

B B C

MEDIA ACTION

TRANSFORMING LIVES THROUGH MEDIA
AROUND THE WORLD

Annual Report 2014/15

THURSDAY



A4LY5E1E

A12

10/12/2015

#323

COMPANIES HOUSE

Contents

OVERVIEW	3
STRATEGIC REPORT AND BOARD OF TRUSTEES' REPORT	4
OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT	4
ACHIEVEMENTS AGAINST OUR AIMS FOR 2014/15	6
LOOKING AHEAD: OUR AIMS FOR 2015/16	17
FINANCIAL REVIEW.....	20
FINANCIAL POLICIES	20
OUR ORGANISATION	21
STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES OF BBC MEDIA ACTION IN RESPECT OF THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS...	25
TRUSTEES, SENIOR STAFF AND ADVISORS.....	26
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BBC MEDIA ACTION	28
FINANCIAL STATEMENTS.....	30

OVERVIEW

BBC Media Action, the BBC's international development charity, believes in the power of media and communication to help reduce poverty and support people in understanding their rights. Working in partnership with broadcasters, governments, non-governmental organisations (NGOs) and donors, we provide information, strengthen the capacity of the media and other actors, and stimulate positive change. Partners include BBC World Service, as well as many national and local TV and radio broadcasters.

In 2014–2015, BBC Media Action's projects reached at least 200 million people in 40 countries in the fields of governance, health and resilience and responding to humanitarian emergencies. Much of our work is delivered through broadcast programmes, including debate shows, dramas, radio and TV magazine shows and public service announcements. We also use village-level and national mobile phone initiatives and street theatre, as well as face-to-face dialogue. Alongside our partners (including NGOs, government ministries and academic organisations), we help strengthen the capacity of journalists and broadcasters; this includes supporting state broadcasters in their transition to public service broadcasting.

Research and policy is an important strand of our work. This year, we published and shared four policy briefings, covering how the media can enhance the potential of adolescent girls, research from our ground-breaking Climate Asia project, the use of communication in behaviour change, and media and accountability in Africa. We also published three research briefings that explore and analyse the effectiveness of communication for development.

Our largest donor is the UK's Department for International Development (DFID), which supports us through a five-year 'Global Grant' (2011 - 2016) to produce media and communication outputs that contribute to better governance, healthier populations and an increased ability to cope with humanitarian crises. This year, our programmes funded by the Global Grant reached an estimated 184.5 million people (106.3 million in governance, 15.8 million in resilience and humanitarian response, and 62.4 million in health). DFID awarded us an A+ rating for our Global Grant overall and rated us 'excellent' for effectiveness.

Other significant donors include the Bill & Melinda Gates Foundation and several UN agencies, including the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA) and Unicef. We also receive funding from other governments, the European Commission, and a number of other NGOs. The 11 members of our Corporate Leaders Group contribute valuable cash and in-kind support and we use donations from individuals to support innovative new work through our Catalyst Fund.

Strategic Report and Board of Trustees' Report

The Trustees are pleased to present their annual report and audited consolidated financial statements of BBC Media Action and its trading subsidiary for the year ended 31 March 2015. The Trustee's report also contains the information required in a strategic report.

OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT

The objects for which BBC Media Action is established 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, press and news conferences, relevant law and newsroom roles and responsibilities, so as to promote high standards of balance, fairness, integrity and professionalism; and,
- the education of the public in the arts and sciences, including health, law, social policy, public administration, history, politics, economics, environmental protection, languages and in the availability of education, and in particular through raising public awareness on subjects such as sexual and reproductive health issues by producing public service announcements, discussion programmes and drama and broadcasting and other dissemination of educational films and radio and television programmes, and the publication of other educational material for the benefit of the public.

BBC Media Action carries out these objects through the following activities:

1. We use various forms of media and communication to tackle poverty and contribute to positive long-term individual and societal change. We help people make sense of events, engage in dialogue, and take action to improve their lives through access to timely, reliable information. Our aim is to inform, connect and empower people around the world. All outputs are designed with specific audiences (or beneficiaries) in mind, based on research into development needs and analysis of the opportunities and constraints of each media context. We use radio, TV, mobile phones, social media and face-to-face interactions delivered in formats that include drama, debate, phone-in shows, public service announcements and blogs. Our work aims to benefit audiences in some of the world's poorest countries and is currently undertaken in 40 countries in Africa, Asia, the Middle East and Europe. We have established that we will achieve greatest impact and public benefit by focusing on three thematic areas: governance, health, and resilience and responding to emergencies.
 - In **governance**, we aim to provide access to information and create platforms to enable people to take part in community life and to hold those in power to account, as well as strengthening media.

- In **health**, we provide information and explore social and cultural norms that affect good health in some of the poorest places in the world. Our programmes aim to build people's confidence to take action in the interests of their own health and the health of their families.
 - In **resilience and humanitarian response**, we aim to increase people's ability to secure food and water, improve their economic security and opportunities, and reduce their risk of vulnerability to disaster as well as responding when a humanitarian emergency occurs.
 - Across all our work, we aim to be inclusive and to champion issues of gender and diversity, both as an employer and in the way we integrate this into our projects and broadcast outputs. In our partnerships and programmes, we contribute to strengthening cultures where inequalities (such as those based on gender, sexuality, disability, religion or ethnicity) can be addressed and where marginalised people's participation in economic, social and political life is enhanced. Our work is designed to encourage communication across political, ethnic, religious and other divides.
2. Partnership is key to what we do, and we extend the reach of our programmes by working closely with the language services of BBC World Service and with other broadcasters. We also work with development actors in the UK and internationally, as well as academic institutions, to explore the role of media from a policy perspective. We support others to make programmes and build their skills as journalists and/or communicators and do so in partnership with local and national broadcasters, local or national governments, international and community-based NGOs and other project partners. This way we can strive to ensure that development efforts are linked up on the ground to bring lasting change.

Our expertise lies in listening and responding to our audiences: our audience includes the journalists and others we train, as well as listeners, viewers and other users of our media content. All these strong relationships increase the reach and impact of our work.

We believe that change happens at four levels:

- **People:** all those who need and inform our work including our audiences and beneficiaries
- **Practitioners:** including fellow media professionals, frontline health workers
- **Organisations:** commercial, community and public service media organisations, as well as state institutions, civil society organisations and other not-for-profit organisations
- **Systems:** the political, social and economic institutions and relationships within society that influence how change happens and provide the context for our work; this includes the media, communication and regulatory environment. BBC Media Action works at all these levels (though not in each project), tailoring our interventions and methodologies for each context.

Audiences are at the heart of everything we do: this key BBC value is vital for effective communication for development. To reach people who most need our programmes, we have to know who they are – how they live, what they believe, what they consider their challenges and their strengths. Research findings inform our work, bridging theory and practice to provide an evidence base both for our own programmes and for anyone working in media and development worldwide. We produce and disseminate policy and research publications, and participate in conferences and events, to contribute to the debate and evidence base of media and communication for development.

The beneficiaries of our work are the audiences who hear, watch or interact with our radio, TV, mobile phone, online and social media outputs, and journalists and others who receive training and mentoring, and their audiences. In most cases, people receive our services free of charge. Occasionally, we charge for a service to ensure it can be sustained beyond the life of a particular project.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing BBC Media Action's aims and objectives and in planning future activities.

Achievements against our aims for 2014–2015

BBC Media Action set out its plans in a paper called Forward Plan 2014–2019, which was approved by the Board of Trustees in April 2014, to deliver the four aims outlined below.

1. **Aim:** *We will effectively deliver our portfolio of work across Asia, Africa, the Middle East and Europe and increase our influence although we will not grow significantly this year.*

How we did it:

In the financial year 2014–2015, we worked on 71 TV, radio, online, mobile phone, social media, face-to-face dialogue and training projects. We did this in partnership with local broadcasters and BBC channels and services across Asia, Africa, the Middle East and Europe, reaching 17.8 million people in a typical week. Some examples of our projects and what they achieved follow.

"The support provided by the policy and advisory team, the research and learning team and the editorial development team enables BBC Media Action projects to build on good practice, deliver at scale and to a high quality, whilst continually assessing performance".

