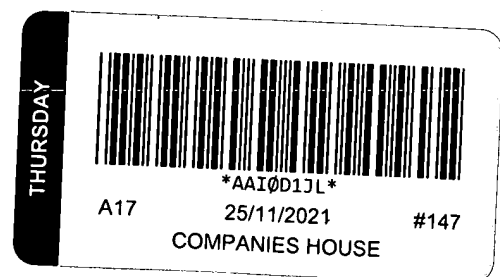


**BBC MEDIA ACTION (INDIA) LIMITED  
ANNUAL REPORT  
YEAR ENDED 31 MARCH 2021**

**REGISTERED NUMBER 2746733  
CHARITY 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 2021.

**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.

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

- Delivering projects that transform lives through media – using media and

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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 2020/21**

**Our objectives**

BBC Media Action (India) Limited continued working this year to BBC Media Action's three-year 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

**Our aims and achievements for 2020/21 were**

- **To deliver our strategy supporting programming to the value of at least £2m.** Our annual income for 2020-21 was £1,680,313 falling slightly short of our proposed programming value aim, largely due to unexpected COVID-19-related restrictions.
- **Continue and expand our work on the impact of the novel coronavirus on the communities in which we work. We will adapt our programming to meet the specific, current needs while working within our established strategy and areas of expertise.** This year we delivered with digital and more traditional projects and programmes to address the COVID-19 pandemic: how it spreads, how people should protect themselves, when to seek treatment, how to deal with related impacts including mental health, and content that tackled the 'infodemic' of false and misleading information.
- **Build our work on climate change adaptation and interconnected issues, including disaster risk reduction, economic security, governance, gender, migration and health.** Our work this year spanned gender, health, economic security and empowerment and the environment, in addition to our pandemic response; the details are contained within this report.

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- **Deepen our use and promotion of digital technologies, to better understand our digital audiences, meet their evolving needs and deepen our project impact.** This year we have delivered innovative new social and digital content, while also building on sector understanding of our ground-breaking work in digital health technology with high-profile publications and well-received webinars.
- **Contribute to refreshing our organisational strategy and develop an operational plan for the post-2021 period, to prepare us for the challenges ahead.** We continue to work with BBC Media Action on the new organisational strategy while reviewing our own operational plans and ensuring they are adapting to the fast-changing operating environment.

Throughout this financial year, our work has been impacted by the COVID-19 pandemic: from cycles of strict lockdown requiring our staff to work from home, to how we have changed production processes, to the nature of our work, which at the start of the year focused on combatting the spread and mitigating the impact of COVID-19, the novel coronavirus. As of 31 March 2021, India faced another severe wave of coronavirus which impacted our staff and their families, and our ability to deliver our projects and programmes.

However, we are proud to have delivered trusted multi-media content about COVID-19, its prevention, transmission and treatment, and tackling the spread of false and misleading information, while continuing other projects focused on health, gender and economic empowerment.

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

### **Our impact on the pandemic**

As the new financial year began, with COVID-19 spreading fast, we joined BBC Media Action's **six-country response across Asia**, funded through the H2H network by the UK's Foreign, Commonwealth and Development Office (formerly Department for International Development), to address rapidly spreading mis- and disinformation, while creating trusted information about the novel coronavirus's spread, its symptoms, prevention and how to seek treatment. In this pioneering regional effort, teams worked from home under lockdown in order to produce animations, public service announcements, short videos and other content to help people separate fact from fiction and understand how to best protect themselves from COVID-19.

We worked within the constraints of lockdown to produce a 60-second live action advertisement – *Countdown* – to encourage people to count to 10 before sharing information on social media. Across Facebook and Twitter, *Countdown* was watched over 370,000 times, shared or retweeted more than 4,000 times and was featured by BBC News, Swachh Bharat Urban, the Centre for Social and Behaviour Change, Ashoka University, Internews and independent fact-checking organisations.

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We also created short animations to inspire people to take action to protect themselves, and Hindi-language radio short stories about a master riddler who encouraged his community to stay safe from the virus. These were broadcast on 30 community radio stations across eight states in India, reaching an estimated five to seven million unique listeners between five and seven times per day.

