ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2026











BBC MEDIA ACTION







BBC Media Action is a registered charity in England and Wales (no. 1076235) and a company limited by guarantee in England and Wales (no. 03521587) at Broadcasting House, Portland Place, London W1A 1AA.

BBC MEDIA ACTION

The trustees, who are the directors for the purposes of company law, present their Annual Report and Accounts, including the Strategic Report, together with the financial statements of BBC Media Action for the year ended 31 March 2026.

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FOREWORD FROM OUR CEO



Growing division and distrust. Democratic decline. Disinformation. Worsening climate change. Rising conflict. Growing inequality. The world order is being re-written.

We live in a poly-crisis world. And central in these is the global information revolution. More information is available than at any time in history, yet so much of it toxic and being weaponised by an ever-growing number of malign actors, further empowered by AI. And just when trustworthy information is needed most, a traditional source, public interest media is in its worst state this century due to a creaking business model, rapid technological change, shrinking funding and growing autocracy. Three out of four countries do not have a free press. Newsrooms are being raided, and journalists harassed, targeted and killed in record numbers.

Why does this matter? Because without trusted information, people, communities, businesses and societies can't make informed decisions to improve, and in the contexts we work in, save lives. Independent media is a keystone species for freedom, democracy and human rights. Without journalists the powerful aren't held to account; there is no light shone on the darkness of corruption, injustice, wrongdoing, conflict and crisis.

This is why BBC Media Action exists.

Across 18 time zones, from Afghanistan to Zambia, Ukraine to Vanuatu, in 2025-26 we supported a network of 581 (up from 430 the year before!) local media partners to deliver trustworthy information to their combined reach of a quarter of a billion people.

Amid eye-watering aid cuts, I am particularly proud that:

- We achieved or exceeded almost all of our key performance indicators (KPIs), as explained later in this report;
- With partners, we conducted and published a groundbreaking, 21-country survey to help understand and tackle sexual harassment in newsrooms;
- We helped transform media ecosystems, as in Zambia, where we supported partners to create a Media Self-Regulation Council to avert the threat of government-imposed journalist registrations, which would have signaled the end of a free press;
- Our staff engagement score was 73% (up from 65% in 2022), as we continue to strive to make BBC Media Action a great place to work for our people, our No. 1 asset.

From Ukraine's national broadcaster to tiny rural Afghan radio stations to digital outlets in Sierra Leone working in the harshest conditions, we extend the BBC's reach, expertise and impact to help ensure everyone has access to information they can trust.

While a proud part of the BBC family, as a charity we rely on the generous support of our donors. We're so grateful to them and to all our supporters and partners.

Most of all, I'd like to thank each and every one of our staff across Africa, Asia, Eastern Europe, The Pacific and beyond for their dedication, creativity and hard work. Together, as the BBC Media Action family, we achieve extraordinary impact for those we serve.

Simon Bishop,
Chief Executive Officer

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FOREWORD FROM OUR CHAIR



BBC Media Action's work has never been more important, working on the frontline of global crises to support the supply and development of trusted media.

There is no other public service media organisation like the BBC. It's a trusted voice that pursues the truth with no agenda, delivers extraordinary storytelling and brings people together in their millions. BBC Media Action extends this mission globally to communities affected by armed conflict, crises and deep inequality.

The need is pressing. Press freedom is at an all-time low. Media ownership is now concentrated in fewer hands, and crisis and conflict is all around us. So it's critical that BBC Media Action continues to shore up journalism's fundamental role in democracy, by strengthening local broadcasters and media outlets around the world that are so essential in their communities.

In a year when the BBC's weekly average global audience exceeded half a billion for the first time since records began, it was satisfying to see BBC Media Action contribute 17.2 million per week to this, an increase of 6% on the previous year.

Another major focus for BBC Media Action in 2025-26 was strengthening our cross-BBC ties to deliver for our audiences. These partnerships drove greater reach and impact globally – through in-depth collaboration with the fact-checking BBC Verify team, sharing insights and expertise with BBC Monitoring, and drawing on expertise from the Natural History Unit, World Service's World Questions, and Africa Eye.

On behalf of BBC Media Action's Board of Trustees, I want to thank BBC Media Action's dedicated teams for all their work in support of trusted information and storytelling where and when it's needed most.

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

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WHO WE ARE

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

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

Our purpose

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

Who we serve

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

Our values

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



AUDIENCES are at the heart of everything we do



CREATIVITY is the lifeblood of our organisation



TRUST is the foundation of our work



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



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



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

Public benefit

In May 2024 the trustees approved a new BBC Media Action organisational strategy for the three years to 2027. When reviewing the charity's aims and objectives and in planning future activities, the trustees confirm that they have given due regard to the public benefit guidance as published by the Charity Commission, as required under the Charities Act 2011.

Our charitable objectives include education and training, advancing health, preventing or relieving poverty, and overseas aid.

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WHERE WE WORK



** where we worked through partners*

OUR WORK AROUND THE WORLD



We reached **nearly 80 million people** directly around the world, in more than 50 languages!

Our network of nearly 600 media partners spans nearly 50 countries across 18 time zones and **reaches an estimated 250 million people**.





As part of our **Pursuit of Truth** pledge to support the young journalists of tomorrow, we have trained over 2,500 journalists and worked with nearly 600 media partners.

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We won **three Anthem Awards** – two for our work in India to change attitudes around Bengaluru's waste pickers, and one for our landmine awareness campaign in Ukraine, which attracted 87 million* views.

* Data available is total views across two phases, not unique viewers.





As the official media partner for the **IUCN World Conservation Congress** in October, we worked with the BBC's famed Natural History Unit and took three local journalists – from Solomon Islands, Zambia and Kenya – to Abu Dhabi for a full programme of panel events, talks and workshops showcasing our work on climate adaptation and protecting biodiversity, including hosting a talk by famed oceanologist Dr Sylvia Earle.

Our beloved *Niambie!* (Tell Me!) programme for young people in Tanzania was a finalist in the **BBC News Awards** category for underserved audiences (and a winner for the 5 million Tanzanians who listen to it on radio or check it out on social media!).



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Our work to raise awareness of forest fire risks in North Africa featured on BBC Newsround and BBC World Service, amplifying its impact beyond the 1.24 million people in North Africa that our original programming reached with critical information.

We **strengthened the media landscape in Zambia** through our work with the local media council to set self-regulation standards – averting government restrictions and censorship and supporting a freer, more independent press.





Our Storytime with Zaza and Zuzu audio programmes for Palestinian children **won the World Association of News Publishers (WAN-IFRA) Digital Media Award** in the Middle East for best use of audio.

Photo courtesy of UNRWA

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OUR STRATEGY AND ACHIEVEMENTS

This year marked the second full year of our 2024-27 organisational strategy:
TRUST. DEMOCRACY. TRANSFORMED LIVES.



Leaders from local media outlets and political parties along with other stakeholders in a consultation event on media reform in Bangladesh

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

LOOKING BACK

1. ***Implementing our bold strategy –*** *building on our track record of being impact-focused, we will finalise team and organisation-wide action plans, including clear key performance indicators (KPIs) to measure success*

   We launched action plans around our key impact areas and core areas of work, including media capacity strengthening and media content production, research, marketing and fundraising, and finance. We agreed set actions in each key area and list our most important KPIs later in this section.

2. ***Continuing to improve our financial health –*** *revising our financial model in response to UK, US and other aid cuts, and continue to achieve our unrestricted, restricted and expenditure targets*

   We exceeded our targets for restricted funding amid an exceptionally difficult funding market, and we attracted new donors in support of our unrestricted fundraising targets. While we ended the financial year with a £19,000 deficit, we are making encouraging progress in developing our unrestricted funding streams; we expect further growth in this area in the coming financial year.

3. ***Championing people and culture –*** *implementing our People and Culture action plan*

   This year we have worked to hold more regular communication with all our staff, revitalising our Teams intranet hub for internal communication and sharing tools and policies. We opened staff members' access to LinkedIn Learning, and widened access to BBC Academy training to all our international staff. We continue to focus on becoming an even greater place to work. As part of the BBC, we have also supported the BBC's Call It Out campaign with sessions for all staff and training for team leaders to ensure a respectful working environment for all.

4. ***Reinvigorating our BBC relationship –*** *implementing our "maximising link to BBC" strategy shift action plan to deliver more awareness, fundraising and partnerships*

   We deepened our partnerships with the wider BBC, from collaborations with BBC Verify, BBC R&D and BBC Eye teams for new products, training and development for our local partners, to expanding our marketing activity with support from BBC Studios (including Storyworks and Adworks), developing a new brand proposition with support from the BBC brand team and an advertising campaign in BBC Proms programmes. We are grateful for our grant from the BBC that helps support our core costs, allowing us to fundraise more effectively for our project work around the world. Our new board chair, Rhodri Talfan Davies, was in June 2026 appointed Deputy Director-General of the BBC; we were pleased to welcome BBC World Service English Controller Jon Zilkha among our new trustees this year as well as several new BBC correspondents and presenters as hosts of our annual BBC Correspondents' Charity Dinner.

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

   We expanded our regular project deep dives and Spotlight sessions to share project learning across our teams. We worked closely with diverse experts, including from within the BBC, to ensure our projects and programmes are of the highest quality. Our flagship weather and climate communication projects – WISER and BRIDGES – held workshops in Bangkok in April 2026 to share learning with each other and with others working in climate adaptation.

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OUR KPIs FOR 2025-26

Our areas of work

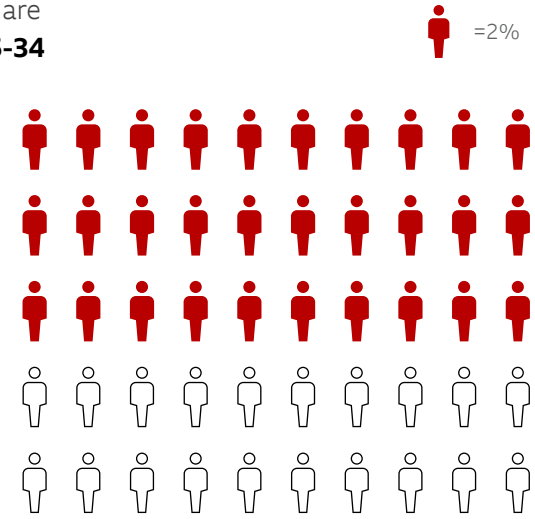
83% of people surveyed said they learned something from our content

83%

supported **581** media partners

60% of our audiences are young people **aged 15-34**

60%



	Actual 24-25	Target 25-26	**Actual 25-26**
Media development			
# of media partners supported	411	400+	**581**
# of media practitioners formally trained	3,000	3,000	**2,500**
% our partners that are 'significantly more resilient' as a result of our work	50%	55%	**57%**
Media content			
% of our audience who have named something they have learned from our content	75%	75%	**83%**
% of our audience who have named an action they have taken because of our content	62%	60%	**57%***

* While a small drop, this is close to target and still high by sector standards. It is based on social behaviour change projects that BBC Media Action have evaluated in 2025/26 through surveys. Results will fluctuate year on year, based on particular projects and actions that the content is looking to drive.

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Our impact areas

65% of people surveyed said they took action on climate change or deforestation as a result of watching/reading/listening to our content

65%

85% of people surveyed said they understand issues facing marginalised groups as a result of watching/reading/listening to our content

85%

72% of people surveyed said they participate in civic life after watching/reading/listening to our content

72%

86% of our audiences are in countries with low press freedom

86%

	Actual 24-25	Target 25-26	**Actual 25-26**
Stronger democracies			
# of elections supported	6	6	**9**
% of our audience who report participating in civic life as a result of our content	50%	50%	**72%**
A safer, more habitable planet			
# of projects responding in crisis settings	13	10	**25**
# of countries where we are helping people prepare for disaster or crisis	9	6	**8**
% of our audience who have taken actions to address climate change issues or deforestation as a result of our content	60%	60%	**65%**
Inclusive societies			
% of content that reaches marginalised groups at least in line with their representation in the overall population	70%	75%	**75%**
% of our audience who understand issues facing marginalised groups as a result of our content	80%	80%	**85%**

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Maximising our ties to the BBC

We contributed 17.2 million to the BBC's Global Audience Measure

17.2m

	Actual 24-25	Target 25-26	**Actual 25-26**
Contribution to BBC Global Audience Measure total	16.3m	16.7m	**17.2m**
% of our audience reached by the BBC/BBC Media Action brands	64%	70%	**76%**
# BBC staff experiencing work with BBC Media Action	n/a	15	**21**

Our people

	Actual 24-25	Target 25-26	**Actual 25-26**
Overall staff engagement score (staff survey)	70%	71%	**73%**
Growth and Development Index (staff survey)	62%	64%	**56%***

* The Growth and Development Index measures how positively colleagues view their learning, development and career growth opportunities. Measurable progress was made on learning and development in 2025/26; this decline was driven by lower scores on clarity on career development and perceived career opportunities. In this financial year we have carried out needs analysis and it will be addressed more fully in the coming financial year.

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LOOKING AHEAD

In addition to the KPIs outlined above, our organisational goals for 2026-27 include:

1. **Implementing the third year of our organisational strategy –** we will continue to deliver our organisation-wide action plans, using KPIs to measure success

2. **Continuing to improve our financial health –** we will continue to achieve our unrestricted, restricted and expenditure targets, including by deepening our fundraising engagement in the US and implementing our income generation strategy in the UK

3. **Championing people and culture –** implementing our People and Culture action plan and assessing performance against our goals on equity, diversity and inclusion

4. **Continuing to strengthen our BBC relationship –** implementing our "maximising link to BBC" strategy shift action plan, to deliver more awareness, fundraising and partnerships

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

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STRENGTHENING DEMOCRACY AND TRUSTWORTHY INFORMATION



Case study:

Enabling investigative reporting in Sierra Leone

Benedict AbuBakarr Conteh is an investigative journalist and the founder of Beline Media Empire, a local news outlet focusing on impartial, trustworthy journalism in Sierra Leone. Trained by BBC Media Action in impartiality, factchecking and research, his brave work uncovers hidden stories and pushes for policy change.

"The training that BBC Media Action gave us to support journalists to do investigative stories that matter the most affects not only the community but the world at large," says Benedict. His investigation into child labour in the mines in Makeni region prompted the local chief to reinforce laws requiring children to attend school; local residents also formed WhatsApp groups to draft bylaws against child mining.

"BBC Media Action's work is important to support journalists, to do impactful stories and to amplify voices. Without the necessary funds for us to work on these reports, I don't think my story would have this greater reach that it is getting now."

Photo: Benedict interviews a miner in Makeni, Sierra Leone

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86% of our audiences are in countries with low press freedom

86%

Supporting local media around the world is at the heart of everything we do. Healthy information ecosystems are essential for freer and fairer societies, healthier democracies – and informed people who can take decisions to improve their lives.