BBC Media Action Global Grant: Mid-Term Review Report, October 2014

High-quality and appropriate content

- We secured a commitment from the Indian national government to look at how we could roll-out our innovative mobile health initiatives to other parts of the country. These are: *Mobile Kunji* (Mobile Guide) and *Mobile Academy*, job aids and training for frontline health workers, and *Kilkari* (Baby's Gurgle), a messaging service for pregnant women and mothers. Research demonstrates that the projects are positively influencing health behaviour among pregnant women and mothers. Women supported by frontline health workers with access to *Mobile Kunji* are more likely to follow best practice infant nutrition than those with no exposure to our service – almost 10% more women with a child aged 6–11 months reported giving their child semi-solid complementary food and 7% more reported having exclusively breastfed their child up to six months of age. Significantly, 42% of pregnant women exposed to *Mobile Kunji* saved their frontline health worker's phone number as an emergency contact, compared with 30% of those who were not exposed to the service.
- We launched a training programme that also produces *El Kul* (For Everyone), the only impartial information service in conflict-affected Libya. We coached diverse Libyan trainees in a digital newsroom, enabling them to produce online news and current affairs content that reached 350,000 people a week through the *El Kul* website and Facebook page. In the first two months *El Kul* gained 62,000 followers on Facebook in a country where one in four people get their news from this source. Research confirmed that most users of *El Kul* strongly agreed that it is impartial and trusted, which is vital in a country where most news coverage is viewed as unreliable and biased.
- We supported Télévision Tunisienne (TTV) before and during the country's first democratic presidential and parliamentary elections, helping the state broadcaster to meet audience needs at a critical time. Through audience research, we enabled TTV to include more analysis, clarify electoral processes, such as how to cast a vote and where to do so, and encourage politicians to respond to people's concerns via its hugely watched 8pm news bulletin, online content and social media accounts. We supplied mobile video editing units to eight regional bureaux, and training for 30 reporters, camera operators and technicians from 10 regional bureaux to strengthen their electoral coverage. We also supported the regulatory body in drafting election guidelines and are contributing to plans for new media-related institutions and regulation.
- Our established debate programme *Open Jirga* (Open Assembly) is highly regarded in Afghanistan, as demonstrated by the calibre of panellists participating in the programme in 2014–2015, including the presidential candidate (now president) Mohammad Ashraf Ghani. This level of participation is unprecedented in Afghanistan, and is remarkable when panellists face questions from the public on challenging issues including corruption. *Open Jirga* continued to be bilingual (Dari and Pashto) and to reflect the diversity of Afghan society. The live audience members of one episode this year represented 17 ethnic groups from across the country.

- In advance of the Nigerian presidential elections, our drama and discussion programming in Hausa and Pidgin English focused on issues such as electoral violence and voters' democratic right to freely choose candidates based on their personal preference and candidates' ability to govern. Town hall discussions for radio programme *Talk Your Own* featured senior officials, including the chair of the Independent National Electoral Commission, answering people's questions. We helped produce 11 widely broadcast TV and radio public service announcements where young people spoke about the importance of peaceful participation in elections.
- Our global and country-based Preparation for Lifeline work, in partnership with media, government and humanitarian institutions, trains media and relief providers in how to respond to humanitarian emergencies and to be ready to provide people with the information they need to survive and recover. Following the August 2014 floods in Nepal, staff from Shuklaphanta FM who had received training responded with radio programming on topics including the importance of boiling water before drinking. After flooding in Bangladesh the same month, the government and the UN shared emergency communications aimed at the communities affected - developed as a result of our Lifeline training with humanitarian actors responding to the crisis.
- During the Ebola crisis, we created programming for Sierra Leone, Liberia and Guinea. These included Mr Plan Plan, a series of 12 radio mini-dramas and broadcast in five local languages, and weekly radio discussion programme *Kick Ebola Nar Salone* (Kick Ebola out of Sierra Leone) and *Kick Ebola from Liberia*. Reflecting the importance of accurate information in preventing the spread of Ebola and the challenge of changing traditional practices, we devised attention-grabbing public service announcements on topics including the health risks of attending burials. We provided tailored Preparation for Lifeline training to 400 humanitarian practitioners, journalists and government officials across West Africa, so that they could respond with practical programming that would help people deal with the effects of an Ebola outbreak. We are learning lessons on Ebola communication and will support Lifeline trainees to make appropriate programming to help people rebuild their lives.

Effective project design and delivery

- We continue to meet or exceed our agreed targets under the DFID Global Grant, our largest grant. As a result, DFID's Mid-Term Review of the Global Grant rated us "excellent" for effectiveness and commented positively on the high quality, relevance and independence of our programming based on sound research.
- We began *Amrai Pari* (Only We Can Do It), a primetime TV series featuring Bangladeshi communities finding ways to improve their lives in the face of increasingly extreme weather - with the first series reaching 15.8 million people. Qualitative research revealed that the show has encouraged viewers to work together and access information about disaster preparedness and alternative livelihoods.

- We have tested research approaches to clarify how far certain outcomes, such as health behaviour or political participation, are due to our programmes. We are running this type of impact analysis in Sierra Leone, Kenya, Nigeria and Ethiopia in relation to our governance or health programming. We are also conducting qualitative research into how our programming in Afghanistan, the Palestinian Territories, South Sudan and India achieves impact.
- Our editorial development team is involved at the early stages of programme development to ensure content is effective, appropriate to target audiences and complies with donor and BBC requirements. During the year, we ran various creative workshops including one for the national, youth-oriented Tanzanian current affairs radio programme *Niambie* (Tell Me). The workshop generated a social media strategy, attracting strong engagement from the audience.

Mentoring, support and partnerships

- Working in partnership is key to achieving impact in a cost-effective and sustainable way. During 2014–2015, BBC Media Action was involved in 54 capacity-building partnerships with local media and civil society organisations in nine countries to increase accountability and participation in governance activities. During the same period, we were involved in 22 capacity-building partnerships across four countries to strengthen health outcomes.
- Through tailored training, our Radio Waves project in Zambia strengthened the professionalism and sustainability of six radio stations, each in a different province. This is improving programming for urban and rural audiences and also giving them a voice by giving them a platform to raise concerns and demand answers from those in power.
- In seven provinces of South Sudan, we helped partner radio stations to produce locally tailored factual and discussion programmes raising awareness of the importance of girls' education. This includes producing a programme in a camp for internally displaced people and engaging with 175 listeners' groups.
- Our long-term mentoring has clear impact. In Afghanistan, we have a long-term partnership with the state-owned broadcaster Radio Television Afghanistan (RTA) to co-produce *Open Jirga* (Open Assembly). As Khwaja Naqib, a senior RTA cameraman, says, "We have never produced anything at the level of *Open Jirga* before. It... sets new standards".

- Alongside producing the national TV and radio debate programme *Sajha Sawal* (Common Questions) to foster accountability in Nepal, we worked with local radio stations across the country to strengthen their local governance programming. Research found that, where solutions involved tangible actions within the control of a single authority or office, commitments made on programmes were more likely to be put into practice. However, the result was less satisfactory where action was needed at a higher level or where it required collaboration between several groups. The study also confirmed that episodes of *Sajha Sawal* are more effective if they are recorded at locations where the issues under discussion are most relevant.

2. **Aim:** *We will play a leading role in the sector, making the case for media and communication in development. We will secure funding to support our work and ensure that we provide value for money.*

How we did it:

Each year, the policy briefings we publish, the papers that are accepted by leading journals and the invitations we receive to high-level events, all highlight our leadership in the sector and give us a platform to keep media and communication on the development agenda. The year under review was busy in this respect. We also attracted significant new funding and in-kind support, enabling us to achieve considerable, and cost-effective, impact. Some examples of this are outlined below.

"BBC Media Action is providing thought leadership... the more I work with them the more impressed I am".
Barbara Hewitt, Behaviour Change Adviser, DFID London

"A high awareness of financial responsibility exists in the country offices as well as at headquarters".
BBC Media Action Global Grant: Mid-Term Review Report, October 2014

Leading role in the sector

- Our work gained considerable external recognition, including the MRS President's Medal at the MRS Awards for 'an extraordinary contribution to research' for the rigour of our research and the Climate Asia data portal. Our health initiatives in India, *Mobile Kunji* (Mobile Guide) and Mobile Academy, won Best Mobile Product or Service for Women in Emerging Markets at the prestigious GSMA Global Mobile Awards 2015. Judges said that the projects, which help to reduce child mortality and improve maternal health, made "great use of low-price technology to deliver education and training" and had "strong partnership buy-in".

- In 2014–2015, significant publishing achievements included policy briefings on our Climate Asia project, media's role in enhancing the potential of adolescent girls, several papers in the MIT journal *Innovations*, a white paper on mobile health on behalf of the Bill & Melinda Gates Foundation and a contribution to a World Bank literature review on behaviour change.
- During the year, BBC Media Action staff and authors addressed high-level development meetings, including lecturing at the London School of Economics on media and health behaviour change, facilitating a workshop for DFID governance and conflict advisers, joining advisory groups for two UN Food and Agriculture Organization conferences and chairing a panel at a UN Inter-Agency Round Table on communication for development.
- As part of our new resilience Preparation Lifeline training programme in Burma/Myanmar, we participated in a UN Office for the Coordination of Humanitarian Affairs (OCHA) simulation exercise, which brought together 140 government, UN and international NGO representatives. For the first time, communicating with communities was incorporated into the simulation, with our partner Myanmar Radio and Television (MRTV) producing a brief programme that was played to all participants. This was so successful that OCHA will now include communication with communities in all future simulations in the region.

Providing value for money

- In our third year of the DFID Global Grant, we scored A+ overall and for each output. Building on the previous year's success, this continued to demonstrate a good return on investment for the Global Grant. In a few cases, notably health reach figures and policy engagement, we significantly surpassed some indicators.
- In India, we have built on our Bill & Melinda Gates Foundation-funded maternal and child health project in Bihar and leveraged funding from DFID and Indian national and state governments to start expanding our innovative mobile health services nationwide. Once scaled up, *Kilkari*, *Mobile Kunji* and *Mobile Academy*, our training course for frontline health workers, could reach 10 million families and 1.1 million frontline health workers. *Mobile Kunji* and *Mobile Academy* have already been rolled out across Odisha and Uttar Pradesh states, and *Kilkari* delivered maternal and child health information to more than 260,000 families in just one month.
- We invested in a new global finance system to improve our efficiency, supported by £50,000 worth of pro bono consultancy services from Deloitte.