We have pivoted some existing projects to produce COVID-19 related content. We used existing sanitation funding to produce an animated film on handwashing. *Mr. Soaperhero* builds on the insight that your own hands are carriers of the coronavirus and soap is your superhero saviour. The film earned 940,000+ impressions on Twitter and was watched 640,000 times. It reached more than 200,000 people through groups of state government networks, civil society, and other NGOs, including an estimated 100,000 government teachers and students in the state of Chhattisgarh. Through a non-financial partnership with Central Square Foundation – an Indian philanthropic organisation that works on education – *Mr. Soaperhero* was downloaded over 2,000 times by parents and students who use their learning app, Top Parent.

We developed social media content celebrating the role of sanitation workers in keeping communities safe during the pandemic and content on the safe disposal of household waste (masks, tissues and gloves) during the pandemic, that garnered 275,000 impressions on Twitter. A rapid assessment among those exposed showed that this content made a strong case for careful waste disposal practices, and 95% of respondents wanted to share the content with others.

We have continued to contribute to BBC Media Action's wider work on the pandemic through creative input and direction to The Habit Project, part of a UK Aid and Unilever-funded coalition through which BBC Media Action is working in Somalia and Afghanistan to reach marginalised people with information on COVID-19 prevention and treatment.

### **Our impact in health**

This year we continued to provide technical support to central and state governments in our **Sanitation Communications Unit II project**, on effective and efficient communication for both rural and urban sanitation outcomes. BBC Media Action also produced an 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. Inspired by mythology, our campaign built awareness of how untreated human waste contaminates fresh water sources and encouraged people to take action to stop the pollution. Created in 10 languages, the campaign included an animated film, billboards, sanitation vehicle branding and an 80-page toolkit to support its national launch on World Environment Day in June 2020, by India's minister of state for housing and urban affairs. Despite strict COVID-19 lockdowns, research in one city demonstrated that the campaign reached 61% of respondents polled; 75% of those 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 our campaign.

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In June 2020, the intellectual property rights for our successful sanitation drama *Navrangi Re!* (Nine to a Shade) reverted to BBC Media Action. As a result of the pandemic, Viacom 18, our broadcast partner who had acquired the rights with the intention of producing a second season, were unable to proceed with their plans. Instead, we have now agreed with the funder, the Bill and Melinda Gates Foundation, that we will produce a second season of the series, to be disseminated on YouTube.

Linked to this theme, we created a mobile training tool for sanitation workers, **SBM Academy**, providing vital information for both workers and the communities in which they work, and improving their ability to communicate. Funded by the Bill and Melinda Gates Foundation, the service is delivered via mobile phones and designed to train up to 260,000 rural sanitation extension workers in nine states in north India, with correct information on maintaining good sanitation, available government programmes and subsidies, and technical information on key tenets of complete sanitation. India's minister for water launched the service on 10 August 2020; by mid-April 2021, 64,900 users had started the course; 42,153 had successfully completed the course, and a total of 5.2 million minutes of content had been accessed. On 30 April 2021, BBC Media Action exited the project, handing the service over to the Department of Drinking Water and Sanitation to finance, manage and run going forward.

We continued our work this year to tackle the spread of **acute encephalitic syndrome**, a seasonal disease that affects children under age 15. On the request of the Government of Bihar, where the disease has led to a number of deaths, and the Bill and Melinda Gates Foundation, we developed an integrated communication campaign to support prevention and to encourage people to seek treatment for acute encephalitic syndrome. The campaign, titled *Chamki ko Dhamki* (Say Shoo to Shivers), includes a brand identity, an animated film, a radio spot, print advertisements, poster and leaflets, branding collaterals for health centres, ambulances and other transport, and a street theatre script. The strategy was developed in partnership with the Government of Bihar, the Bill and Melinda Gates Foundation, and our implementation partners CARE and Project Concern International. Following delays linked to the pandemic, we completed production in April 2020 ahead of the campaign's rollout over summer 2020. 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 output.