We work at all levels – from partnerships with broadcasters and local media outlets to journalism bodies, media regulators, civil society organisations and even government agencies – to ensure that everyone, everywhere can fulfil their right to trustworthy information when they need it most. And understanding audiences is essential to do this effectively. Our work includes deep research to understand how people use media, what they believe, what information they need, and who and what they trust most.

In 2025-26 we led two global media development programmes, Public Interest Media and Healthy Information Environments (PIMHIE) funded by the UK's Foreign, Commonwealth and Development Office (FCDO), which finished in March 2026, and Brave Media, co-funded by the European Commission. We also ran many smaller projects around the world in support of local and national broadcasters and media houses.

Responding to urgent threats

PIMHIE responded to the urgent threats that public interest media around the world currently face. Building on learning and recommendations from our earlier Protecting Independent Media for Effective Development (PRIMED) multi-country project, we led a contextualised and locally-led response to contribute to healthier information environments. PIMHIE has worked in six countries: **Bangladesh**, **Ethiopia**, **Indonesia**, **Peru**, **Sierra Leone** and **Zambia**.

In 2025-26 we provided through PIMHIE:

- £271,000 in grants to independent media
- Technical and/or financial support to 30 media outlets
- Training on diverse topics to 890 media practitioners (42% of whom were women or gender diverse)
- Support to 11 media organisations on policy and/or structural reform

BBC Media Action also conducted and prepared to publish a 21-country study into sexual harassment in media workplaces. Conducted with WAN-IFRA Women in News and City St George's, University of London, this research drew on responses from more than 2,800 media employees, making it one of the largest media sector datasets on sexual harassment to date. Covering countries in Sub-Saharan Africa, the Arab region, South East Asia and Ukraine, the 2025 study finds that on average, 29% of media professionals in these countries reported having experienced workplace sexual harassment, and 69% of those people said they did not tell their employer. Reports and a data dashboard outlining study results and recommendations were published in May 2026.

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Building media resilience

We lead Brave Media, a **global consortium** of nine partners that is co-funded by the European Commission. This project seeks to enhance the resilience of independent media through locally-led solutions and tools while also strengthening their structures, skills and financial resilience. It aims to safeguard free access to trustworthy information, support democratic values and ensure journalists can continue working in the public interest without fear of interference.

Working across **22 countries**, the initiative is providing training to over 150 journalists, including in investigative journalism. The project is also providing financial support to 40 independent media outlets, 12 of which are women-led.

Other key achievements this financial year include:

- Supporting 12 partner radio outlets across 10 provinces in Afghanistan through mentoring, training and financial support, with a strong focus on women-led programmes and female journalists. Together, these outlets produced 528 programmes between May 2025 and April 2026. Our research showed an improvement of 12 percentage points in audience members' engagement and understanding, although there remain gaps in trust and gender representation.
- Delivering demand-led mentoring and technical support to three partner media outlets in Bangladesh to strengthen their editorial quality, digital capacity and organisational resilience. Our remote mentoring initiative in January engaged some 40 people across Cox's Bazar, Bogura and Jashore, focusing on digital journalism, election coverage, storytelling, people-centred programming and multi-platform content distribution.
- Strengthening the operational and production capacity of partner media organisations in Ethiopia by procuring and delivering essential media production equipment, including mobile journalism (MoJo) kits, laptops and high-performance computers. We also supported the construction of two fully operational studios to ensure our partners can effectively reach digital audiences.
- Organising a three-day residential 'training of trainers' programme with the Broadcast Journalist Centre in Bangladesh and 35 female journalists. The training focused on managing physical, digital, legal and psychological risks for women in journalism through practical sessions and resilience-building. Scenario-based exercises helped participants to apply safety protocols to make working environments safer for all.

Addis Maleda started in 2018 as a 2,000-circulation weekly physical newspaper covering political, social and economic issues in **Ethiopia**. We supported the outlet through training in election and conflict-sensitive reporting, data journalism, mobile journalism and gender representation, as well as digital production skills and storytelling.

Today, *Addis Maleda* publishes on its website, X, Facebook, Telegram and YouTube, and is known for covering rights issues. It produces 4-5 stories a day, and has expanded its Facebook and YouTube audiences to a combined 20,000 followers, dramatically increasing its revenue.

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Supporting trustworthy election coverage

Trustworthy, impartial media are critical to freer, fairer elections. Our work this year included support for local broadcasters to prepare for local and national elections, and research to understand what media which audiences consume, what they do when they encounter misinformation and how media outlets can help counter this.

As part of our Eastern Neighbourhood Counter Disinformation project, funded by the FCDO, we engaged BBC expertise to support 15 media partners across **Armenia** and **Moldova** to produce content to counter disinformation and provide high-quality, objective information. The need was particularly acute given the parliamentary elections in Moldova in 2025, and parliamentary elections in Armenia scheduled for June 2026.

72% of people surveyed said they participate in civic life after watching/reading/listening to our content

72%

Between April 2025 and March 2026, our partners published more than 2,600 pieces of content across their TV, social media, websites, YouTube, Telegram and other platforms, generating over 36.6 million views and reaching over 5 million people across the two countries.

In **Moldova**, our research found that 94% of our training participants said they applied these new skills and knowledge in their day-to-day work. We focused on new engaging formats and better content distribution on social media platforms to reach the least-served audiences. This included their first TikTok training for leading news and investigative media outlets. As a result, the Gagauzia-based network Nokto reached over 252,000 people across platforms, including TikTok.

We also worked with ProTV to launch Lorena's Podcast two months before the parliamentary election, reaching approximately 750,000 Moldovans. And we took steps to help strengthen media self-regulation during election coverage, working with the Independent Journalism Center to co-design guidelines that were later endorsed by the Audiovisual Media Council of Moldova regulatory body.

In **Armenia**, our work included two practical multi-day workshops for journalism students at Yerevan State University and local media outlets to help bridge gaps between their academic studies and industry realities. Around 40 final-year undergraduates attended the sessions.

In **Zambia**, with a general election approaching in 2026, we focused on supporting vibrant local media including investigative journalism, while ensuring that citizens – especially young people – understand how the democratic system works and feel able to participate.

Our *Ishiwi* (My Voice) platform, under the *Funsani* (Ask) project funded by Swedish International Development Cooperation Agency (Sida), ran a sustained voter registration campaign from October 2025. We worked with the Electoral Commission of Zambia on Facebook Live discussions and content to answer young people's questions about voter registration, candidate nominations, how polling stations work and political violence. Content included engaging creative formats including comic skits, vlogs, drama and memes. By 31 March 2026 *Ishiwi* had over 284,000 followers on Facebook, 35,000 TikTok followers and had received over 9 million content views.

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Also in **Zambia**, we supported over 40 local radio stations during the year. Our partner stations across nine provinces produced content on every stage of the electoral cycle. Their fact-checks responded to mis- and disinformation – from false claims about electoral commission employment offers to AI-generated images of political figures. And their reports covered topics including delayed infrastructure, failed service delivery and the usage of constituency development funds, to help hold power-holders to account.

In **Bangladesh**, Freedom of Expression for Effective Democracy (FREED) is a locally-led initiative to support civil society organisations, rights defenders and independent media to counter misinformation, misleading narratives and online harassment, while protecting freedom of expression and media freedom. This is particularly important as the country has recently experienced political unrest and has elected a new government.

We run FREED with the Bangladesh Legal Aid and Services Trust, funded by the European Commission. Through this project, we are supporting civil society organisations, human rights campaigners – and over 100 journalists and media representatives – to produce accurate, inclusive and balanced news content across TV, radio, online and print media.



A group of women from Savai'i, the largest island of Samoa, participating in our audience research

In the **Pacific**, we significantly expanded our presence to six countries: **Fiji**, **Papua New Guinea**, **Samoa**, **Solomon Islands**, **Tonga** and **Vanuatu**. In addition to delivering the region's most comprehensive audience research ever – interviewing over 5,000 people across five countries on their media consumption habits – we mentored and trained more than 150 media professionals in social media storytelling, radio drama and advanced verification. We also established formal working relationships with over 20 major media houses and associations in a project funded by the FCDO.

Ahead of **Samoa**'s 2025 general election we also worked with the Journalists' Association of Samoa and the National University of Samoa to host three election debates. These focused on: women's political leadership and participation; young candidates and youth participation in politics; and party leaders' accountability in addressing issues affecting marginalised communities.

In **Uganda**, both internet access and misinformation are growing rapidly. As part of our Integrity Approach to identify and understand false and misleading information, we conducted a national survey, social listening and audience panels to track people's engagement with false and misleading information during elections to enable journalists to produce content to address it. We expect our findings to help shape media literacy content and support journalists to report more effectively.

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Idrissa Jerry, Multimedia Journalist from Sierra Leone, on an outdoor assignment

Supporting investigative journalism

For the first time in **Zambia**, we supported a dedicated investigative journalism centre, MakanDay, under our *Funsani* (Ask) project, funded by Sida and the FCDO. With our support, this centre has exposed illegal gold mining in Northwestern Province, child labour in copper mines on the Copperbelt, and trafficking networks, among others.

A televised public debate produced with the Zambia National Broadcasting Corporation (ZNBC) on suspected manganese poisoning in a mining district prompted parliamentary accountability as it led to the Committee on Agriculture, Lands, and Natural Resources conducting a fact-finding mission.

We also worked with Media Institute for Southern Africa (MISA) **Zambia** to establish the country's first legal help desk for journalists. We supported the help desk's work around Zambia's Access to Information law, including practical training for journalists.

In **Sierra Leone** we supported local journalists and community radio stations to increase transparency and accountability in the mining and extractives industry, which is a critical income source for tens of thousands of Sierra Leoneans but often involves difficult and dangerous working conditions. With funding from German federal enterprise GIZ, training workshops, mentorships, field reporting support and town hall meetings supported local journalists and gave affected communities a chance to hold authorities accountable while promoting more responsible mining practices.

The project granted investigative reporting fellowships to 18 print and digital journalists and mentored another 12 journalists from community radio stations. Participating journalists produced 15 investigative stories and 12 town hall discussion programmes, focusing on the environmental impacts of mining, land rights and revenue transparency. They also covered community grievances including child labour, gender-based violence (GBV) and poor safety standards, sparking wider discussions, and in some cases, public pledges for action from local leaders.

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Media self-regulation and policy work

In Zambia, the Media Self-Regulation Council of Zambia (MSCZ) Secretariat officially launched, following years of our support for – and work with – MISA. In March 2026 MSCZ co-hosted the African Media Councils Conference in Lusaka, bringing together 16 media councils from across Africa including Kenya, Tanzania, Ethiopia, Ghana, South Africa, Zimbabwe, Uganda and Namibia. All 16 institutions adopted the Lusaka Declaration on Media Self-Regulation, Accountability, Sustainability and Information Integrity in Africa.

Our work also contributed to five legal reforms affecting media in the country, by supporting submissions from local media councils and representative bodies.



The formal launch of Code of Ethics for Broadcast Journalists in Dhaka, a milestone in Bangladesh's media landscape

In **Bangladesh** we are working with the Broadcast Journalism Centre, which represents 1,700 members from 34 TV channels, to drive improvements in the rights and safety of journalists and media workers, and a more enabling environment for freedom of expression and independent media.

In **Ethiopia**, we worked through Brave Media with the country's Media Council to develop a five-year strategic plan to contribute to a more informed public, greater accountability, and stronger institutional support for a free and sustainable media sector. This is vital in the context of Ethiopia's difficult and closing civic space.

In **Indonesia**, journalists face increasing challenges – including the Electronic Information and Transaction Law which has been used to criminalise journalists who write stories seen to cause harm to government officials, politicians and mining companies. The country's regulation to protect journalists (based on Law No. 90 of 1999) is not strongly implemented. As part of our work to strengthen the media environment, we worked with 60 under-served journalists, including 20 women in remote areas of Eastern Indonesia.

Through Brave Media, we supported broader sector engagement, including an International Federation of Journalists' report on the surveillance of journalists, and a related side event at the Arab Reporters for Investigative Journalism annual conference in Jordan. We also held a side event at the Perugia International Journalism Festival, examining the work of the National Fund for Independent Media in **Sierra Leone**, where we have played a key role in developing a national action plan for media reform.

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Strengthening information integrity

AI and digital technologies present both opportunities and grave challenges for the people who produce the information we consume every day. At BBC Media Action we draw on the BBC's world-leading expertise and work around the world with local media partners to help them understand and adapt to these new technologies, to use them effectively and responsibly. At the same time, we are deepening our own research into how people consume and understand mis- and disinformation.



In addition to our **Bangladesh** team's collaboration with BBC Verify, we worked with BBC Verify's editors and reporters to design and deliver training for media practitioners, including in the Pacific Islands. A BBC Verify editor joined our team in Suva, **Fiji** to deliver an intensive two weeks of training for 14 Pacific-based editors in using forensic tools and open-source intelligence techniques to verify video content and debunk deepfakes.

Case study:

Tackling mis- and disinformation in Bangladesh

Kamal Hossain, a Media Development Officer at BBC Media Action Bangladesh, completed a two-week shadowing placement with BBC Verify in London in March 2026.

Photo: Media Development Officer Kamal Hossain from BBC Media Action Bangladesh at BBC Verify studio during his short placement in London

"By the end of my placement, I felt like a different journalist.

I was only a few days in when the conflict between Iran, Israel and the US began to unfold. Social media was flooded with claims: casualty numbers with no sources, AI-generated war footage, satellite images shown out of context. The team remained focused: cross-referencing images, comparing viral videos frame-by-frame with video game footage, breaking down their work and explaining it to audiences.

I learned a great deal about tools and techniques, but it was the culture and mindset of BBC Verify that I have taken back to Bangladesh: the instinct to ask where every number came from, and the discipline to document every step. Bangladesh has journalists who care deeply about accuracy – the structured methods, confidence and culture are the gaps BBC Media Action is working to close. I'm now sharing what I learned with other staff, who will… train local journalists."

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In **Ukraine**, we worked with the BBC's Research & Development (BBC R&D) team and with the public broadcaster Suspilne (Public) on a pilot to verify content that meets the Coalition for Content Provenance and Authenticity (C2PA) technical standard. This standard enables publishers, creators and platforms to attach secure, tamper-evident metadata to digital images and video to help verify their origin and authenticity. This is crucial in tackling mis- and disinformation and building trust online, particularly during a time of war.

Alongside this technical pilot, we drew on BBC expertise in editorial standards, newsroom workflows and emerging technologies to support Suspilne teams to improve their journalism, production processes and how they serve their audiences.

We expect research findings later in 2026 but in early BBC trials elsewhere 83% of those who encounter C2PA say that they trust the media more after seeing these content credentials.

And in **Zambia**, we worked with public service broadcaster ZNBC and eight partner radio stations to develop station-specific AI guidelines, the first of their kind in Zambia. This puts our partners ahead of most newsrooms in considering the responsible use of generative AI in journalism.

