

# Annual Report & Accounts

2020/2021

Year ended 31 March 2021



“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 Gurgler) 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.

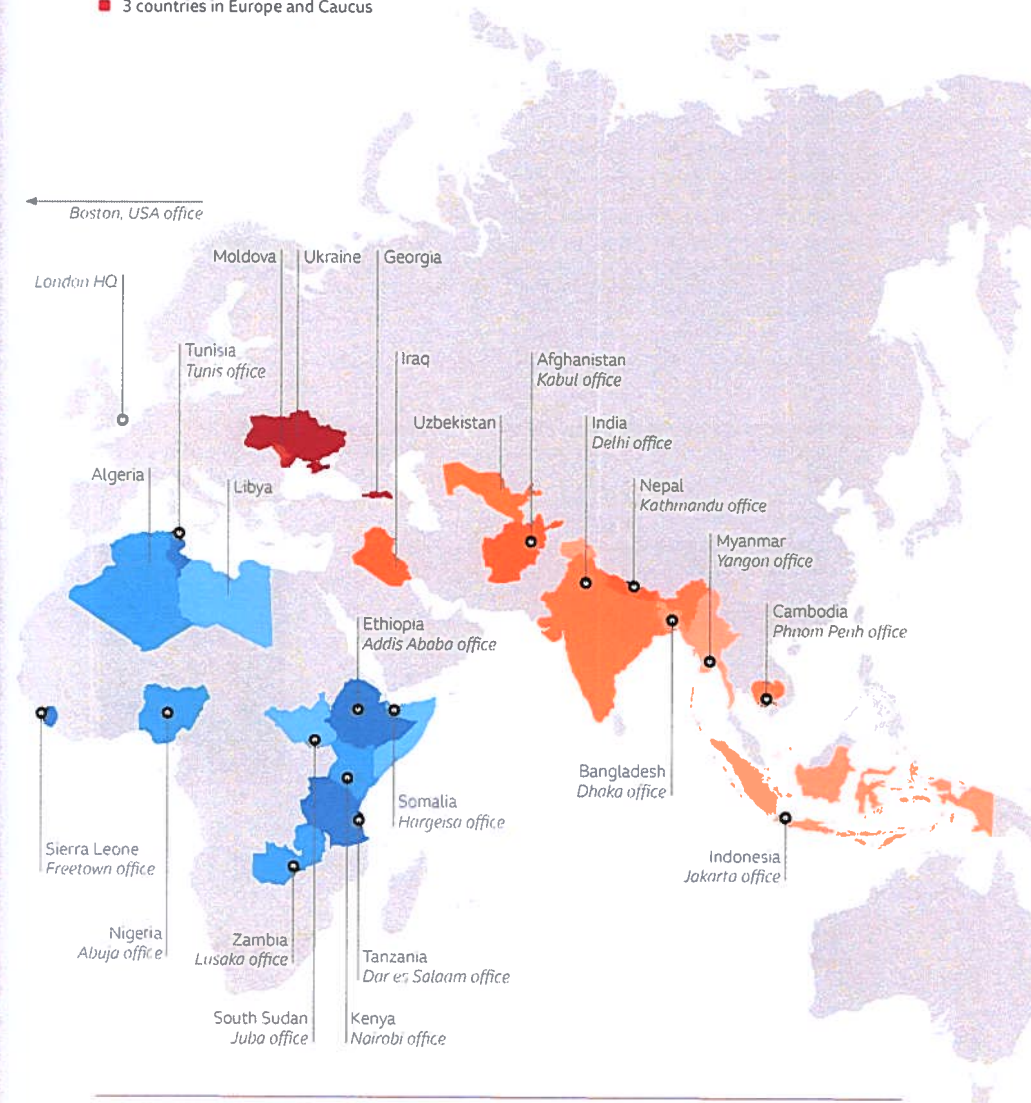
