

## Type of Review: Annual Review

**Project Title:** BBC Media Action – Global Grant

**Date started:** November 2011

**Date review undertaken:** 15 October – 15 November 2012

### ***Instructions to help complete this template:***

*Before commencing the annual review you should have to hand:*

- *the Business Case or earlier project documentation.*
- *the Logframe*
- *the detailed guidance (How to Note)- Reviewing and Scoring Projects*
- *the most recent annual review (where appropriate) and other related monitoring reports*
- *key data from ARIES, including the risk rating*
- *the separate project scoring calculation sheet (pending access to ARIES)*

*You should assess and rate the individual outputs using the following rating scale and description. ARIES and the separate project scoring calculation sheet will calculate the overall output score taking account of the weightings and individual outputs scores:*

<b>Description</b>	<b>Scale</b>
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

### **Introduction and Context**

What support is the UK providing?

**The UK is providing funding of £89.8m over five years (2011/12-2015/2016) to BBC Media Action. Funding is managed by the Policy Division of DFID.**

## What are the expected results?

The Global Grant is expected to reach over 200 million people in 14 target countries (with a particular focus on fragile states) with media and communications outputs that contribute to creating more accountable state-society relations and governance, healthier populations and an increased ability to cope with crises (Impact). Specifically, individuals, communities and governments in 14 target countries will be better informed and more engaged in tackling challenges in governance, health, and crises (Outcome) through:

1. Strengthened communication platforms for domestic accountability and public dialogue (Governance output)
2. Enhanced access to information and engagement around reproductive, maternal, neonatal and child health (Health output)
3. Enhanced access to information and communication aimed at improving communities' resilience to humanitarian crises (with a focus on climate-related risks) (Resilience & Preparedness output)
4. A strengthened evidence base on the role of media and communication in democratic development, including the role of donor support (Evidence and Policy output).

Overall progress will be measured by achievement of the following targets (*as per revised log-frame dated July 2012 in which the wording of the impact statement and indicators were revised, and the impact and outcome level milestones and targets changed from numbers to percentages*):

50% of people reached by the intervention will report improved understanding about key governance or conflict relevant issues as a result of the intervention and 40% reached through factual programming will believe the intervention is playing a key role in holding their government to account.

40% of people reached by the intervention in key target populations will report their knowledge of priority health issues (reproductive, maternal, neonatal and child health - RMNCH) has increased and 15% will report healthy behaviours and/or supportive social norms in defined RMNCH areas, as a result of the intervention.

40% of people reached by the intervention will report improved understanding of resilience issues and 15% will report that their resilience to shocks and/or stresses in their environment has improved.

In addition, through its activities, BBC Media Action will generate evidence (through robust monitoring and evaluation of the programme) and policy analysis, and it will increase the demand for and uptake of evidence and analysis on media and communications by key development partners. It will create 95 enduring partnerships with media, government, civil society and technical organisations to achieve governance and health related results; it will inform and support the development of five national-level health strategies and six emergency preparedness plans and the uptake of evidence-based strategies for action on climatic impacts in four countries.

## What is the context in which UK support is provided?

The Global Grant is intended to address gaps in information and communication experienced by people living in poverty, especially women and girls, by increasing their access to reliable information and to opportunities for engaging with issues of critical importance to their own lives. The context of this support is framed in empowerment and accountability: people need to be able to make informed choices, take actions for their own development and influence decision makers and hold them to

account, in order to get out of poverty. Mass media, especially radio, is an effective means of reaching large audiences, and through integration with other technologies (e.g. mobile phone, internet) and interpersonal communication, and using a needs-based approach to content and format selection, can increasingly provide a platform for dialogue and exchange.

A key characteristic of the Global Grant is its flexibility to respond to changing country contexts and needs within agreed global targets. In the circa 18 months since the Business Case was put together, broadly the context and has remained the same. However there are obvious changes to specific country contexts and to the technological and media scene. For instance, Angola has become a more restrictive media environment and mobile phone connections have grown worldwide from five billion in 2011 to six billion today.

The Review Team (referred to as 'we' in the remainder of the template) is confident that the grant holder, BBC Media Action, is assessing and analysing the context in which it operates and is adapting to changes appropriately. For example it has reacted quickly with plans to strengthen work in Burma, where the possibilities for a free media have recently improved, and is shortly to open a country office in Rangoon.

Specific changes agreed with DFID at a Mid-Year Review meeting in February 2012 were as follows:

1. Bangladesh would undertake activities on Governance up to and including the election in late 2013/early 2014. In particular, the successful Bangladesh Sanglap programme would return. As a result, the launch of Health outputs in Bangladesh would be delayed until 2014, though preparatory work would commence.
2. The work in India would be extended to additional districts in the State of Bihar to create synergies with a major Gates-funded maternal and child health programme entitled Shaping Demand and Practices [Ananya] being implemented by BBC Media Action.
3. In Angola, government restrictions have prevented the development of new broadcast partners and limited the audience for programming developed with Radio Ecclesia under the Governance & Transparency Fund (GTF). With the agreement of the GTF managers, the decision has been taken to withdraw earlier from Angola (by April 2013) and extend the work in Tanzania and Sierra Leone which are reporting strong results.