Building on a decade of digital programming to increase knowledge, shift attitudes and address harmful practices, we started a new project this year, funded by the Bill and Melinda Gates Foundation, to test the viability and usability of a digital communication platform by the Government of Uttar Pradesh, India, to communicate with the citizens of the state about a range of different health areas. The project intends to adapt and test a digital platform frequently used in the private sector for customer management and engagement, for public health communication. In addition, we will also support the Government of Uttar Pradesh by developing a digital health communication strategy, and by scoping and sizing the digital platform in preparation for the Government of Uttar Pradesh to procure their own platform for use at scale.



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**Our impact on gender and rights**

Our three-year research and learning project, **Digital Women's Economic Empowerment**, funded by the Bill and Melinda Gates Foundation and now entering its second year, is identifying how digital technology can strengthen women's empowerment collectives, without exacerbating existing gender inequalities and conflict. Our aim is to help women connect more powerfully, to develop more formal structures and to access financial capital, sustainably and at scale. Building on the success of a pilot with 2,500 marginalised women farmers in self-help groups in Bihar, in which we explored demand for mobile-based learning on farming best practices during the pandemic's first wave, we are now exploring how to support women in cooperatives to overcome barriers to digital access, literacy and use. We are sharing this learning, and findings from our 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.

**Our impact on resilience**

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, continued amid pandemic-related delays this year, with an exciting content strategy for a social media initiative to trigger conversations and build understanding of the important role of waste collectors. Formative research showed a high degree of stigma against informal waste pickers. For most respondents, even though waste on the streets was visible and something they cared about deeply, informal waste pickers - who are key in the management of that waste - were virtually invisible. Addressing this invisibility, phase 1 of the #Invaluables social media campaign was launched in early April 2021 to widespread media coverage and digital engagement.

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. By the middle of May 2021, the #Invaluables initiative had earned 2.06 million impressions and a duplicated reach of 1.2 million users. The social experiment film had been watched more than 1.7 million times, and 575 people have joined the Facebook community. More than 30 online and print media publications have carried stories on #Invaluables.

**Research, insight and awards**

This financial year we published a number of articles about our work to communicate our impact to donors, supporters and across the sector.

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We received accolades for our health communication work with some of India's poorest communities. We were thrilled with results of an independent randomised controlled trial of our **Kilkari** project, conducted by Johns Hopkins University and the University of Cape Town. The trial demonstrated that it has significantly improved outcomes across several health indicators, with a proportionately greater impact on the poorest. A cost-effectiveness analysis shows that **Kilkari** has saved nearly 16,000 lives, with a DALY (disability-adjusted life year – a measure of disease burden and expressed as a number of years lost due to ill health, disability or early death) between US\$13 and US\$29. Based on WHO guidelines, these findings show that **Kilkari** is highly cost effective. The direct-to-beneficiary 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. Scaled up with the Government of India from 2016, **Kilkari** reached 10 million families across 13 states in India, in three years.

Several academic papers based on this research and the learning from the **Kilkari** project have been submitted for publication to BMJ Global Health, as part of a Special Supplement on mobile health initiatives in India. The publication is expected later in 2021.

Results from our decade-long **Mobile Kunji** project in Bihar was also published in *The Journal of Global Health*, produced by a team from the Stanford School of Medicine and co-authored by BBC Media Action. **Mobile Kunji's** communication tools included recordings of advice from our warm yet authoritative 'Dr Anita', shared with families over mobile phones. Research demonstrated that women who had heard and 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 health-care facility, and twice as likely to maintain exclusive breastfeeding for their babies as recommended by the World Health Organization. All these actions contribute to healthier and safer pregnancies, deliveries, newborns and mothers.

**AdhaFULL** - our gender-norm-busting drama for adolescents - was included in a book called "Entertainment Education Behind the Scenes: Case Studies for Theory and Practice", designed for practitioners and students of entertainment-education. The **AdhaFULL** chapter was co-written by Dr Lauren Frank from Portland State University, Dr Joyee Chatterjee from the Asian Institute of Technology, Radharani Mitra and Ragini Pasricha from Media Action India, joining a list of illustrious co-authors in the academic field, and a second chapter on BBC Media Action's work in South Sudan and Myanmar.