AI training at Lwansase Radio Station in Zambia



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Countering misinformation

Around the world, we counter misinformation by building stronger, shared evidence on how false narratives spread and take hold in different countries and contexts. We are helping people question, verify and navigate the information around them, strengthening individual and collective resilience. And we are supporting more co-ordinated responses to disinformation among donors, the media sector, civil society and local people.

Our Integrity Initiative, developed in partnership with BBC Monitoring and implemented in **Indonesia**, **Nepal** and **Uganda**, brings together evidence on who is spreading false narratives, how people encounter them, and how they can make sense of – or challenge – them.

This year we launched in-depth reports into our findings. We will build on these insights to work with media partners to design, pilot and develop people-centred media content that address disinformation threats with practical responses across multiple formats – including edutainment, radio and digital discussions and narrative storytelling.



A Bedouin looking at Facebook on mobile by firelight in desert of North Africa.

In **North Africa**, we continued to evaluate and share the results of trials to assess the impact of content designed to build resilience to disinformation. Based on research and trials in **Libya** and **Tunisia** (funded by the United Nations Development Programme and Germany's Federal Ministry for Economic Cooperation and Development through GIZ, respectively) we adapted a "prebunking" approach for Libyan audiences, who are increasingly exposed to polarising mis- and disinformation online.

This used in-depth media monitoring to map local disinformation trends and identify the most pervasive manipulation techniques. We also conducted two randomised control trials via our local *El Kul* (For Everyone) current affairs platform – a trusted source of information which, at its height, reached over 1 million weekly users.

People were significantly less likely to say they would share scapegoat-style content after viewing our short videos, and they were more able to distinguish between posts containing emotional language and those that did not use this manipulation technique. We shared these insights at the 2025 Cambridge Disinformation Summit, contributing to a wider conversation about tackling information disorder in poorer and more fragile locations where trust in institutions tends to be lower.

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BUILDING A SAFER, MORE HABITABLE PLANET



Case study:

Building resilience in Nepal

More than a decade ago, Bindu Chaudhury and her family lost their mud home and nearly everything they owned in an overnight flash flood of the Duduwa River. Today, Bindu is a journalist and producer at the community radio station Gurbaba FM. She is one of 30 journalists trained by BBC Media Action in Nepal under the BRIDGES project to verify information sources and communicate trustworthy, often life-saving news and information on weather and climate.

Through her programme *Hello Mausam!* (Hello Weather!), Bindu helps people to understand where and when heavy rainfall is expected, how to stay safe and who to contact if they are affected by flooding.

“As someone who witnessed the destruction caused by the flood, helping save people with trusted information feels like a personal mission.”

Photo: Local radio journalist Bindu Chaudhury from Nepal interviewing a community member for her programme Hello Mausam!

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From providing people with critical information and ideas to help them adapt to a fast-changing climate, to working in humanitarian situations with critical health and mine awareness information, our work contributes to a safer, more habitable planet.

We work in partnership across multiple countries to develop more effective and engaging weather and climate information services that can save lives in emergencies. Our work on raising awareness and changing behaviour around explosive ordnance in **Afghanistan**, **Nigeria**, **Ukraine** and **Ethiopia** has a proven ability to save lives. And in Gaza we are delivering an award-winning children's programme that is helping some of the world's most vulnerable children to enjoy precious moments of childhood.

Case study:

Climate adaptation in Kenya

In western Kenya, near Lake Victoria, Carolyne Oguto spends Sundays with other community members gathered around a radio programme, *Rameni Lwasi* (Understanding the Clouds). In an area where long dry seasons are interspersed with heavy rains and flooding from lake overflow, farming her small plot of maize and vegetables has become more difficult and less productive for Carolyne.

This new radio programme, part of our three-country BRIDGES project, shares weather updates, new ideas and technologies to help Carolyne and her neighbours adapt to these changing conditions. The programme features expert advice and call-in shows in which community members can ask questions and share ideas.

"The radio has helped us because it keeps telling us… how the weather is going to be. And once we know [this], we know how… to plan ourselves and the kind of seeds we are going to plant.

We are so much grateful… The radio has been enlightening us."

Photo: Carolyne Oguto in her Sunday gathering.

Our work on weather and climate

Through our BRIDGES project, funded by the Norwegian Agency for Development Cooperation, we are working across **Bangladesh**, **Nepal** and **Kenya** to connect local leaders, weather forecasters and media professionals to make weather and climate information services more effective.

Through in-depth mentoring and training of local media professionals, multi-sectoral workshops to build understanding between technical forecasters and journalists, and by supporting engaging and practical media content, we are reaching millions of people who are among those hit the hardest by the impacts of climate change and who find it difficult to adapt. In **Kenya** alone, content produced through BRIDGES is reaching 3.5 million people each week.

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65% of people surveyed said they took action on climate change or deforestation as a result of watching/reading/listening to our content

65%

We have also been working through the UK Met Office's WISER programme in **Algeria**, **Tunisia**, **Kenya**, **Nepal** and **Bangladesh** to strengthen weather and climate information services so that local people can adapt and prepare for extreme weather events and climate-related emergencies. Across **North Africa**, we worked with multiple media partners to help reduce damage and deaths from wildfires, in a project featured on BBC's Newsround. Through this project we trained 50 media professionals and local authority representatives; content created with our support reached 1.24 million people across **Tunisia** and **Algeria**.

In **Zambia**, with Sida funding, we have supported local journalists to deepen their environmental and investigative reporting. We supported them to examine local experiences, explore contamination, flooding and deforestation concerns, and question leaders' accountability and policy responses.

Our research into a major tailings dam burst at a local mine documented contaminated water, loss of farmland and livelihood collapse for local villages. The research, combined with our support for local journalists' reporting, informed a public debate on mining and environmental responsibility, and brought communities closer to receiving government compensation.

Also in **Zambia**, we supported media content covering deforestation linked to tobacco farming, and profiled young farmers who are successfully adapting to climate change. We produced up-to-the-minute flooding safety information, and content produced with celebrity musicians positioned environmental responsibility as a shared civic duty.

Sombo Angelina Fulla, a Sierra Leonean journalist, learnt to ride a kehkeh (small motorised vehicle) in three days. She used the kehkeh to reach hard-to-reach villages with radio programs in Pujehun District, south of Sierra Leone.



In **Sierra Leone**, with funding from GIZ, we mentored 12 local radio journalists in investigative techniques and supported another 18 journalists with mentoring, training and financial support for investigations into the local mining industry, which is essential for thousands of people's livelihoods but often illegal and dangerous. The journalists produced 15 investigations covering topics including gender-based violence, child labour and unreported deaths in the mines. These have led to town hall discussions between residents and local leaders, and the beginnings of policy enforcement and change.

In **Zambia**, drought and rapid development are contributing to conflict between people and local wildlife. Our research informed a public debate programme in which affected residents and wildlife authorities discussed the human, wildlife and economic challenges. Later, the local wildlife authority set up an office to hear people's concerns and offer support.

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In **Indonesia**, our environmental brand aimed at young people, *Aksi Kita* (Our Action) continues to use fact-based media narratives to support forest conservation and land rights. The programme has a wide reach – 374,000 followers on Instagram, nearly 180,000 followers and over 8 million likes on TikTok, and 212,000 YouTube subscribers. This creates space for young people to engage in online discussions about policy and environmental rights, while also addressing the growing challenge of online mis- and disinformation. We also worked with local civil society organisations to showcase inspiring stories of change and resilience.

Working in conflict and humanitarian crises

With more armed conflicts around the world since World War II, we continue to support humanitarian organisations and communities with trustworthy information and storytelling that can save lives and inspire hope.

This year we have completed our Media for Explosive Ordnance Risk Education project in north-east **Nigeria**. Funded by the FCDO, we used media to deliver widespread life-saving explosive ordnance risk education through public service announcements and diverse content produced with local media partners. We partnered with the United Nation Mine Action Service and the National Mine Action Group to understand the most-at risk audiences – including children, farmers and scrap metal collectors – to target for our media programmes, which contained up-to-date advice around how to stay safe around unexploded mines.



A screenshot from our mine awareness campaign, Notice the Changes, Ukraine

Our **Ukraine** campaign on mine awareness, Notice the Changes, gained 87 million* views before wrapping up its second phase in 2025. Our creative content and public service announcements were visible across local media and even in local supermarkets. We were thrilled that it won silver in the 2025 Anthem Awards' Humanitarian category, reflecting the importance of this work in one of the world's most mined countries. A third wave of this campaign began in July 2026.

In **Nigeria**, we worked with the Norwegian Refugee Council to improve the humanitarian response in Adamawa state, where people have been badly affected by insurgency and extreme flooding. We delivered Lifeline training, co-produced content with local radio stations and worked to improve co-ordination between humanitarian agencies, local organisations and media partners – all to ensure that both displaced people and host communities have better access to timely, trustworthy and understandable information and stories that inspire understanding.

* Data available is total views across two phases, not unique viewers.

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We are helping people to prepare for disaster or crisis in

8 countries

Our endline research showed that nine out of every 10 listeners trusted the information in our co-produced radio mini dramas. Listeners said the radio programmes were timely, educational, and placed appropriate emphasis on community cohesion.

Working remotely, we produced two more series of our children's audio programme, Storytime with Zaza and Zuzu, which reached 25,000 Palestinian children in **Gaza** and expanded to listeners in the **West Bank**. This programme won Best Use of Audio in the Middle Eastern category of the WAN-IFRA Digital Awards in May 2026.

In **Afghanistan**, we continued producing our health-focused programmes *Darman* (Healing) and *Paiwand* (Connection), focusing on maternal and child health, nutrition, and sexual and reproductive health. These programmes were broadcast on BBC World Service language platforms and on our local partner radio stations, significantly expanding people's access to reliable and life-saving information.

Our radio programming, and radio and video public service announcements, reach almost 28% of Afghanistan's adult population. Our research found that 77% of people exposed to our content had better knowledge, and 87% took action based on what they learned, such as improving their handwashing practice or seeking health services.

Also in **Afghanistan**, we delivered six What Matters? Afghanistan Speaks! bulletins. These capture the experiences of some of the most vulnerable people in Afghanistan – including pregnant and nursing women, girls and people living with disabilities – in rural and urban communities across seven provinces. The bulletins have been widely shared in international non-governmental and diplomatic communities to help make their humanitarian efforts more effective.

In **Ethiopia**, we worked with the World Food Programme and through local media partners to help people access humanitarian food aid. We co-produced public service announcements and even street theatre performances to tackle humanitarian aid fraud and resale, ensuring that people who need aid were more able to access it.

A group discussion with community members in Ethiopia



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CREATING MORE INCLUSIVE SOCIETIES

85% of people surveyed said they understand issues facing marginalised groups as a result of watching/reading/listening to our content

85%

In all our work, we ensure that people who have traditionally been marginalised are heard and their needs understood. This includes but is not limited to women, girls and gender-diverse people, people living with disabilities, people facing marginalisation due to caste or ethnicity, and those in remote and rural locations.

Media has the power to change long-seated beliefs for the better, but it can also perpetuate harm. An essential part of our work is tackling the harmful norms that underpin marginalisation, including those driven by new technologies. To do this, we begin with audience research, to understand what norms exist and what leaders – and media – people trust most for information in their daily lives. We also conduct midline and endline research to measure how people's understandings and attitudes have changed, and how media has inspired them into action.

A significant part of our work this year has involved examining the drivers behind deep-rooted and often harmful gender norms that hold women back. These norms and expectations influence whether a girl stays in school, whether a woman can access healthcare, whether she is safe, whether she is heard – and also shape men and boys, narrowing what is acceptable, rewarding dominance and control, and leaving little space for vulnerability, emotional openness or shared decision-making.

Media has a key role in shaping these norms and creative storytelling can open conversations about difficult issues, helping people see familiar situations in a new light. Recognising this, this year we produced two learning and practice briefs focused on gender equality and 'flipping the script' on societal norms through media – pulling together our research, learning and programme experience to demonstrate how effective media and communication can support more equality and opportunity for girls, women and gender-diverse people.

We have also delivered a series of master classes for journalists and content producers to help them reach their audiences more effectively with content that can inspire change for the better.

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Case study:

Expanding women's health education in Afghanistan

Rahela, from Ghor province in Afghanistan, told our researchers that she initially dismissed the *Paiwand* (Connection) programme broadcast on Saday-e-Adalat radio. But as she listened, she began to hear stories about rarely discussed health issues – such as menstruation – as well as clear and respectful guidance. Rahela's initial scepticism gradually turned into trust.

We have broadcast 52 episodes of *Paiwand* in the remote provinces of Ghor, Farah and Bamiyan, where access to accurate health information is often very limited. Produced in partnership with six local radio stations, each episode is followed by discussion segments with listeners and health experts. This has encouraged health-focused conversations, and changed people's understanding and behaviour.

> **"I shared *[Paiwand]* with my family, and now we all follow the programme regularly… The programme has truly changed our lives in a positive way."**

Photo: One of our researchers in Afghanistan interviewing a medical professional for the radio programme Paiwand

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Amplifying women's voices, needs and concerns

For 27 years BBC Media Action has worked to hold space for women's voices, needs and issues, using the power of media and trusted information to reflect change and challenge traditions and norms. And today, we are fighting those same battles – but on unfamiliar and fast-changing terrain, as information technology presents new threats – surveys have found that social media plays a major role in reinforcing traditional gender roles and attitudes.

Case study:

Building women's media skills in Somalia

Growing up in Somalia, Shukri's family strongly opposed her joining a local radio station as a trainee after completing her secondary education. A year into her local radio career, she joined a mentorship programme run by Radio Goobjoog and BBC Media Action. Through this, Shukri gained skills in programme planning, interviewing, audio editing and storytelling, which quickly transformed her confidence and abilities.

Shukri's mentors also provided her with practical guidance and support in overcoming common challenges for female journalists in Somalia, such as how to handle a religious leader's refusal to be interviewed by a woman. Today, Shukri can manage every stage of programme production.



"Before mentorship, I could not imagine completing a programme on my own. Now, I can plan, produce, edit and deliver a full programme confidently."

Tackling gender-based violence

Both of our flagship media development projects – Brave Media and PIMHIE – have a strong focus on supporting gender equality and inclusion in both media workplaces and content. Through PIMHIE, we supported a major survey into sexual harassment in newsrooms across 21 countries, and through Brave Media we supported workshops for women in journalism in **Bangladesh** to become first responders to workplace sexual harassment.

In **Ethiopia**, we worked with the Ethiopian Media Women's Association to tackle technology-facilitated gender-based violence, and enhance digital security to create safer and more inclusive spaces for journalists, particularly women. And as part of our Sida-funded work in Zambia, our radio and social media programmes *Ishwi* (My Voice) and *Tikambe!* (Let's Talk) highlighted the dangers of digital violence against women and girls in campaigns linked to the UN's 16 Days of Activism Against Gender-based Violence.

