.

The UK's exit from the EU in January 2021 has had an impact on our ability to access funding from some European Commission sources. Our global partnerships team is clearly communicating the latest guidance across our organisation, and we are working through partners to access funding opportunities.

The COVID-19 pandemic has had a significant impact on our income, as delays to the delivery of existing projects result in lower than expected income. To counteract this, we have worked closely with donors to reposition and redesign our existing projects and made successful bids for new projects aimed at humanitarian response, health communication and mitigating the impacts of the pandemic. We continue to work with our country offices to assess the financial and programme impacts of the pandemic, and with donors to agree cost extensions where required and when possible.

Information security

BBC Media Action works across all our countries to ensure full compliance with the 2018 General Data Protection Legislation (GDPR), led by our chief operating officer and overseen by our 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 our organisation. All our 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

The possibility of failing to keep up with changes in local laws and requirements, including registration, tax and statutory reporting, in the countries where we operate 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 review our in-country practices and provide advice. We monitor and abide by UK regulations, and our external statutory auditors have specialist knowledge of the charity sector and regulations. In addition, we benefit from a BBC contract providing specialist tax advice for international staff.

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, we are 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% gross domestic product aid commitment, issues of safeguarding, perceived misuse of funds, perception of bias, misinformation about sources of funding and the nature of our work.

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 communication executives. We follow BBC Editorial Guidelines and consult trustees when appropriate.

Managing our finances

The COVID-19 pandemic has presented challenges for our finances. Project delays have affected our expenditure and project related income; in-year cuts to contracted income of £1.5m required project closures and redundancies; events-based fundraising moved online, with a decline in unrestricted income. A forthcoming further £4bn cut to UK overseas development aid expenditure and anticipated further reduction of contracted funding, will have a significant impact in the next financial year.

However, our teams around the world pivoted quickly to working remotely and delivering essential media and communication related to the COVID-19 pandemic. This year we received a number of grants to deliver humanitarian and health communication, as well as addressing other impacts of the global pandemic.

We achieved cost savings by restructuring our London office after consultation, in two steps (March and November 2020), while ensuring the organisation continues to invest in digital technology and audience understanding to keep our work fit for the future. We have also had to make staff redundant in several countries where we work, most significantly in Ethiopia, Nigeria and Nepal because of cancelled funding contracts, and in Myanmar because of the coup's impact on projects and funding.

Our income was £40m, lower than the previous year (2019/20: £41m). Income from institutional donors decreased to £29.6m (2019/20: £32m). Fundraising income increased to £10.3m (2019/20: £8.6m), of which £9.3m is gifts in kind (2019/20: £7.8m). Total expenditure came to £40m (2019/20: £41.7m). Expenditure on our charitable activity, providing public benefit by changing lives through media and communication, represented 99.6% of total expenditure (2019/20: 99.3%). The income and expenditure account for the year ended 31 March 2021 shows a deficit of £79k (2019/20: a deficit of £905k). The Consolidated Statement of Cash Flows shows that cash has increased by £1.2m during the year (2019/20: decreased by £761k) to a position of £8.3m (2019/20: £7.1m).

Reserves

Net assets in the consolidated balance sheet decreased to £4.4m at 31 March 2021 (31 March 2020: £4.5m). The board of trustees reviews the reserves policy on an annual basis in the context of BBC Media Action's multi-year plans and a review of the risks and opportunities for our organisation. Our policy is to ensure sufficient reserves are held to continue operating after negative financial shocks, while not tying up too much funding that could be spent on charitable activities.

In January 2021, the board of trustees confirmed that our reserves policy, taking a risk-based approach, recommends a minimum level of general funds (total unrestricted funds less designated funds) in a range of £4.0–5.0m.

This upper end of this range (£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 six 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 (£4.0m) represents 80% of the amount for the worst case scenario. Total unrestricted funds held at 31 March 2021 amounted to £4.4m (31 March 2020: £4.5m), of which reserves in the general fund amounted to £4m (31 March 2020: £4.1m). This is at the lower end of the recommended range.