The Centre for Social and Behaviour Change (CSBC), along with Oxford Policy Management (OPM), also evaluated **our sanitation TV drama, Navrangi Re! (Nine to a shade!)**. Secondary viewership data shows that the programme reached almost 60 million viewers. The results show that emotional engagement was high and over two thirds of viewers said they would watch more episodes of the series. Two-thirds recalled that the show was about sanitation; 36% of viewers mentioned that they learnt new facts about septic tank construction; 31% learnt new facts about desludging and 27% learnt something new about disposal. This was higher (60% or more) for those with higher levels of exposure. Overall, the intervention had a significant and positive effect on outcomes such as intention to hold neighbours to account for unsanitary

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toilets, intention to ask the desludger where sludge will be disposed, willingness to save and pay for frequent desludging, and intention to make improvements to septic tanks. 37% of viewers said that they intend to do something about their own faecal sludge management after watching the show, rising to 78% for those who had watched at least seven episodes of the programme.

**LOOKING AHEAD: OUR AIMS FOR 2021/22**

Amid the backdrop of great disruption in development from the wider impacts of the COVID-19 pandemic, in the coming year, we will participate in the refresh of BBC Media Action's global strategic plan, while continuing in our key thematic areas. BBC Media Action (India)'s strategic direction and programmatic work will be guided by this refreshed organisational strategy.

As outlined in BBC Media Action's 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

**During 2021/22, BBC Media Action (India) will:**

- Deliver our strategy supporting programming to the value of at least £1.5m.
- 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.
- Scale up our work on climate change adaptation and interconnected issues, including disaster risk reduction, economic security, governance, gender, conflict, migration and health.
- Reach and engage audiences, innovating as habits change. This priority means that we will continue to use traditional and digital platforms to maximise impact for audiences, 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. Recognising the growing digital divide in our audiences, we will apply innovation and creativity to ensure we also meet the needs of offline, more marginalized audiences.
- 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.
- Diversify and secure our donor funding, consolidating relationships with existing and past funders, as well as expanding our engagement with new and potential

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donors.

**FINANCIAL REVIEW**

The income and expenditure account for the year ended 31 March 2021 shows a breakeven result (2020: breakeven).

Total income was £1,680,313 (2020: £1,763,338). Total expenditure was £1,680,313 (2020: £1,763,338).

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 2021 had net assets of £20,774 (2020: £20,774).

**Financial policies**

**Reserves**

During the year the Board of Trustees reviewed the reserves policy, especially in light of COVID-19. The review was carried out in the context of the review of risks and opportunities for BBC Media Action (India) Limited. At 31 March 2021 unrestricted reserves, which are all considered to be free reserves, were £20,771 (2020: £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 crisis, the Finance and Audit Committee of BBC Media Action, BBC Media Action (India)'s parent, has met every month since April 2020 to monitor trading activity of the Group (including BBC Media Action (India) Limited), in particular three key financial indicators (contract signing, pace of project spend and cash levels).

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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 2020/21 BBC Media Action (India) Limited employed an average of 31 FTE staff (2019/20: 38). 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>	
Failure to keep across changes in local laws could result in significant financial penalties.	Local staff in place responsible for ensuring compliance with local requirements including registration, tax and statutory reporting. Support from third party advisors used.