We also supported deep-dive panels into technology-facilitated gender-based violence at the Committee on the Status of Women annual meeting in New York and at the FCDO's Global Partnerships Conference in London in May 2026.

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60% of our audiences are young people aged 15-34

60%

In **Myanmar**'s increasingly difficult security and political situation, we concluded our *Ma Shet Na* (Don't be shy) awareness campaign around gender-based violence. We produced and distributed content through Facebook, TikTok, YouTube and Telegram, reaching over 450,000 people on Facebook and 480,000 on TikTok.

We created two campaign videos for TV screens on over 600 Yangon buses, delivering over 950,000 broadcast spots. A survey among bus users found that 94% of respondents had seen the campaign video multiple times. Our endline survey found that 54% of respondents could correctly identify the campaign message, recognising that violence can be verbal, emotional or financial as well as physical.

In Edo State, **Nigeria**, we worked with four survivor-led organisations and the National Agency for the Prohibition of Trafficking in Persons to deliver compelling media content to reduce young women's and girls' vulnerability to sex trafficking. With funding from the US State Department, we worked with local media partners to create 20 mini documentaries and 10 documentary dramas that aired across five TV channels to help raise awareness and change attitudes around the issue, ensuring that young people understand their rights, and alternatives to going abroad.

We used a survivor-led approach, with trained counsellors and survivors' chosen friends or family present to ensure that any survivors featured in our programmes were not re-traumatised. We also supported 135 local journalists and content producers to produce relevant programming. And we granted funds to a survivor-led organisation, Girls' Power Initiative, to support 239 vulnerable young women through entrepreneurship training and mentoring to reduce the risk of trafficking.

In **South Sudan**, we broadcast seasons nine and 10 of our Life in Lulu radio drama series, funded by the Norwegian Ministry of Foreign Affairs. Through compelling storylines set in the "ideal" village of Lulu, these focused on roles of women in society, sexual violence and gender-based violence, as well as youth civic engagement.

When it wrapped up in October 2025, this enduringly popular series reached 32% of people aged 15 and above across five states, approximately 1.3 million people.

Our research shows that regular listeners were more likely to have more progressive attitudes towards gender equality, non-violence, and shared responsibility in addressing sexual and gender-based violence.

Among Life in Lulu listeners surveyed, almost everyone (98%) said they learned something new about the importance of participating in decision-making and 72% of listeners reported having taken at least one civic engagement action in the last 12 months.

Regular listeners were more likely to report voting, speaking in meetings, holding leaders accountable and participating in community initiatives than non-listeners.

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Supporting women's health

Afghanistan is one of the most difficult places in the world to be a woman. We continued producing our *Darman* and *Paiwand* radio programmes in Dari and Pashto, focused on maternal and child health and nutrition, and sexual and reproductive health, respectively (see case study on page 32). These programmes were broadcast on BBC World Service and partner local radio stations, ensuring that women who are barred from so much of public life have access to critical, often life-saving information at home. Topics covered include the importance of giving birth in a hospital, and how to identify and treat acute watery diarrhoea, which is often deadly for young children.



Radio journalists in Afghanistan preparing script for their programme

We continued our financial, technical and mentoring support for 12 women-led and women-focused radio stations in **Afghanistan** through the Brave Media project. In addition, we continued mentoring 36 media professionals, supporting their production of weekly radio programmes by providing guidance on topic selection, scriptwriting, guest selection and technical issues.

This resulted in over 600 programmes covering issues such as maternal health, mental health, women's economic empowerment and rights-related topics. Research conducted with a panel of 120 participants showed that these programmes resulted in more engaging and relevant programmes and enhanced people's understanding.

In **Nigeria**, we launched our Changing the Script project in Kano and Kaduna states. We are working with diverse partners to develop awareness and spark discussion of the importance of child spacing, enabling shifts in attitudes, beliefs and behaviours. Through this project, we are working with creative and digital agencies, broadcast media outlets, community and religious leaders, government stakeholders and local reproductive health partners. Together, we are co-designing content for TV, radio and digital channels as well as billboards and outreach activities, aimed at educating men and boys while equipping women to make informed family planning decisions.

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Amplifying women's voices

Working for the first time in **Mongolia**, where traditional gender roles still dominate and one in three women report violence from a current or former partner, we worked with independent digital media outlets to amplify women's voices and stories with more gender-sensitive journalism. Through hands on mentoring, journalists produced short documentary films exploring issues including women's health, access to justice, and participation in male dominated spaces – in this instance, professional boxing. The films reached large online audiences and supported more inclusive public dialogue around women's lived experiences and rights.

In the **Pacific**, we brought together content producers from **Fiji**, **Papua New Guinea**, **Samoa**, **Solomon Islands**, **Tonga**, **Tuvalu**, **Kiribati** and **Vanuatu** for training in radio and digital drama production. Drawing upon the region's rich oral traditions, they produced engaging, culturally resonant content that addressed complex social issues – including gender equality and civic rights – through popular entertainment formats.

Content producers participating in digital drama production training in Fiji



Boosting women's skills and incomes

In **Nepal**, with funding from the European Union and the German Federal Ministry for Economic Cooperation and Development, we began a project focused on women's economic empowerment through media and communication. A highlight was our Wings of Courage social media campaign, which shared stories of eight women entrepreneurs – celebrating their successes while also highlighting the barriers they faced. The project also includes training and mentoring for three local media organisations to strengthen their ability to produce content that helps shift social norms around women's economic participation.

Supporting the rights of people with disabilities

In northern **Nigeria**, our Inclusive Family Planning project delivered with Sightsavers as part of the Inclusive Futures programme focused on reaching women living with disabilities. These women are often excluded from family planning information and services because of common stigmas associated with disability. For three years, we worked in Kaduna and Borno states to improve awareness, inclusion and access to family planning services for women with disabilities as well as the wider population.

Our two radio programmes, *Madubi* (Mirror, a radio drama) and *Mu Tattauna* (Let's Discuss, a discussion programme), reached 44% of the adult population across five states, approximately 9.2 million people. Our endline research showed that people who had been exposed to our radio programmes were 30% more likely to know about disability rights. And regular listeners were more confident about challenging discriminatory attitudes towards people with disabilities.

Ishiwi participants in Zambia



In **Zambia**, we expanded our *Tikambe!* sexual and reproductive health programme brand into **Malawi** and **Mozambique** with funding from the FCDO. We partnered with community radio stations in Mchinji and Mangochi, Malawi, and supported the rollout of guidelines on sexual and reproductive health in Mozambique.

Our *Ishwi* (My Voice) and *Tikambe!* programmes in **Zambia** challenged barriers in education and public life by including the voices and experiences of young Zambians living with disabilities.

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Addressing exclusion

In **India**, our PRIDE project focused on Bengaluru's waste picking community. Funded by H&M Foundation and delivered as part of the *Saamuhika Shakti* collective, this project is addressing inequalities experienced by, and changing public perceptions of, these workers while also raising environmental awareness.

The project's content and campaigns combine mass media with hyperlocal engagement and community-led storytelling to create a sense of dignity among these informal workers, and influenced urban waste systems towards a more inclusive circular economy.

Our PRIDE #Invaluables campaign shifted how Bengaluru audiences see waste pickers – from people often overlooked in public life to essential workers. The campaign reached 69% of the audience, increasing audience empathy with waste pickers by 13 percentage points. Crucially, people exposed to the campaign increased their perception of waste pickers as people like everyone else, and deserving of dignity and recognition, from 62% to 83%. Our PRIDE Wash the Dabba campaign was a double Anthem Award winner, winning gold in the Sustainability, Environment and Diversity category, and silver in Diversity, Equity and Inclusion.

We also ran a project with the Mayukwayukwa Refugee Settlement in **Zambia**, training refugees on social media content production and supporting them to share these stories online. These included the inspiring story of a young man who fled war in the Democratic Republic of the Congo, lost both parents and became the sole provider for six siblings. Despite these challenges, he built a youth centre for fellow refugees and became a self-taught bricklayer to earn a living.

Bengaluru's waste pickers holding the Anthem Award won by BBC Media Action, celebrating a shared journey towards recognition, inclusion, and lasting social change



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THANKS AND ACKNOWLEDGE-MENTS

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

ACTED

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Concern Worldwide

Danish Refugee Council

Danish International Development Agency (Danida)

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Diakonia

Embassy of the Netherlands in Algiers

Equal Access International

European Commission

European Union

Expertise France

Food and Agriculture Organization (FAO)

Gates Foundation

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H2H Network

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International Development Research Centre (IDRC), Canada

International Media Support

Integrated Security Fund, UK

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US State Department

Wellspring Philanthropic Fund

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HOW WE SERVE OUR STAKEHOLDERS

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

Our **internal stakeholders** are our employees, who are our greatest strength. We continued to make championing people and culture a clear organisational priority in 2025-26, with a dedicated People and Culture board, more emphasis on regular internal communication, and improved opportunities for all our global team to access BBC training and development opportunities such as Hot Shoes placement schemes.

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

Our **external stakeholders** include:

Our audience members

Reached directly and through our partners, these are the people who most benefit from our work. Our research into what viewers and listeners need helps inform our work. Our project evaluations ensure that we learn from our work and achieve positive impact. We are expanding and deepening our digital work as audiences' media habits change, while ensuring that we include people who still live in media-dark or media-poor communities. We follow BBC and media sector best practice in obtaining consent from anyone who participates in, or features on, our media outputs, and we maintain a strict code of conduct and safeguarding protocol for our staff and partners.

Journalists, media workers and media houses

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

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The BBC

As part of the BBC family, we work closely with the BBC World Service and many other parts of the BBC.

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

Our partners in project delivery and sector learning

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

Our suppliers

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

Our donors

Our largest donors include the UK's Foreign, Commonwealth and Development Office (FCDO), the European Commission, the Norwegian Agency for Development Cooperation (Norad), the Swedish International Development Cooperation Agency (Sida), the Gates Foundation and many others. We truly appreciate their support, which is central to our work. We are also grateful for the support of other institutional donors, UN bodies, private foundations and philanthropies, high net worth individuals and corporate partners.

We are committed to delivering high-quality work and reporting on our impact – directly to donors, and through events and sector engagement, our newsletters, website and on social media.

Our wider communities and our planet

Responding to the changing climate is a major focus in much of our project work, reflecting the urgent need for action among the communities we serve, our partners and donors. We also strive to examine and mitigate the environmental impact of our own operations.

With support from the BBC's Sustainability team, we consistently measure the carbon footprint of all our offices around the world, which helps to support our drive towards decarbonisation in line with our Environmental Policy.

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OUR FUNDING

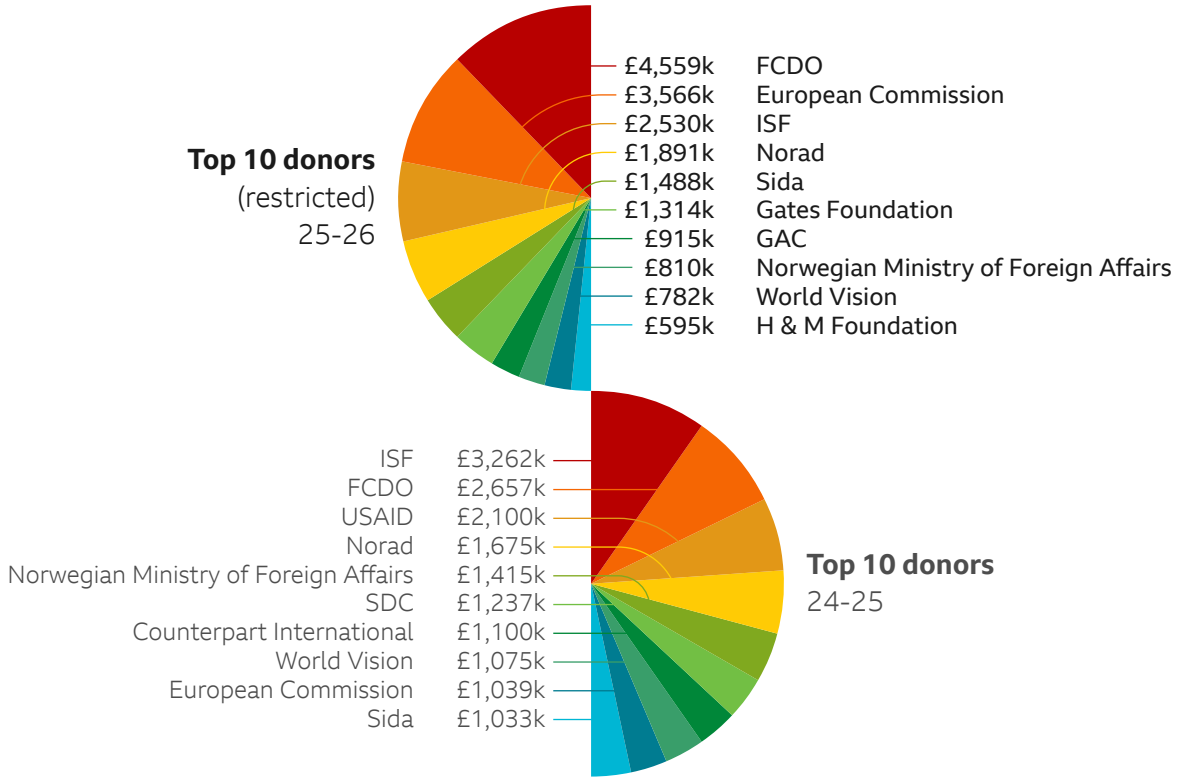
Amid a difficult fundraising environment, BBC Media Action's income has remained remarkably stable. We exceeded our 2025-26 targets for restricted fundraising, and we are making positive progress in diversifying our sources of income and generating more flexible funding to support our long-term sustainability. As at 31 March 2026 we had significant unrestricted income already committed for the next financial year.

We continue to deliver on the financial health improvement plan approved by our trustees in May 2024, following investment into our income generation teams. Our new director of income generation & engagement assumed his role in March 2025, and in April 2026 we began a restructure of our income generation directorate to ensure we deploy our limited resources in the most effective way.

We are grateful to all our donors who make our work possible. Together, they funded our charitable activities to the value of £24.6 million in 2025-26 (2024-25: £26 million). As of 31 March 2026, we had 112 active projects around the world (2025: 110).

Institutional funders remain our largest source of support. In 2025-26 our main donors included the FCDO, the European Commission, Norad, Sida and the Gates Foundation. We are grateful to the BBC for a grant toward our core costs, which enables us to focus our fundraising efforts on our project work around the world.

USAID funding for several BBC Media Action projects was discontinued in February-March 2025. Some of these projects incurred close-down costs during 2025-26 and reimbursement of these costs is still outstanding in some cases. Our work with the Norwegian Refugee Council (NRC) in Nigeria remained supported by USAID, with funding for BBC Media Action's role in the project flowing through the NRC. US State Department funding for work in Edo state in Nigeria continued and was the only direct funding received from the US Government for live projects during the year.