- We estimate the value of free airtime for broadcasting long-form programmes on partner stations over 12 months at £4 million (this does not include the value of airtime on BBC World Service in Asia, Africa and the Middle East).
 - Notable corporate support received during the year included: ETIHAD Airways providing 80 free return flights to and from workshops; free access to Universal Publishing Production Music's library, saving us £30,000; Facebook providing free advertising space for our election-related public service announcements in Nigeria; and Chatham House, United States Institute of Peace, the Chartered Institute of Management Accountants, Rockefeller Foundation and the World Bank hosting events at no cost, helping to disseminate our policy briefings. The support and partnerships that BBC Media Action enjoys across the BBC also make a significant contribution to our value for money (see reporting against aim 4, below).
3. **Aim:** *We will ensure we are creative, flexible and able to apply the best new ideas and technologies to our work. We will learn from our technologically innovative projects (and from others in the sector and beyond), and apply that learning where appropriate across our work.*

How we did it:

We demonstrated creativity and flexibility in adapting to changing contexts, including the challenges of responding to humanitarian emergencies, working in conflict-affected regions and maximising the opportunities of new technologies. To remain effective as well as agile, we continued to learn from our experiences and those of our peers, sharing lessons and putting them into practice. Some specific examples are outlined below.

"The headline logframe achievements are... underpinned by a wealth of high quality media, communication, research and policy outputs and sustained by an organisational culture in which core BBC editorial values, learning and sharing, responsiveness and proactivity are evident".

BBC Media Action Global Grant: Mid-Term Review Report, October 2014

Flexibility

- Perhaps the strongest example of our flexibility and ability to maintain high-quality output in the face of challenging circumstances is our reaction to the Ebola crisis in Sierra Leone. Our country office continued to operate and we kept all staff safe while broadcasting two of our regular programmes and contributing to the national Ebola response through the National Ebola Taskforce. We delivered training workshops for production staff from 36 partner stations, which each produced weekly Ebola shows. We redeployed resources to meet changing needs and adapted our long-running radio programmes *Fo Rod* (Crossroads) and *Tok Bot Salone* (Talk About Sierra Leone) to help people question local authorities about their Ebola response. In collaboration with African Independent Radio and Cotton

Tree News, we produced nine hours of informative and engaging coverage over a three-day curfew, during which we received more than 3,500 text messages.

- We demonstrated flexibility when the Nigerian presidential, national assembly and state elections were postponed for six weeks. We quickly adjusted production and training schedules, bringing some activities forward and postponing others, and took the opportunity to conduct extra governance work before the elections, including radio outputs and training partner stations. We collaborated with democracy and peacebuilding NGOs, Nigerian media organisations and DFID's Nigeria office to coordinate a Peace Day on the eve of the presidential election, during which broadcasters encouraged non-violent political participation through their own content as well as using public service announcements made by BBC Media Action and the Independent National Electoral Commission.
- In Somalia, we are helping partner radio stations to be responsive and engage a young audience through producing the country's first interactive radio drama *Maalmo Dhaama Manta* (A Better Life than Today) and accompanying phone-in show *Hiigsiga Nolosh*a (Aspirations for Life). The programme enables young people to discuss challenges and opportunities, such as high unemployment and migration, and steer the programme content. After every fourth episode of *Hiigsiga Nolosh*a, listeners vote to decide on the next steps for characters in *Maalmo Dhaama Manta*.

Creativity and new technologies

- We encourage creativity through monthly creative forums, which give staff the opportunity to come up with innovative programme ideas. Country teams and our partners also came together for a week-long creative workshop, Ignite 2015, to brainstorm ideas and learn from the best BBC programme-makers.
- The BBC World Service pioneered 'WhatsApp' as a new way of reaching audiences and we worked with them to get life-saving information out to people in West Africa as the Ebola crisis began. We also developed our own WhatsApp service for Sierra Leone and Liberia, which helped us to increase engagement with our local programming, sharing teasers and highlights. In both countries, we have achieved approximately 10,000 subscribers.
- We encouraged an enhanced understanding of women's and girls' rights in Sierra Leone by launching Bamba Community – a radio drama covering real-life problems and dilemmas such as domestic violence and teenage pregnancy. This was followed by a discussion programme *Leh Wi Know* (Let Us Know), in which listeners ask experts questions about topics raised in Bamba Community and receive practical information about their rights and available support. The first series ran for 23 episodes and broadcast nationally through BBC Media Action's network of partner radio stations.

- We explored new approaches to *Lin Lat Kyair Sin* (Bright Young Stars), our national youth-focused weekly radio programme in Burma/Myanmar. We broadcast from one of the country's most remote states, reflecting the fact that 77% of the audience is rural. We also successfully experimented with user-generated content, helping a group of listeners to produce a high-quality video about migration in their village that was shared on Facebook.
- During the year we launched iLearn, a learning platform that enables our staff and partners to receive training and mentoring support in journalism, media skills and management where and when needed. Training resources can be downloaded on mobile phones and tablets, and all course activity is tracked. The platform includes an open access area that offers free learning resources, such as our 'The Principles of Journalism' course.
- We are increasingly using social media to increase our reach. In December, we helped young Libyans mark World Human Rights Day through a video that has reached more than 500,000 people. Facebook, Twitter and Getty Images continued to provide training and social media inspiration to our programme-makers, and our editorial development team ran social media training for staff, with a focus on promoting our best stories, latest research and policy briefings.

Learning and sharing lessons

- Online and face to face, we regularly share details of our latest projects and research findings with staff and partners and learn from others. In Tanzania, we brought together producers from the main broadcast partners we work with for training and to peer-review their governance programming.
- We conduct regular reviews of all our programming, which are an opportunity to give feedback and discover the training requirements of our partners and programme-makers, and share learning between countries. For example, a programme review of our Indian adolescent health programme *Khirki Mehendiwali* (Mehendi Opens a Window) included teams from Bangladesh, Cambodia and Nepal.
- To identify the best ways to reach Syrian refugees in Lebanon with useful and engaging content, we undertook our own research and drew on external research. We assessed the refugees' communication needs and reviewed needs assessment studies, a media consumption study and findings from our previous work with Syrian refugees. Based on this, we began developing an app targeted at Syrian refugees, in collaboration with Lebanese and Jordanian production companies, building on the content and support available to Syrian refugees via our 15 communication hubs.
- We continued to build on our expertise using mobile telephony to improve health outcomes. Yvonne MacPherson, one of the authors of last year's influential *Health on the Move* policy briefing, presented findings at numerous conferences, including Harvard University's School of Public Health. In February,

we took part in a mobile health conference at the University College London Institute for Global Health. BBC Media Action's *Mobile Kunji* and *Mobile Academy* health-focused projects in India were referenced several times by a range of speakers as a leading figure in the field of mHealth implementation.

- With the World Bank group, we organised NEEDLE 2015 to examine how social and behavioural change communication could prevent open defecation in India. The event attracted some 300 participants from NGOs, more than 20 Indian states and the private sector to discuss, develop, plan and evaluate communication initiatives for sanitation. The event hashtag #comdev received 308,285 impressions.
 - Based on feedback from our school listening clubs in Ethiopia, we identified a need for tailored programmes for adolescents, since our current programmes appeal more to adults than youths. We now plan to have a regular youth-focused programme every nine weeks and have started recording.
4. **Aim:** *We will strengthen existing partnerships across the BBC World Service Group (chiefly BBC World Service language services and World News) and the wider BBC.*

How we did it:

BBC Media Action's partnerships are growing within the BBC World Service Group and also the wider BBC, leading to better ways of working through sharing knowledge and skills, and increased cost-effectiveness. Some examples of our partnerships within the BBC follow.

"The organisation has effectively leveraged its experience, size, reputation, brand name and relationship with the wider BBC to procure resources economically and use them efficiently".

BBC Media Action Global Grant: Mid-Term Review Report, October 2014

- We enjoyed significant in-kind support from the BBC during 2014–2015, particularly through the use of BBC World Service's transmission network to a total of 183 hours. For example, BBC Hausa broadcasts BBC Media Action's *Story Story*, which is one of West Africa's most popular radio dramas, and BBC Swahili co-produces *Sema Kenya* (Kenya Speaks) and broadcasts it on radio in Kenya and Tanzania.
- Staff from the BBC Natural History Unit and Newsnight supported our work with state broadcaster MRTV in Myanmar/Burma with a total of five weeks' training.
- BBC editorial and production staff routinely gave their time to our projects, ranging from expert input into our publications to technical support for BBC Media Action's editorial team.

- Producers and directors from across the BBC shared their skills with our country teams, coordinated by our editorial development team. For example, a senior graphic designer from BBC News spent two weeks in Nepal with our *Sajha Sawal* debate team, assisting a revamp of the popular TV programme.
- World Service Business Development is helping us develop a module for our new online training portal iLearn. Called *Value of Air Time*, this will help our radio partners around the world to improve the sustainability of their radio stations.
- Episodes of our Afghanistan debate programme *Open Jirga* (Open Assembly) are now followed by a new programme on BBC Afghan Service, Talking Point, which is broadcast in Dari and Pashto and funded by BBC World Service. Inspired by the success of *Open Jirga*, Talking Point frequently uses clips from the programme to build on the discussion and give a wider audience the chance to air their views.
- BBC Media Action and BBC Hausa Service worked together to co-produce town hall (public) meetings broadcast on the Hausa Service while we supported the programme-making team. This collaboration was cost-effective while providing benefits for both of us.
- We provided technical and production support to the BBC Africa Debate team, which included providing recording equipment for debates and arranging for reciprocal recorded interviews with BBC Hausa Service and Talk Your Own panellists.
- Creative leaders from across the BBC gave their time to support BBC Media Action's week-long staff development event – Ignite! Creative teams from Algeria to Zambia benefited from input from BBC Three Drama, New Media and Radio 1.
- This sharing of expertise and resources is reciprocal. For example, BBC Media Action's policy for production teams working with children and vulnerable people has been adopted by several BBC teams.
- The BBC's Editorial Guidelines have helped our partners to develop their own guidelines. For example ZNBC (Zambia State TV) produced a manual to support its programming teams.