## Public benefit

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 Caucasus





# 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.

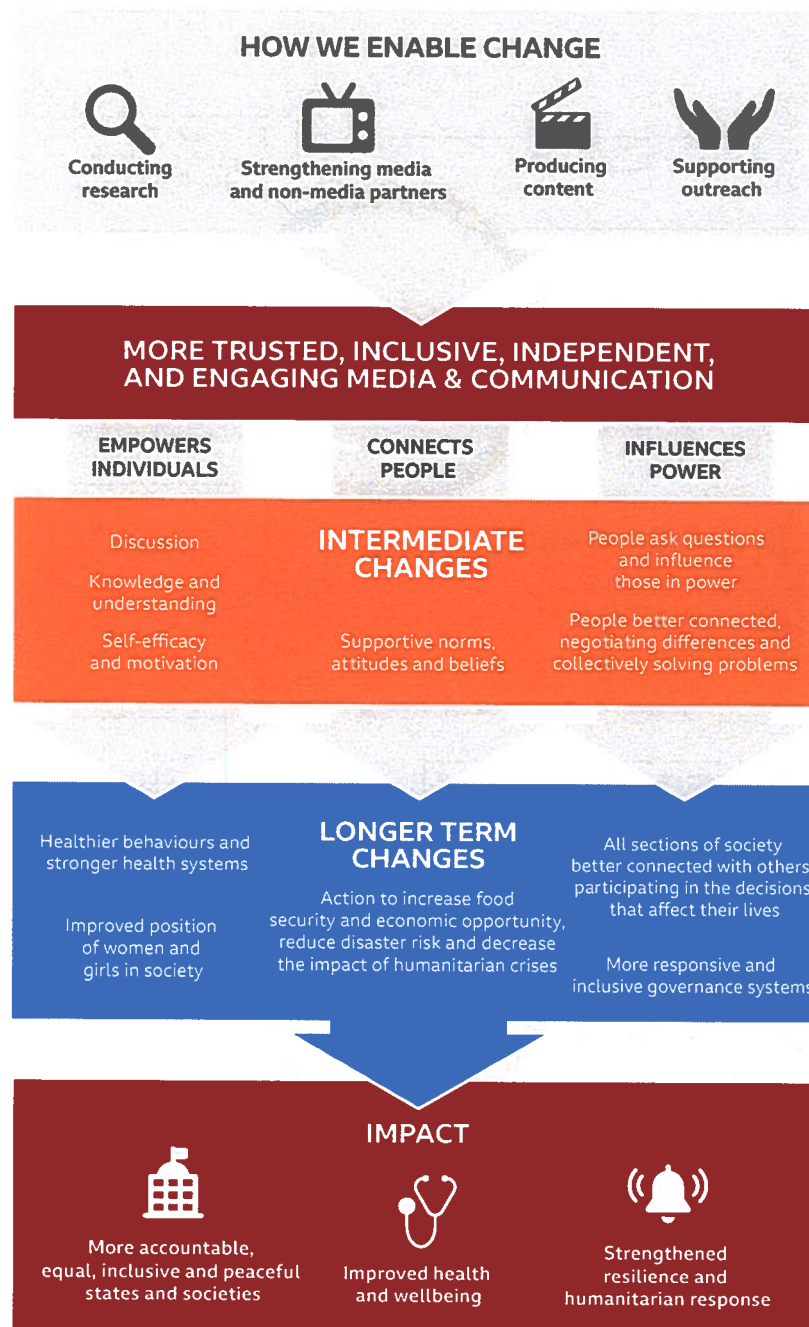
Whether we are working with media partners, or creating programmes ourselves, we use a multitude of formats