In light of the impact of the pandemic, trustees approved in July 2020, and confirmed in January 2021, an exception to the policy for 2020/21 and 2021/22, with a minimum level of general funds of £3.0m.

Implementing our operating plan will bring net benefits in terms of income, margin and/or costs that are expected to preserve and build up our level of general funds over the next three years.

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 2021 and is in place to ensure that sufficient resources are invested in organisational change. This fund will be used to invest in our 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 our investment policy is to maximise interest while limiting risk. We only hold short-term cash deposits.

Going concern

Due to the COVID-19 pandemic, the finance and audit committee met 10 times between 1 April 2020 and 1 May 2021 to monitor changes in the operating and donor environment that affect how BBC Media Action funds and delivers its work. In particular, the committee tracked four key financial indicators (contract signing, cancellation of existing contracts, pace of project spend and cash levels) during the year, and reviewed regularly updated three-year projections under three scenarios (central case with caution, upside and downside).

This approach has been refined for 2021/22 monitoring, with monthly committee updates on nine key risks and opportunities related to donor funding, operating uncertainties and the head office activities and costs. The estimated financial impact of those nine risks and opportunities gives a good proxy for the likely financial results for 2021/22. Our management team is pursuing action plans on those items that can be directly influenced, and has prioritised initiatives in our operating plan to maximise income and margin and speed up pace of project delivery.

The trustees are satisfied that continued monitoring of trading activity is in place and that indicators are tracking in line with the central case scenario. This allows for controlled use of reserves in 2021/22 to absorb the impact of COVID-19 while maintaining a going concern position for the next three years. The liquidity position is also deemed satisfactory, with the central case still 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 next 12 months. 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.

MANAGING OUR FINANCES

Statement of trustees' responsibilities

BBC Media Action's trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' report) and 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 (subsidiaries') 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 apply them consistently
- Observe the methods and principles in accounting and reporting by charities SORP applicable to charities preparing their financial statements in accordance with FRS 102 applicable in the UK and Ireland
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue their activities

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions. They must also disclose with reasonable accuracy at any time the financial position of the charitable company and 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 as both 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, and lead trustee for safeguarding)
Zeinab Badawi*
Shirley Cameron†#
Richard Dawkins†
Gavin Mann
Nicholas Pickles
Julia Rank†
Sophia Swithern*
Myles Wickstead KCMG
Michael Wooldridge OBE

Company secretary

Lindsey North*†

Management team

Caroline Nursey OBE
Chief Executive Officer

Nicolas Raynaud
Chief Operating Officer

Caroline Howie
Director of Programmes (to May 2020)

Richard Lace
Director of Programmes (from October 2020)

Caroline Sugg
Director of Strategy and Partnerships

* BBC staff member
† Member of finance and audit committee
** All trustees are also directors of the company
# Member of governance committee

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).

Find out more: bbcmediaaction.org
On Facebook, Twitter and Instagram: @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

F. M. Unsworth.

Francesca Unsworth, chair

On behalf of the board of trustees of BBC Media Action

18 October 2021

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 2021 which comprise the group statement of financial activities, the group and charitable parent company balance sheets and group 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 2021 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 of 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt about the group's or the charitable parent company's ability to continue as a going concern for a period of

at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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.

Opinion on other matter prescribed by the companies act 2006

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

- the information given in the 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 parent 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-

compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and the charitable parent company through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations in both the UK and overseas, which we considered may have a direct material effect on the financial statements or the operations of the group and the charitable parent company. These laws and regulations included the Charities Act 2011, the Companies Act 2006, data protection legislation, anti-bribery legislation, employment legislation, safeguarding principles and health and safety legislation;
- we considered the impact of the international nature of the group and the charitable parent company's operations on its compliance with laws and regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and the charitable parent company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to investigate the rationale behind any significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of management and those charged with governance;
- obtaining details of work carried out by internal auditors in connection with compliance with local laws and regulations;
- enquiring of management in the UK and other countries as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the group and the charitable parent company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 parent company's member, 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 parent company's member those matters we are required to state to it 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 parent company and the charitable parent company's member 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