Furthermore, the work in Pakistan which is a short-term programme of debates on TV, radio and social media have been planned in the run-up to the election but because of uncertainty over the date of polling day planning has had to remain flexible.

Conversations between BBC Media Action and DFID are ongoing about possible further work within the Global Grant in Zambia.

## Section A: Detailed Output Scoring

### Output 1: Governance

#### Strengthened communications platforms for domestic accountability and public dialogue

**Output 1 score and performance description: A+**

#### Output Indicator 1.1: A+

Number of people reached with public dialogue and accountability-focused media programmes (disaggregated by gender, urban/rural, income level, age, overall and factual programming).

Milestone 2012: 45 million

**Achieved: 49.22 million**

**Output Indicator 1.2: A+**

Number of capacity building partnerships established with local media and CSOs working on accountability and participation.

Milestone: 39 partnerships

**Achieved: 49 partnerships**

**Progress against expected results:**

BBC Media Action reports that it has exceeded expectations for both number of people reached (1.1) and number of partnerships established (1.2) for the governance pillar.

We have interrogated the methodology used to estimate audience reach and are on the whole satisfied that it is sound and rigorous. Reach is estimated from data drawn from population surveys (BBC Media Action's own or those conducted by other reputable source) in each country of interest: the percentage of those surveyed who report exposure to any BBC Media Action output in a country is then extrapolated to the known target population of the broadcast region to produce a country reach estimate. Reach calculation principles used by the BBC Media Action are conservative. For example, respondents exposed to more than one element of an intervention are only counted once. Also, children under 15 yrs are not counted at all, which implies that the overall audience is probably bigger than estimated.

Note: 'Reach' means the number of people who have listened/watched/used at least one BBC Media Action programme within the previous twelve months. 'Regularly reached' is also calculated in some cases and means 'people who have listened/watched/used at least every other episode of a broadcast programme'. As would be expected, 'Regular reach' is significantly lower at 9.1 m than 'reach' at 21.8m (in countries for which data was available this year).

The reach numbers disaggregated by gender etc. are encouragingly inclusive of women, youth and rural people. For example, BBC Media Action reports an average of 42% females and 58% males in the audience, with a higher proportion of women in the under 34 age range; audiences are 38% urban and 61% rural across the eight countries in which programmes are on air this year.

We have reservations about the overall emphasis on 'reach' in the logical framework because there is potentially a tension between achieving high audience reach and working in constrained contexts, such that efforts to achieve 'reach' targets might force decisions to divert operations away from difficult contexts (e.g. conflict zones) and areas of real need. At the same time we understand and appreciate that the Global Grant is intended to achieve much more than can actually be captured by the log-frame and that the reach figures are a proxy for multi-layered outputs and outcomes.

For Output indicator 2.2 (i.e. the number of partnerships established), we are satisfied that the 49 partnerships reported are genuine and ongoing. Furthermore we are impressed by the way BBC Media Action takes care to count only those partnerships they deem fulfil their criteria for genuineness and the fact they have, for example, excluded from the total several radio stations with which they work in Sierra Leone but who they deem are not (yet) 'enduring and meaningful'.

However, the terms of reference of this oversight contract do not allow us to look deeply into the quality of the partnerships that BBC Media Action say it has established with these organisations. This would involve many in-depth interviews at a minimum, and at best, visits to all 49 partners (in six countries). Under more ideal circumstances we would ask all partners questions about the sustainability of the partnerships, about how BBC Media Action compares with other local and international supporters of broadcast partners and observe the partnership in action – but this is not possible without much more extensive and time-consuming research. Thus the statement under this output which is 'Strengthened communications platforms for domestic accountability and public dialogue' has to be taken at least

partly on trust.

**Recommendation:**

We recommend that BBC Media Action or DFID commissions an independent research study focusing on assessing the quality of the partnerships that it has already established and will be establishing in the future. So far this year 49 partnerships (in six countries) have been formed but iMedia cannot make a fully independent judgment on their strength and sustainability without more information. The broad scope of work and resource implications of this recommendation should be discussed and a decision made on how to proceed at the next Global Grant mid year review.

**Action: BBC Media Action and DFID to agree a way forward at mid-year review in February 2013**

**Impact Weighting (%): 40%**

**Revised since last Annual Review? N**

**Risk: Low/Medium/High: Medium**

**Revised since last Annual Review? N**

**Output 2: Health**

Enhanced access to information and engagement around reproductive, maternal, neonatal and child health

**Output 2 score and performance description: A+**

**Output Indicator 2.2: A+**

Number of health strategies in target countries supported with media and communication interventions

Milestone 2012: 1

**Achieved: 2**

A score of A+ was awarded in recognition that this output moderately exceeded expectation. Only one indicator was reported against in 2012. Output Indicator 2.1 - the audience level indicator for reach - will be reported against from 2013 when health programmes go on air in three of the five target countries for the health output (Ethiopia, India - Madhya Pradesh and Orissa, South Sudan). Over the lifetime of the programme, health communication interventions under Output 2 are expected to reach 70 million people.

