

**BBC MEDIA ACTION (INDIA) LIMITED  
ANNUAL REPORT  
YEAR ENDED 31 MARCH 2022**

**COMPANY REGISTRATION NUMBER 02746733  
CHARITY REGISTRATION NUMBER 1121665**

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The Trustees are pleased to present their annual report and audited financial statements of BBC Media Action (India) Limited for the year ended 31 March 2022.

**OVERVIEW**

BBC Media Action (India) Limited (company number 2746733) is a subsidiary company of BBC Media Action, the BBC's international development charity. BBC Media Action (India) Limited is a company limited by shares of which the sole member is BBC Media Action. BBC Media Action (India) Limited was awarded charitable status on 22 November 2007.

BBC Media Action (India) Limited uses the power of media and communication to support people to shape their own lives. Working in partnership with broadcasters, government departments, non-governmental organisations (NGOs) and donors, we provide information, strengthen the capacity of the media and other actors, and stimulate positive change.

Alongside BBC Media Action, our vision is of a world where informed and empowered people live in healthy, resilient and inclusive communities. Our mission is that with our partners, we will 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.

**OBJECTIVES AND ACTIVITIES FOR PUBLIC BENEFIT**

The objectives of BBC Media Action (India) Limited are:

- **The education and training of journalists and all others engaged in the broadcast media** in the principles and practice of journalism, programme production, broadcasting and related media skills, including ethics and codes of conduct, technical presentation and writing skills, interviewing techniques, news conferences, relevant law and newsroom roles and responsibilities, so as to promote high standards of balance, fairness, integrity and professionalism.
- **Informing the public in the arts and sciences**, including health, law, social policy, public administration, history, politics, economics, environmental protection, languages and in the availability of education, and in particular through the production, broadcasting and other dissemination of educational programming on film, radio and television, mobile and mobile based platforms, 'below the line' activities and publication of other educational material for public benefit.

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BBC Media Action (India) Limited carries out these objectives by:

- Delivering projects that transform lives through media – using media and communication to help reduce poverty and support people in understanding their rights.
- Reaching our target audiences and achieving our objectives through radio and television programmes, digital and social media community outreach and interpersonal communication. We use a range of programming: drama, magazine programmes and public service announcements, among others. We also train journalists, health practitioners, sanitation workers and others.
- To progress towards our mission, BBC Media Action (India) Limited works with other development actors, the international development community, and with academic institutions in India and internationally to explore the role of media from a policy perspective. BBC Media Action (India) Limited also works with civil society organisations, local media organisations, state and central government ministries and the private sector.

Our approach to gender is cross-cutting and encompasses all areas of our work, reflecting how we, as an employer, champion diversity and equality, and how we integrate it into our work. Across our themes, we aim to be inclusive and seek to be aware of gender and diversity, and to design and implement our strategies accordingly to reach beneficiaries across India.

The beneficiaries of our work are the audiences who hear, watch or interact with our radio, television, mobile phone and social media outputs. They also include audiences who join our outreach activities, such as street theatre and listeners' groups, and partners including civil society organisations, media professionals and government departments who receive training and mentoring. In most cases, people receive our services without charge. Occasionally, we charge for a service so that it can continue and be sustainable beyond the life of the project.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of BBC Media Action (India) Limited and in planning future activities. BBC Media Action (India) Limited is committed to strengthening the media in developing countries and using media and communication to reduce poverty and promote human rights globally.

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**LOOKING BACK: OUR WORK IN 2021/22**

**Our objectives**

BBC Media Action (India) Limited continued working this year to BBC Media Action's strategic plan, which the Board of Trustees agreed in January 2018 covering three thematic areas: health; governance and rights; and resilience and humanitarian work.

The strategy explains how our work will contribute to the UN's Strategic Development Goals, including through our focus areas of gender equality, women's rights and the growing youth population. Our work addresses reproductive, maternal and child health, health concerns related to poor sanitation, gender equality, violence against women, and regressive gender norms, in addition to critical preparation, survival information and agency coordination during humanitarian crises. Our work in India does not currently address governance.

Our approach is based on:

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

Throughout this financial year, our work has continued to be impacted by the pandemic: including staff working from home during lockdowns and changes to production processes. We have continued work on COVID-19 awareness and understanding while also continuing projects focused on health, gender and economic empowerment.

**Our aims and achievements for 2021/22 were**

- **Deliver our strategy supporting programming to the value of at least £1.5m.**  
Our annual income for 2021-22 was £1,626,178 (2020-21: £1,680,313).
- **Continue our work to help mitigate the impact of COVID-19 on the communities in which we work, ensuring we reach remote and marginalised people, dispelling false information about the coronavirus, and encouraging families to make informed decisions about vaccination as vaccines become more widely available.**  
This year we incorporated our COVID-19 pandemic response into existing projects, most significantly with films aimed at informal waste-pickers to

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help them protect themselves and their families.

- **Scale up our work on climate change adaptation and interconnected issues, including disaster risk reduction, economic security, governance, gender, conflict, migration and health.**

Our work this year spanned gender; health – including sanitation and maternal and child health; economic security and empowerment; decent work and the environment. Further details are contained within this report. Our Country Director, Priyanka Dutt, was also a featured speaker in our COP26 event in Glasgow, speaking about the importance of disaster preparedness and the role of Lifeline communication during increasing natural hazards linked to climate change.