Looking ahead: our aims for 2015-16

BBC Media Action set out its plans in a paper called Forward Plan 2014–2019, approved by the Board of Trustees in April 2014.

For 2015–2016, we will:

1. **Aim:** *We will effectively deliver our portfolio of governance, health and resilience work across Asia, Africa, the Middle East and Europe, in line with the approaches set out in our strategy papers.*

How we will do it:

- We will design and deliver all our projects so that they have a clear theory of change, achieve impact against the agreed objectives of each project, and are compliant with donor and organisational requirements and local and UK legislation.
 - We will continue to ensure that all our outputs are of high editorial quality, adhere to BBC editorial values and are appropriate to the audiences and context.
 - We will prioritise long-term mentoring, support and partnerships.
 - We will continue to develop the intellectual framework and mechanisms to measure the impact of our work, and gather evidence that media contributes to development. We will use this information both to enhance the quality of our outputs and to share these findings with the sector.
2. **Aim:** *We will play a leading role in the sector, making the case for media and communication in development. We will secure funding to support our work and ensure that we provide value for money.*

How we will do it:

- We will deliver overall BBC Media Action income and expenditure as budgeted with added emphasis on efficiency.
- We will score an A+ or above for the fourth year of the Global Grant reflecting growth in our evidence base and in the impact of work delivered.
- We will increase the amount of non-Global Grant sourced funding we raise and spend to increase our impact and to enable draw down of the Global Grant through the remainder of the grant period.

- We will secure a sizeable new grant from the UK's Department for International Development to be implemented from 2017.
 - We will continue to develop key strategic funding relationships, including Norwegian funders and the Bill & Melinda Gates Foundation at programmatic and at policy level.
 - We will secure unrestricted or budget-relieving income from major donors, corporate donors and other fundraising initiatives as budgeted.
3. *Aim: We will ensure we are creative, flexible and able to apply the best new ideas and applications to our work. We will learn from our technologically innovative projects (and from others in the sector and beyond), and apply that learning where appropriate across our work.*

How we will do it:

- We will explore ways to use our new iLearn platform innovatively for project delivery, internal staff development and as an open access resource.
 - We will learn from successful utilisation of social media and increase our use of it at project and corporate level to extend reach and inclusivity.
 - We will continue to improve our systems and support to country teams, so that learning from key country programmes is shared effectively, both internally and externally.
 - We will continue to seek opportunities to partner with and learn from development innovators, production specialists, social entrepreneurs, and the very best of media practitioners, to increase the impact of our own work.
4. *Aim: We will strengthen existing partnerships across the BBC World Service Group (chiefly BBC World Service language services and World News) and the wider BBC.*

How we will do it:

- We will continue to build partnerships with individuals and teams within the BBC to provide expertise to deliver specialist aspects of our work.
- We will build on last year's success to increase BBC staff's recognition of BBC Media Action and to increase payroll giving within the BBC by a further 100%.

- We will continue to build partnerships and opportunities for collaboration between BBC Media Action and BBC World Service to foster better ways of working and to reduce transaction costs.
5. **Aim:** *We will achieve greater understanding across the organisation of diversity and make tangible progress in moving towards our six equality and diversity objectives.*

How we will do it:

- Every member of staff will have one objective for 2015–2016 that looks at how they can help implement our diversity strategy through their work.
- Every team across the organisation will discuss the diversity strategy and ways to put it into action.

FINANCIAL REVIEW

The income and expenditure account for the year ended 31 March 2015 shows a surplus (net incoming resources) of £0.5m (2014: £0.3m). The surplus improves BBC Media Action's reserves.

Total income of £47.4m was £7.0m higher than the previous year (2014: £40.4m). This variance largely relates to Gifts in Kind which at £8.8m were £5.1m higher than the previous year (2014: £3.7m). As with previous years, the principle source of funding was grant funding for specific activities. The largest single amount came through a Global Grant from the UK government's Department for International Development. This is a five year grant that covers the period 1 November 2011 to 31 October 2016.

Total expenditure of £46.9m (2014: £40.1m) was higher than the previous year due to increased activity in our Africa region and the greater levels of Gifts in Kind. Expenditure on our charitable activity, providing public benefit by changing lives through media development and development communications, represented 98.5% of total expenditure (2014: 98.5%)

The consolidated cash flow statement shows that cash has increased by £1.8m during the year (2014: increase of £2.1m).

FINANCIAL POLICIES

Reserves

As a result of the net incoming resources of £0.5m, net assets in the consolidated balance sheet increased to £5.2m at 31 March 2015 (2014: £4.7m).

The Board of Trustees review the reserves policy on an annual basis in the context of BBC Media Action's multi-year plans and a review of the risks and opportunities for BBC Media Action. The Board of Trustees considers that BBC Media Action should hold reserves in the general fund (total unrestricted funds less designated funds) in the range of £5.5m to £6.0m (2014: £4.5m to £5.0m). This range is based upon an analysis of the financial risks faced by BBC Media Action, the stability, levels and types of future income, the impact of future plans and commitments, and an assessment of the essential running costs of BBC Media Action.

Total unrestricted funds held at 31 March 2015 amounted to £5.2m (31 March 2014: £4.7m) of which reserves in the general fund amounted to £4.8m (31 March 2014: £4.3m).

Investment Policy

Cash balances are set out in the consolidated statements and BBC Media Action balance sheets and in the notes of the financial statements. The objective of the investment policy is to maximise interest whilst limiting risk.

Going concern

The Board of Trustees is of the opinion that BBC Media Action and the group has adequate resources to continue in operational existence for the foreseeable future. The Board of Trustees has identified no material uncertainties that cast significant doubt about the ability of BBC Media Action to continue as a going concern as is further explained in Note 1 of the Financial Statements.

OUR ORGANISATION

Staff and volunteers

The quality and creativity of our outputs are directly attributable to the calibre and expertise of our staff. In 2014/15 BBC Media Action employed an average of 771 staff, with 143 based in the London office. Of the staff based outside London, 4% are in the Middle East and Europe region, 47% in Africa, and 49% in Asia. This includes 39 expatriate staff who have specialist skills in media and or international development

The skill sets are diverse. In addition to attracting journalists and programme makers from elsewhere in the BBC and other media organisations, we have employed specialist development practitioners, trainers, producers, actors, development finance professionals, marketing and research experts from the private sector and more.

We advertise most of our jobs locally, invest in building local skills, and a high proportion of our staff are based in countries where we work. We seek to develop local skills, so that our work can be sustained long-term, after our own in-country projects have concluded. As a consequence, wherever possible we recruit staff from the countries or regions where we operate. We are keen to ensure a positive and supportive working environment for our staff. BBC Media Action has volunteers and work experience placements on a regular basis.

The Group gives full consideration to applications for employment from disabled persons where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. Opportunities are available to disabled employees for training, career development and promotion. Where existing employees become disabled, it is the Group's policy to provide continuing employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim.

Legal structure

BBC Media Action is registered as a charity (registered number 1076235), and is incorporated as a company limited by guarantee (registered number 3521587). The financial statements will be delivered to the Registrar of Companies. BBC Media Action was established under its Memorandum of Association with the objects and powers of a charitable company. It is governed by its Articles of Association.

The sole member of BBC Media Action, the BBC, undertakes to contribute to the assets of BBC Media Action in the event of it being wound up while it is a member, or within one year after it ceases to be a member for payment of the debts and liabilities of BBC Media Action contracted before it ceases to be a member, and of the costs, charges and expenses of winding up, for the adjustment of the rights of the contributors among themselves such amount as may be required not exceeding £10. Each Trustee is a subscriber to the Memorandum of Association and accordingly the BBC Media Action had 13 subscribers at the end of the year 2014/15.

Subsidiary companies

BBC Media Action has three subsidiary companies which are 100% owned by BBC Media Action at 31 March 2015: The Marshall Plan of the Mind Inform, BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited. The Marshall Plan of the Mind Inform did not trade during the year. Work in India during the year was largely transacted through BBC Media Action (India) Limited, which was called BBC WST Limited until the 12 September 2013. BBC Media Action Nepal Private Limited is an entity established in Nepal on 13 May 2013 and is 100% owned by BBC Media Action.

On 28 December 2007 an independent entity known as the BBC World Service Trust India was set up in India with broadly similar objects to BBC Media Action. BBC World Service Trust India is able to receive funds from donors in India in Indian rupees. BBC Media Action has no investment in BBC World Service Trust India, but, in accordance with SORP 2005, BBC World Service Trust India is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements.

Governance

The Trustees, who are also directors of the company, are listed on page 26. They meet at quarterly intervals. A Trustee may, and the Secretary on requisition of a Trustee may, at any time summon a meeting of the Trustees. The quorum necessary for the transaction of the business of the Trustees shall be the greater of two Trustees or one third of the total number.