25 October 2021

REPORT FROM THE INDEPENDENT AUDITORS

Financial statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including the income and expenditure account) for the year ended 31 March 2021

	Note	Unrestricted 2021 £'000	Restricted 2021 £'000	**Total 2021 £'000**	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000
Income from							
Donations	2						
- Gift-in-Kind		353	9,340	**9,693**	35	7,803	7,838
- General		593	-	**593**	763	-	763
Other trading activities	3	10	-	**10**	183	-	183
Investments	4	4	-	**4**	33	-	33
Charitable activities							
Funding for specific charitable activities	5	2,755	26,894	**29,649**	3,015	28,977	31,992
Total income		3,715	36,234	39,949	4,029	36,780	40,809
Expenditure on:							
Raising funds	6	(175)	-	**(175)**	(294)	-	(294)
Charitable activities							
Changing lives through media and communication							
Governance	6	(2,063)	(18,477)	**(20,540)**	(3,155)	(25,004)	(28,159)
Resilience	6	(796)	(8,658)	**(9,454)**	(863)	(6,845)	(7,708)
Health	6	(760)	(9,099)	**(9,859)**	(622)	(4,931)	(5,553)
Total expenditure on charitable activities		(3,619)	(36,234)	**(39,853)**	(4,640)	(36,780)	(41,420)
Total expenditure	6	(3,794)	(36,234)	(40,028)	(4,934)	(36,780)	(41,714)
Net expenditure for the year	7	(79)	-	**(79)**	(905)	-	(905)
Reconciliation of funds							
Total funds brought forward		4,491	34	**4,525**	5,396	34	5,430
Total funds carried forward	16, 17	4,412	34	4,446	4,491	34	4,525

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 67-85 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 £39,949,000 (2020: £40,809,000) and the net result is a deficit of £79,000 (2020: £905,000).

CONSOLIDATED AND BBC MEDIA ACTION BALANCE SHEETS

At 31 March 2021

	Note	**Group 2021 £'000**	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Fixed assets					
Investments	10	-	-	**23**	23
Total fixed assets		-	-	**23**	23
Current assets					
Debtors	11	**10,893**	8,589	**10,778**	8,232
Cash at bank and in hand	12	**8,288**	7,084	**8,042**	6,894
Total current assets		**19,181**	15,673	**18,820**	15,126
Liabilities					
Creditors: amounts falling due within one year	13	**(14,043)**	(10,410)	**(13,726)**	(9,906)
Net current assets		**5,138**	5,263	**5,094**	5,220
Total assets less current liabilities		**5,138**	5,263	**5,117**	5,243
Provisions for liabilities	14	**(692)**	(738)	**(692)**	(738)
Net assets		**4,446**	4,525	**4,425**	4,505
Funds					
Unrestricted funds	16,17	**4,412**	4,491	**4,391**	4,471
Restricted funds	16,17	**34**	34	**34**	34
Total Funds	16,17	**4,446**	4,525	**4,425**	4,505

The notes on pages 67-85 form part of these financial statements.
The financial statements on pages 64-85 were approved by the Board of Trustees on 18 October 2021.

F. M. Unsworth

Francesca Unsworth
Chair
18 October 2021

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2021

	Notes	TOTAL 2021 £'000	TOTAL 2020 £'000
Net cash inflow / (outflow) from operating activities	18	1,200	(794)
Returns on investments and servicing of finance			
Interest received	4	4	33
Increase / (decrease) in cash in the year		1,204	(761)
Cash at the start of the year	12	7,084	7,845
Cash at the end of the year	12	8,288	7,084

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020 £'000	Cash flows £'000	At 31 March 2021 £'000
Cash and cash equivalents			
Cash	7,084	1,204	8,288
Total net debt	7,084	1,204	8,288

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 67-85 form part of these financial statements.

Notes

(forming part of the financial statements for the year ended 31 March 2021)

1. ACCOUNTING POLICIES

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

a) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The 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 2021 in comparison to the prior and earlier years.

After considering the operational and financial impact of COVID-19, and related financial scenarios, the Board of Trustees has concluded that Media Action is tracking against Management's central case, with adaptive actions in progress. 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 indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed. The Trustees' Report explains how BBC Media Action is structured and managed and how the major risks are managed. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements.