- **Reach and engage audiences, innovating as habits change, and to ensure that we remain relevant and competitive as the landscape continues to evolve.**

This year we have delivered innovative new social and digital content, including the launch in May 2022 of our first web drama on YouTube. We have continued to build our profile and contribute to sector understanding of our ground-breaking work in digital health technology, through high-profile publications and well-received webinars.

- **Support the development and implementation of BBC Media Action's new global policy on diversity and inclusion, covering the work that we do and how we operate as an organisation.**

We have set goals on diversity and inclusion as a team and our projects and programmes consistently examine and build connections across divides in society, reaching the most marginalised groups.

- **Diversify and secure our donor funding, consolidating relationships with existing and past funders, as well as expanding our engagement with new and potential donors.**

We have continued to review our business development strategy in line with the wider organisational approach, pursuing opportunities with India-based foundations and philanthropic organisations. In the coming financial year we will seek further opportunities and financial sustainability by leveraging the newly created Regional Partnerships Director role to support pan-Asia projects

In the following sections, we will outline how we have achieved in our thematic areas.

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### **Our impact during the pandemic**

While we have not had any dedicated funding that allowed us to respond to the pandemic in India this year, we were able to respond to the needs of informal waste pickers in Bengaluru, as a part of the H&M Foundation funded project, PRIDE (A Pathway to Respect, Identity, Dignity and Empowerment). To address low confidence in and misinformation about COVID-19 vaccines among the waste picking community, we produced two films in collaboration with on-ground partners Hasiru Dala and Save the Children India. Both films featured people from within the waste picking community and offered a clear call to action to follow the advice of trained doctors rather than hearsay they may have heard from friends and family.

Both films were disseminated among waste picker communities by our partners. Hasiru Dala disseminated the second film through WhatsApp groups of waste pickers, created and moderated for their own outreach programmes. Save the Children India implemented a month-long outreach event, where a mobile van with a LCD screen playing one of the films travelled to 30 hard to reach areas, playing the film for communities to engage with. The mobile van was flagged off by the governor of Karnataka in December 2021, at an event organized by Save the Children. Taking the collaboration further, BBC Media Action and Save the Children are working together to monitor the effectiveness of the film, with Save the Children's outreach workers being trained by our research team to collect data in the field, using research tools designed by us as well. Results are expected later in 2022.

### **Our impact in health**

#### **Sanitation**

Our integrated campaign designed to drive positive household practice on faecal sludge management, featuring a faecal sludge monster – *Malasur*, or the Demon of Defeca - as the central character, received significant recognition this year. *Malasur* was featured at the FSM 6 conference 'Celebrating 10 Years: FSM Heroes – Past, Present and Future' in Indonesia in May 2021, prompting early discussions with government around safe sanitation programming in Indonesia. The campaign was awarded the 'Best Communication in Sanitation' by an independent jury for the ISC-FICCI Awards held by the India Sanitation Coalition in November 2021. The *Malasur* case study was also featured in a government of India publication 'Faecal Sludge and Septage Management in Urban Areas: Business and Service Models' as part of a repository of best practices in India. The intervention features in the government's national communication strategy for the second phase of the Swachh Bharat Mission (Clean India Mission). With a start in one town in 2018, *Malasur* has now spread its tentacles and travelled to multiple cities and towns across seven states in India.

*A Change of Heart* coffee table book that features 15 inspirational human-interest stories

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from 11 states showcases India's urban sanitation journey to stakeholders who could draw inspiration to replicate successes. The book was launched in September 2021 by the central government at an event to celebrate the 75th year of India's independence.

*Life Navrangi* (A Colourful Life), a seven-episode web drama series on urban sanitation, has been produced to build on the success from season 1 of *Navrangi Re!*, the 26-episode television drama series on safe sanitation. The primary objectives of *Life Navrangi* are to change knowledge and attitudes about faecal sludge management, and to drive conversations about safe sanitation practices. The series is being launched in May 2022 on YouTube (an episode per week), leveraging digital platforms that have expanded exponentially during the pandemic. A randomised control trial will be conducted on the series, providing a rigorous evaluation of the impact and hopefully allowing BBC Media Action to contribute further to global learning.

All of our sanitation work is funded by the Bill & Melinda Gates Foundation.

### **Reproductive, Maternal, Neonatal and Child Health**

We are continuing to build on our decade of working in mHealth in India with an exciting new digital direct-to-consumer communication initiative on reproductive, maternal and child health. In this new project, funded by the Bill & Melinda Gates Foundation, we are leveraging a commercial communications platform for multi-channel, targeted digital communications across SMS, WhatsApp, IVR and chat apps. Working closely with our partners, this year we began working to deliver an integrated, digital behaviour change strategy on reproductive, maternal, neonatal and child health with an aim to scale it up across all of Uttar Pradesh.

### **Our impact on resilience**

#### **Decent work**

Phase 1 of our H&M Foundation-funded project, **PRIDE** (A Pathway to Respect, Identity, Dignity and Empowerment), to shift how waste collectors and sorters are seen and treated by wider communities in the city of Bengaluru, south India, concluded in June 2021. The initiative invited people to join the #Invaluables Facebook community, to learn about the friends they never knew they had - the city's informal waste pickers. A social experiment film, designed to draw attention to what informal waste pickers do to manage waste, launched the campaign. A quasi-experimental evaluation was set up to better understand the impact of this social media campaign.