The Trustees seek to ensure that all activities conform to UK and relevant local laws and are within agreed charitable objectives. Their work includes setting strategic direction and agreeing the financial plan. They perform some of their function through sub-committees of the Board, including a Finance and Audit sub-committee. The Finance and Audit Committee (FAC) consists of three members. The Chair of the Finance and Audit Committee is a non-BBC nominated trustee. The FAC meets at least four times a year. Trustees act on

advice and information from regular meetings with the staff. Decisions made at other levels of the organisation are reported to the Trustees.

The Trustees have the power at any time, to appoint any person to be a Trustee, either to fill a casual vacancy or as an addition to the existing Trustees, so long as the number does not exceed the total number of Trustees referred to in the Articles of Association, which states that "the number of Directors shall not be less than three and not more than 15 of whom eight shall be nominated by the British Broadcasting Company". Trustees are selected following either advertisements or recommendations, followed by a conversation with the Chairman of the Trustees. Nominations are then put forward to the full Board for approval. An induction programme is available for all Trustees as is internal training on duties and responsibilities. Trustees are encouraged to visit BBC Media Action projects to obtain first-hand experience of BBC Media Action at country level. Knowledge sharing sessions provide Trustees with the opportunity to gain up to date information on particular issues.

Organisational structure and management

BBC Media Action has its head office in London, UK, where central support functions of Business Development, Communications, Editorial, Policy and Learning, Finance, Human Resources, Technology, Legal and the Director are based. There is a Management Team of five (Executive Director, Director of Programmes, Director of Policy and Learning, Director of Finance and Business Services, Director of Communications and Branding) and a Leadership Group that includes additional London based managers and country directors.

In addition to the UK office, at 31 March 2015 there are BBC Media Action offices in 17 countries (Afghanistan, Bangladesh, Cambodia, Ethiopia, India, Kenya, Libya, Myanmar (Burma), Nepal, Nigeria, Palestinian Territories, Sierra Leone, Somalia, South Sudan, Tanzania, Tunisia and Zambia), managed by Country Directors or Heads of Project, appointed by and accountable to the UK office. The country offices work with local development organisations and media partners in delivering the work described above. A streamlined group of London-based staff support Regional Directors and Country Directors, providing support on logistics and project development. In addition seven staff in the Policy and Advisory team provide thematic support and nine staff in the Editorial Development team provide editorial support.

The Research and Learning team carries out formative research to ensure that programmes are designed to reach appropriate and large audiences and that projects achieve maximum impact. They also evaluate the impact of our work.

Risk Management

BBC Media Action 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. The Management Team reviews the risk register quarterly and is responsible for managing each risk identified. The Trustees review the risk register in detail on an annual basis and at a summary level on a quarterly basis. BBC Media Action operates an annual planning and budgeting system with

an annual budget approved by the Trustees. Any significant changes to those plans need specific approval. Financial forecasts are made during the year.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditors are unaware; and each Trustee has taken all the steps that he ought to have taken as a Trustee to make himself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

The strategic report and the annual report are approved by the Board of Trustees on 2 December 2015 in their capacity as directors and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'F. Unsworth'.

Francesca Unsworth, Chair

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES OF BBC MEDIA ACTION IN RESPECT OF THE STRATEGIC REPORT, THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The Trustees are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and the directors' report) and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they have elected to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of income over expenditure for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditor is unaware;
- the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information;

The Trustees, in their capacity both as Trustees and company directors have reviewed and approve the Trustees' report which incorporates the Directors' Report and the requirement in the Strategic Report as set out in the Companies Act 2006 (Strategic Report and Directors Report) Regulations 2013.

TRUSTEES, SENIOR STAFF AND ADVISORS

Trustees**

Francesca Unsworth (Chair) (appointed 17 October 2014, Chair from 1st March 2015)

Peter Horrocks* (Chair) (until 28th February 2015)

Alison Evans (Vice Chair)

George Alagiah*

Martin Dinham

David Kogan

Keith McAdam

Michael C. McCulloch †

Bhupendra Mistry

Sanjay Nazerli (from 17 October 2014)

Ralph Rivera* (until 24 July 2015)

Susan King

Richard Thomas**† (until 19 June 2015)

Alison Woodham†

Mike Wooldridge (from 1 July 2015)

Richard Dawkins**† (from 1 July 2015)

Company secretary

Lindsey North*

* BBC representative

† Member of Finance and Audit Committee

** All Trustees are also directors of the company

Management Team

Caroline Nursey – Executive Director

Kirsty Cockburn – Director of Communications and Fundraising

James Deane – Director of Policy and Learning

Caroline Howie – Director of Programmes

Chris Baker – Director of Finance and Business Services

Auditors

Ernst & Young LLP, 1 More London Place, London SE1 2AF, United Kingdom

Bankers

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

Registered Office

Broadcasting House, Portland Place, London W1A 1AA

Registered number 3521587

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BBC MEDIA ACTION

We have audited the financial statements of BBC Media Action for the year ended 31 March 2015 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent company Balance Sheet, the Consolidated Cash Flow Statement and the related notes 1 to 23. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice). This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities set out on page 25, 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.

Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2015 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and

- have been prepared in accordance with the Companies Act 2006.

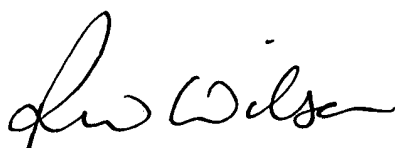
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information in the Trustees' Annual Report, which constitutes the Strategic Report and the Directors' Report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.



Richard Wilson (Senior statutory auditor)
for and on behalf of Ernst & Young LLP, Statutory Auditor
London

2 December 2015

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities

(including the income and expenditure account) for the year ended 31 March 2015

	Note	Unrestricted funds 2015 £'000	Restricted funds 2015 £'000	Total 2015 £'000	Total 2014 £'000
Incoming resources					
<i>Incoming resources from generated funds:</i>					
Voluntary income	2	300	8,842	9,142	3,921
Activities for generating funds	3	126	-	126	242
Investment income	4	41	-	41	30
<i>Incoming resources from charitable activities:</i>					
Grant funding for specific charitable activities	5	4,373	33,753	38,126	36,188
Total incoming resources		4,840	42,595	47,435	40,381
Resources expended					
<i>Cost of generating funds:</i>					
Costs of generating voluntary income	6	(169)	(10)	(179)	(186)
Fundraising trading cost of goods sold and other costs	6	(150)	(8)	(158)	(172)
Total costs of generating funds		(319)	(18)	(337)	(358)
<i>Charitable activities</i>					
Changing lives through media and communication:					
Africa	6	(1,315)	(18,852)	(20,167)	(13,351)
Asia	6	(1,315)	(12,960)	(14,275)	(15,431)
Rest of World	6	(874)	(6,895)	(7,769)	(6,974)
Cross cutting activities	6	(359)	(3,652)	(4,011)	(3,718)
Total charitable activities		(3,863)	(42,359)	(46,222)	(39,474)
<i>Governance costs</i>	6	(187)	(161)	(348)	(262)
Total resources expended	6	(4,369)	(42,538)	(46,907)	(40,094)
Net income for the year	7	471	57	528	287
Reconciliation of funds					
Total funds brought forward		4,694	-	4,694	4,407
Total funds carried forward	17, 18	5,165	57	5,222	4,694

The statement of financial activities includes all gains and losses recognised during the year. All incoming resources and resources expended derive from continuing activities.

The notes on pages 33 to 49 form part of these financial statements.

Consolidated and BBC Media Action Balance Sheets

at 31 March 2015

	Note	Group 2015 £'000	Group 2014 £'000	Charity 2015 £'000	Charity 2014 £'000
Fixed assets					
Tangible assets	10	-	23	-	23
Investments	11	-	-	23	23
		-	23	23	46
Current assets					
Debtors	12	5,683	5,877	5,593	5,635
Cash at bank and in hand	13	9,096	7,339	8,956	7,298
		14,779	13,216	14,549	12,933
Liabilities					
Creditors: amounts falling due within one year	14	(9,244)	(8,242)	(9,037)	(7,982)
Net current assets		5,535	4,974	5,512	4,951
Total assets less current liabilities		5,535	4,997	5,535	4,997
Provisions for liabilities	15	(313)	(303)	(313)	(303)
Net assets		5,222	4,694	5,222	4,694
Funds					
Unrestricted funds	17,18	5,165	4,694	5,222	4,694
Restricted funds	17,18	57	-	-	-
Total Funds	17	5,222	4,694	5,222	4,694

The notes on pages 33 to 49 form part of these financial statements.

The financial statements on pages 30 to 49 were approved by the Board of Trustees on 2 December 2015 and were signed on its behalf by:



Francesca Unsworth
Chair

Consolidated Cash Flow Statement

for the year ended 31 March 2015

	<i>Note</i>	Total 2015 £'000	Total 2014 £'000
Net cash inflow/(outflow) from operating activities	20	1,714	2,059
Returns on investments and servicing of finance			
Interest received		41	30
Capital expenditure and financial investment			
Sale of tangible fixed assets		2	-
Increase/(decrease) in cash in the year		1,757	2,089
Cash at the start of the year	13	7,339	5,250
Cash at the end of the year	13	9,096	7,339

The notes on pages 33 to 49 form part of these financial statements.