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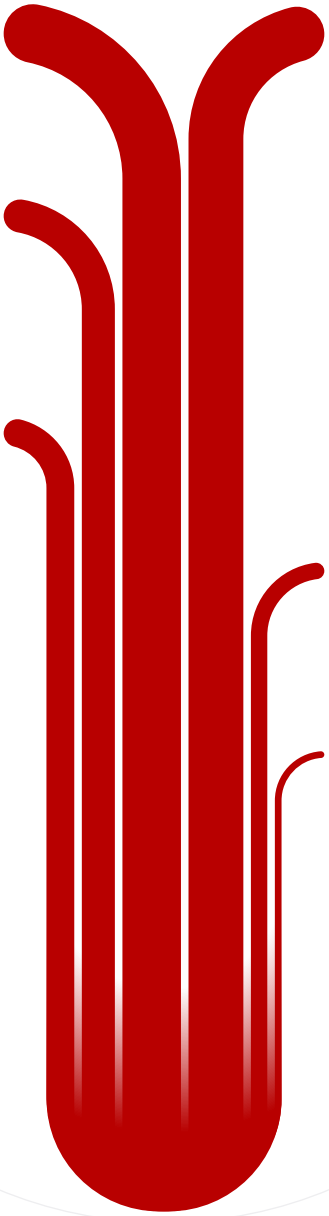
UK Government	**£7,312k**
FCDO	£4,559k
ISF	£2,530k
MET Office	£223k

European Commission	**£4,129k**
European Commission	£3,566k
European Union	£563k

International and Nongovernmental Organisations	**£3,473k**
World Vision	£782k
BMB Mott Macdonald	£485k
Diakonia	£452k
International Media Support	£371k
GIZ	£315k
Equal Access International	£300k
IDRC	£190k
Sightsavers	£186k
NRC	£184k
WWF UK	£141k
Marie Stopes International	£23k
Internews	£15k
Concern Worldwide	£11k
Danish Refugee Council	£9k
Anna Lindh Foundation	£4k
The Asia Foundation	£3k
ACTED	£1k
Counterpart	£1k



National Governments	**£6,851k**
Norad	£1,891k
Sida	£1,488k
GAC	£915k
Norwegian Ministry	£810k
Irish Aid	£442k
SDC	£398k
Dutch Embassy	£355k
US State Department	£224k
Sida & SDC	£128k
AICS	£87k
USAID	£69k
Danida	£35k
Austrian Embassy	£9k

Private and Corporate Foundations	**£2,048k**
Gates Foundation	£1,314k
H & M Foundation	£595k
OSF	£139k

United Nations	**£836k**
WFP	£189k
UNICEF	£176k
WPF	£163k
UNDP	£111k
UNOPS	£86k
UN Women	£78k
FAO	£23k
UNFPA	£6k
WHO	£4k

£24,649k



£3,581k
A safer, more habitable planet

£5,632k
Inclusive societies

£15,436k
Stronger democracies

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Corporate donors

Our corporate partners in 2025-26 helped us achieve impact around the world by donating income and gifts in kind in the form of IT support, technical equipment, software and professional advice. We are grateful for all their support.

- Accenture provided specialist consultancy services to our finance, IT and leadership teams
- Access Bookings provided us with credits for hotel accommodation for our annual leadership residential week
- Adobe provided free software and Creative Cloud licences for our whole organisation
- Atos provided IT support to our London office, and specialist consultancy
- Getty Images provided access to its professional image library for our publications
- Imagen provided us with discounts on our audiovisual archive of all our production materials, and consultancy to further embed its use across our organisation
- The Langham London supported our BBC Correspondents' Charity Dinner fundraising event
- Universal Music Publishing provided our production teams and communications team with access to its music library
- Evergive has supported us with an unrestricted donation towards our work

Fundraising events, individual giving and growing brand awareness

Our BBC Correspondents' Charity Dinner in July 2025 exceeded all previous events, raising over £216,000 for our work. We thank our Fundraising Board and Steering Group for their ongoing support of the event, and their assistance as we develop new fundraising streams.

This year we also hosted two smaller dinners, hosted by the BBC Chair and Director General, respectively, with individual donors with the capacity and propensity to support our work at scale. We are delighted to have welcomed new major donors to our cause in the last financial year, and plan to grow this funding stream over time in the UK and overseas. This year we have also developed a US fundraising strategy with an emphasis on major donors; this is in early stages of implementation, and we anticipate returns on our investment over the next 12-24 months.

We held a BBC Payroll Giving campaign, alongside BBC Children in Need, in February 2026. We also ran a small public awareness campaign in June 2025, partnering with BBC Proms. And we conducted an awareness campaign building on our partnership with bbc.com and the BBC global news channel in December 2025 and February 2026.

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This year we refreshed our strategy for communicating with our cash and regular givers and with third-party provider Enthuse we implemented a new integrated donation platform on our website, also accessible from our social media accounts. We retain our JustGiving page and PayPal Giving pages, which are also accessible through our website.

Fundraising governance and compliance

At BBC Media Action, we ensure that our donors are protected by using well-established, reputable platforms that display clear terms and conditions, including on UK General Data Protection Legislation (GDPR) compliance. Enthuse, JustGiving and PayPal Giving, our main donation platforms, all adhere to the Code of Fundraising Practice and subscribe to the Fundraising Regulator. Our Correspondents' Dinner auctions run through Givergy.com are subject to review from the BBC Interactivity Technical Advice and Contracts Unit (ITACU).

Our communications and marketing team monitors and moderates our social media accounts according to BBC Editorial Policy and works closely with BBC Editorial Policy on marketing and fundraising activity on BBC channels. There have been no formal complaints regarding our fundraising activity but any future complaints or concerns about our fundraising activities will be investigated and responded to. We voluntarily subscribe to the Fundraising Regulator.

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OUR PEOPLE

Overall staff engagement score (staff survey)

73%

BBC Media Action's greatest strength is our global team. Championing our people and culture continued to be an organisational priority in 2025-26 as we continued to strive to create a working environment that is diverse, fully inclusive and more locally led.

Each year our staff participate in the BBC global staff survey and results help inform our work to support our People and Culture objectives. This year, our global results showed strong overall engagement at 73%; and strong scores for pride in working for the BBC, understanding of impartiality, and for the integrity, leadership, and manager effectiveness of the organisation. Career development, perceptions of pay fairness, and workload sustainability remain concerns which we continue to tackle, through our People and Culture working group and our management team.

As of 31 March 2026 we had 468 employees globally by headcount (2025: 469).

This year we participated in a World Bank internship scheme in South Asia, and grew our participation in the BBC's Hot Shoes and 80:20 placement schemes, welcoming 21 colleagues from across the BBC into our teams and giving many of our own staff – both London-based and global colleagues – a chance to learn in other parts of the organisation.

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

Staff salaries

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

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

Gender pay gap

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

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

As of 31 March 2026, 64% of employees in our UK team were women (2025: 61%). On the same date, our senior management team comprised five men and four women, of whom six are based in the UK. The mean (average) salary for women was 24% lower than that of men (2025: 19%). The median (midpoint) salary was £49,204 for women and £59,679 for men (2025: £41,900 for women and £53,597 for men). This disparity reflects an increased number of men in our senior management team, and is affected by having few men in junior posts in our UK office.

The table below shows the proportion of women and men in each pay quartile of our UK team. We continue to monitor our gender pay gap and are committed to eliminating it.

	Quartiles			
	Q1	Q2	Q3	Q4
Female				
(2026)	**50%**	**46%**	**75%**	**83%**
(2025)	45%	52%	76%	70%
Male				
(2026)	**50%**	**54%**	**25%**	**17%**
(2025)	55%	48%	24%	30%

This year BBC Media Action also set gender and diversity targets for our trustee appointments as part of a commitment to ensuring that our board composition reflects the communities in which we work. For 2025-26, the target was for at least 20% of trustees to be living in, or have heritage from, the countries in which BBC Media Action operates. Trustees also set a target for women to comprise at least 50% of the board.

Following recruitment delays, as at 31 March 2026, one of our 12 trustees (8%) met the criteria for diversity. Six of the 12 trustee positions (50%) were held by women.

While we were below both targets, continuing recruitment has ensured that as of July 2026, we have three of 14 trustees living in, or with heritage from, the countries in which we operate (21%), and six are women. Our Board of Trustees remains committed to strengthening its diversity and ensuring it reflects the audiences and communities we serve, and with further trustee appointments planned during the coming financial year, we will seek opportunities to make further progress.

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OUR ORGANISATION

Safeguarding

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

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

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

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

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

Energy use

Under the Companies Act 2006 Regulations (2018), BBC Media Action is required to disclose its annual energy use and greenhouse gas emissions for its UK operations, in line with Streamlined Energy and Carbon Reporting (SECR) guidance.

Our London-based team is based out of the BBC's Energy Centre in west London; we have a small space in London Broadcasting House which is also used regularly by staff.

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Our energy usage in 2024-25 and 2025-26, based on our percentage occupancy of relevant buildings, was as follows:

London Broadcasting House		2025-26	2024-25
Natural gas	kWh	3,679	4,084
Electricity	kWh	16,258	16,402

White City Place		2025-26	2024-25
Natural gas	kWh	6,712	5,617
Electricity	kWh	25,155	25,641

Estimated energy consumption:

Total		2025-26	2024-25
Natural gas	kWh	10,391	9,701
Electricity	kWh	41,413	42,043

Estimated emissions:

		2025-26	2024-25
Natural gas	kg CO2e	1,901	1,774
Electricity	kg CO2e	7,330	8,705
Total equivalent carbon emissions		9,231	10,479
Intensity ratio	KgCO2e per employee	146.52 per employee (based on 63 employees)	163.73 per employee (based on 64 employees)

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

These figures have been calculated using readings from energy meters in Energy Centre and London Broadcasting House, with UK government approved conversion factors applied.

In January 2026, BBC Media Action also completed an independent Energy Savings Opportunity Scheme (ESOS) audit of its UK operations. The audit confirmed compliance with ESOS requirements and identified a number of low-cost opportunities to improve energy efficiency, mainly through behavioural changes and better management of office equipment, with the potential to reduce both energy consumption and carbon emissions.

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We continue to implement our Global Environmental Policy and minimise international travel where possible to lower our carbon footprint. Several of our offices have green teams who advocate for improved environmental practices. Our UK employees have access to locked bicycle storage and showers to encourage cycling to work.

Legal structure

BBC Media Action is a charity (registered number 1076235) and a company limited by guarantee (registered number 03521587). Our financial statements will be delivered to the Registrar of Companies.

BBC Media Action was established under its Memorandum of Association with the objects and powers of a charitable company. It is governed by its Articles of Association. The sole member of BBC Media Action, the BBC, undertakes to contribute to the assets of BBC Media Action in the event of it being wound up while it is a member, or within one year after it ceases to be a member for payment of the debts and liabilities of BBC Media Action contracted before it ceases to be a member, and of the costs, charges and expenses of winding up, for the adjustment of the rights of the contributors among themselves such amount as may be required, not exceeding £10.

Subsidiary companies

BBC Media Action has three subsidiary companies, which were 100% owned by BBC Media Action as at 31 March 2026: **BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited** and **British Broadcasting Corporation Media Action Ltd/Gte** (a Nigerian entity).

Our work in India in 2025-26 was largely conducted through **BBC Media Action (India) Limited**. **BBC Media Action Nepal Private Limited** is an entity established in Nepal. **British Broadcasting Corporation Media Action Ltd/Gte** is an entity established in Nigeria on 26 October 2017. It therefore meets the criteria for consolidation. It did not trade during the year ended 31 March 2026.

BBC World Service Trust India is an Indian entity over which BBC Media Action exercises effective control by way of the right to nominate trustees. This entity was set up in India on 28 December 2007. Although BBC Media Action has no investment in BBC World Service Trust India, it meets the criteria for consolidation in accordance with paragraph 24.14 of the Statement of Recommended Practice Financial Reporting Standard (SORP FRS 102) and is therefore regarded as a subsidiary undertaking. However, it has remained dormant in the current and prior financial years.

In this financial year we began work toward creating a new, independent India entity to enable us to work more effectively in this market. We anticipate this new entity, which will be a non-BBC-branded, private social impact organisation, and a preferred BBC Media Action supplier, will begin operations later in the next financial year.

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Governance

Our trustees, who are also directors of BBC Media Action, are listed on page 61. They come from the BBC, and the private, media and international development sectors, with a range of skills and expertise. They meet quarterly and for an additional away day each year.

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

In 2025-26 we expanded our board of trustees from 10 to 12 members, and are continuing to recruit to bring our board to the maximum allowable 15 trustees, ensuring we include a range of backgrounds including those with strong experience of media development, tech industries and fundraising. We have set a target of having at least 30% of trustees as from, or having heritage from, countries in which we work.

During the year our trustees were particularly focused on our organisation's finances, income generation and sustainability; our organisational strategy delivery and operational plan; our position within the BBC; and our project delivery and ways of working.

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

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

Our trustees delegate a range of day-to-day decision-making powers to our chief executive officer and other members of our management team. Trustees have established appropriate controls and reporting mechanisms to ensure that our management team operates within the scope of these delegated powers. The delegation policy is formally reviewed and approved by trustees. Our management team members are listed on page 61. They are not directors for the purposes of company law. Our board has appointed some of its members as lead trustees in particular areas, who feed back to the rest of the board.

All new trustees participate in an induction programme and training on duties and responsibilities. We encourage our trustees to visit BBC Media Action projects to obtain first-hand experience of our work at country level – this year we held a virtual project visit for trustees and donors with our Afghanistan team. Knowledge-sharing sessions before board meetings continue to give trustees a more detailed understanding of our work.

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Organisational structure and management

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

Our senior management team comprises nine people: our chief executive officer, chief operating officer, director of programmes, director of income generation and engagement, director of strategy and partnerships, regional director for Africa, regional director for South Asia, regional director for Asia-Pacific, and our people and culture lead. Our regional directors for Asia also serve as country directors in Nepal and Bangladesh, respectively.

Our director of income generation and engagement leads our central business development and unrestricted fundraising teams. Our director of strategy and partnerships now leads our policy and advisory team, a BBC collaborations team which includes our capacity strengthening and media content leads, and our communications and marketing team. Our programmes department includes our regional teams, along with our digital growth and product leads, programme support team and research team.

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

Our chief executive officer directly manages our management team, including our human resources function. The BBC supports both our legal and human resources functions.

Our leadership team includes the heads of our cross-country support teams and our country directors around the world.