Findings from first round of monitoring establishes that the #Invaluables campaign has successfully moved the needle on better visibility of informal waste pickers. There is a significant improvement among exposed audiences on awareness of informal waste pickers over both baseline data and when compared to unexposed respondents. Another



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aspect that has improved significantly over baseline and when compared to unexposed respondents is recognition of the contribution of informal waste pickers in helping the environment through waste picking and sorting. Higher awareness and appreciation of the work informal waste pickers do has also translated into increased discussion on waste management and informal waste pickers on social media. Phase 2 is in development and builds on the learning from phase 1.

**Our impact on equality, diversity and inclusion**

**Gender**

India has one of the largest gender digital divides in the world. In 2020-2021, 75% of men but only 55% of women owned a mobile phone, and the divide is greatest amongst the most disadvantaged.

Our three-year research and learning project, **‘Women’s Empowerment Collectives and the Power of Digital’ (Digital WEE)**, funded by the Bill and Melinda Gates Foundation, is working with academics, researchers, and leading digital experts to understand the gaps, share our research results, and use our learning to design proofs of concept to help address those gaps.

We published three reports in the last financial year:

- (1) ‘Increasing women’s digital literacy in India: what works’, shares the results of our landscaping study reviewing relevant digital literacy definitions and frameworks, key initiatives to improve women’s digital literacy in India and gaps in evidence;
- (2) ‘Connecting Empowerment: How social network expansion in women’s collectives helps bridge the gender digital divide’, explores the relationship between the expansion of women’s social networks in collectives, empowerment, and their adoption and meaningful use of digital technologies; and
- (3) ‘Is the digital revolution in India male?’, which captures the implications of the gender digital divide for designing social media solutions for women’s empowerment.

In partnership with Chaitanya WISE, a grassroots women’s empowerment organisation in Madhya Pradesh, we are developing a proof of concept to explore whether exposure to targeted social and behaviour change communication, delivered by digital champions in self-help group federations using job aids on their mobiles phones, can support women in low income rural and urban communities overcome some of the barriers to digital access and meaningful use of mobile phones.

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An output of the Digital Women's Economic Empowerment project, the *Bharpoor Academy* (the Academy of Plenty) proof of concept explores whether remote digital learning could support the economic empowerment of 2,500 marginalised women farmers in self-help groups during the pandemic. Specifically, we

aimed to improve their knowledge of best practices in potato cultivation, increase their discussion of best practices with other group members and their families, and motivate them to reach out to group trainers for localised guidance. Women respondents who passed the relevant *Bharpoor Academy* course reported a substantial increase in knowledge, including best practices in seed treatment, fertilisation, weeding, harvesting, and storage. They also reported much higher levels of discussion with other women in self-help groups, their families and neighbours, and significantly higher levels of seeking advice. Overall, 85% of all respondents wanted to learn more via a mobile phone.

### **Addressing social and economic marginalisation**

In Bengaluru, our PRIDE (A Pathway to Respect, Identity, Dignity and Empowerment), project aims to shift negative perceptions about informal waste pickers. Systematic and generational marginalisation has rendered informal waste pickers virtually invisible, living in extreme poverty. This project seeks to rebuild the social bond by demonstrating how the work of informal waste pickers is interconnected with the lives of the general population, and invaluable in the environmentally threatened metropolis.

The evaluation results from the first phase of our #Invaluables social media campaign show that those exposed have a higher awareness of different segments of informal waste pickers and an increased discussion around the topic of informal waste pickers and their role. Analysis from social listening software also supports the findings around higher discussion, revealing a 41% increase in positive chatter about informal waste pickers on social media.

### **Research, insight and awards**

#### **Publications**

A chapter on **the UNICEF-funded AdhaFULL** transmedia project, co-authored by Radharani Mitra and Ragini Pasricha with Joyee Chatterjee and Lauren Frank, was **featured in “Entertainment-Education Behind the Scenes – Case Studies for Theory & Practice”**, edited by Lauren Frank and Paul Falzone and published by Palgrave Macmillan: <https://www.palgrave.com/in/book/9783030636135>

The first set of journal papers on the impact and lessons learned from our decade of digital development in India, were **published in the BMJ** in September 2021, as part of a special supplement titled ‘Digital Innovations for Community and Primary Health in India’. Nine

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of the 21 papers published so far as a part of this supplement are related to BBC Media Action's mHealth services – ***Kilkari, Mobile Academy, Mobile Kunji and GupShup Potli***. Most of the papers (except one) are authored by our external evaluation partners, and co-authored by BBC Media Action staff who were closely involved in delivering the project and the evaluation. More papers are expected to be added to this supplement in the coming year.

A peer-reviewed journal article on the impact of ***Navrangi Re!*** was published in the **Journal of Development Communication** in December 2021. The paper, titled 'Starting Conversations to Tackle Sanitation in India Through TV Drama', was authored by external evaluation partners and co-authored by BBC Media Action staff, and contributes to the growing body of evidence that demonstrates the effectiveness of storytelling in bringing about behaviour change.