Notes (forming part of the financial statements) for the year ended 31 March 2015

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 accounts have been prepared in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (March 2005) and on a going concern basis.

The Financial Review in the Trustees Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2015 in comparison to the prior and earlier years.

The BBC Media Action Group has a healthy cash balance as set out in note 13 and has a large proportion of grant funding required for 2015/16 and 2016/17 contracted with donors. Forecasts indicate that payments can be made as they fall due and negative adjustments to the forecast can be managed. The Trustees Report explains how the BBC Media Action is structured and managed and how the major risks are managed.

The Board of Trustees has a reasonable expectation that BBC Media Action has adequate resources 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) Basis of consolidation

The consolidated financial statements include the financial statements of BBC Media Action and its subsidiary undertakings made up to 31 March 2015.

The financial statements of BBC Media Action (India) Limited (formerly BBC WST Limited), a company registered in England and Wales, the financial statements of BBC Marshall Plan of the Mind Inform, a close joint stock company registered in Russia, the financial statements of BBC Media Action Nepal Private Limited, an entity established in Nepal on 13 May 2013, and the financial statements of BBC World Service Trust India have been consolidated with those of BBC Media Action.

It should be noted that BBC Marshall Plan of the Mind Inform did not trade in the current or prior years.

Under section 408 of the Companies Act 2006 the Company is exempt from the requirement to present its own statement of financial activities or income and expenditure account.

BBC Media Action USA, Inc (formerly known as BBC WST, Inc) is a non-profit organisation that was incorporated on 18 May 2010 in the State of Delaware, USA. This organisation has a common director/trustee: Susan Robinson King. BBC Media Action does not have power to exercise dominant influence or control over BBC Media Action USA, Inc and on that basis it is not consolidated.

c) Limited by guarantee

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

Each trustee is a subscriber to the Memorandum of Association and accordingly BBC Media Action had 13 subscribers at the end of the year.

d) Fund Accounting

BBC Media Action has various types of 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. General funds are those unrestricted funds that have not been set aside by trustees for a particular purpose. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

e) Incoming Resources

Incoming resources from charitable activities are grants specifically for the provision of goods and services to be provided as part of charitable activities or services to beneficiaries (paragraph 145e of SORP 2005). These are grants receivable which relate to the current year and are subject to donor imposed conditions which specify the time period in which expenditure of resources can take place. These grants less the management fee are credited to restricted income within the SOFA, with unspent balances being carried forward to subsequent years within the relevant fund. Where grants allow a management fee to be earned the management fee is credited to unrestricted income within the SOFA. Specific debts are recognised where approved grant expenditure exceeds grant income received to date and the charity can demonstrate entitlement to the income. Similarly, where entitlement to income is in a future period, the income has been deferred.

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

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

f) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category as listed below.

Governance costs are the costs associated with the governance arrangements of the charity as opposed to those costs associated with fundraising or charitable activity. The costs include internal and external audit, legal advice for trustees and costs associated with constitutional and statutory requirements (e.g. the cost of trustee meetings and preparing statutory accounts). Included within this category are any costs associated with the strategic as opposed to day to day management of the charity's activities.

Support costs, which include the central or regional office functions such as general programme support, payroll administration, budgeting and accounting, information technology, human resources, and financing, are allocated across the categories of charitable expenditure and governance costs. The basis of the cost allocation has been explained in the notes to the accounts. The allocation for the purposes of the Statement of Recommended Practice may not always reflect the definition per various donor contracts.

g) Foreign currency

Transactions denominated in foreign currencies are recorded in sterling at the rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the

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

h) Pension Costs

Some UK employees are members of the BBC's pension schemes. The BBC group operates both defined benefit and defined contribution schemes for the benefit of the employees.

Defined Benefit scheme

The defined benefit schemes provide benefits based on final pensionable pay. The assets of the BBC Pension Scheme, to which the majority of BBC employees belong, are held separately from those of the BBC group.

BBC Media Action, following the provisions within FRS 17, accounts for the scheme as if it were a defined contribution scheme. This is because it is not possible to identify its share of underlying assets and liabilities of the scheme on a consistent and reasonable basis. The expenditure charged in the SOFA therefore represents the contributions payable to the scheme in the year.

Defined Contribution scheme

The assets of the scheme are held separately from those of BBC Media Action in an independently administered fund. The amounts charged as expenditure for the defined contribution scheme represent contributions payable by BBC Media Action in respect of the financial year.

i) Provisions

A provision is recognised in the balance sheet when BBC Media Action has a present legal or constructive obligation arising from past events, it is probable that an outflow of economic benefits will be required to settle the obligation and the amount can be reliably estimated.

j) Leases

Payments made under operating leases are made on a straight-line basis over the lease term.

k) Tax

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

l) Fixed assets and depreciation

Tangible fixed assets are normally stated at cost less accumulated depreciation. Assets costing more than £2,000 with an expected useful life of more than one year are capitalised. Depreciation is provided in order to write off the cost of tangible fixed assets over their estimated useful economic lives, on a straight line basis, as follows:

Fixtures and equipment	3 years
Motor vehicles	4 years

2. Voluntary Income

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

	Unrestricted funds 2015 £'000	Restricted funds 2015 £'000	Total 2015 £'000	Total 2014 £'000
BBC Group	150	792	942	581
BBC World Service	-	-	-	150
BBC Global News Limited*	-	776	776	743
Airtime/Media Space from various providers	-	6,530	6,530	2,228
Individuals / other*	150	744	894	219
	<u>300</u>	<u>8,842</u>	<u>9,142</u>	<u>3,921</u>

*Restricted Income of £1,306,000 earned from Cash and Gift in Kind from the members of our Corporate Leaders Group

The BBC Group donation mainly represents the gift in kind value of office facilities and office fit out. The valuation is based on the actual cost of providing the office and office fit out costs to the BBC. The BBC Group figure also includes for 2014/15 a cash grant to our unrestricted funds of £150,000 which reflects the free programming that is provided to World Service. In the prior year, this grant was received from the BBC World Service which was funded by Grant in Aid from the Foreign & Commonwealth Office until 31st March 2014. The BBC Group figure also includes an estimate of the cost that BBC Media Action would otherwise have had to pay for statutory audit.

BBC Global News Limited donation represents gift in kind commercial TV time and online advertising space for BBC Media Action content.

Airtime/Media space represents the gift in kind commercial value of broadcast slots provided by radio and TV broadcasters in Bangladesh, Kenya and Nigeria and newspaper space in Bangladesh. This valuation is based on commercial rates as advertised by the broadcasters.

3. Activities for generating funds

Activities for generating funds were derived from the following sources:

	2015 £'000	2014 £'000
BBC Worldwide	-	100
Other	<u>126</u>	<u>142</u>
	<u>126</u>	<u>242</u>

4. Investment income

	2015 £'000	2014 £'000
Bank interest receivable	<u>41</u>	<u>30</u>

5. Incoming resources from charitable activities:

	Total 2015 £'000	Total 2014 £'000
Grant funding for specific charitable activities:		
Africa	14,059	11,600
Asia	12,906	14,191
Rest of World	7,116	6,584
Cross cutting activities	4,045	3,813
	38,126	36,188

6. Resources expended

	Direct project costs 2015 £'000	Project staff costs 2015 £'000	Allocation of support costs 2015 £'000	Total 2015 £'000	Total 2014 £'000
<i>Cost of generating funds:</i>					
Costs of generating voluntary income	156	-	23	179	186
Fundraising trading cost of goods sold and other costs	138	-	20	158	172
Total costs of generating funds	294	-	43	337	358
<i>Charitable activities</i>					
Changing lives through media and communication					
Africa	12,807	5,287	2,073	20,167	13,351
Asia	8,154	4,099	2,022	14,275	15,431
Rest of World	4,762	1,734	1,273	7,769	6,974
Cross cutting activities	993	2,447	571	4,011	3,718
Total costs of charitable activities	26,716	13,567	5,939	46,222	39,474
Governance costs	84	125	139	348	262
Total resources expended	27,094	13,692	6,121	46,907	40,094

Governance costs of £348,000 (2014: £262,000) includes audit costs, trustee meeting costs and a proportion of the cost of the Executive Director, the Director of Finance and Business Services and finance staff. Support costs are allocated on an apportionment basis.

The support costs allocated and basis of apportionment were:

<i>Support activity</i>	<i>Basis of apportionment</i>	2015 £'000	2014 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	992	1,232
General management	Pro-rata by direct project expenditure	2,551	2,343
Financial management	Pro-rata by direct project expenditure	633	577
Information technology	Pro-rata by direct project expenditure	903	492
Premises and facilities	Pro-rata by direct project expenditure	1,042	649
		6,121	5,293

As permitted by section 408 of the Companies Act 2006, the individual charity's statement of financial activities has not been included in these financial statements. The gross income of the charity is £44,201,000 (2014: £35,345,000) and the net result is a surplus of £528,000 (2014: £287,000).

7. Notes to the SOFA

Net income for the year is stated after charging:

	2015 £'000	2014 £'000
Amounts receivable by the company's auditor and its associates in respect of Audit of these financial statements	-	32
Amounts receivable by the company's auditor and its associates in respect of Audit of the financial statements of subsidiaries	9	8
	<u>9</u>	<u>40</u>
	2015 £'000	2014 £'000
Depreciation	23	38
(Gain) on disposal of fixed assets	(2)	-
Exchange rate loss	116	324
Hire of other assets – operating leases	<u>1,329</u>	<u>1,113</u>

The audit fee of the company has been borne by the BBC.