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MANAGING RISK

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

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

Our risk management process

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

We identify risks through monthly reports by our country directors (or more frequently as needed), which are escalated to our management team that meets twice per month. Our Finance and Audit Committee conducts a regular risk management review, and our board of trustees reviews our risk register quarterly. We also conduct a regular, in-depth review of our risk profile at both management team and board levels. In 2025-26, we have transitioned to an internal audit function delivered by the Finance team which continues to involve regular travel to our country offices. Our chief operating officer oversees this function and reports directly to the Finance and Audit Committee.

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

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Risks and mitigations

RISK	MITIGATION IN 2025-26
Operating environments Challenges in our operating environments include: ▸ Open conflict as in Ukraine and South Sudan ▸ Outbreaks of Ebola, as in Uganda ▸ Civic unrest or tight restrictions on rights and movement, as in Myanmar ▸ Fragile security and political situations ▸ Unforeseen events that threaten the security and well-being of our people and our ability to deliver our work ▸ Challenges in our ability to operate as an NGO, compounded by our links to the BBC	We continued to benefit from dedicated support from the BBC high risk team. BBC Media Action staff attend mandatory hostile environment training before high-risk deployments and follow protocols to minimise risks. We regularly update and clearly communicate emergency plans in every country office, tailored to each context, and we frequently review the level of risk faced by our staff. We have home working in place in high-risk situations, wherever possible and feasible. We are fully equipped to access critical systems and deliver work remotely, to explore alternative operating models, to liaise with donors and to repurpose activities at short notice as needed.
Safeguarding We work in complex environments and through local partner organisations, where there is risk of harm to those we work with and for.	We continue to strengthen our approach to safeguarding, in line with the NGO sector and donor expectations. We thoroughly communicate our policies across our organisation, conduct regular training, and review our processes for safe recruitment – including criminal background checks. We logged one report with the Charity Commission this year. It did not involve children or community members who benefit from our work.
Funding, finance and business model Our heavy reliance on restricted, mainly institutional, funding poses risk to our sustainability, as the donor landscape changes, funding mechanisms and service contracts become more restricted, donor payments are delayed and overseas aid is increasingly stretched across multiple world crises. Gaps between projects lead to costs that must be covered by limited unrestricted funds, and project costs are also vulnerable to high inflation. Our low brand awareness and potential for public confusion over the UK TV Licence Fee impacts our ability to conduct public fundraising.	This financial year, we have continued to maintain a strong focus on cost control. We continue to apply strong budget tests to ensure that project budgets cover a fair share of our support costs. We also conduct close and regular reviews of our income and margin forecasts, alongside careful assessment of donor requirements. We continue to invest in our fundraising team to increase unrestricted income, while maintaining close relationships with existing donors. We are working closely with the wider BBC to build our brand profile while ensuring the UK public is clear about our funding model.

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RISK	MITIGATION IN 2025-26
Changes within the BBC The BBC continues to undergo major strategic shifts and restructuring. While we are funded independently (aside from a core grant from the BBC), these changes affect our relationships across the BBC and our supporter base.	Our chair is a member of the BBC's Executive Council, and we retain an Executive Council sponsor. We continue to make deepening our relationships across the BBC a cross-cutting priority. We maintain good relationships with many BBC correspondents, presenters and editors, and work regularly with many parts of the BBC to deliver impact to the communities we serve while also demonstrating our value within the wider BBC family.
Compliance We operate according to complex regulations set by donors and local laws. A lack of specialist knowledge may result in an inability to comply with donor, tax or audit requirements, with a knock-on impact on our finances and our reputation.	We practise proactive stakeholder management, starting with donors and external auditors. We receive BBC support for tax and legal advice in relevant countries. We do not open country offices without registration in place, allowing for payment of payroll taxes.
Risk of fraud We work in some environments where there is a high risk of fraud and corruption, with associated impacts on our finances, our reputation and staff morale.	We operate robust internal controls to mitigate the risk of fraud, bribery and corruption across our operations. This is supported by staff training, due diligence processes, whistleblowing arrangements and risk-based oversight. We keep our policies, procedures and controls under review to ensure compliance with relevant legal and regulatory requirements, including the Economic Crime and Corporate Transparency Act (ECCTA). The effectiveness of our control environment is independently assessed regularly through internal, external and project audits. We had one reportable incident of fraud in this financial year.
Reputation As the BBC's international charity we are at risk of accusations of bias and misinformation, as well as from press campaigns against the BBC or the international development sector, which might affect our funding, our reputation, and the morale and well-being of our employees.	Our employees receive regular training on BBC editorial standards, and we monitor the quality of our own output and that of our partners. We consult BBC Editorial Policy when required. Our communications and marketing team is experienced in handling negative media coverage, prepares reactive lines and works closely with the BBC Press Office if needed. We actively manage safeguarding through dedicated employees and training, and we maintain close relationships across the international NGO sector and with our funders.

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RISK	MITIGATION IN 2025-26
People and Culture	
Our heavy reliance on restricted funding means that we have extremely lean overhead costs – increasing workloads on individual staff and the risk of staff burnout, contributing to high turnover, and risking that our teams lack the right skills as projects come through.	We regularly review our business priorities to ensure we are focusing our efforts on what is most important. We strive to ensure all staff benefit from flexible working policies and good benefits including an Employee Assistance Programme. And we have increased our focus on training and upskilling through availability of LinkedIn Learning, BBC training programmes and placement opportunities across BBC Media Action and the wider BBC.
Artificial intelligence, emerging technologies and cyber-security	
A data breach (either deliberate hacking or accidental) could lead to business disruption, and serious reputational and financial damage. Fast-improving AI technology poses opportunities but also risks to the quality and trustworthiness of our work and that of our partners. As part of the BBC we are at particular risk of being targeted with 'deepfakes' and misinformation.	We continued to have strong support from the BBC's Information Security team, including monitoring of social media accounts, in addition to our own dedicated IT and communications teams' work. We have maintained our Cyber Essentials Plus accreditation standard. We have confidential incident reporting for any data loss or breaches. Our laptops are encrypted, and cyber-security training is compulsory for our employees. We work to ensure full compliance with the UK 2018 GDPR legislation, with mandatory training for all employees, and our information security policies comply with strict BBC requirements. This year we had no incidents to report to the Charity Commission. Alongside the wider BBC we have rolled out the use of a generative AI platform to our teams, accessible only behind single sign-on and to be used only after completing mandatory training, as a more secure way of using this technology. Our information security policies prevent staff from using non-approved generative AI on BBC Media Action devices or for BBC Media Action work, and from uploading any restricted, personal, commercially sensitive, or legally privileged information. Our IT team follows wider BBC guidance and expertise in mitigating risks, and our Communications team regularly monitors social and digital media and flags false posts and accounts to the BBC Information Security team. We are also conducting ongoing training with staff and local media partners on the responsible use of AI.

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MANAGING OUR FINANCES

After a difficult financial year in 2025-26, BBC Media Action has remained relatively financially stable this financial year, exceeding our restricted fundraising targets this year while still building our unrestricted funding pipeline. This is a remarkable achievement in a difficult funding environment in which many institutional donors are shifting priorities from “soft” to “hard” power approaches.

BBC Media Action’s organisational strategy plans for our organisation to shrink in a controlled manner over the next financial year, anticipating a continued difficult institutional funding environment and reflecting the need to rebalance the ratio of unrestricted to restricted funding. The organisation is managing this by further reducing roles through attrition, continuing to move positions closer to the places in which we work where feasible, and continuing efforts to develop our unrestricted fundraising while maximising opportunities for institutional fundraising. This year we held two private fundraising dinners and continued our awareness campaigns through bbc.com and the BBC global news channel, in addition to our annual payroll giving campaign across the BBC.

Our total income in 2025-26 was £30.3 million (2024-25: £32.9 million). Income from institutional donors decreased to £24.6 million (2024-25: £26 million). Our fundraising income decreased to £5.59 million (2024-25: £6.83 million), of which £3.2 million were gifts in kind (2024-25: £4.3 million).

Our total expenditure during the year was £30.3 million (2024-25: £33.0 million). Expenditure of restricted funds on our charitable activity, providing public benefit by changing lives through media and communication, represented 83% of our total expenditure (2024-25: 83%). Our income and expenditure account for the year ended 31 March 2026 shows a deficit of £0.02 million (2024-25: a deficit of £0.12 million). The Consolidated Statement of Cash Flows shows that our cash increased in the year to a position of £6.6 million (2024-25: £5.7 million).

Reserves

BBC Media Action’s net assets in the consolidated balance sheet decreased to £1.411 million at 31 March 2026 (31 March 2025: £1.430 million).

Our board of trustees reviews our reserves policy on an annual basis in the context of our multi-year plans and a review of the risks and opportunities for our organisation. Our policy is to ensure that we hold sufficient reserves to continue operating after negative financial shocks, while not tying up too much funding that could be spent on charitable activities.

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Our trustees revisited this policy in October 2025 and reduced the minimum level of net cash holdings to £2 million in any one month, and general funds (total unrestricted funds less designated funds) in a range of £2.8-3.5 million at year-end. This was based on recalculating our risks, and our projections that the overall size of BBC Media Action will reduce, thereby reducing the reserves impact of a worst-case scenario in which we may need to draw down on our reserves.

Our trustees also approved extending an agreement to operate outside the recommended minimum range. We are able to do this with support from the BBC through an underwriting arrangement.

Our total unrestricted funds held at 31 March 2026 amounted to £1.4 million (31 March 2025: £1.4 million), of which reserves in the general fund amounted to £1.4 million (31 March 2025: £1.4 million). Our approach to bringing our reserves back to the target range is set out in the "Going concern" section below.

Investment policy

Cash balances are set out in the consolidated and BBC Media Action balance sheets, consolidated statement of cash flows and in the notes to the financial statements. The objective of our investment policy is to maximise interest while limiting risk. We only hold short-term cash deposits.

Going concern

Our Finance and Audit Committee met four times in 2025-26. It monitored key risks and opportunities related to our funding, operating uncertainties and sustainability.

During this financial year we continued to implement our plan to return our finances to good health as approved by trustees in May 2024, focused on maintaining our institutional funding while building a stronger stream of unrestricted and semi-restricted fundraising.

Despite the continued challenging external context, including limited overseas aid budgets in the UK and other countries, and the challenging environments in which we work, we exceeded our restricted income projections in 2025-26. We have a solid pipeline building for unrestricted income, which suggests year-on-year growth for the coming financial year.

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

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

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STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, who are also the Directors of the charitable group and charitable company for the purposes of company law, are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and directors' report) in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year. 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 the charitable company.

Trustees are required to:

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

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

They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group, and to prevent and detect fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

As far as the trustees are aware, there is no relevant information of which the charity's auditor is unaware. The trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information, and to establish that the auditor is aware of that information.

The trustees, in their capacity as both trustees and company directors, have reviewed and approved this Trustees' Report, which incorporates the directors' report and the requirement for a strategic report as set out in the Companies Act 2006.

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Trustees, senior staff and advisors

Our trustees**

Francesca Unsworth (Chair) *(to April 2025)*
Rhodri Talfan Davies (Chair) *(from April 2025)*
Myles Wickstead (Vice chair) *(from October 2024)*
Jim Brady *(from October 2025)*
Shirley Cameron
Reeta Chakrabarti *(to July 2025)*
Phil Harrold *(to February 2026)*
Hannah Jones *(from February 2026)*
Freshta Karim *(to April 2025)*
Michael Madnick *(from July 2026)*
Gavin Mann *(to July 2026)*
Lindsey North
Alex Okosi *(from July 2026)*
Nicholas Pickles *(to September 2026)*
Julia Rank
Anna Sedgley *(from July 2026)*
Sophia Swithern *(to April 2026)*
Naomi Wass *(from February 2026)*
Jon Zilkha *(from October 2025)*
Samantha Sing *(from July 2026)*

Company Secretary:

Dushani Karunatilleka

Registered office:

Broadcasting House, Portland Place,
London W1A 1AA

Auditors:

Buzzacott Audit LLP
130 Wood Street, London EC2V 6DL

BBC employee
Member of Finance and Audit Committee
Member of Governance Committee
** All trustees are also directors of the company

Management team:

Simon Bishop
Chief Executive Officer

Laura Collier-Keywood
Chief Operating Officer
(parental leave from April 2024 to May 2025 and from July 2026)

Seamus Gallagher
Regional Director,
Africa and Middle East

Gemma Hayman
Regional Director, Asia,
Pacific and Europe
(resigned May 2025)

Md Al Mamun
Regional Director, Asia-Pacific
(from June 2025)

Shobhana Gurung Pradhan
Regional Director, South Asia
(from June 2025)

Richard Lace
Director of Programmes

Rob Melvill
Director of Income Generation and Engagement
(from March 2025)

Angela Musyoki
HR Business Partner
(from February 2026)

Eva Ng'ang'a
HR Business Partner
(resigned December 2025)

Rowena Panting
Chief Operating Officer
(acting, from July 2026)

Scott Rutherford
Chief Operating Officer
(acting, from April 2024 to May 2025)

Caroline Sugg
Director of Strategy and Partnerships

Bankers:

Barclays Bank Plc
1 Churchill Place, London E14 5HP

Lloyds Bank Plc
10 Gresham Street, London EC2V 7AE



Rhodri Talfan Davies, Chair

23 October 2026

On behalf of the board of trustees of BBC Media Action

BBC Media Action is a registered charity in England and Wales (no 1076235) and a company limited by guarantee in England and Wales (no 03521587).

Find out more: bbcmediaaction.org

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

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AUDITOR'S REPORT

Opinion

We have audited the financial statements of BBC Media Action (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2026, which comprise the group statement of financial activities, the group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements.

The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards, including FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2026, and of the group's income and expenditure for the year then ended
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs UK) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council (FRC)'s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

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Other information

The trustees are responsible for other information, comprising the information included in the annual report and financial statements, other than the financial statements and our auditor's report. Our opinion on the financial statements does not cover this other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether it is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially mis-stated. If we identify such material inconsistencies or apparent material mis-statements, we are required to determine whether there is a material mis-statement in the financial statements or a material mis-statement of the other information. If, based on the work we have performed, we conclude that there is a material mis-statement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

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Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material mis-statement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material mis-statement when it exists. Mis-statements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The FRC website contains further description of our responsibilities for the audit of the financial statements. This description forms part of our auditor's report.