**Progress against expected results:**

The expected result for 2012 was to have one health strategy in a target country supported with media and communications interventions. The actual result BBC Media Action is reporting is health strategies in two target countries (India and South Sudan) that have been supported with media and communication interventions.

In India BBC Media Action has developed a campaign to support the government of Orissa in rolling out a cash transfer scheme *MAMATA* to encourage women to practice specific RMNCH behaviours. The creative concept permits 360 degree communications – meaning that it can be replicated across all media and communication channels including radio, TV, print, interpersonal – and will be rolled out and funded by state government. This is consistent with DFID's objective of securing greater government investment in development in India.

In South Sudan BBC Media Action is a key member of the technical working group on behaviour change communications, alongside Ministry of health, UNICEF, WHO, PSI and Save the Children. Through participation in this forum, BBC Media Action is guiding integration of behaviour change

communication principles within policy as well as supporting the operationalisation of the National Reproductive Health Strategy (2011-15) and the Health Education and Promotion National Policy (2009).

Other activities have included extensive formative research and country planning processes. We are impressed with the attention that has been paid to the role of theory in developing an overarching, as well as country specific, approaches to health communication interventions, and note that BBC Media Action has consolidated and built on its 10 years of experience in this field as well as learning from other practitioners. This understanding now needs operationalising in the media production process, which in turn will require training and capacity-building of country teams and partners in social and behaviour change communication, and the application of common standards and quality control to ensure theory and evidence are appropriately integrated, without loss of creativity. BBC Media Action appears to recognise this need and in the first instance is organising orientation sessions for staff in November on best practice in health communications.

The reviewers raised the issue of whether there is potentially a tension between audience perception of the BBC brand as a whole as being an impartial provider of news and information, which contributes to the respect it engenders around governance programming such as Sanglap in Bangladesh, and the need for health communication and other programming to generate specific development-related outcomes. The BBC Media Action Head of Global Programmes points out that “as it is rooted in audience needs, BBC Media Action’s health work fits clearly within the ‘inform, educate and entertain’ mission of the BBC and abides by BBC editorial guidelines, just as work on other themes, and thus is often carried by BBC language services alongside news and current affairs output”. Further the BBC editorial guidelines stipulate that impartiality has to be ‘due’ – “adequate and appropriate to the output, taking account of the subject and nature of the content, the likely audience expectation and any signposting that may influence that expectation. Due impartiality is often more than a simple matter of ‘balance’ between opposing viewpoints. Equally, it does not require absolute neutrality on every issue or detachment from fundamental democratic principles.”

We will keep under review over the coming years but we are satisfied that this issue of audience expectations of the BBC brand is recognised by BBC Media Action, and that the work being done under the Global Grant complies with core values of inclusivity and due impartiality.

#### **Recommendation:**

BBC Media Action needs to develop high quality internal training approaches and tools, to ensure the effective and systematic integration of theory and research in media programme content, for production personnel (presenters, producers, writers, actors, directors, drama consultants), without compromising creativity. This should include a set of quality control mechanisms such as planning, monitoring and content analysis tools.

**Action: BBC Media Action to develop approaches and tools in line with the shared workplan during Year 2 of the Global Grant**

Impact Weighting (%): **30%**

Revised since last Annual Review? N

Risk: **Medium**

Revised since last Annual Review? N

## Output 3: Resilience and Preparedness

Enhanced access to information and communication aimed at improving communities' resilience to humanitarian crises (with a focus on climate-related risks)

### Output 3 score and performance description: A

#### Output Indicator 3.2: A

Number of emergency preparedness plans developed which prioritise the communication needs of populations affected by shocks and / or stresses in their environment

Milestone 2012: 2

**Achieved: 2**

#### Output Indicator 3.3: A

Research and replicable evidence-based strategies enable influencers and vulnerable communicates to take informed action on climatic impacts.

Milestone 2012: Fieldwork for 7 baseline studies completed

**Achieved: Completed**

### Progress against expected results:

At this stage of the grant, Output 3 consists of two complementary streams of work: doing the necessary preparation to be able to deliver media interventions in an emergency targeted at vulnerable communities (3.1) and providing an evidence base on public understanding of climate risks (3.2). It is expected that programming in Asia and East Africa will launch during 2014 and will reach more than 27 million people but this stage has not started yet, hence the reason we are reporting on outputs 3.2 and 3.3 and not yet 3.1.