**Health and safety**

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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**COVID-19: Health, safety and operations**

<p>The COVID-19 pandemic has hit India particularly hard. With a massive population, very little opportunity for most people to physically distance themselves, a broken public health system and stressed economy, the health and economic fallout for India is worrying.</p> <p>Several staff members and their families have had COVID-19, and several have lost family members. The second spike in 2021 has been particularly hard on mental health.</p>	<p>Donors have been hugely supportive of changes to operations and deliverables required due to the pandemic. Staff have now been working from home for over 14 months and continue to deliver programming to time and budget.</p> <p>Deliverables have been pushed back and timelines re-negotiated with funders where needed, to allow staff the time to properly recover health and wellbeing.</p>
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**Safety**

Following citizen's protests about a controversial government citizenship law in 2019-20, this year, farmers from across north India have been protesting new farm laws introduced recently. Civil protest and linked unrest have been concentrated in Delhi (where the office is located) but have also spread nation-wide.	We have regularly monitored the safety situation, and consulted with the BBC High Risk team to put safety plans in place.
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<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, Hindustan Unilever 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>

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 continued to work this year to strengthen our own 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.

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During the 2020/21 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 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.



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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 17 November 2021



**Julia Rank**  
*Trustee*

*17 November 2021*

**TRUSTEES AND ADVISORS**

**Trustees**

Richard Dawkins\*  
Julia Rank\*

**Company Secretary**

Lindsey North

\* All Trustees are also directors of the company

**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.

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**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 2021 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 2021 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 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.

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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:

- 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:

**BBC MEDIA ACTION (INDIA) LIMITED**  
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- 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.

**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:

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

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

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

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

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

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

- agreeing financial statement disclosures to underlying supporting documentation;

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

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](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

22/11/21

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**Statement of Financial Activities**  
(including the income and expenditure account)

	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	<b>1,680,313</b>
<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)	<b>(1,680,313)</b>
<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	-	<b>20,771</b>
<b>Total funds carried forward</b>	<b>10</b>	<b>20,771</b>	<b>-</b>	<b>20,771</b>

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

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**Statement of Financial Activities**

(including the income and expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £
<b>Income from charitable activities</b>				
Grant funding for specific charitable activities	2	152,016	1,611,322	1,763,338
<b>Total income</b>		<b>152,016</b>	<b>1,611,322</b>	<b>1,763,338</b>
<b>Expenditure on:</b>				
Charitable activities				
Changing lives through media and communication	3	(152,016)	(1,611,322)	(1,763,338)
<b>Total expenditure</b>		<b>(152,016)</b>	<b>(1,611,322)</b>	<b>(1,763,338)</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
<b>Total funds carried forward</b>	<b>10</b>	<b>20,771</b>	<b>-</b>	<b>20,771</b>

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



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**Balance Sheet**

	<i>Notes</i>	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
<b>Current assets</b>			
Debtors	7	<b>490,093</b>	576,138
Cash at bank and in hand		<b>247,632</b>	190,490
<b>Total current assets</b>		<b>737,725</b>	<b>766,628</b>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	8	<b>(716,951)</b>	(745,854)
<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	<b>3</b>	3
Unrestricted funds	10	<b>20,771</b>	20,771
<b>Total Funds</b>		<b>20,774</b>	<b>20,774</b>

The notes on pages 26 to 34 form part of these financial statements.

These financial statements on pages 23 to 34 were approved by the Board of Trustees on 17 November 2021 and were signed on its behalf by:



*17 November 2021*

Julia Rank  
Trustee

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# Notes

(forming part of the financial statements)  
for the year ended 31 March 2021

## 1. ACCOUNTING POLICIES

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

### a) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable UK accounting standards and under historical cost accounting rules. The 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 2021 in comparison to the prior. 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.

Due to the Covid crisis the Finance and Audit of the parent charity, BBC Media Action, met every month since April 2020 to monitor trading activity, in particular three key financial indicators (contract signing, pace of project spend and cash levels).

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.

### 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.

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# Notes

(forming part of the financial statements)  
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## **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

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(forming part of the financial statements)  
for the year ended 31 March 2021

## **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.

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

## **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.

- the matching of restricted income to expenditure incurred;
- the provision of bad debts;
- estimating future cash flows in light of the Covid-19 pandemic.