We disseminated learnings from the Digital WEE project through a monthly, 12-part **Gender & Digital Health Webinar series** in partnership with the UN University's Gender and Health Hub in Kuala Lumpur and the University of Cape Town. The objective of the series is to mainstream gender thinking in the design of digital health strategies, policies, and implementations. On average, nearly 300 people participated in each webinar; 57% were from low to middle income countries, and 69% were women. In December 2021, the consortium launched a policy briefing series to share learning from the webinars, which are being published throughout 2022.

And finally, our radio mini-drama series ***Shaucha Singh*** featuring a traveling salesman character, and ***A People's Movement***, a five-part factual series featuring sanitation best practice, have been featured in the India Sanitation Coalition and the Federation of Indian Chambers of Commerce and Industry (ISC-FICCI) publication, the **Business of Change series**. This edition, 'Success in a Gendered Approach to WASH', featured 22 case studies from across India, including BBC Media Action's work.

## **External engagement**

We partnered with GSMA Connected Society to set up the **GSMA Mobile Digital Skills Alliance**. The Alliance is working to increase equity and reduce the gender digital divide in low- and middle-income countries by sharing best practices and tested digital literacy learning materials. We regularly present learnings from the Digital WEE project at the Alliance meeting and openly share the tools we have developed for other partners to use.

## **Awards**

***Malasur***, our Demon of Defeca, won the award for **Best Communication in Sanitation** at the 2021 ISC-FICCI sanitation awards. The innovative campaign aims to make the invisible, visible, and to give people simple and engaging language to discuss an issue that is largely out of sight and out of mind.

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**Stories from our work**



The **#Invaluables social media campaign** aims to lift the shroud of invisibility that cloaks the informal waste pickers of Bengaluru, by making their contribution to the city more visible. At the heart of the campaign was a social experiment featuring four waste pickers, including Velu, who says, "...I believe my work is really important, because Bengaluru generates thousands of kilos of waste everyday which has to be collected, sorted and recycled – so that it does not harm the people living here, and also makes Bengaluru look clean. But not everyone thinks of us or about our work the same way.

"It is unfair to expect people of Bengaluru to recognise who we are, and what we do, if they don't even know about the waste picker community of Bengaluru. With your support, I am positive that more people in Bengaluru would get to know about us and our work, and hopefully, would think of us as their invaluable friend." **Velu, Bengaluru - The #Invaluables.**



Manisha is an organiser in a self-help group federation in Ujjain, Madhya Pradesh. She dropped out of school when her father arranged her marriage and had her first child at 15. Manisha joined a self-help group support her husband and in-laws financially. Her bookkeeping talent was recognised by the federation, and she progressed rapidly from group secretary to leader to cluster group organiser, setting up 30 self-help groups. As a mother with young children and limited mobility, she relied on her smartphone to coordinate group activities and to communicate with other women in the federation.

As Manisha's role grew, her social network expanded dramatically, giving her access to new ideas, opportunities, and role models. Digital technology greatly accelerated this process by increasing the reach, frequency and richness of communication within the federation.

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**LOOKING AHEAD: OUR AIMS FOR 2022/23**

In the coming year, BBC Media Action (India)'s strategic direction and programmatic work will be guided by BBC Media Action's current strategy and focus on business development. 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 with local civil society, media, and academia
- Identifying problems, understanding people, adapting and evaluating what we do
- Influencing development thinking through our policy work

**During 2022/23, BBC Media Action (India) will:**

- ***Deliver our strategy supporting programming to the value of at least £2mn.***
- ***Diversify and scale up our donor funding in a renewed focus on business development***

In an extremely challenging funding environment, in the next financial year we will support the wider BBC Media Action in its ambitious business development plan to develop and scale up both existing and new sources of funding. This plan will leave both BBC Media Action and BBC Media Action (India) Ltd on a more solid financial footing for the future.

- ***Put into action our new global policy on equity, diversity and inclusion, and measure our progress***

BBC Media Action's new global strategy and approach covers who we are, what we do and how we will do it, and reflects wider sector moves toward becoming more locally led. For the coming financial year, we will support the organisation to take concrete steps toward achieving our ambitious equity, diversity and inclusion goals. We will measure our progress at the end of each financial year to hold ourselves accountable on our commitments.

- ***Continue to adapt and expand our programming to meet the needs of our audiences – particularly for the most neglected urban poor, and those who are most marginalised and hardest to reach.***

In the coming financial year we will continue our work in women's economic empowerment through digital technology, and focus on improving the

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quality and productivity of digital engagement for the urban poor, and with marginalised groups through our work with informal waste pickers. We will seek new opportunities to reach those who are most marginalised, especially in areas like climate change.

## **FINANCIAL REVIEW**

The income and expenditure account for the year ended 31 March 2022 shows a breakeven result (2021: breakeven).

Total income was £1,626,178 (2021: £1,680,313). Total expenditure was £1,626,178 (2021: £1,680,313).

Projects are delivered in collaboration with BBC Media Action (parent entity). The main funders of the project activities in the year were The Bill and Melinda Gates Foundation and the H&M Foundation.

The balance sheet at 31 March 2022 had net assets of £20,774 (2021: £20,774).

## **Financial policies**

### **Reserves**

At 31 March 2022 unrestricted reserves, which are all considered to be free reserves, were £20,771 (2021: £20,771). The Board of Trustees considers that the level of unrestricted reserves, and therefore of free reserves, are at a reasonable level in the context of BBC Media Action (India) Limited's legal structure, the financial support of its parent, BBC Media Action, described in the 'Going concern' section below, the financial risks faced by BBC Media Action (India) Limited, the stability, levels and types of future income and the impact of future plans and commitments. The Board of Trustees considers that the reserves should be maintained at this target level. The reserves policy is reviewed by the Board of Trustees on an annual basis.