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

b) BASIS OF CONSOLIDATION

The consolidated financial statements include the financial statements of BBC Media Action and its subsidiary undertakings made up to 31 March 2021. 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 cash flows by FRS102.

c) LIMITED BY GUARANTEE

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

d) FUND ACCOUNTING

BBC Media Action has various funds for which separate disclosure is required as follows:

Restricted income funds

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

Unrestricted funds

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

General funds are those unrestricted funds that have not been set aside by Trustees for a particular purpose. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.
Where funding allows for a general allowance to cover indirect costs that allowance is recognised as unrestricted income within the SOFA in proportion to the amounts recognised as income to cover direct programme expenses.

e) INCOME

Income is included in the statement of financial activities when BBC Media Action is entitled to the income, when receipt of funds is probable, and when the amount can be measured with sufficient reliability.

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

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

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

Donations are recognised when receivable.

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

f) EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category as listed below. Support costs, which include the central or regional office functions such as general programme support, payroll administration, budgeting and accounting, information technology, human resources, and financing, are allocated across the categories of charitable expenditure and governance costs. The basis of the cost allocation is explained in the notes to the accounts. The allocation for the purposes of the Statement of Recommended Practice may not always reflect the definition per various donor contracts.

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

g) FOREIGN CURRENCY

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

h) PENSION COSTS

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

Defined benefit scheme

The defined benefit schemes provide benefits based on final pensionable pay. The assets of the BBC Pension Scheme, to which the majority of BBC employees belong, are held separately from those of the BBC group. BBC Media Action, following the provisions within section 28 of FRS 102, accounts for the scheme as if it were a defined contribution scheme. This is because it is not possible to identify its share of underlying assets and liabilities of the scheme on a consistent and reasonable basis. The expenditure charged in the SOFA therefore represents the contributions payable to the scheme in the year.

Defined contribution scheme

The assets of the scheme are held separately from those of BBC Media Action in an independently administered fund. The amounts charged as expenditure for the defined contribution scheme represent contributions payable by BBC Media Action in respect of the financial year. Where these contributions are reclaimable directly from donors they are charged to restricted funds, where they are not they are charged to unrestricted funds.

i) DEBTORS

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

j) CASH AT BANK AND IN HAND

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than

three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

k) CREDITORS AND PROVISIONS

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

l) LEASES

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

m) TAX

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

n) JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

- that expenditure incurred on performance related grants is a reliable basis for estimating the right to receive payment for the work performed;
- the provision of bad debts;
- valuation of gifts in kind;
- the allocation of support costs; and
- the impacts of COVID-19 on estimating 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 2021 £'000	Restricted 2021 £'000	**Total 2021 £'000**	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000
Gift-in-Kind						
- BBC Group	-	-	**-**	-	46	46
- BBC Global News Limited	-	1,070	**1,070**	-	1,678	1,678
- Airtime/media space from various providers	-	8,270	**8,270**	-	5,989	5,989
- Individuals/other	353	-	**353**	35	90	125
General Donations						
- BBC Group	500	-	**500**	350	-	350
- Individuals/other*	93	-	**93**	413	-	413
Total	946	9,340	**10,286**	798	7,803	8,601

* including furlough income of £16k in 2021.

3. OTHER TRADING ACTIVITIES

Other trading activities were derived from the following sources:

	Unrestricted 2021 £'000	Restricted 2021 £'000	**Total 2021 £'000**	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000
Fundraising dinner and corporate partners	10	-	**10**	183	-	183
Total	10	-	**10**	183	-	183

4. INVESTMENT INCOME

	Unrestricted 2021 £'000	Restricted 2021 £'000	**Total 2021 £'000**	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000
Bank interest receivable	4	-	**4**	33	-	33
Total	4	-	**4**	33	-	33