We are satisfied that outputs have met expectation, in that two emergency preparedness plans (one Global and one for Nepal) have been drawn up and agreed with partners and that a large body of fieldwork on the public understanding of climate risk has been completed in seven countries in Asia in the context of BBC Media Action's Climate Asia project.

The quality of the preparedness plans appears to be comprehensive and thorough. Given the necessity for collaborative working in this area, a key principle is that insights and communication strategies should be shared with other agencies. These plans appear to dovetail with other agencies' plans and there appear to be robust agreements with key stakeholders like the wider BBC, humanitarian agencies and government departments (in the case of Nepal).

For the Climate Asia research we have seen some top line findings but not much detail as yet, since the field work reports are only just in. A lot of the impact of the research will depend on dissemination and communication with the wider media, NGO, donor and government organisations across the region and in the 'climate change community'. Its practical application as a baseline for resilience and adaptation programming is not going to be brought to bear until 2014.

### Recommendations:

1. Climate Asia is a major and unique piece of research, which must be peer-reviewed and followed up with a strong push on dissemination.

**Action: BBC Media Action to circulate an updated dissemination plan by 28 February to be implemented during Year 2 of the Global Grant**

2. The results from the Climate Asia survey, which show people's perception of the way their environment has changed (e.g. perceived changes in temperature, severity of weather events etc.), should be mapped onto actual climate-related data so that perceptions are compared to scientific research findings. (We understand BBC Media Action is currently piloting this approach with the

results from Indonesia.)

**Action: BBC Media Action to map research findings onto scientific data, where feasible, during Year 2 of the Global Grant**

3. Lifeline programming is likely to be funded by another donor (ECHO) and not by the Global Grant, and programming based on the Climate Asia formative research will not start until 2014. So until programmes start to go on air BBC Media Action needs to ensure that DFID and other stakeholders are kept informed of exactly what activities Output 3 consists of, since at the moment these are more intangible than for the other outputs.

**Action: BBC Media Action and DFID (CHASE and Resilience Advisers) to commit to engaging in quarterly status update meetings during Year 2 of the Global Grant**

Impact Weighting (%): **15%**

Revised since last Annual Review? N

Risk: Low/Medium/High: **Medium**

Revised since last Annual Review? N

#### Output 4: Evidence and Policy

Strengthened evidence base on the role of media and communication in democratic development, including the role of donor support

#### **Output 4 score and performance description: A**

##### **Output 4.1: B**

Number of BBC Media Action policy and research briefings that aggregate learning across target countries and themes

Milestone 2012: 3 research briefings; 3 policy briefings

**Achieved: 2 research briefings published; 1 commissioned and imminent; 2 policy briefings published and 5 commissioned**

##### **Output 4.2: A+**

Percentage increase in demand from development and development research actors for evidence, data and analysis generated by BBC Media Action

Milestone 2012: 10%

**Achieved: 14%**

#### **Progress against expected results:**

Although the number of publications has not quite met the target we have still judged that BBC Media Action has met expectations overall on this Output. This is because it is clear that an enormous effort was put into dissemination and policy influencing work especially around the Afghanistan report, which is essential for these sorts of products to have any impact. The next policy briefing in the series, focused on the use of mobile telephony in achieving maternal and health outcomes, is promised quite soon - in December 2012. Furthermore, above and beyond the logframe commitments, 12 x two-page



Research Summaries have been produced from Global Grant formative research and Governance and Transparency Fund reports and have been posted on the BBC Media Action website.

In terms of the quality of the publications, we have received some very positive initial feedback from some key individuals we asked about the Afghanistan report.

Measurement of demand for evidence, data and analysis, is based on a composite score compiled from recording and assigning a numerical score (on the basis of perceived influence) to each individual instance of contact logged by BBC Media Action's policy and research department. Whilst subjective, the criteria used are open to scrutiny and by introducing a quality dimension, will ensure that BBC Media Action does not simply take a scattergun approach to achieving widest reach but carefully considers strategic engagement around policy and evidence.

At outcome level, baseline data was collected and reported on the impact of policy and research engagement with development actors (Outcome Indicator 4). The data was collected independently from over 50 senior policy and development actors by Annenberg School for Communication: a composite score was generated based on five survey and interview items. We find the research approach interesting and methodologically sound.

### **Recommendations:**

1. The two substantive research papers published so far have been working papers under the 'Bridging Theory and Practice Series' outlining the methodology BBC Media Action has used in researching climate change perceptions, and how BBC Media Action conceptualises accountability, rather than presenting actual research findings. Whilst these are of interest to the small media research community, we would recommend that research briefings should incorporate more empirical data and/or a clearer description of how the findings and ideas outlined in the document can or will be utilized, to give them relevance to a wider audience that includes the practitioner community.

**Action: BBC Media Action to take forward throughout the lifetime of the Global Grant**

2. Greater efforts should be made to ensure DFID (and other HMG) are engaged with policy publications produced under this output (e.g. Afghanistan policy briefing) without compromising BBC independence. BBC Media Action should formally table plans for Output 4 activities and policy publications at each mid year review to ensure DFID is fully briefed, using this opportunity to discuss which relevant in-country DFID and other HMG advisers should also be informed.