### **Going concern**

The Board of Trustees of BBC Media Action (India) Limited received confirmation from the Board of Trustees of its parent, BBC Media Action, that BBC Media Action would provide financial support to BBC Media Action (India) Limited, if the need should arise, in order for BBC Media Action (India) Limited to continue as a going concern.

Due to the COVID-19 pandemic and other crises, the finance and audit committee met six times in 2021-2022. It monitored the nine key risks and opportunities



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identified at the start of the year, related to donor funding, operating uncertainties and the position of the parent charity, BBC Media Action.

The Board of Trustees of BBC Media Action (India) Limited is of the opinion that BBC Media Action (India) Limited has adequate resources to continue in operational existence for the foreseeable future. The Board of Trustees have identified no material uncertainties that cast significant doubt about the ability of the company to continue as a going concern as is further explained in Note 1 of the financial statements.

## **Our organisation**

### **Staff and volunteers**

In 2021/22 BBC Media Action (India) Limited employed an average of 30 FTE staff (2020/21: 31). We employ our staff to meet the demands of the locally run programmes and the staff numbers reflect the current project portfolio needs in the India office. We do not engage volunteers in our charitable activities.

### **Legal structure**

BBC Media Action (India) Limited (company number 2746733) is a company limited by guarantee of which the sole member is BBC Media Action. Its governing documents are a Memorandum and Articles of Association. The financial statements are filed annually with the Registrar of Companies and the Charity Commission.

### **Governance**

Trustees are recruited and appointed after consultation with the Board of Trustees of BBC Media Action. All Trustees of BBC Media Action (India) Limited are currently also Trustees of BBC Media Action. The induction for Trustees to outline our work in the context of their responsibilities in relation to BBC Media Action (India) Limited takes place at the same time as the induction for BBC Media Action. Regular knowledge-sharing sessions provide Trustees with the opportunity to gain up-to-date information on particular issues.

The Board of Trustees review the risk register on a quarterly basis and consider the controls in place sufficient to mitigate key risks.

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**Risk management**

In addition to the risks presented by COVID-19, BBC Media Action (India) Limited has identified the major risks affecting its work and has ranked these by likelihood and impact. The Trustees have assessed these risks and are satisfied that reasonable steps are being taken to mitigate exposure to them. Principal risks are identified below:

<b>RISK</b>	<b>MITIGATION</b>
<b>Compliance with local laws</b>	
Frequent changes introduced by Government of India in Statutory disclosures can lead to exposure to financial penalties in case any of the requirements are missed.	India team responsible for ensuring compliance with statutory laws prevailing in country. Support from third party advisors is used so that India team doesn't miss on any compliances.
Under the provisions of Foreign Exchange and Management Act, 1999, export receivables and import payables are required to be settled within the time prescribed by Reserve Bank of India (RBI). During FY 2017-18 BBCMAIL has made a default on its export receivables (INR 11 crores) and payables (INR 16 crores) with HO and have approached EY to advise on export proceeds and payments of outstanding balances beyond stipulated time and way forward for regularization of these transactions.	EY has suggested a way forward basis which export receivables will be paid by HO to BO and export payables including profits will be paid by BO to HO. BBC is working on this, and all the necessary documents are submitted to EY tax team. EY is in the process of finalizing documents and submitting the necessary paperwork to RBI.
<b>Health and safety</b>	
Increased pollution levels in Delhi, where the India office is based, is constantly above the 'severe' rating and could have a long-term consequence on employees' health.	Staff have been distributed masks to be used when travelling to and from the office. The office has been fitted with air purifiers and air quality within the office is regularly monitored.



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RISK	MITIGATION
<b>COVID-19: Health, safety and operations</b>	
<p>The COVID-19 pandemic hit India particularly hard, given its massive population, very little opportunity for most people to physically distance themselves, struggling public health system and stressed economy.</p> <p>Several staff members and their families have had COVID-19, and several have lost family members.</p>	<p>Early in the pandemic, donors were supportive of required changes to operations and deliverables.. Staff continued to work from home for much of this financial year, while continuing to deliver programming to time and budget. Some timelines have been re-negotiated and deliverables pushed back where needed to allow staff time to recover their health and wellbeing.</p>
<b>Business model and changes in funding environment</b>	
<p>Funding is primarily funding for specific projects. If donors become less willing to fund the full cost of projects or put increased risk on the recipient there is a risk that BBC Media Action (India) Limited could not secure funding for an appropriate level of support costs and investment in systems.</p> <p>Specific regulations around the operations of charities in India could influence BBC Media Action (India) Limited's operations and ability to attract funding. Changes in India's laws governing the receipt of foreign aid has meant that foreign funders are re-assessing their strategies and operations in India.</p> <p>For BBC Media Action, current projects are committed till 2022.</p>	<p>Our project budgets are reviewed to ensure that they cover a fair share of support costs. Contracts for delivery are priced appropriately, reflecting the full cost and risk of proposals.</p> <p>BBC Media Action (India) continues to work to diversify its funding, forging relationships with new funders (IKEA Foundation, H&amp;M Foundation) in India.</p>
<b>Reputation</b>	
<p>Events or incidents result in negative coverage in the UK and in India, with consequent impact on areas including delivery, funding and safety.</p>	<p>Clear lines of accountability are in place. We follow BBC Editorial Guidelines. Reactive lines for known risks are in place, and staff are prepared to handle hostile press coverage.</p>

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BBC Media Action (India) Limited does not engage in fundraising from the public. However, the charity's parent entity does engage in a small amount of fundraising and information about the controlling parent company can be seen at note 12.