5. INCOME AND GRANTS FROM CHARITABLE ACTIVITIES

	Unrestricted 2021 £'000	Restricted 2021 £'000	**Total 2021 £'000**	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000
Grant funding for specific charitable activities						
Governance	1,250	12,200	**13,450**	1,860	17,877	19,737
Resilience	795	7,761	**8,556**	683	6,565	7,248
Health	710	6,933	**7,643**	472	4,535	5,007
Total	2,755	26,894	**29,649**	3,015	28,977	31,992

6. EXPENDITURE

	Unrestricted 2021 £'000	Restricted 2021 £'000	**Total 2021 £'000**	Unrestricted 2020 £'000	Restricted 2020 £'000	Total 2020 £'000
Raising Funds	175	-	**175**	294	-	294
Charitable Activities	3,619	36,234	**39,853**	4,640	36,780	41,420
Total	3,794	36,234	**40,028**	4,934	36,780	41,714

	Direct project costs 2021 £'000	Staff costs 2021 £'000	Allocation of support costs 2021 £'000	**Total 2021 £'000**	Total 2020 £'000
Raising funds					
Donations	6	125	1	**132**	230
Other trading activities	-	43	-	**43**	64
Total cost of raising funds	6	168	1	**175**	294
Charitable activities					
Changing lives through media and communication					
Governance	12,380	6,523	1,637	**20,540**	28,159
Resilience	4,689	4,145	620	**9,454**	7,708
Health	4,566	4,689	604	**9,859**	5,553
Total cost of charitable activities	21,635	15,357	2,861	**39,853**	41,420
Total expenditure	21,641	15,525	2,862	**40,028**	41,714

Cost of charitable activities : £39.9m includes £9.3m (2020: £7.8m) broadcast slots gifted in kind by radio and TV broadcasters in the UK and country offices.

6. EXPENDITURE (CONTINUED)

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	**2021 £'000**	2020 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	**214**	985
General management and fundraising	Pro-rata by direct project expenditure	**1,221**	1,835
Financial management	Pro-rata by direct project expenditure	**760**	680
Information technology	Pro-rata by direct project expenditure	**278**	279
Premises and facilities	Pro-rata by direct project expenditure	**389**	526
Total		**2,862**	4,305

Programme support costs : in 2020 £985k included £668k project provisions not repeated in 2021. In addition, more unfunded costs were allocated to projects in 2021.

7. NET EXPENDITURE FOR THE YEAR

	2021 £'000	2020 £'000
This is stated after charging:		
Auditor's Remuneration (including VAT)		
Group		
- current year	43	40
- prior year	2	-
Auditor's remuneration (including VAT)		
- subsidiaries	8	8
Exchange rate loss	239	166
Hire of assets - operating leases	1,120	1,498

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 £1,181 for 2 Trustees (2020: £3,281 for 3 Trustees) 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 (2020: £NIL) . Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy.

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

9. STAFF COSTS

	2021 £'000	2020 £'000
Costs of staff split by:		
Wages and salaries	**12,838**	12,829
National insurance	**462**	487
Pension costs	**1,017**	1,027
Other staff costs	**1,208**	991
Total	**15,525**	15,334

Employees with emoluments of £60,000 and over fell into the following bands:	2021	2020
£60,000–£69,999	**10**	13
£70,000–£79,999	**10**	6
£80,000–£89,999	**4**	3
£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 7 (2020:9). 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 £158,658 (2020: £175,217), is £450,473 (2020: £598,017).

The average number of employees on a headcount basis, analysed by function was:	2021	2020
Programme activities (charitable):		
Africa	**234**	227
Asia	**281**	277
Rest of World	**108**	110
Other	**2**	4
Total	**625**	618

The costs charged in year include redundancy payments of £156,638 (2020: £24,228) of which £112,465 (2020: £24,228) was due to be paid out at 31 March 2021.

10. FIXED ASSET INVESTMENT

	Charity 2021 £'000	Charity 2020 £'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.