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

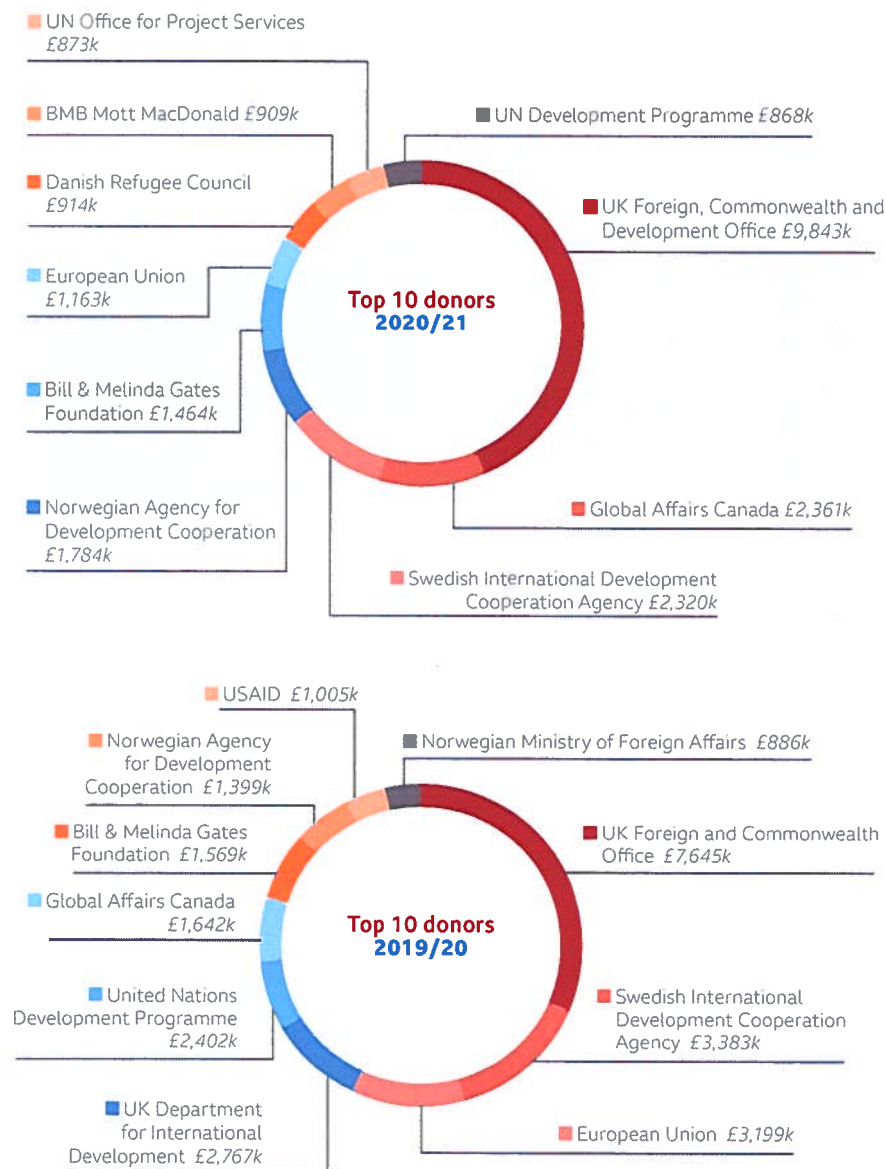
BBC Media Action conducts limited amounts of traditional fundraising and benefits from a range of corporate partnerships. Our 14 corporate partners in 2020/21 helped us in valuable ways, donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice.

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<sup>1</sup>
- 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<sup>2</sup>
- 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

<sup>1,2</sup> 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.

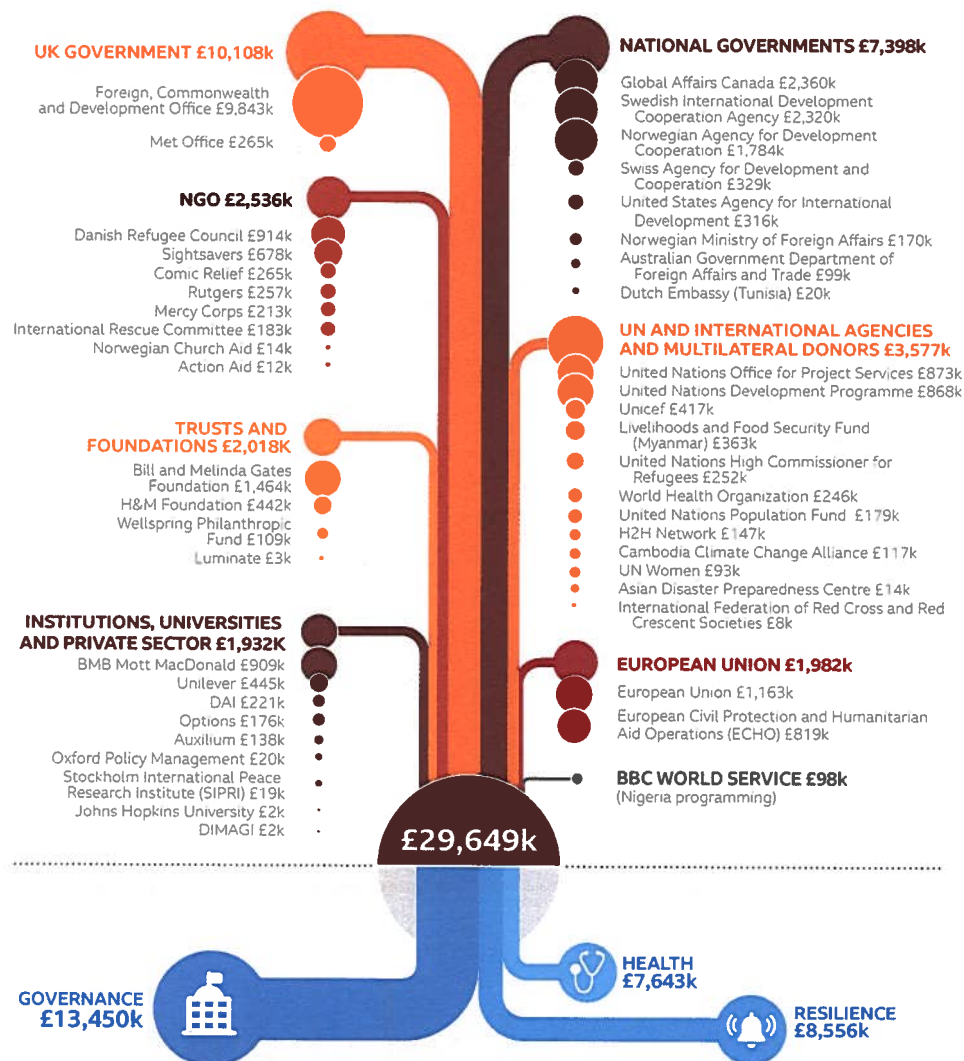
In 2020/21 we also benefitted from support from individual donors, donations via BBC payroll giving, and from prize draws hosted on Givergy.com. Supporters also donated through our JustGiving page, accessed from our website and social media accounts.