**Action: BBC Media Action and DFID Advisers in Policy Division to discuss Output 4 briefings schedule at each mid year review.**

3. BBC Media Action should investigate ways of integrating with the DFID R4D website to make research data across the Global Grant publicly accessible as per plans for Climate Asia data (for which a portal is being developed), but without compromising confidentiality of information.

**Action: BBC Media Action to take forward in Year 2 of the Global Grant**

4. BBC Media Action should continue to explore areas of research innovation, such as randomised control trials and other experimental and quasi-experimental methods, as well as the plan to consult with leading experts and DFID to assess how and which methods to use to fill evidence gaps.

**Action: BBC Media Action and relevant DFID Advisers to discuss plans for innovative research in advance of the mid year review in February 2013**

Impact Weighting (%): **15%**

Revised since last Annual Review? N

Risk: Low/Medium/High: **Medium**

Revised since last Annual Review? N

## Section B: Results and Value for Money.

### 1. Progress and results

#### 1.1 Has the logframe been updated since last review? Y

In June 2012, a revised logframe was agreed by BBC Media Action and DFID (prior to the commencement of the oversight function and annual review process). The principal changes made to the original version, which accompanied the business case, relate to the wording of indicators and the changing of milestones and targets.

The wording of indicators was changed for a number of reasons: for example the inclusion of factual programming only in Impact Indicator 1 as this is designed to hold governments to account whereas drama performs a different function, and the addition of the element of self-attribution to the intervention as part of Impact Indicator 2.<sup>1</sup> For indicators relating to Output 3, wording was modified to reflect DFID language around resilience, and to measure audience-level programming as for Outputs 1 and 2.

At Impact and Outcome level milestones and targets were changed from numbers to percentages. This was done in order to generate a robust aggregate indicator of global performance, which would not be affected by uncertainties inherent in projecting reach from non-nationally representative samples (for years and countries where national surveys are not being conducted including for countries where quantitative surveys may not be possible).

#### New proposed changes to logframe

In discussion with BBC Media Action and DFID we have proposed a number of changes to the June 2012 logframe. These are explained in detail in the accompanying narrative report and include changes and additions to the wording and number of assumptions at both output to outcome and outcome to impact level. The baseline, milestones and target for Outcome Indicator 4 (uptake of evidence and analysis on media and communications by key development partners resulting from BBC Media Action activities) were modified to reflect the new evidence collected by independent researchers. A number of small amendments were made to remedy omissions in the original.

In particular we questioned the validity of the assumption of the outcome to impact assumption: '*Citizens as rights holders are willing and able to exercise their agency and/or programmes are effective in improving people's intent and ability to engage with politics*'. We felt that this assumption might well not hold in countries where the media struggles to gain traction but that it might still be appropriate for BBC Media Action to continue working there and achieve some gains in accountability and empowerment.

BBC Media Action has therefore proposed alternate wording: '*Political conditions do not become so constrained that people as rights holders are unwilling or unable to exercise their agency and demand*

<sup>1</sup> Taken from BBC Media Action notes to accompany revised logframe June 2012

*answers through the planned interventions, to an extent that it means the initiative is unable to achieve the goal.*

We have raised the fact that we are uncomfortable with the Governance impact indicator which reads: “Percentage of people reached through factual programming who believe the intervention is playing a key role in holding government to account” which we regard as a rather imperfect measure because it seems self-fulfilling in that someone who tunes in to listen to / watch a political debate-programme will already be the kind of person who believes that such programmes have a useful role; therefore they will perform report that they believe that the intervention is playing a key role in holding their government to account. However, after extensive discussion with both BBC Media Action and DFID we have agreed to leave this indicator, although not ideal, for the time being, although we recommend that it be kept under review.

We also have reservations about the overall emphasis on ‘reach’ in the logical framework because there is potentially a tension between achieving high audience reach and working in constrained contexts, such that efforts to achieve ‘reach’ targets might force decisions to divert operations away from difficult contexts (e.g. conflict zones) and areas of real need. At the same time we understand and appreciate that the Global Grant is intended to achieve much more than can actually be captured by the log-frame and that the reach figures are a proxy for multi-layered outputs and outcomes.

### **Recommendation:**

There is a need to keep certain indicators in the logframe under review in future years to ensure they are robust; that they are the right ones to measure performance on; and that they provide evidence of real change. In particular, the outcome and impact indicators under Output 1 (Governance) are not ideal at the moment and may need to be revisited.

**Action: BBC Media Action and iMedia to jointly review indicators during each Annual Review of the Global Grant**

## **1.2 Overall Output Score and Description: A+**

The Global Grant has overall moderately exceeded expectations, and importantly it has achieved this with A+ scores on the two outputs that contribute most to the overall performance of the project (Governance – 40% impact weighting and Health – 30% impact weighting). It met expectations for Outputs 3 (Resilience and Preparedness) and 4 (Evidence and Policy). Progress is therefore good and the programme appears to be on track to continue to deliver at this level.