## **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

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**Notes**

**2. Income from Charitable Activities**

	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>

	Unrestricted funds £	Restricted funds £	Total 2020 £
<b>Grant funding for specific charitable activities</b>			
Bill and Melinda Gates Foundation	118,715	1,186,981	<b>1,305,696</b>
Ashoka University	29,281	296,334	<b>325,615</b>
UNICEF	-	12,809	<b>12,809</b>
Other grants	4,020	115,198	<b>119,218</b>
<b>Total income</b>	<b>152,016</b>	<b>1,611,322</b>	<b>1,763,338</b>

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**Notes (Cont.)**

**3. Expenditure**

	Unrestricted funds £	Restricted funds £	Total 2021 £
Changing lives through media and communication	119,870	1,560,443	<b>1,680,313</b>
<b>Total expenditure</b>	<b>119,870</b>	<b>1,560,443</b>	<b>1,680,313</b>
			Total 2020
Changing lives through media and communication	152,016	1,611,322	1,763,338
<b>Total expenditure for 2020</b>	<b>152,016</b>	<b>1,611,322</b>	<b>1,763,338</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 the current and prior years 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 2021 £
Changing lives through media and communication	753,451	926,862	<b>1,680,313</b>
<b>Total expenditure</b>	<b>753,451</b>	<b>926,862</b>	<b>1,680,313</b>
			Total 2020
Changing lives through media and communication	924,715	838,623	1,763,338
<b>Total expenditure for 2020</b>	<b>924,715</b>	<b>838,623</b>	<b>1,763,338</b>

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

This is stated after charging:

	Total 2021 £	Total 2020 £
Operating lease rentals - land and buildings	<b>77,296</b>	82,414
Auditor's remuneration for the statutory audit	<b>7,800</b>	7,620

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**Notes (Cont.)**

**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 (2020: £nil).

**6. Staff costs**

Costs of staff are split out by:

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Wages and salaries	<b>811,265</b>	669,377
Social security	<b>17,102</b>	20,829
Pension	<b>51,132</b>	37,609
Other staff costs	<b>47,363</b>	110,808
<b>Total staff costs</b>	<b>926,862</b>	838,623

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

	<b>2021</b>	<b>2020</b>
£60,000 – £69,999	-	1
£70,000 – £79,999	<b>1</b>	-
£80,000 – £89,999	<b>2</b>	1
£90,000 – £99,999	-	1

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 £92,731 (2020 : £99,862), is £437,815 (2020 : £446,982).

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

	<b>Total 2021</b>	<b>Total 2020</b>
Programme activities (charitable)	<b>31</b>	38

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.

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**Notes (Cont.)**

**7. Debtors**

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Trade debtors	<b>34,144</b>	32,690
Other debtors and prepayments	<b>455,949</b>	543,448
<b>Total</b>	<b>490,093</b>	576,138

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

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Trade creditors	-	77,846
Other creditors	<b>277,917</b>	396,496
Amounts due to BBC Media Action	<b>400,199</b>	239,430
Accruals	<b>38,835</b>	32,082
<b>Total</b>	<b>716,951</b>	745,854

**9. Share capital**

Allotted, called up and fully paid

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
3 ordinary shares of £1 each	<b>3</b>	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.



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**Notes (Cont.)**

**10. Funds analysis**

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

	Unrestricted funds £	Restricted funds £	Total 2020 £
Balance at 1 April 2019	20,771	-	20,771
Income	152,016	1,611,322	1,763,338
Expenditure	(152,016)	(1,611,322)	(1,763,338)
<b>Balance at 31 March 2020</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.

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**Notes (Cont.)**

**11. Commitments**

**a) Capital**

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

**b) Financial**

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

**c) Leases**

At 31 March 2021, BBC Media Action (India) Limited had the following total minimum lease payments under non-cancellable operating leases relating to land and buildings:

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
<b>Operating leases which expire:</b>		
- Within one year	<b>86,510</b>	87,805
- In the second to fifth years inclusive	<b>45,314</b>	140,489
<b>Total</b>	<b>131,824</b>	228,294

**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,

**13. Related Party Transactions**

At 31 March 2021, an amount of £400,199 was owed to BBC Media Action by BBC Media Action (India) Limited (2020: £239,430).

There were no other related party transactions in the year to 31 March 2021 (2020: none).