### 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

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## Addressing the pandemic

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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 Gurgles) 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.

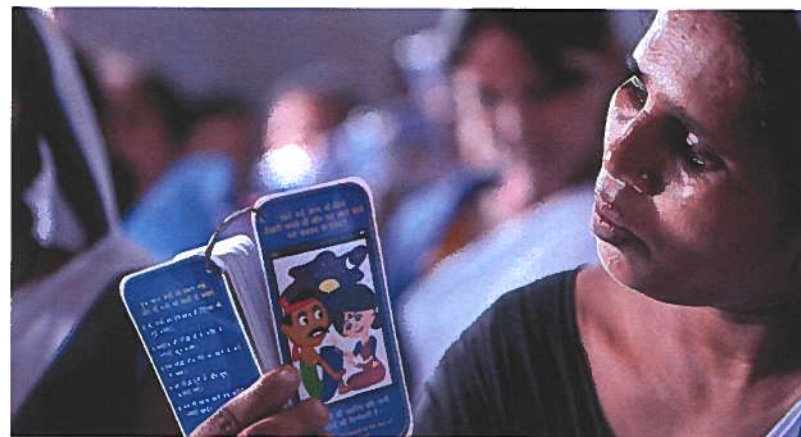
We continued our work for improved sanitation and health in India with our campaign *Malasur* (the Demon of Defecation), inspired by mythology. This campaign built awareness of how untreated human waste contaminates freshwater sources and encouraged people to stop the pollution. In 10 languages, the 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.

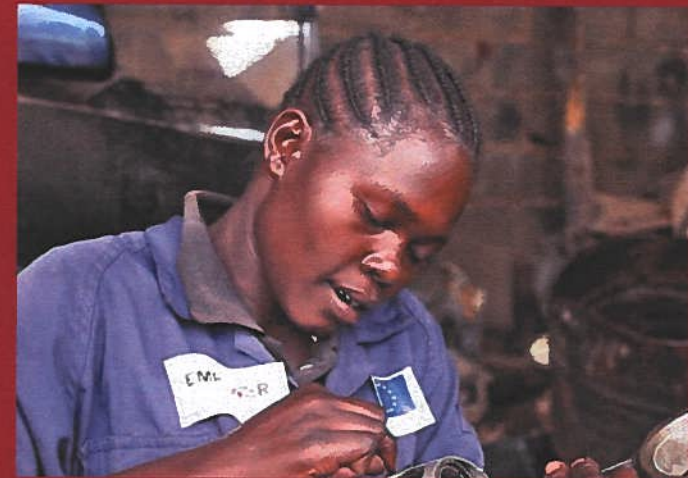
Our *Building Futures* project in **South Sudan** tackles negative perceptions and stereotypes that block opportunities. In South Sudan, many people still regard technical and vocational work as inferior, even though it may provide stable employment. Our 15-minute factual programmes in four languages – 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 Tattaina* (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.