### **Safeguarding**

We follow strong safeguarding practices, actively embedding BBC Media Action's safeguarding policies and practices within BBC Media Action (India) Limited. BBC Media Action's director of programmes is our designated safeguarding officer at senior management level. BBC Media Action's head of safeguarding and ethics works with the operations and HR manager of BBC Media Action (India) Limited to ensure policies and appropriate training are meaningful for staff and partner organisations.

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. A staff code of conduct ensures everyone working for BBC Media Action (India) Limited 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 2021/22 financial year, BBC Media Action (India) Limited did not report any serious incidents related to safeguarding to the Charity Commission.

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of BBC Media Action (India) Limited for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and

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- explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

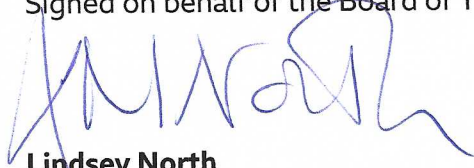
Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware;
- and the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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 United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the Board of Trustees on 10th November 2022



**Lindsey North**  
**Trustee**

**TRUSTEES AND ADVISORS**

**Trustees**

Lindsey North\*  
Julia Rank\*

\* All Trustees are also directors of the company

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**Auditor**

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

**Bankers**

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

**Registered Office**

Broadcasting House, Portland Place, London W1A 1AA

BBC Media Action (India) Limited is a company limited by shares with company registration number 2746733 and registered charity number 1121665.

**REPORT FROM THE INDEPENDENT AUDITORS TO THE MEMBER OF BBC MEDIA ACTION (INDIA) LIMITED**

**Opinion**

We have audited the financial statements of BBC Media Action (India) Limited (the 'charitable company') and the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the 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 charitable company's affairs as at 31 March 2022 and of its 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 charitable company 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

**BBC MEDIA ACTION (INDIA) LIMITED**  
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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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our 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 matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

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

**Responsibilities of trustees**

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

In preparing the financial statements, the Trustees are responsible for assessing the charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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**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 charitable company through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations in both the UK and overseas, which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, the Companies Act 2006, data protection legislation, anti-bribery, employment, safeguarding principles, health and safety legislation;
- we considered the impact of the international nature of the charitable company's operations on its compliance with laws and regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and



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- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

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

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



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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 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 company's member those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's member as a body, for our audit work, for this report, or for the opinions we have formed.

**Signed**



**Edward Finch (Senior Statutory Auditor)**

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

11/11/22

## BBC Media Action (India) Limited

### Statement of Financial Activities

(including the income and expenditure account)

For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £
<b>Income from charitable activities</b>				
Grant funding for specific charitable activities	2	147,789	1,478,389	1,626,178
<b>Total income</b>		<b>147,789</b>	<b>1,478,389</b>	<b>1,626,178</b>
<b>Expenditure on :</b>				
Charitable activities				
Changing lives through media and communication	3	(147,789)	(1,478,389)	(1,626,178)
<b>Total expenditure</b>		<b>(147,789)</b>	<b>(1,478,389)</b>	<b>(1,626,178)</b>
<b>Net income and net movement in funds</b>	4	-	-	-
<b>Reconciliation of funds</b>				
Total funds brought forward	10	20,771	-	20,771
Total funds carried forward	10	20,771	-	20,771

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

## BBC Media Action (India) Limited

### Statement of Financial Activities

(including the income and expenditure account)

For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £
<b>Income from charitable activities</b>				
Grant funding for specific charitable activities	2	119,870	1,560,443	1,680,313
<b>Total income</b>		<b>119,870</b>	<b>1,560,443</b>	<b>1,680,313</b>
<b>Expenditure on :</b>				
Charitable activities				
Changing lives through media and communication	3	(119,870)	(1,560,443)	(1,680,313)
<b>Total expenditure</b>		<b>(119,870)</b>	<b>(1,560,443)</b>	<b>(1,680,313)</b>
<b>Net income and net movement in funds</b>	4	-	-	-
<b>Reconciliation of funds</b>				
Total funds brought forward	10	20,771	-	20,771
Total funds carried forward	10	20,771	-	20,771

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

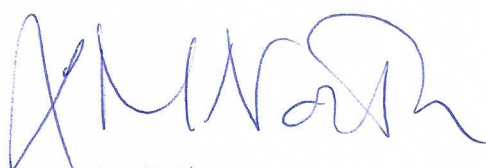
**BBC Media Action (India) Limited****Balance Sheet**

at 31 March 2022

	Notes	2022 £	2021 £
<b>Current assets</b>			
Debtors	7	589,870	490,093
Cash at bank and in hand		120,501	247,632
<b>Total current assets</b>		<b>710,371</b>	<b>737,725</b>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	8	(689,597)	(716,951)
<b>Net current assets</b>		<b>20,774</b>	<b>20,774</b>
<b>Net assets</b>		<b>20,774</b>	<b>20,774</b>
<b>Funds</b>			
Share capital	9	3	3
Unrestricted funds	10	20,771	20,771
<b>Total Funds</b>		<b>20,774</b>	<b>20,774</b>

The notes on pages 29-37 form part of these financial statements.