8. Trustees and employees

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006) receive no remuneration for their services. Trustees' expenses of £3,286 (2014: £3,335) during the year relates to the reimbursement of travel costs incurred while carrying out their duties for BBC Media Action. Expenses were paid to five trustees (2014: six). Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy. There is no direct charge to BBC Media Action.

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

9. Staff costs

	2015 £'000	2014 £'000
Costs of staff are split out by:		
Wages and salaries	13,570	13,101
National insurance	664	649
Pension costs	695	617
Other staff costs	94	52
	<u>15,023</u>	<u>14,419</u>

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

	2015	2014
£60,000 - £69,999	5	8
£70,000 - £79,999	5	5
£80,000 - £89,999	1	-
£90,000 - £99,999	2	2

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 12 (2014:12).

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

	2015	2014
Programme activities (charitable):		
Asia	347	294
Africa	360	386
Rest of World	60	43
Cross cutting activities	2	3
Governance	2	2
	<u>771</u>	<u>728</u>

The average number of persons, including part time staff, employed across the year on UK contracts in the UK and overseas was 183 (2014: 186). The number of staff, including part time staff, employed locally on overseas contracts was 588 (2014: 542) at a cost of £6,202,823 (2014: £5,579,114)

Total staff costs of £15,023,155 (2014: £14,419,000) are split in Note 6 between staff costs directly attributable to activities and staff costs included within support costs and allocated to activities and governance.

10. Tangible Fixed Assets

Group and Charity

	Fixtures and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation			
At 1 April 2014	99	52	151
Disposals	(3)	(9)	(12)
At 31 March 2015	96	43	139
Depreciation			
At 1 April 2014	76	52	128
Charge for the year	23	-	23
Disposals	(3)	(9)	(12)
At 31 March 2015	96	43	139
Net book value			
At 1 April 2014	23	-	23
At 31 March 2015	-	-	-

11. Fixed asset investment

	Charity 2015 £'000	Charity 2014 £'000
Investment in BBC Media Action (India) Limited		
Cost	55	55
Less: Cumulative impairment	(35)	(35)
Investment in BBC Media Action Nepal Pvt. Limited		
Cost	3	3
	23	23

BBC Media Action (India) Limited is 100% owned by the BBC Media Action. Until 12 September 2013 BBC Media Action (India) Limited was called BBC WST Limited.

The BBC Marshall Plan of the Mind Inform is 100% owned by BBC Media Action (India) Limited and did not trade in the year. The carrying value of BBC Marshall Plan of the Mind Inform in the accounts of BBC Media Action (India) Limited is nil (2014: £nil).

BBC Media Action Nepal Private Limited is an entity established in Nepal on 13 May 2013 and is 100% owned by BBC Media Action.

BBC Media Action (India) Limited

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

	2015	2014
	£'000	£'000
Total incoming resources	3,234	5,030
Total resources expended	(3,234)	(5,030)
Net incoming resources	-	-
Total funds brought forward	21	21
Total funds carried forward	21	21

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

	2015	2014
	£'000	£'000
Fixed and current assets	248	1,640
Liabilities	(227)	(1,619)
Net assets / funds	21	21

BBC Media Action Nepal Private Limited

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

	2015	2014
	£'000	£'000
Total incoming resources	5	9
Total resources expended	(5)	(6)
Net incoming resources	-	3
Total funds brought forward	3	-
Total funds carried forward	3	3

The balance sheet of BBC Media Action Nepal Private Limited may be summarised as follows:

	2015	2014
	£'000	£'000
Fixed and current assets	3	3
Liabilities	-	-
Net assets / funds	3	3

BBC World Service Trust India

BBC Media Action has no investment in BBC World Service Trust India, however in accordance with s390 of SORP 2005 is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements. The statement of financial activities of BBC World Service Trust India can be summarised as follows:

	2015 £'000	2014 £'000
Total incoming resources	-	-
Total resources expended	-	-
Net income resources	-	-

The balance sheet of BBC World Service Trust India can be summarised follows:

	2015 £'000	2014 £'000
Fixed and current assets	-	1
Liabilities	-	(1)
Net assets/funds	-	-

12. Debtors

	Group 2015 £'000	Group 2014 £'000	Charity 2015 £'000	Charity 2014 £'000
Trade debtors	1,242	1,906	1,242	1,906
Amounts due from related undertakings	5	4	5	4
Other debtors	276	654	186	426
Prepayments	733	870	733	870
Accrued income (see note 16)	3,427	2,443	3,427	2,429
	5,683	5,877	5,593	5,635

All debtors fall due within one year.

13. Cash at bank and in hand

	Group 2015 £'000	Group 2014 £'000	Charity 2015 £'000	Charity 2014 £'000
Cash held at bank in UK	7,618	6,571	7,597	6,571
Cash held at bank and in hand overseas	1,478	768	1,359	727
	9,096	7,339	8,956	7,298

14. Creditors: amounts falling due within one year

	Group 2015 £'000	Group 2014 £'000	Charity 2015 £'000	Charity 2014 £'000
Trade creditors	321	884	321	884
Amounts due to subsidiary and related undertakings	2,225	1,668	2,243	3,028
Other creditors	938	684	846	460
Accruals	980	624	847	489
Deferred income (see note 16)	4,780	4,382	4,780	3,121
	9,244	8,242	9,037	7,982

15. Provisions for liabilities

Charity and group

	Overseas Employment Tax £'000	Project Costs £'000	Total £'000
At 1 April 2014	131	172	303
Utilised during the year	0	0	0
Charge to SOFA for the year	31	120	151
Amounts released unused	(134)	(7)	(141)
At 31 March 2015	28	285	313

The provision for overseas employment tax relates to employer and employee tax obligations in countries where BBC Media Action is operating or has operated in the past. It is expected that BBC Media Action will settle these employment tax obligations within the next five years.

The provision for project costs relates to costs that are not expected to be recovered from the donor and are therefore an obligation at 31 March 2015. It is expected that the majority of these obligations will be paid during the year ending 31 March 2016.

16. Accrued and Deferred income

The most significant projects for which income was deferred and accrued are detailed below. In the year to 31 March 2015 the Group had 75 (2014: 77) active projects:

	Total Deferred Income	Total Accrued Income	Amount received and other movements	Released through the SOFA	Total Deferred Income	Total Accrued Income
	2014 £'000	2014 £'000	2015 £'000	2015 £'000	2015 £'000	2015 £'000
* DFID Global Grant	-	247	(18,664)	17,289	(1,128)	-
* BMB South Sudan Girls Education	-	149	(912)	1,039	-	276
* ActionAid Nigeria Deeping Democracy	-	-	(257)	190	(67)	-
Africare Tanzania Mwanza Bora	-	-	(211)	217	-	6
Belgian Embassy Afghanistan	(5)	-	(6)	11	-	0
* British Council SSPD	-	19	(190)	212	-	41
* Christian Aid Ethiopia BRACED	-	-	(9)	37	-	28
DAI (USAID) Burma Radio Drama	-	-	(243)	118	(125)	-
* DAI Sierra Leone WAGCOM	-	34	(436)	493	-	91
Dutch Embassy Afghanistan	(121)	-	14	107	-	-
EU ENPI Training	-	521	(592)	1,078	-	1,007
EU Med Media ENPI	(688)	-	18	850	-	180
EU Shaping the future of Syria's Media	-	-	(253)	174	(79)	-
EU Sierra Leone Cocoa Project	-	46	(281)	197	(38)	-
EIDHR Afghanistan Pathways	(5)	-	(7)	12	0	-
+ FCO Focus on Tunisia	-	-	(308)	389	-	81
+ FCO Iraq - Consolidation Media Freedoms	(508)	-	(441)	627	(322)	-
+ FCO Libya News for all	-	-	(488)	930	-	442
+ FCO Libya News for all 2	-	-	(442)	385	(57)	-
+ FCO Libya (LANA)	-	44	(46)	35	-	33
+ FCO Pakistan Capacity Building	-	-	(35)	115	-	80
+ FCO Tunisia – Supporting PSB	-	186	(244)	64	-	6
+ FCO Ukraine Drama	-	-	(187)	162	(25)	-
+ FCO Algeria Support PSB	-	-	(432)	433	-	1
GATES Family Health in Nigeria	(882)	-	(1,135)	1,276	(741)	-
Gates India MCH	(1,087)	-	(2,235)	3,768	-	446
* GOAL Sierra Leone Social Mobilisation Action	-	-	(417)	371	(46)	-
KPMG Accountability in Tanzania	(25)	-	(214)	240	-	1
Norwegian Govt South Sudan Life in Lulu	-	-	(294)	49	(245)	-
* Oxfam Kenya Wash	-	-	(64)	93	-	29
Paul Allen Ebola Relief Efforts	-	-	(594)	456	(138)	-
Plan (Dutch Embassy) Generation Breakthrough	-	-	(179)	172	(7)	-
Plan Burma BRACED	-	-	0	6	-	6
SDC Tanzania Niambie	(267)	-	(249)	389	(127)	-
* SFH Nigeria ENR to HIV/AIDS	-	84	(797)	713	-	-
SIDA Zambia Radio Waves	-	-	(268)	193	(75)	-
SIDA Zambia Tikambe	(563)	-	48	477	(38)	-
Stability Fund Somalia Media Sector Dev	-	-	(401)	366	(35)	-
UNDP Cambodia Khlan9	-	-	(64)	176	-	112
UNFPA (USAID) Cambodia SRH project	-	-	(120)	164	-	44
UNICEF Nigeria Childhood immunisation	-	-	(207)	125	(82)	-
University of Manitoba Bihar Scale-up	-	-	(852)	33	(819)	-
US State Dept Communication for Protection	-	-	2	100	-	102
US State Dept Iraq	-	56	(668)	786	-	174
USAID Nigeria Expanded social marketing project	-	-	(653)	738	-	85
WHO Nigeria PANDA	-	-	(367)	345	(22)	-
Other Projects	(231)	1,057	(3,160)	1,926	(564)	156
TOTAL	(4,382)	2,443	(37,540)	38,126	(4,780)	3,427

* These projects were wholly funded by the Department for International Development (DFID).