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

How the audit was considered capable of detecting irregularities including fraud

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

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

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

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

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

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

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

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

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

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

Use of our report

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



Edward Finch

(senior statutory auditor)

Date: 27 October 2026

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

ACCOUNTS

Consolidated statement of financial activities

(including the income and expenditure account) for the year ended 31 March 2026

	Note	Unrestricted 2026 £'000	Restricted 2026 £'000	**Total 2026 £'000**	Unrestricted 2025 £'000	Restricted 2025 £'000	Total 2025 £'000
Income from							
Donations	*2*						
Gift-in-kind		405	2,757	**3,162**	553	3,786	4,339
General		2,210	-	**2,210**	2,282	-	2,282
Other trading activities	*3*	216	-	**216**	212	-	212
Investments	*4*	42	-	**42**	57	-	57
Charitable activities							
Funding for specific charitable activities	*5*	2,324	22,325	**24,649**	2,231	23,792	26,023
Total income		5,197	25,082	**30,279**	5,335	27,578	32,913
Expenditure on							
Raising funds	*6*	(627)	-	**(627)**	(378)	-	(378)
Charitable activities							
Changing lives through media and communication							
Stronger Democracies	*6*	(2,909)	(15,551)	**(18,460)**	(2,596)	(14,105)	(16,701)
Inclusive Societies	*6*	(1,292)	(5,769)	**(7,061)**	(1,663)	(9,032)	(10,695)
Safer More Habitable Planet	*6*	(388)	(3,762)	**(4,150)**	(818)	(4,441)	(5,259)
Total expenditure on charitable activities		(4,589)	(25,082)	**(29,671)**	(5,077)	(27,578)	(32,655)
Total expenditure	*6*	(5,216)	(25,082)	**(30,298)**	(5,455)	(27,578)	(33,033)
Net expenditure for the year	*7*	(19)	-	**(19)**	(120)	-	(120)
Reconciliation of funds							
Total funds brought forward		1,396	34	**1,430**	1,516	34	1,550
Total funds carried forward	*16, 17*	1,377	34	**1,411**	1,396	34	1,430

The statement of financial activities includes all gains and losses recognised during the year. All income and expenditure derives from continuing activities. The notes on pages 69-83 form part of these financial statements. As permitted by section 408 of the Companies Act 2006, the individual charity's statement of financial activities has not been included in these financial statements. The gross income of the charity is £30,279,000 (2025: £32,913,000) and the net result is a deficit of £19,000 (2025: £120,000).

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Consolidated and BBC Media Action balance sheets

At 31 March 2026

	Note	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Fixed assets					
Investments	*10*	**-**	-	**23**	23
Total fixed assets		**-**	-	**23**	23
Current assets					
Debtors	*11*	**3,633**	5,936	**3,486**	5,818
Cash at bank and in hand	*12*	**6,640**	5,692	**6,532**	5,564
Total current assets		**10,273**	11,628	**10,018**	11,382
Liabilities					
Creditors: amounts falling due within one year	*13*	**(8,390)**	(9,680)	**(8,299)**	(9,567)
Net current assets		**1,883**	1,948	**1,719**	1,815
Total assets less current liabilities		**1,883**	1,948	**1,742**	1,838
Provisions for liabilities	*14*	**(472)**	(518)	**(331)**	(408)
Net assets		**1,411**	1,430	**1,411**	1,430
Funds					
Unrestricted funds	*16, 17*	**1,377**	1,396	**1,377**	1,396
Restricted funds	*16, 17*	**34**	34	**34**	34
Total Funds	*16, 17*	**1,411**	1,430	**1,411**	1,430

The notes on pages 69-83 form part of these financial statements.
The financial statements on pages 66-83 were approved by the Board of Trustees on 23 October 2026.



Rhodri Talfan Davies, Chair

23 October 2026

BBC Media Action is the BBC's international charity registered in England and Wales (no 1076235) and a company limited by guarantee in England and Wales (no 03521587)

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Consolidated statement of cash flows

For the year ended 31 March 2026

	Note	**Total 2026 £'000**	Total 2025 £'000
Net cash inflow from operating activities	*18*	**906**	3,312
Returns on investments and servicing of finance			
Interest received		**42**	57
Increase in cash in the year		**948**	3,369
Cash at the start of the year	*12*	**5,692**	2,323
Cash at the end of the year	*12*	**6,640**	5,692

Analysis of changes in net debt

	At 1 April 2025 £'000	Cash flows £'000	**At 31 March 2026 £'000**
Cash and cash equivalents			
Cash	5,692	948	**6,640**
Total net debt	5,692	948	**6,640**

BBC Media Action does not have any borrowings or lease obligations. Net debt consists therefore of the cash balance.

As permitted by paragraph 1.12 of FRS 102, BBC Media Action has not prepared a statement of cash flows for the parent entity. The consolidated statement of cash flows above includes both the parent and subsidiary entities.

The notes on pages 69-83 form part of these financial statements.

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Notes

(forming part of the financial statements) for the year ended 31 March 2026

1. Accounting policies

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

a) Basis of preparation

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

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

Assessment of Going Concern

The Financial Review in the Trustees' Report reviews the finances of BBC Media Action and the group in the year ended 31 March 2026 in comparison to the prior and earlier years.

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

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

The Trustees' Report describes how BBC Media Action is governed and managed, the principal risks and uncertainties facing the charity, and the actions taken to manage those risks. In assessing going concern, the Trustees have also considered that, while the charity's free reserves remain below the target level set by the Board, plans are in place to strengthen financial resilience, including growth of fundraising activities to support a return to a more self-sufficient operating model. Having reviewed the forecasts, cash flow position and available mitigating actions, the Trustees are satisfied that the charity and the Group remain a going concern and that it is appropriate to prepare the financial statements on that basis.

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 2026. For the purposes of complying with FRS 102 the entity is a public benefit entity.

The financial statements of BBC Media Action (India) Limited (formerly BBC WST Limited), a company registered in England and Wales (no: 02746733), the financial statements of BBC Media Action Nepal Private Limited, an entity established in Nepal (no:112548/60/070), the financial statements of British Broadcasting Corporation Media Action Ltd/Gte (No: RC1448388), an entity established in Nigeria, and the financial statements of BBC World Service Trust India have been consolidated with those of BBC Media Action.

Under section 408 of the Companies Act 2006 the company is exempt from the requirement to present its own statement of financial activities or income and expenditure account and statement of cash flows by FRS102.

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c) Limited by guarantee

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

d) Fund accounting

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

Restricted income funds

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

Unrestricted funds

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

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

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

e) Income

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

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

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

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

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

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f) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category as listed below. Support costs, which include the central or regional office functions such as general programme support, payroll administration, budgeting and accounting, information technology, human resources, and financing, are allocated across the categories of charitable expenditure and governance costs. The basis of the cost allocation is explained in the notes to the accounts. The allocation for the purposes of the Statement of Recommended Practice may not always reflect the definition per various donor contracts.

Equipment purchased as part of the production of media as part of a project is expensed in the statement of financial activities in the year of purchase and returned to the funder or donated to local charities on cessation.

g) Foreign currency

Transactions denominated in foreign currencies are recorded in sterling at the rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rates ruling at the balance sheet date and any exchange differences arising are taken to the statement of financial activities.

h) Pension costs

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

Defined benefit scheme

The defined benefit schemes provide benefits based on final pensionable pay. The assets of the BBC Pension Scheme, to which the majority of BBC employees belong, are held separately from those of the BBC group. BBC Media Action, following the provisions within section 28 of FRS 102, accounts for the scheme as if it were a defined contribution scheme. This is because it is not possible to identify its share of underlying assets and liabilities of the scheme on a consistent and reasonable basis. The expenditure charged in the SOFA therefore represents the contributions payable to the scheme in the year.

Defined contribution scheme

The assets of the scheme are held separately from those of BBC Media Action in an independently administered fund. The amounts charged as expenditure for the defined contribution scheme represent contributions payable by BBC Media Action in respect of the financial year. Where these contributions are reclaimable directly from donors they are charged to restricted funds, where they are not they are charged to unrestricted funds.

i) Termination costs

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

j) Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

k) Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

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l) Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

m) Leases

Rentals payable under operating leases are charged to the statement of financial activities on a straight line basis over the lease term. Lease incentives are recognised over the lease term on a straight line basis.

n) Tax

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

o) Judgements and key sources of estimation uncertainty

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

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

p) Financial instruments

The financial assets and financial liabilities of the charity and their measurement basis are as follows:

- Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 11. Prepayments are not financial instruments.
- Cash at bank – is classified as a basic financial instrument and is measured at face value.
- Financial liabilities – trade creditors, accruals and other creditors are basic financial instruments, and are measured at amortised cost as detailed in note 13. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

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2. Donations

	Unrestricted 2026 £'000	Restricted 2026 £'000	**Total 2026 £'000**	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**
Gift-in-Kind						
BBC Global News Limited	151	1,517	**1,668**	148	1,812	**1,960**
Airtime/media space from various providers	-	1,240	**1,240**	-	1,974	**1,974**
Individuals/other	254	-	**254**	405	-	**405**
General Donations						
BBC Group	1,925	-	**1,925**	1,629	-	**1,629**
Individuals/other	285	-	**285**	653	-	**653**
Total	2,615	2,757	**5,372**	2,835	3,786	**6,621**

3. Other trading activities

	Unrestricted 2026 £'000	Restricted 2026 £'000	**Total 2026 £'000**	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**
Fundraising dinner and corporate partners	216	-	**216**	212	-	**212**
Total	216	-	**216**	212	-	**212**

4. Investment income

	Unrestricted 2026 £'000	Restricted 2026 £'000	**Total 2026 £'000**	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**
Bank interest receivable	42	-	**42**	57	-	**57**
Total	42	-	**42**	57	-	**57**

5. Income and grants from charitable activities

	Unrestricted 2026 £'000	Restricted 2026 £'000	**Total 2026 £'000**	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**
Grant funding for specific charitable activities						
Stronger Democracies	1,455	13,981	**15,436**	1,092	11,645	**12,737**
Inclusive Societies	531	5,101	**5,632**	708	7,551	**8,259**
Safer More Habitable Planet	338	3,243	**3,581**	431	4,596	**5,027**
Total	2,324	22,325	**24,649**	2,231	23,792	**26,023**

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6. Expenditure

	Unrestricted 2026 £'000	Restricted 2026 £'000	**Total 2026 £'000**	Unrestricted 2025 £'000	Restricted 2025 £'000	**Total 2025 £'000**
Raising Funds	627	-	**627**	378	-	**378**
Charitable Activities	4,589	25,082	**29,671**	5,077	27,578	**32,655**
Total	5,216	25,082	**30,298**	5,455	27,578	**33,033**

Charitable Activities expenditure in the current year were derived from the following sources:

	Direct project costs 2026 £'000	Staff costs 2026 £'000	Allocation of support costs 2026 £'000	**Total 2026 £'000**	Total 2025 £'000
Raising funds					
Donations	73	420	16	**509**	289
Other trading activities	42	66	10	**118**	89
Total cost of raising funds	115	486	26	**627**	378
Charitable activities					
Changing lives through media and communication					
Stronger Democracies	9,635	6,628	2,197	**18,460**	16,701
Inclusive Societies	3,218	3,109	734	**7,061**	10,695
Safer More Habitable Planet	1,735	2,020	395	**4,150**	5,259
Total cost of charitable activities	14,588	11,757	3,326	**29,671**	32,655
Total expenditure	14,703	12,243	3,352	**30,298**	33,033

The support costs allocated and the basis of apportionment were:

Support activity	Basis of apportionment	**2026 £'000**	2025 £'000
Programme support	Specific allocation and pro-rata by direct project expenditure	**212**	440
General management and fundraising	Pro-rata by direct project expenditure	**2,075**	2,132
Financial management	Pro-rata by direct project expenditure	**671**	443
Information technology	Pro-rata by direct project expenditure	**243**	330
Premises and facilities	Pro-rata by direct project expenditure	**151**	140
Total		**3,352**	3,485

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7. Net expenditure for the year

	2026 £'000	2025 £'000
This is stated after charging:		
Auditor's remuneration (including VAT)		
Group		
current year	**47**	45
Auditor's remuneration (including VAT)		
subsidiaries	**9**	9
other services	**9**	-
Exchange rate loss	**207**	209
Hire of assets - operating leases	**511**	470

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 £NIL (2025: £NIL). No trustee expenses were reimbursed during the year (2025: £NIL)

Donations made by Trustees in the year totalled £NIL (2025: £NIL). Trustees are provided with indemnity insurance as part of the BBC Group's Directors' and Officers' policy.

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

9. Staff costs

	2026 £'000	2025 £'000
Costs of staff split by:		
Wages and salaries	**9,487**	10,364
National insurance	**530**	497
Pension costs	**1,091**	1,316
Other staff costs	**1,095**	1,462
Redundancies	**40**	904
Total	**12,243**	14,543

Above figures are for Group only, with charity balances standing at £11,926k (2026) and £14,148k (2025).

Employees with emoluments of £60,000 and over fell into the following bands:	2026	2025
£60,001–£70,000*	**18**	13
£70,001–£80,000**	**7**	9
£80,001–£90,000	**3**	1
£90,001–£100,000*	**1**	5
£100,001–£110,000**	**3**	3
£110,001-£120,000	**-**	-
£120,001-£130,000*	**-**	1
£140,001-£150,000	**1**	1
£170,001-£180,000*	**-**	1
£210,001-£220,000**	**-**	2

* 2025 includes 1 member of staff made redundant in 2025

** 2025 includes 2 members of staff made redundant in 2025

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9. Staff costs (continued)

The number of employees whose emoluments were greater than £60,000 to whom retirement benefits are accruing under defined benefits schemes is 8 (2025: 8). The senior management team who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel. Total cost of employment in respect of these individuals, including the Chief Executive Officer's total cost of employment of £181,018 (2025: £177,810) and including People and Culture Lead's salary which is covered by a monthly re-charge to BBC HR, is £1,042,557 (2025: £778,239). As of March 2026 our senior management team comprised 8 people (2025: 8). Included within this total is the People and Culture Lead whose employment costs are borne by the BBC rather than the Group.

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

	2026	2025
As of 31 March 2026:		
Africa	**175**	192
Asia	**186**	177
Rest of World	**107**	100
Total	**468**	469

The costs charged in the year include £40k (2025: £904k) relating to redundancy and severance payments arising from the restructuring programme. Further details are provided in Note 14 (Provisions).

10. Fixed asset investment

	Charity 2026 £'000	Charity 2025 £'000
Investment in BBC Media Action (India) Limited		
Cost	**55**	55
Less: Cumulative impairment	**(34)**	(34)
Investment in BBC Media Action Nepal Private Limited		
Cost	**1**	1
Investment in British Broadcasting Corporation Media Action Ltd/Gte (Nigeria)		
Cost	**1**	1
Total	**23**	23

BBC Media Action has three 100% owned subsidiary undertakings: BBC Media Action (India) Limited, BBC Media Action Nepal Private Limited, and British Broadcasting Corporation Media Action Ltd/Gte, an entity registered in Nigeria.

The investment in BBC Media Action (India) Limited (registered number 02746733, charity number 1121665) is held directly.

The investment in BBC Media Action Nepal Private Limited, (Company Registration Number: 112548/60/070) an entity established under the laws of Nepal, is held directly.