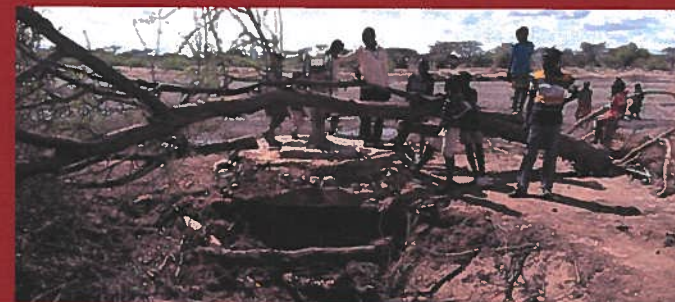
In **Tanzania**, our governance show *Haba na Haba* (Little by Little) – broadcast by more than 40 partner stations, and allowing Tanzanians to ask important questions of their leaders – pivoted to provide audiences with lifesaving COVID-19 information.

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 Taya 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.

## The BBC

BBC World Service

## 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

## Trusts and foundations

Bill and Melinda Gates Foundation  
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## 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  
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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

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## Engaging with our stakeholders

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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**

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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
<b>Male</b>	46% (2019: 53%)	38% (2019: 38%)	22% (2019: 32%)	34% (2019: 15%)
<b>Female</b>	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<sub>2</sub> equivalent): 17,849.42 kgCO<sub>2</sub>e (2019-20: 22,489.13 kgCO<sub>2</sub>e)
- Gas consumption: 33,045.5 kWh. This is

6,076.08 kg CO<sub>2</sub>e. (2019-20 estimate: 1,122.15kgCO<sub>2</sub>e)

- Electricity consumption (note that our electricity comes from renewable sources): 50,499 kWh, or 11,773.34 kg CO<sub>2</sub>e (2019-20: 21,366.98 kg CO<sub>2</sub>e)
- 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<sub>2</sub>e per UK-based employee per year (based on 80 employees) (2019-2020: 281.1 kg CO<sub>2</sub>e (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.



# 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 Lacey  
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](https://bbcmediaaction.org)  
On Facebook, Twitter and Instagram:  
[@bbcmediaaction](https://www.instagram.com/bbcmediaaction)

## Auditor

Buzzacott LLP  
130 Wood Street, London, EC2V 6DL

## Bankers

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

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

## Registered office

Broadcasting House,  
Portland Place, London W1A 1AA



Francesca Unsworth, chair

On behalf of the board of trustees of  
BBC Media Action

18 October 2021

# Accounts

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## Report from the independent auditors

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### 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](http://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.



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

25 October 2021



# 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
<b>Income from</b>							
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
<b>Total income</b>		<b>3,715</b>	<b>36,234</b>	<b>39,949</b>	<b>4,029</b>	<b>36,780</b>	<b>40,809</b>
<b>Expenditure on:</b>							
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)
<b>Net expenditure for the year</b>							
	7	(79)	-	(79)	(905)	-	(905)
<b>Reconciliation of funds</b>							
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
<b>Fixed assets</b>				
Investments	10	-	-	23
<b>Total fixed assets</b>		-	-	23
<b>Current assets</b>				
Debtors	11	10,893	8,589	10,778
Cash at bank and in hand	12	8,288	7,084	8,042
<b>Total current assets</b>		<b>19,181</b>	<b>15,673</b>	<b>18,820</b>
<b>Liabilities</b>				
Creditors: amounts falling due within one year	13	(14,043)	(10,410)	(13,726)
<b>Net current assets</b>		<b>5,138</b>	<b>5,263</b>	<b>5,094</b>
<b>Total assets less current liabilities</b>		<b>5,138</b>	<b>5,263</b>	<b>5,117</b>
Provisions for liabilities	14	(692)	(738)	(692)
<b>Net assets</b>		<b>4,446</b>	<b>4,525</b>	<b>4,425</b>
<b>Funds</b>				
Unrestricted funds	16, 17	4,412	4,491	4,391
Restricted funds	16, 17	34	34	34
<b>Total Funds</b>	<b>16, 17</b>	<b>4,446</b>	<b>4,525</b>	<b>4,425</b>

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

# Notes

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

## 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
<b>Gift-in-Kind</b>						
- 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
<b>General Donations</b>						
- BBC Group	500	-	500	350	-	350
- Individuals/other*	93	-	93	413	-	413
<b>Total</b>	<b>946</b>	<b>9,340</b>	<b>10,286</b>	<b>798</b>	<b>7,803</b>	<b>8,601</b>