### **1.3 Direct feedback from beneficiaries**

It was not possible to collect a great deal of feedback from beneficiaries given the time limitations of this review and the lack of country visits. However, some partners were contacted (such as the Association of Community Radio Broadcasters in Nepal; the CDAC Network (Communicating with Disaster Affected Communities); Radio Television Afghanistan; and the Palestinian Broadcasting Corporation). The response was unanimous that the quality of partnership with BBC Media Action is excellent.

## **1.4 Summary of overall progress**

There has been good progress against targets in this first year. BBC Media Action is already reporting a quite dramatic jump in the numbers of people reached over the baseline for Governance programming (49.2m over a baseline of 7m). It is also reporting good responses among audiences reached through factual programming who believe the interventions are playing a key role in holding their governments to account (an average of 86% for those projects reporting this year – i.e. Nepal, Sierra Leone and Angola). For Output 2 (Health) the number of health strategies supported with

communication interventions exceeds expectations with two achieved, over a target of just one (in India and South Sudan). For Output 3 (Resilience and Preparedness) BBC Media Action is on target with two out of two emergency preparedness plans in place and the fieldwork for a big seven-country climate change research exercise in Asia (Climate Asia) satisfactorily completed. Performance has fallen slightly short on the number of publications produced under Output 4 (Evidence and Policy) but this has been made up for by a strong push on dissemination and policy-influencing around those publications.

## 1.5 Key challenges

The fundamental design of the Global Grant will be challenged if security concerns force operations to end in key target countries – especially those with high potential audiences (i.e. large overall populations) – thereby bringing down the global reach figures. This is an inherent tension in the whole project.

## 1.6 Annual Outcome Assessment

The expected overall outcome is that 'Individuals, communities and government in 14 target countries are better informed and more engaged in tackling challenges in governance, health and crises'. On this first year's performance it looks likely that the outcome will eventually be achieved in four years' time, if the project proceeds at similar speed and with similar success in future years. In 2012 BBC Media Action has only reported outcome and impact level indicators for the governance pillar since this is where the only programming and therefore exposure has occurred so far.

Global Grant logframe impact and outcome indicators are measured through audience surveys. BBC Media Action has reported for those three countries that already had governance programmes on air when survey data was collected – Angola, Nepal and Sierra Leone. When these results are weighted to the relevant reach of the programme in each country measured, the following results obtain: 78% of people reached reported improved understanding about key governance and conflict relevant issues as a result of the intervention and 86% believed the intervention was playing a key role in holding government to account. When aggregation is based on total relevant achieved reach for all countries reported on this year (eight) the figures drop to 14% and 20% respectively. These are the figures reported on in the logframe against milestones for 2012.

**Outcome Indicator 1:** Percentage of people reached by the intervention in key target populations who report improved understanding about key governance or conflict relevant issues as a result of the intervention.

Milestone 2012: 12%

**Achieved: 14%**

**Impact Indicator 1:** Percentage of people reached through factual programming who believe the intervention is playing a key role in holding the government to account.

Milestone 2012: 20%

**Achieved: 20%**

We have expressed our concerns about the use of 'improved understanding' self-attributed to a BBC Media Action programme as a measure, because of its inherent subjectivity. We understand the difficulties in finding an indicator that can be aggregated across time and context due to the fact that governance output content is not pre-determined by BBC Media Action.

It is important to note that BBC Media Action is collecting a large amount of information on governance outcomes over and above the logframe. Thus it will be able to show results against some quite ambitious research questions around accountability across all their 'governance countries'. BBC Media Action has designed a common question set on governance which

*'will enable comparison between governance countries. It will collect information to measure the audience-level indicators in the logframe, and will seek to provide evidence and insight into cross-*

*cutting thematic governance outcomes beyond the logframe. The aim of measurement of outcomes beyond the logframe is to better understand drivers of change and pathways in the BBC Media Action conceptual model for accountability' (BBC Media Action Governance Common Question Guidance Note).*

For instance, a range of statements will be presented to respondents to capture audience perceptions on the programmes' effectiveness in contributing to answerability, enforceability and responsiveness. Survey data will enable BBC Media Action to answer questions about the relationship between exposure to governance programming and personal level factors which enable people to play a role in holding their government to account, and the relationship between exposure to governance programming and perceptions of government responsiveness.

## 2. Costs and timescale

### 2.1 Is the project on-track against financial forecasts: Y

Planned expenditure: £11,693,000

Actual expenditure: **£11,485,454**

The Global Grant is currently on track against financial forecasts, with -2% variance against forecasted spending for the period November 2011-October 2012.