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10. Fixed asset investment (continued)

British Broadcasting Corporation Media Action Ltd/Gte (Company Registration Number RC1448388) is an entity under the laws of Nigeria. It is a 100% owned subsidiary of BBC Media Action. Although local staff contracts are in the name of British Broadcasting Corporation Media Action Ltd/Gte, funding to meet the charitable objectives of the organisation is received and disbursed by BBC Media Action in Nigeria.

A fourth entity, BBC World Service Trust India, is regarded as a subsidiary undertaking and in accordance with paragraph 24.14 of SORP FRS 102 has been consolidated in the consolidated financial statements as BBC Media Action has the right to appoint the majority of Trustees. This entity did not trade in the current or prior year.

BBC Media Action (India) Limited –
Cowrks Ground and First Floor, Worldmark 1, Aerocity, New Delhi - 110037, India

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

	2026 £'000	2025 £'000
Total income	**809**	834
Total expenditure	**(809)**	(834)
Net income	**-**	-

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

	2026 £'000	2025 £'000
Fixed and current assets	**591**	678
Liabilities	**(570)**	(657)
Net amount	**21**	21

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

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

	2026 £'000	2025 £'000
Total income	**-**	-
Total expenditure	**-**	-
Net income	**-**	-
Total funds brought forward	**1**	1
Total funds carried forward	**1**	1

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

	2026 £'000	2025 £'000
Fixed and current assets	**1**	1
Liabilities	**-**	-
Net amount	**1**	1

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

This entity was dormant during the year.

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11. Debtors

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Trade debtors	**250**	140	**250**	140
Amounts due from subsidiary and related undertakings	**27**	261	**291**	700
Other debtors	**487**	583	**77**	34
Prepayments	**134**	929	**133**	921
Accrued income (see Note 15)	**2,735**	4,023	**2,735**	4,023
Total	**3,633**	5,936	**3,486**	5,818

All debtors fall due within one year.

12. Cash at bank and in hand

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Cash held at bank in UK	**5,744**	3,792	**5,708**	3,755
Cash held at bank and in hand overseas	**896**	1,900	**824**	1,809
Total	**6,640**	5,692	**6,532**	5,564

13. Creditors: amounts falling due within one year

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Trade creditors	**169**	199	**150**	168
Amounts due to related undertakings (see Note 21)	**525**	-	**525**	-
Other creditors	**736**	790	**662**	732
Taxation and social security	**82**	173	**96**	158
Accruals	**1,380**	1,144	**1,368**	1,135
Deferred income (see Note 15)	**5,498**	7,374	**5,498**	7,374
Total	**8,390**	9,680	**8,299**	9,567

14. Provisions for liabilities

Group	Employment Costs £'000	Project Costs £'000	India GST Provision £'000	**Total £'000**
At 1 April 2025	324	83	111	**518**
New provisions in 2025-26	128	281	30	**439**
Provisions utilised in 2025-26	(324)	(161)	-	**(485)**
At 31 March 2026	128	203	141	**472**

BBC Media Action India is fully consolidated within the Group accounts. The subsidiary balance for provisions is £141k in FY2025/26, compared with £111k in FY2024/25. The Charity-only balances of £331k (2026) and £408k (2025) represent the Group totals less the provisions recognised by BBC Media Action India.

It is expected that the majority of employment and project costs will be paid during the year ending 31 March 2027.

The India GST provision has been recognised due to uncertainty regarding the extent to which amounts will be recovered from the Indian tax authorities and the timing of any such recovery.

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15. Accrued and deferred income

Where income is received in advance, recognition is deferred and included in creditors and where entitlement arises before income is received the income is accrued. The most significant projects for which income was deferred and accrued are detailed below. In the year to 31 March 2026 the Group had 112 (2025: 110) active projects.

	Total Deferred Income 2025	Total Accrued Income 2025	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2026	Total Accrued Income 2026
AICS : SS: AMREF - Mental Health Integrated Development	-	156	(125)	87	-	118
BMB MOTT MACDONALD : South Sudan: GESS II - MOTT	(34)	-	(363)	485	-	88
CSSF : EECA: ENCD - FCDO	-	292	(2,455)	2,530	-	367
DANIDA : Uganda: Danish Embassy in Mis dis info	-	-	-	35	-	35
DIAKONIA : Zambia: Democratic Governance	-	145	(598)	452	(1)	-
DUTCH EMBASSY : ALG: Public Interest Mobile Journalism	(54)	-	(197)	214	(37)	-
DUTCH EMBASSY : SS: Bitanina "Our Voice Phase II"	(155)	-	14	141	-	-
EQUAL ACCES INTERNAT : SOM EAI Behaviour change 2	-	-	(275)	116	(159)	-
EQUAL ACCES INTERNAT : Somalia: EAI Behaviour change	(43)	-	(116)	184	-	25
EUROPEAN COMMISSION : Bangladesh: Freedom of Expression	(192)	-	(10)	144	(58)	-
EUROPEAN COMMISSION : HQ: FFPA - EC	(3,000)	-	(71)	2,920	(151)	-
EUROPEAN COMMISSION : SL: EU Media Project	(410)	-	(19)	461	-	32
EUROPEAN UNION : EU Culture - Somalia Building	(28)	-	(183)	222	-	11
EUROPEAN UNION : India: Break the Chain (EU)	-	-	(328)	34	(294)	-
EUROPEAN UNION : Zambia: EU Citizens Voice	(132)	-	(217)	290	(59)	-
FCDO : Afghanistan: MSI - SRH	-	-	(94)	231	-	137
FCDO : EECA Mongolia: Amplifying Women's Voices	-	-	-	60	-	60
FCDO : HQ: PIMHIE - FCDO	(27)	-	(2,315)	2,412	-	70
FCDO : Kenya: Uganda Open Societies	(7)	-	(382)	387	(2)	-
FCDO : MOL: Supporting Teleradio Moldova's (TRM)	(71)	-	(73)	144	-	-
FCDO : NG: FCDO NISSR - Media Report	-	-	(302)	350	-	48
FCDO : Pacific Content Production	-	-	(100)	97	(3)	-
FCDO : Regional Pacific Media Development	-	9	(750)	745	-	4
FCDO : WISH P&S - PALLADIUM	-	-	-	30	-	30
GAC : Niambie 2 B4C Extension	-	-	(964)	915	(49)	-
GATES FOUNDATION : HQ: Digital Gender Norms	(727)	-	(28)	459	(296)	-
GATES FOUNDATION : HQ: Planning Grant WS1 - GA	(385)	-	(92)	477	-	-
GATES FOUNDATION : Nigeria: GATES - Changing the Script	-	-	(2,005)	377	(1,628)	-

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15. Accrued and deferred income (continued)

	Total Deferred Income 2025	Total Accrued Income 2025	Amount Received and Other Movements	Released Via SOFA	Total Deferred Income 2026	Total Accrued Income 2026
GIZ : Local Governance and promotion of peace	-	111	(224)	158	-	45
GIZ : NP: Empowering Women's Economy	-	-	(131)	76	(55)	-
GIZ : Resource Governance Reporting	-	3	(41)	82	-	44
H & M FOUNDATION : India: PRIDE Phase - 2	(625)	-	(206)	595	(236)	-
IDRC : IDRC: Communication Behaviour	-	-	(184)	189	-	5
INT MEDIA SUPPORT : Somalia: IMS Media Resilience	-	14	(341)	371	-	44
IRISH AID : TANZANIA-IRISH AID NC 5- YEAR 4	(168)	-	21	147	-	-
IRISH AID : TZ: National Conversation 5	-	-	(461)	295	(166)	-
MET OFFICE : NA: WISER Algeria & Tunisia	-	-	(50)	148	-	98
MET OFFICE : NP: WISER - Communicating Climate Change	-	-	-	36	-	36
NORAD : HQ: BRIDGES Project	(376)	-	(1,892)	1,787	(481)	-
NORAD : Indonesia: For the People - NORAD	(163)	-	9	104	(50)	-
NORWEGIAN MINISTRY : Life in Lulu Series IX & X	-	211	(1,068)	810	(47)	-
NRC : NG: Emergencey to Reliance	-	8	(105)	184	-	87
OSF : Gaza - Zaza and Zuzu 2	-	-	(207)	139	(68)	-
SDC : Tanzania: Niambie 2 - SDC	(213)	-	129	84	-	-
SDC : Tanzania: Niambie 2 Rural Radio SDC	-	67	(324)	303	-	46
SIDA & SDC : Cambodia: Klahan9 SPACE - Sida & SDC	-	1	(129)	128	-	-
SIDA : Zambia: Funsani (ASK)	-	-	(1,842)	1,460	(382)	-
SIDA : Zambia: SIDA Funsani Inception	(68)	-	14	54	-	-
SIGHTSAVERS : Nigeria: Sightsavers DID Scale-Up	-	81	(284)	186	(17)	-
UN WOMEN : EECA: Research for Evidence	-	-	(18)	78	-	60
UNDP : Ukraine: UNDP Eore Ukraine	(83)	-	-	83	-	-
UNICEF : Zambia: UNICEF Mass Media Dialogue	-	-	(172)	154	(18)	-
UNOPS : Myanmar: Ma Shet Ne - UNOPS	-	23	(28)	87	-	82
US STATE DEPARTMENT : NG: US State TIP anti-trafficking Edo State	-	54	(278)	224	-	-
USAID : Lib: MIRSAL	-	152	(9)	131	-	274
WFP : Ethiopia: Community Engagement	-	131	(321)	189	(1)	-
WORLD VISION : Afghanistan: WVI - Dawam Project	(10)	-	(745)	809	-	54
WPF : Niambie 2 AJWS - Phase 3	(157)	-	(115)	163	(109)	-
WWF UK : Kenya: WWF REDAA Year 2	-	-	(109)	133	-	24
Other projects	(246)	2,565	(2,902)	263	(1,131)	811
Total	**(7,374)**	**4,023**	**(24,061)**	**24,649**	**(5,498)**	**2,735**

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16. Funds analysis

	Balance at 1-Apr-25 £'000	Income £'000	Expenditure £'000	**Balance at 31-Mar-26 £'000**
General Funds	1,396	5,197	(5,216)	**1,377**
Total Unrestricted funds	1,396	5,197	(5,216)	**1,377**
Total Restricted Funds	34	25,082	(25,082)	**34**
Total Funds	1,430	30,279	(30,298)	**1,411**

	Balance at 1-Apr-24 £'000	Income £'000	Expenditure £'000	**Balance at 31-Mar-25 £'000**
General Funds	1,516	5,335	(5,455)	**1,396**
Total Unrestricted funds	1,516	5,335	(5,455)	**1,396**
Total Restricted Funds	34	27,578	(27,578)	**34**
Total Funds	1,550	32,913	(33,033)	**1,430**

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

All of BBC Media Action's primary activities are included within restricted funds. These activities are restricted to overseas project work and associated income and expenditure in line with the key themes and charitable objectives described in the Trustees report. Analysis of the projects are included in note 15.

17. Analysis of group and charity net assets between funds

	Net current assets £'000	Provision for liabilities £'000	**Total funds £'000**
Restricted funds	34	-	**34**
Unrestricted general funds	1,849	(472)	**1,377**
Total Funds at 31 March 2026	1,883	(472)	**1,411**

	Net current assets £'000	Provision for liabilities £'000	**Total funds £'000**
Restricted funds	34	-	**34**
Unrestricted general funds	1,914	(518)	**1,396**
Total Funds at 31 March 2025	1,948	(518)	**1,430**

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18. Reconciliation of movement in funds to net cash inflow from operating activities

	2026 £'000	2025 £'000
Net expenditure for the year	**(19)**	(120)
Investment income	**(42)**	(57)
Decrease / (Increase) in debtors	**2,303**	(401)
(Decrease) / Increase in creditors	**(1,290)**	3,671
(Decrease) / Increase in provisions	**(46)**	219
Cash inflow from operating activities	**906**	3,312

19. Commitments and contingent liabilities

Operating Leases

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

	Group 2026 £'000	Group 2025 £'000	**Charity 2026 £'000**	Charity 2025 £'000
Land and buildings				
Operating leases which expire:				
Within one year	**304**	396	**303**	378
In the second to fifth years inclusive	**20**	61	**20**	61
After the fifth year	**-**	1	**-**	1
Total	**324**	458	**323**	440

20. Pension costs

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

BBC Pension Scheme

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

The scheme is subject to independent valuation by a professionally qualified actuary at least every three years, on the basis of which the actuary certifies the rate of employer's contributions. These, together with the specified contributions payable by employees and proceeds from the scheme's assets, are expected to be sufficient to fund the benefits payable under the scheme.

The actuarial valuation of the Scheme as at 1 April 2025 reported a surplus (liabilities, calculated on the technical provisions basis, minus value of assets) of £296m. The value of the Scheme's assets and liabilities at that date were £13,775m and £13,479m respectively (both excluding AVCs). The method used to calculate the technical provisions is the projected unit method.

The actuarial valuation of the Scheme as at 1 April 2024 showed that the Scheme was in surplus and no Recovery Plan was therefore required. Whilst no Recovery Plan was required, under the SOC dated 30 September 2025, the BBC will pay to the Scheme a contribution of £125m by the earlier of 1 July 2027 and the date on which the next actuarial valuation is completed. This £125m will not be required if, at the date due for payment, a replacement SOC has been put in place that does not include the £125m.

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20. Pension costs (continued)

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

Contribution rates	Projections (%)		
	2026	2025	2024
Employer	**18.3/11.5**	30.0/18.3	30.0
Employee (Old and New Benefits)	**7.5**	7.5	7.5
Employee (Career Average Benefits 2006)	**4.0**	4.0	4.0
Employee (Career Average Benefits 2011)	**6.0**	6.0	6.0

21. Related party transactions

The following related party transactions occurred during the year:

	2026 £'000	2025 £'000
Related parties		
Services procured from related parties	**198**	154
Amounts owed from related parties	**27**	60
Amounts owed to related parties (Note 13)	**525**	-

During the year, BBC Media Action procured HR, IT and other support services of £198,157 (2025: £154,479) from the BBC.

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

At 31 March 2026, an amount of £27,203 (2025: £60,581) was owed from the BBC Group (including BBC and BBC World Service) and BBC Media Action (Limited). This amount is non-interest bearing and payable on demand. An amount of £525,482 (2025: £nil) was owed to the BBC being monthly payroll processing recharge.

In addition, £264,056 (2025: £438,538) was owed to BBC Media Action by BBC Media Action (India) Limited, a related party. This balance is disclosed separately and is not included in the amounts owed from the BBC Group noted above. Further details are provided in Note 14 of the BBC Media Action (India) Limited Annual Report 2025/26.

There were no other related party transactions to 31 March 2026 (2025: none).

22. Post balance sheet events

Subsequent to the reporting date, BBC Media Action approved plans to close its India office during the next financial year and transition activities to a newly established legal entity that will operate independently of BBC Media Action. As this is a non-adjusting event arising after the balance sheet date, no adjustments have been made to these financial statements.

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