10. FIXED ASSET INVESTMENT (continued)

BBC Media Action (India) Limited

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

	2021 £'000	2020 £'000
Total income	1,680	1,763
Total expenditure	(1,680)	(1,763)
Net income	-	-

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

	2021 £'000	2020 £'000
Fixed and current assets	738	767
Liabilities	(717)	(746)
Net assets/funds	21	21

BBC Media Action Nepal Private Limited

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

	2021 £'000	2020 £'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:

	2021 £'000	2020 £'000
Fixed and current assets	1	1
Liabilities	-	-
Net assets/funds	1	1

11. DEBTORS

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2002 £'000
Trade debtors	1,719	1,146	1,685	1,113
Amounts due from subsidiary and related undertakings	-	-	400	239
Other debtors	1,337	1,419	856	856
Prepayments	389	323	389	323
Accrued income (see Note 15)	7,448	5,701	7,448	5,701
Total	10,893	8,589	10,778	8,232

All debtors fall due within one year.

12. CASH AT BANK AND IN HAND

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Cash held at bank in UK	6,982	5,847	6,963	5,828
Cash held at bank and in hand overseas	1,306	1,237	1,079	1,066
Total	8,288	7,084	8,042	6,894

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Trade creditors	217	198	217	120
Amounts due to related undertakings (see Note 21)	429	1,148	429	1,148
Other creditors	4,040	2,212	3,762	1,818
Accruals	2,487	1,617	2,448	1,585
Deferred income (see Note 15)	6,870	5,235	6,870	5,235
Total	14,043	10,410	13,726	9,906

14. PROVISIONS FOR LIABILITIES

Charity and group	Project costs £'000	TOTAL £'000
At 1 April 2020	738	738
New provisions in 20/21	152	152
Provisions utilised in 20/21	(198)	(198)
At 31 March 2021	692	692

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 2021. It is expected that the majority of these obligations will be paid during the year ending 31 March 2022.

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 2021 the Group had 132 (2020: 129) active projects.

	Total Deferred Income 2020	Total Accrued Income 2020	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2021	Total Accrued Income 2021
AUXILIUM: Bangladesh: Rohingya Knowledge -Auxilium	-	-	(388)	138	(250)	-
BMB MOTT MACDONALD: South Sudan: GESS II - MOTT	-	40	(628)	686	-	98
BMB MOTT MACDONALD: Nepal: Lifeline Communications - MM	-	-	(257)	223	(34)	-
CCCA: Cambodia: KAP3 - CCCA	-	15	(131)	117	-	1
COMIC RELIEF: Sierra Leone: CHARM 2 - Comic Relief	(93)	-	(149)	265	-	23
DANISH REFUGEE COUNC: Ethiopia: Unsafe Migration DRC	-	452	(1,074)	883	-	261
DFID: HQ: PRIMED - DFID	-	6	(911)	688	(217)	-
DFID: Somalia: COVID-19 programming - DFID	-	-	(228)	573	-	345
DFID: Sierra Leone: EAGER - IRC	-	43	(456)	479	-	66
DFID: Tanzania NC 4 Act2 (KPMG)	(20)	-	(267)	287	-	-
ECHO: Bangladesh: Rohingya - ECHO	-	81	(717)	819	-	183
EUROPEAN COMMISSION: Zambia: Natwampane - EU	(58)	-	-	252	-	194
EUROPEAN COMMISSION: Ukraine: Support to UA:PBC - EU	(188)	-	-	251	-	63
EUROPEAN COMMISSION: Community Cohesion through Community Med	-	114	68	224	-	406
EUROPEAN COMMISSION: Iraq - Community Cohesion: EU EIDHR	-	-	(279)	192	(87)	-
FCDO: HQ: PRIMED implementation - FCDO	-	-	(1,039)	755	(284)	-
FCDO: Sierra Leone: PRIMED implement- FCDO	-	-	-	142	-	142
FCDO: Ethiopia: PRIMED implementation - FCDO	-	-	-	118	-	118
FCDO: Nigeria: SJRP, FCDO	-	-	(13)	110	-	97