These financial statements on pages 26 to 37 were approved by the Board of Trustees on 10th November 2022 and were signed on its behalf by:



Lindsey North  
Trustee

# Notes

(forming part of the financial statements  
for the year ended 31 March 2022)

## 1. ACCOUNTING POLICIES

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

### a) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action (India) Limited in the year ended 31 March 2022 in comparison to the prior year. The cash balance is set out in the balance sheet.

The company shares banking arrangements with its parent BBC Media Action. The Trustees, having received confirmation from the Board of Trustees of its parent, BBC Media Action, that BBC Media Action would provide financial support to BBC Media Action (India) (as described in the 'Going concern' section of the Trustees Report), have no reason to believe that a material uncertainty exists that may cast significant doubt about the

ability of BBC Media Action (India) Limited to continue as a going concern.

On the basis of their assessment of the company's financial position and the enquiries made of the Board of Trustees of BBC Media Action, the company's Trustees have a reasonable expectation that the company will be able to continue in operational existence for the foreseeable future. Thus the Board of Trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The company is exempt under Companies Act 2006 s400 from the preparation of consolidated financial statements as it is a wholly-owned subsidiary of BBC Media Action, the ultimate parent which prepares consolidated financial statements, which are publicly available. These financial statements thus present information about the company as an individual undertaking and not as a Group.

### b) FUND ACCOUNTING

The charity has various funds for which it is responsible and 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.

# Notes

(forming part of the financial statements  
for the year ended 31 March 2022)

## c) INCOME

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. To fall within this analysis heading, the activities specified by the contractual terms or grant conditions must be undertaken for the charitable purposes of the charity (paragraph 4.33 of SORP FRS 102). This income is usually subject to donor imposed conditions which specify the time period in which expenditure of resources can take place and so income is recognised in line with this.

These grants or contract income less the management fee (for indirect costs) are credited to restricted income within the SOFA, with unspent balances being carried forward to subsequent years within the relevant fund. Where funding allows a management fee to be earned the management fee is credited to unrestricted income within the SOFA. Specific debts are recognised where the charity can demonstrate entitlement to income greater than receipts to date.

Government grants are recognised when it is reasonable to expect that the grants will be received and that all related conditions will be met, usually on submission of a valid claim for payment. Grants of a revenue nature are recognised as performance related grants where they meet the conditions described above.

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.

## d) EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the categories : charitable activities and governance.

## e) 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.

## f) 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.

## g) 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.

## h) 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

# Notes

(forming part of the financial statements  
for the year ended 31 March 2022)

## **h) FOREIGN CURRENCY (Continued)**

at the exchange rates ruling at the balance sheet date and any exchange differences arising are taken to the statement of financial activities.

## **i) STATEMENT OF CASH FLOWS**

The company is exempt from the requirement to prepare a statement of cash flows as a consolidated statement is produced by the parent company, BBC Media Action.

## **J) TAXATION**

BBC Media Action (India) Ltd. 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.

## **k) LEASES**

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

## **l) JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

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

the financial statements where judgements and estimates have been made include:

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

## BBC Media Action (India) Limited

31 March 2022

### 2. Income from Charitable Activities

	Unrestricted funds £	Restricted funds £	Total 2022 £
<b>Grant funding for specific charitable activities</b>			
Bill and Melinda Gates Foundation	127,562	1,185,878	<b>1,313,440</b>
UNICEF	-	10,565	<b>10,565</b>
Other grants	20,227	281,946	<b>302,173</b>
<b>Total income</b>	<b>147,789</b>	<b>1,478,389</b>	<b>1,626,178</b>

	Unrestricted funds £	Restricted funds £	Total 2021 £
<b>Grant funding for specific charitable activities</b>			
Bill and Melinda Gates Foundation	103,532	1,182,745	<b>1,286,277</b>
Other grants	16,338	377,698	<b>394,036</b>
<b>Total income</b>	<b>119,870</b>	<b>1,560,443</b>	<b>1,680,313</b>



## BBC Media Action (India) Limited

31 March 2022

### 3. Expenditure

	Unrestricted funds £	Restricted funds £	Total 2022 £
Changing lives through media and communication	147,789	1,478,389	<b>1,626,178</b>
<b>Total expenditure</b>	<b>147,789</b>	<b>1,478,389</b>	<b>1,626,178</b>
			2021
Changing lives through media and communication	119,870	1,560,443	1,680,313
<b>Total expenditure for 2021</b>	<b>119,870</b>	<b>1,560,443</b>	<b>1,680,313</b>

All expenditure was for the purpose of changing lives through media and communication, and all activities were carried out in India. All costs charged in 2021/22 related to costs incurred in India and therefore are considered direct project costs rather than support costs.