### 2.2 Key cost drivers

The cost drivers for the Global Grant are staff costs, travel and accommodation, services and goods. At 14% the management fee is at the upper end of the level DFID permits but we recognise that the Global Grant involves significant coordination and backstopping to harmonise all aspects of the work some of which are clearly additional to the requirements of earlier individual DFID grants made to countries and projects. Spending on research and learning activities amounted to around 15% for this first year of operation: again a balance needs to be sought between the pressure to continually generate evidence to inform and evaluate the programme and supply evidence at a global level, and the ultimate aim of the global grant to reach, inform and engage mass audiences and achieve change.

### 2.3 Is the project on-track against original timescale: Y

## 3. Evidence and Evaluation

### 3.1 Assess any changes in evidence and implications for the project

At present most of the assumptions made in the project design and the Theory of Change (TOC) are holding true and have not had to be fundamentally questioned. Evidence underpinning the TOC is being gathered by BBC Media Action's Research and Learning Team on a continuous basis. We have advised, however, that one outcome to impact assumption in the log-frame under the Governance rubric be changed significantly as in 1.1. above.

### 3.2 Where an evaluation is planned what progress has been made?

BBC Media Action has designed an extensive monitoring and evaluation strategy including baseline, midline and endline surveys, throughout the programme's lifetime. Qualitative research is largely

handled in house – with some exceptions such as the assessment of uptake of evidence and analysis conducted by Annenberg. Quantitative research – from which much of the data used to report against logframe milestones will be derived - is designed and analysed by BBC Media Action using data collected by contracted agency staff overseen by BBC researchers, using standardised approaches and tools. Baseline research has been conducted in three governance, three health and seven resilience countries and surveys calculating reach have been performed in six countries with existing BBC Media Action projects.

iMedia Associates has been contracted to provide an oversight function, in conjunction with DFID. iMedia will assure oversight of the Global Grant throughout its five years, including Annual Reviews and mid and end-term evaluations in 2014 and 2016. These evaluations will draw heavily on the data generated by BBC Media Action but will seek to verify quality of data and triangulate findings where possible.

## 4. Risk

### 4.1 Output Risk Rating: Low/Medium/High

Medium

### 4.2 Assessment of the risk level

The key risks of this programme relate to the political risks on the ground in the 14 target countries, many of which have been selected precisely because they are fragile states and are therefore risky places to work, especially on governance issues.

There are personnel and public safety issues at stake here, as well as risks to investments. However, BBC Media action appear to be addressing public safety at events including risk assessment and security protocols of venues and country offices, conducting security reviews with the BBC High Risk team or private security contractors, hiring security assets and enrolling staff from high risk countries in BBC hostile environment training.

#### **Recommendation:**

There is a need to keep risk levels under constant review. At present we recommend they stay at 'Medium' but risks to safety of personnel and property could become high in some of the 14 target countries such as Afghanistan, Palestinian Territories etc. There is also a risk to achievement of outputs (numbers of people reached with programming) if decisions have to be made to pull out of high population countries (e.g. Nigeria or Pakistan) due to security concerns.

**Action: BBC Media Action, DFID, iMedia to appraise risk at each mid-year review and Annual Review of the Global Grant.**

### 4.3 Risk of funds not being used as intended

BBC Media Action financial reporting and internal cost management appear robust with controls in place to maintain efficiency and value for money.

We note that the BBC Media Action has recently appointed a compliance manager who is responsible for internal scrutiny of financial procedures.

In addition three Trustees with financial expertise sit on a financial sub-committee to provide oversight and guidance.

The BBC Media Action has a whistle-blowing policy in place to allow concerns including suspicions of financial irregularities to be reported.

#### Procurement:

Guidance has been provided by BBC Media Action to its finance teams and country offices for the specific requirements of Global Grant including training for Heads of Finance.

Competitive tender is required for all purchases over £10,000.

Maximum threshold for competitive tender may be lowered according to country/office specific conditions.

#### Contract management:

Payments to contractors are normally made in arrears.

Advance payments do not exceed 50% of contract, usually less.

Risks are assessed when scheduling interim payments.

Reporting and review requirements are built into payment requests.

#### Budget management

A clear cycle of financial forecasting and reporting exists with inputs and review by the Global Leadership Team and the Country Directors of BBC Media Action.

A comprehensive coding structure permits extraction and analysis of historical data on allocation of expenditure across projects/countries/departments/budget lines.

#### Auditing

Audits are commissioned by BBC Media Action in countries where this is a statutory requirement, as well as in the UK.

DFID requires BBC Media Action to submit annual audited accounts showing the accountable grant as a separate item of income.

We are confident that BBC Media Action maintains strict financial controls and financial management systems to ensure the integrity of programme funds.

## **4.4 Climate and Environment Risk**

The Climate Asia research project that BBC Media Action has undertaken looks set to play an important function in raising awareness of and discussion around climate change impacts in seven Asian countries, with programming starting next year. Negative impacts from the release of carbon dioxide or waste generated by transport of commodities and travel to site visits / meetings or awareness raising campaigns is thought to be minimal. But this year's review has not looked specifically at this or at strategies to minimise possible environmental impacts.