15. ACCRUED AND DEFERRED INCOME (continued)

	Total Deferred Income 2020	Total Accrued Income 2020	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2021	Total Accrued Income 2021
FCO: Europe: Eastern Partnerships (FCO)	-	284	(2,423)	2,630	-	491
FCO: Libya: El Kul 5 (Yr 2) - FCO	-	-	(555)	850	-	295
FCO: Afghanistan: Discussion Democracy - FCO	-	-	(460)	799	-	339
FCO: Europe: EaP Belarus - FCDO	-	-	(227)	330	-	103
FCO: Nigeria: CSSF Covid-19	-	-	(315)	292	(23)	-
FCO: Algeria COVID-19 Response	-	-	(151)	291	-	140
FCO: Algeria: Focus on Algerian Youth 2- FCO	-	-	(189)	245	-	56
FCO: Europe: EaP Georgia (FCO)	-	-	(37)	226	-	189
FCO: Afghanistan: Open Jirga Phase III - FCO	-	406	(591)	196	-	11
FCO: Ukraine: Support to UA:PBC - FCO	-	44	(162)	118	-	-
FCO: Uzbekistan: FCO	-	-	(140)	107	(33)	-
GAC: South Sudan: GAC Women's Voices	(507)	-	(895)	690	(712)	-
GAC: Tanzania: Niambie 2: GAC	(113)	-	(667)	643	(137)	-
GAC: Afghanistan GAC - Her Voices, Her Rights	(438)	-	(107)	313	(232)	-
GAC: Indonesia: Covid Lifeline - GAC	-	-	(243)	243	-	-
GAC: Ethiopia: Covid Lifeline - GAC	-	-	(185)	222	-	37
GAC: HQ: Covid Lifeline - GAC	-	-	(296)	101	(195)	-
GATES FOUNDATION: India: Comms Tech Support- Phase 2 - Gat	(789)	-	40	667	(82)	-
GATES FOUNDATION: India Collectives and Power of Digital	(670)	-	(319)	371	(618)	-
GATES FOUNDATION: India WASH Academy - BMGF	(334)	-	-	346	-	12
H & M FOUNDATION: India: PRIDE - H & M Foundation	-	24	(918)	384	(510)	-
INT RESCUE COMMITTEE: Bangladesh: Rohingya Refugees - IRC	-	-	(5)	183	-	178
LIFT: Myanmar: Kyat Chat - LIFT	-	76	(310)	363	-	129
MERCY CORPS: Nepal: Blossom Project - Mercy Corps	-	-	(181)	213	-	32
MET OFFICE: Kenya: Wiser - UK Met	-	93	(361)	264	(4)	-

15. ACCRUED AND DEFERRED INCOME (continued)

	Total Deferred Income 2020	Total Accrued Income 2020	Amount Received and Other Movements	Released via SOFA	Total Deferred Income 2021	Total Accrued Income 2021
MFA: South Sudan: Life in Lulu -MFA	-	-	(476)	170	(306)	-
NORAD: Indonesia: Kembali Ke Hutan	(549)	-	(921)	970	(500)	-
NORAD: Somalia: SWEET - Norad	(62)	-	(37)	413	-	314
NORAD: Myanmar: TCD7 - NORAD	(75)	-	(550)	400	(225)	-
OPTIONS: Nepal: Mobalising Healthworker - Options	-	87	(272)	176	(9)	-
RUTGERS: Bangladesh: Hello I Am - Rutgers	-	3	(285)	257	(25)	-
SDC: Tanzania: Niambie 2 - SDC	(35)	-	(163)	296	-	98
SIDA: Zambia: Kudziwa SIDA	-	-	(1,293)	929	(364)	-
SIDA: Cambodia: Klahan9 Phase III (Sida)	(240)	-	(431)	640	(31)	-
SIDA: Zambia: Radio Waves Extension, SIDA	(277)	-	(156)	428	(5)	-
SIDA: Zambia: Tikambe II, SIDA	(217)	-	(113)	324	(6)	-
SIGHTSAVERS - DFID: Nigeria: DID - Sightsavers	-	85	(435)	431	-	81
SIGHTSAVERS - DFID: Bangladesh: Inclusion Works -Sightsavers	-	124	(225)	104	-	3
UN DEVELOPMENT PROG: Myanmar: Pyaw Ba JPF	-	3	(878)	868	(7)	-
UNFPA: Bangladesh: AGAMI UNFPA	-	17	(95)	123	-	45
UNHCR: Bangladesh:Rohingya Listening GroupUNHCR	-	245	(475)	252	-	22
UNICEF: Tanzania: RPFC - UNICEF	-	9	(351)	301	(41)	-
UNILEVER: Afghanistan: Unilever HBCC COVID	-	-	(337)	208	(129)	-
UNILEVER: Somalia: Unilever HBCC COVID	-	-	(242)	112	(130)	-
UNOPS: Bangladesh: Common Service (UNOPS)	(88)	-	(667)	617	(138)	-
UNOPS: Myanmar: Ma Shet Ne - UNOPS	-	6	(308)	256	(46)	-
USAID: Somalia: BUILD - Creative Associates	-	243	(495)	252	-	-
WORLD HEALTH ORG: Afghanistan: Combating COVID19 - WHO	-	-	(140)	161	-	21
Other projects	(482)	3,201	(4,026)	2,672	(1,490)	2,855
Total	(5,235)	5,701	(29,537)	29,649	(6,870)	7,448