+ These projects were wholly funded by the Foreign and Commonwealth Office (FCO).

17. Funds Analysis

	Balance at 1 April 2014 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers £'000	Balance at 31 March 2015 £'000
Unrestricted funds:					
Designated funds:					
Technology led change fund	290	-	(121)	150	319
Catalyst fund	66	139	(117)	-	88
Tangible fixed assets fund	23	-	(23)	-	-
Total designated funds	379	139	(261)	150	407
General funds	4,315	4,701	(4,108)	(150)	4,758
Total Unrestricted funds	4,694	4,840	(4,369)	-	5,165
Total Restricted funds	-	42,595	(42,538)	-	57
Total Funds	4,694	47,435	(46,907)	-	5,222

The Board of Trustees Report explains why the group and the charity hold unrestricted funds and the adequacy of these funds at the year end. The reserves policy is reviewed on an annual basis.

In 2009/10 The Board of Trustees designated £300,000 in the Technology led change fund as it recognised that with the growth of the charity that it is important to invest resources in organisational change which will include the development and enhancement of internal processes and systems. In the current year there has been £121,000 expenditure relating to this fund and an additional £150,000 has been added to the fund.

In 2011/12 the Board of Trustees set up a designated fund named the Catalyst Fund. The Catalyst Fund is used to develop and pilot new projects and approaches and provide matched funding for large scale grants. It is expected that new funds raised each year for the Catalyst Fund which will then normally be used within one year. During 2014/15 £139,000 has been raised for the Catalyst Fund and there has been expenditure from the fund of £117,000.

The Tangible fixed asset fund at 31 March 2015 represents the net book value of BBC Media Action's tangible fixed assets.

At 31 March 2015 undesignated general funds of £4,758,000 were held (2014: £4,315,000).

The funds balances held at 31 March 2014 and 31 March 2015 are the same for the Group and the charity and therefore the movement for the charity has not been disclosed separately. The charity's income and expenditure is detailed in note 6.

18. Analysis of group and charity net assets between funds

	Tangible fixed assets	Net current assets	Provisions for liabilities	Total funds
Restricted funds	-	342	(285)	57
Unrestricted designated funds	-	407	-	407
Unrestricted general funds	-	4,786	(28)	4,758
Total Funds at 31 March 2015	-	5,535	(313)	5,222

19. Subsidiary undertakings

BBC Media Action has three 100% owned subsidiary undertakings: BBC Media Action (India) Limited and BBC Marshall Plan of the Mind Inform, which were acquired on 1 October 1999, and BBC Media Action Nepal Private Limited, which was established on 13 May 2013.

BBC Marshall Plan of the Mind Inform is incorporated in Russia. It did not trade during the current or prior years.

The investment in BBC Media Action (India) Limited is held directly. The investment in BBC Marshall Plan of the Mind Inform is held by BBC Media Action (India) Limited.

BBC Media Action Nepal Pvt. Ltd, Company Registration Number: 112548/60/070 is an entity established under the laws of Nepal. It is 100% owned subsidiary of BBC Media Action

BBC Media Action has no investment in BBC World Service Trust India, however in accordance with s390 of SORP 2005 is regarded as a subsidiary undertaking and has been consolidated in the consolidated financial statements.

20. Reconciliation of movement in funds to net cash outflow from operating activities

	2015 £'000	2014 £'000
Net income for the year	644	287
Depreciation	23	38
Investment income	(41)	(30)
(Gain) on sale of tangible fixed asset	(2)	-
Decrease/(increase) in debtors	117	4,517
(Decrease)/increase in creditors	1,002	(2,779)
Increase/(decrease) in provisions	(29)	26
Cash inflow/(outflow) from operating activities	1,714	2,059

21. Commitments

a) Capital

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

b) Financial

Media Action had committed the following amount in sub-grants to partners working on international projects which will form part of the grants allocated in future years:

	Group 2015 £'000	Group 2014 £'000	Charity 2015 £'000	Charity 2014 £'000
Within one year	597	1,160	325	735
In the second to fifth years inclusive	105	295	105	-
	702	1,455	430	735

c) Operating Leases

These were the annual commitments under non-cancellable operating leases:

	Group 2015 £'000	Group 2014 £'000	Charity 2015 £'000	Charity 2014 £'000
Land and buildings				
Operating leases which expire:				
Within one year	326	408	275	363
In the second to fifth years inclusive	450	131	451	131
	776	539	726	494

At 31 March 2015, total amounts payable in the future on non-cancellable operating leases were £2,345,602 relating to land and buildings (2014: £586,149). The large increase from 31 March 2014 relates to a lease for head office premises in the UK.

On 24 July 2015 the Board of Trustees of BBC Media Action agreed to provide financial support to its subsidiary, BBC Media Action (India) Limited, if the need should arise in order for BBC Media Action (India) Limited to continue as a going concern.

BBC Media Action is involved in various tax claims arising in the normal course of business. Management does not expect this to have a material adverse effect on BBC Media Action's financial position, changes in net assets or cashflow.

22. Pension costs

Many BBC Media Action employees are members of the BBC's pension schemes, the BBC Pension Scheme (a defined benefit scheme) and defined contribution schemes (LifePlan and the Group Personal Pension Scheme).

BBC Pension Scheme

The BBC Pension Scheme provides pension benefits on a defined benefit basis from assets held in separate, trustee-administered, funds.

The scheme is subject to independent valuation by a professionally qualified actuary at least every three years, on the basis of which the actuary certifies the rate of employer's contributions. These, together with the specified contributions payable by employees and proceeds from the scheme's assets, are expected to be sufficient to fund the benefits payable under the scheme. The most recent full actuarial valuation of the scheme was prepared as at 1 April 2013 by Towers Watson, consulting actuaries. At 1 April 2013, the actuarial valuation showed a funding shortfall of £2,054 million and the actuarial value of the assets was sufficient to cover 83.4% of the benefits due to members, after allowing for expected future increases in earnings.

A recovery plan was agreed between the BBC and the pension scheme Trustees which details the contribution amounts to be paid by the BBC over a 12 year period commencing 2014.

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

The next formal actuarial valuation is expected to be performed as at 1 April 2016.

Contribution rates	Projection		
	2016	2015	2014
	%	%	%
Employer*	16.7	16.7	14.5
Employee (Old and New Benefits)	7.5	7.5	7.5
Employee (Career Average Benefits 2006)	4.0	4.0	4.0
Employee (Career Average Benefits 2011)	6.0	6.0	6.0

* Excludes the cost effectively paid for by the employee and the salary sacrifice element and includes an allowance for BBC AVC matching contributions of 0.1% (2014: 0.1%).

BBC Media Action, following the provisions within FRS 17, accounts for the scheme as if it were a defined contribution scheme. This is because it is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The pension cost for this scheme therefore represents contributions payable by BBC Media Action to the scheme and the costs amounted to £454,432 in the year (2014: £404,273). At 31 March 2015, no contributions had been prepaid (2014: nil).

The actuarial valuation was updated for FRS 17 purposes to 31 March 2014 by Towers Watson, consulting actuaries. This valuation identified a deficit of £940.7million in the scheme at 31 March 2015 (2014: £1,508 million). Additional disclosure about the scheme and its financial position under IAS 19, which as a result of options taken by the BBC Group is equivalent to FRS 17, is provided in the BBC Annual Report and Accounts that can be obtained from www.bbc.co.uk/annualreport.

22. Pension costs (Continued)

Group LifePlan and other schemes

The BBC also operates its own defined contribution pension schemes, including those operated in the USA and Australia. The pension cost represents contributions payable by BBC Media Action to the funds and this amounted to £240,769 in the year (2014: £212,489).

23. Related party transactions

During the year, BBC Media Action procured some HR and IT support services of £677,070 (2014: £601,122) from the BBC and BBC World Service on an arm's length basis.

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

At 31 March 2015, an amount of £2,225,000 (2014: £1,668,000) was owing to the BBC Group. This amount owing is non-interest bearing and repayable on demand. At 31 March 2015 BBC World News Limited owed BBC Media Action £nil (2014: £4,000). At 31 March 2015 BBC Worldwide owed BBC Media Action £5,283 (2014: £nil).

BBC Media Action USA, Inc (formerly known as BBC WST, Inc) is a non-profit organisation that was incorporated on 18 May 2010 in the State of Delaware, USA. This organisation has a common director/trustee: Susan Robinson King. At 31 March 2015 an amount of £3,382 (2014: £3,006) was owed by BBC Media Action USA, Inc. This amount is non-interest bearing and repayable on demand.