Expenditure can be apportioned between direct and staff costs as follows:

	Direct project costs £	Project staff costs £	Total 2022 £
Changing lives through media and communication	684,165	942,013	<b>1,626,178</b>
<b>Total expenditure</b>	<b>684,165</b>	<b>942,013</b>	<b>1,626,178</b>
			2021
Changing lives through media and communication	753,451	926,862	1,680,313
<b>Total expenditure for 2021</b>	<b>753,451</b>	<b>926,862</b>	<b>1,680,313</b>

### 4. Net income and net movement in funds for the year

This is stated after charging:

	Total 2022 £	Total 2021 £
Operating lease rentals - land and buildings	<b>75,947</b>	<b>77,296</b>
Auditor's remuneration for the statutory audit	<b>8,400</b>	<b>7,800</b>

## BBC Media Action (India) Limited

31 March 2022

### 5. Trustees and employees

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006) received no remuneration for their services in the current or prior year. No Trustees' expenses were paid (2021: £nil).

### 6. Staff costs

Costs of staff are split out by:

	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Wages and salaries	<b>845,185</b>	811,265
Social security	<b>5,715</b>	17,102
Pension	<b>43,075</b>	51,132
Other staff costs	<b>48,038</b>	47,363
<b>Total staff costs</b>	<b>942,013</b>	926,862

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

	<b>2022</b>	<b>2021</b>
£60,000 – £69,999	-	-
£80,000 – £89,999	<b>2</b>	<b>2</b>
£90,000 – £99,999	-	-
£100,000 – £109,999	-	<b>1</b>
£130,000 – £139,999	<b>1</b>	-

The senior management team is made up of the Country Director, the Global Creative Advisor, the Digital Director, the Finance Manager, the Programme Director WASH and the Executive Creative Director. The senior management team, who have responsibility for planning, directing and controlling the activities of BBC Media Action (India) Limited, are considered to be key management personnel.

The total cost of employment in respect of these individuals, including the Country Director's total cost of employment of £92,663 (2021 : £92,731), is £519,420 (2021: £437,815).

The average number of employees calculated on a full-time equivalent basis, by function was:

	<b>Total 2022</b>	<b>Total 2021</b>
Programme activities (charitable)	<b>30</b>	31

Staff costs are either incurred in the form of payments to the BBC for these staff members or payments made internationally by project based payrolls.

## BBC Media Action (India) Limited

31 March 2022

### 7. Debtors

	Total 2022 £	Total 2021 £
Trade debtors	2,608	34,144
Other debtors and prepayments	587,262	455,949
<b>Total</b>	<b>589,870</b>	<b>490,093</b>

### 8. Creditors: amounts falling due within one year

	Total 2022 £	Total 2021 £
Other creditors	164,344	277,917
Amounts due to BBC Media Action (Note 13)	495,103	400,199
Accruals	30,150	38,835
<b>Total</b>	<b>689,597</b>	<b>716,951</b>

### 9. Share capital

Allotted, called up and fully paid

	Total 2022 £	Total 2021 £
3 ordinary shares of £1 each	3	3

BBC Media Action (India) Limited was awarded charity status on 22 November 2007. Company law requires share capital to be shown separately in the balance sheet. The share capital forms part of the unrestricted funds of the charity.

## BBC Media Action (India) Limited

31 March 2022

### 10. Funds analysis

	Unrestricted funds £	Restricted funds £	Total 2022 £
Balance at 1 April 2021	20,771	-	20,771
Income	147,789	1,478,389	1,626,178
Expenditure	(147,789)	(1,478,389)	(1,626,178)
<b>Balance at 31 March 2022</b>	<b>20,771</b>	<b>-</b>	<b>20,771</b>

	Unrestricted funds £	Restricted funds £	Total 2021 £
Balance at 1 April 2020	20,771	-	20,771
Income	119,870	1,560,443	1,680,313
Expenditure	(119,870)	(1,560,443)	(1,680,313)
<b>Balance at 31 March 2021</b>	<b>20,771</b>	<b>-</b>	<b>20,771</b>

Restricted funds relate to project work exclusively undertaken in India and includes associated income and expenditure in line with the key themes and charitable objects as described in the Trustees report. The projects undertaken during the year are included in note 2 to the financial statements and detailed movements of the funds of the projects undertaken are included in the financial statements of BBC Media Action which are available at Companies House.

## BBC Media Action (India) Limited

31 March 2022

### 11. Commitments

#### a) Capital

There were no capital commitments at the end of the current or prior financial years.

#### b) Financial

BBC Media Action (India) Limited had no grant commitments.

#### c) Leases

At 31 March 2022, BBC Media Action (India) Limited had the following total minimum lease payments under non-cancellable operating leases relating to land and buildings:

	<b>Total 2022 £</b>	<b>Total 2021 £</b>
<b>Operating leases which expire:</b>		
- Within one year	<b>38,082</b>	<b>86,510</b>
- In the second to fifth years inclusive	<b>-</b>	<b>45,315</b>
<b>Total</b>	<b>38,082</b>	<b>131,824</b>

### 12. Ultimate Parent Company

The ultimate parent undertaking, ultimate controlling party and parent of the only group in which the results of the charity are consolidated is BBC Media Action, a charitable company limited by guarantee, incorporated in the United Kingdom and registered in England and Wales.

Copies of the financial statements for BBC Media Action can be obtained from its registered address at Broadcasting House, Portland Place, London W1A 1AA.

### 13. Related Party Transactions

At 31 March 2022, an amount of £495,103 was owed to BBC Media Action by BBC Media Action (India) Limited (2021: £400,199).

There were no other related party transactions in the year to 31 March 2022 (2021: none).