16. FUNDS ANALYSIS

	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	Balance at 31 March 2021 £'000
Unrestricted funds:				
Designated funds:				
Technology-led Change Fund	369	-	-	**369**
Total Designated funds	369	-	-	**369**
General Funds	4,122	3,715	(3,794)	**4,043**
Total Unrestricted funds	4,491	3,715	(3,794)	**4,412**
Total Restricted Funds	34	36,234	(36,234)	**34**
Total Funds	4,525	39,949	(40,028)	**4,446**

	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	36,780	(36,780)	**34**
Total Funds	5,430	40,809	(41,714)	**4,525**

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 2020/21. 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	4,735	(692)	**4,043**
Total Funds at 31 March 2021	5,138	(692)	**4,446**

	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**

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

	2021 £'000	2020 £'000
Net expenditure for the year	**(79)**	(905)
Investment income	**(4)**	(33)
(Increase) in debtors	**(2,304)**	(1,814)
Increase in creditors	**3,633**	1,290
(Decrease) / Increase in provisions	**(46)**	668
Cash inflow / (outflow) from operating activities	**1,200**	(794)

19. COMMITMENTS AND CONTINGENT LIABILITIES

Operating Leases

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

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Land and buildings				
Operating leases which expire:				
Within one year	**430**	812	**343**	724
In the second to fifth years inclusive	**187**	228	**142**	87
Total	**617**	1,040	**485**	811

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). The latest funding update was prepared using the same methodology updated with assumptions as at 1 April 2020 and reported a shortfall of £1,929m on the technical provisions basis.

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 funding shortfall is expected to be eliminated within 9.75 years of the valuation date, i.e. by 31 December 2028.

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 (%)		
	2022	2021	**2020**
Employer	42.3	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:

	2021 £'000	2020 £'000
Related parties		
Services procured from related parties	**293**	328
Amounts owed to related parties	**429**	1,148

During the year, BBC Media Action procured HR, IT and other support services of £293,467 (2020: £328,120) from the BBC.

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

At 31 March 2021, an amount of £429,255 (2020: £1,148,251) 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 2021 (2020: none).

22. POST BALANCE SHEET EVENTS

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



“The biggest challenge for us is to change the reception and understanding of the role and potential of public broadcasting in Ukraine. It is an absolutely new area, both for the establishment in Ukraine and for the audience. People have never used these kinds of services before. In Soviet times, anything that was public broadcasting meant slow, outdated, not fancy. We’ve had a lot of assistance and help from BBC Media Action. It was absolutely impossible to create a modern studio without their help, We have created the modern look of a public broadcaster... We just need the chance to grow.”

Yaroslav Lodygin, head of television at Ukraine public broadcaster UA:PBC.
Yaroslav Lodygin in UA:PBC’s modern studio. Photo courtesy of UA:PBC

BBC MEDIA ACTION

Cover image: A BBC Media Action cameraperson prepares to film in a temporary COVID-19 medical ward in a Rohingya refugee camp in Cox's Bazaar, Bangladesh. *BBC Media Action*

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

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