\* 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
<b>Total</b>	<b>10</b>	<b>-</b>	<b>10</b>	<b>183</b>	<b>-</b>	<b>183</b>

## 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
<b>Total</b>	<b>4</b>	<b>-</b>	<b>4</b>	<b>33</b>	<b>-</b>	<b>33</b>



## 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
<i>Grant funding for specific charitable activities</i>						
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
<b>Total</b>	<b>2,755</b>	<b>26,894</b>	<b>29,649</b>	<b>3,015</b>	<b>28,977</b>	<b>31,992</b>

## 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
<b>Total</b>	<b>3,794</b>	<b>36,234</b>	<b>40,028</b>	<b>4,934</b>	<b>36,780</b>	<b>41,714</b>

	Direct project costs 2021 £'000	Staff costs 2021 £'000	Allocation of support costs 2021 £'000	Total 2021 £'000	Total 2020 £'000
<i>Raising funds</i>					
Donations	6	125	1	132	230
Other trading activities	-	43	-	43	64
<b>Total cost of raising funds</b>	<b>6</b>	<b>168</b>	<b>1</b>	<b>175</b>	<b>294</b>
<i>Charitable activities</i>					
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
<b>Total cost of charitable activities</b>	<b>21,635</b>	<b>15,357</b>	<b>2,861</b>	<b>39,853</b>	<b>41,420</b>
<b>Total expenditure</b>	<b>21,641</b>	<b>15,525</b>	<b>2,862</b>	<b>40,028</b>	<b>41,714</b>

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
<b>Total</b>		<b>2,862</b>	<b>4,305</b>

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
<b>This is stated after charging:</b>		
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
<b>Costs of staff split by:</b>		
Wages and salaries	12,838	12,829
National insurance	462	487
Pension costs	1,017	1,027
Other staff costs	1,208	991
<b>Total</b>	<b>15,525</b>	<b>15,334</b>

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
<b>Programme activities (charitable):</b>		
Africa	234	227
Asia	281	277
Rest of World	108	110
Other	2	4
<b>Total</b>	<b>625</b>	<b>618</b>

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
<b>Total</b>	<b>23</b>	<b>23</b>

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 2020 £'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 COUNCIL: 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 Response	-	-	(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: Mobilising 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 Group UNHCR	-	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
<b>Total</b>	<b>(5,235)</b>	<b>5,701</b>	<b>(29,537)</b>	<b>29,649</b>	<b>(6,870)</b>	<b>7,448</b>

## 16. FUNDS ANALYSIS

	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	Balance at 31 March 2021 £'000
<b>Unrestricted funds:</b>				
Designated funds:				
Technology-led Change Fund	369	-	-	369
<b>Total Designated funds</b>	<b>369</b>	<b>-</b>	<b>-</b>	<b>369</b>
General Funds	4,122	3,715	(3,794)	4,043
<b>Total Unrestricted funds</b>	<b>4,491</b>	<b>3,715</b>	<b>(3,794)</b>	<b>4,412</b>
Total Restricted Funds	34	36,234	(36,234)	34
<b>Total Funds</b>	<b>4,525</b>	<b>39,949</b>	<b>(40,028)</b>	<b>4,446</b>

	Balance at 1 April 2019 £'000	Income £'000	Expenditure £'000	Balance at 31 March 2020 £'000
<b>Unrestricted funds:</b>				
Designated funds:				
Technology-led Change Fund	374	-	(5)	369
<b>Total Designated funds</b>	<b>374</b>	<b>-</b>	<b>(5)</b>	<b>369</b>
General Funds	5,022	4,029	(4,929)	4,122
<b>Total Unrestricted funds</b>	<b>5,396</b>	<b>4,029</b>	<b>(4,934)</b>	<b>4,491</b>
Total Restricted Funds	34	36,780	(36,780)	34
<b>Total Funds</b>	<b>5,430</b>	<b>40,809</b>	<b>(41,714)</b>	<b>4,525</b>

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
<b>Total Funds at 31 March 2021</b>	<b>5,138</b>	<b>(692)</b>	<b>4,446</b>

	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
<b>Total Funds at 31 March 2020</b>	<b>5,263</b>	<b>(738)</b>	<b>4,525</b>

## 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
<b>Cash inflow / (outflow) from operating activities</b>	<b>1,200</b>	<b>(794)</b>

## 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
<b>Total</b>	<b>617</b>	<b>1,040</b>	<b>485</b>	<b>811</b>

## 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
<i>Related parties</i>		
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





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

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

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

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