## **5. Value for Money**

### **5.1 Performance on VfM measures**

Performance on VFM has been measured by calculating cost per person reached by media programmes. The number of people reached is derived from the BBC Media Action's Global Grant

Audience Estimate for 2012. This is the estimated number of people who have listened to or watched governance-related programmes as only governance programming has commenced in 2011-12. In future years performance on reach and VFM measures will be calculated for health and resilience outputs as well. The reach figure is that reported on in Output 1 above: 49.22 million people reached by governance programming for the eight countries which are already broadcasting governance programmes (Sierra Leone, Kenya, Nigeria, Tanzania, Angola, Nepal, Afghanistan and Palestinian Territories).

It has been good, as set out below:

Expected result for VFM at output level for Governance over the period of the Global Grant is:

- £0.49 per person reached with public dialogue and accountability-focused media programmes

Actual result at for VFM at output level for the year 2011-12 is calculated as follows:

=  $\frac{\text{Total expenditure (2011-12)} \times \% \text{ total budget expended on Output 1}}{\text{total number of people reached by governance programming}}$

=  $\frac{£11,485,454 \times 65\%}{49.22\text{m}} = £0.15$

Actual result for VFM for 2011-12

- **£0.15 = average cost per person reached with governance programmes**

It is important to realise that the figure for average cost per person reached is expected to rise over time (to the levels predicted in the business case) because the total reach figures each year are cumulative - meaning that the same people will be reached by programming year on year, as well as expansion to new audiences (and to new countries) occurring.

## 5.2 Commercial Improvement and Value for Money

Another dimension of value for money relates to the cost-savings made by DFID, and on which the business case was built. Essentially a comparison was made between the costs of administering 11 separate projects and the cost of administering one grant that bundled existing commitments and new funding into one. Based on work actually done in Year 1, a total of 13 projects have been wrapped into the Global Grant. Using undiscounted figures for start-up and management costs the savings generated are estimated as follows (see table for Year 1 costs breakdown):

Actual savings = **£188,159** calculated as £262,140 [cost of 13 separate grants] less £73,981 [cost of global grant]

*compared to:*

Expected savings = **£190,229** calculated as £221,695 [cost of 11 separate grants] less £31,466 [cost of global grant]

Grade	Daily rate	Global grant				Individual grants (13)			
		Set up		Management		Set up		Management	
A2	301	45	13,545	20	6,020	195	58,695	195	58,695
A2 L	232	45	10,440		0	195	45,240		0



B1 D	232	45	10,440	20	4,640	195	45,240	195	45,240
A2 Advisers	301	6	1,806	90	27,090	30	9,030		0
Subtotal			36,231		37,750		158,205		103,935
<b>Total (Start up + Yr 1)</b>			<b>73,981</b>			<b>262,140</b>			

There are some caveats around this calculation in that these figures are estimations and data on actual days spent by thematic leads in year one has not been collated – there is a need to track this for the remainder of the grant. The savings have been calculated very conservatively – for example it is assumed that for each project within the global grant, country-based advisers are still spending five days on technical support which may not have been the case in many countries, although in others there is evidence of significant engagement between DFID and BBC Media Action staff on the ground. For example BBC Media Action’s annual country return for South Sudan reports four substantive meetings with the DFID Health Advisor in the first year of the project as well as multiple email exchanges. In India BBC Media Action engages with a four-member team from DFID with whom it holds monthly meetings as well as providing fortnightly updates.

Going forward we would not expect the administration of the funding as a global grant to affect greatly the level of DFID technical advice required or requested at country level. We would however expect a lessened workload for thematic advisers in London as they no longer have to attend separate meetings or review documents for multiple BBC Media Action projects relating to their area of expertise. There is a need to gain clarification on the set up process for the two additional grants incorporated into the global grant, but currently we have added the advisory time required to develop the business cases to global grant costs since this was already done ahead of the development of the grant.

### 5.3 Role of project partners

N/A

### 5.4 Does the project still represent Value for Money : Y

We are convinced that the project represents Value for Money, with the caveat that the reach estimates and therefore cost-effectiveness could be compromised if BBC Media Action had to withdraw from a large population country.

#### Recommendation:

We think there may be merit in developing Value for Money comparators for media programmes, especially the relatively high cost elements of the BBC Media Action’s offering such as long format dramas for which DFID has data from its support to other similar initiatives. . In so doing, care should be taken to compare like-with-like, so, for example, the costs that go into formative research before dramas are written should be factored in. We recommend DFID consider funding a study of this type to feed into the mid-term evaluation of the Global Grant in 2014.

Action: DFID to consider how this fits into priorities, and cost implications

### 5.5 If not, what action will you take?

N/A

## 6. Conditionality

### 6.1 Update on specific conditions

N/A

## 7. Conclusions and actions

1. **Global Grant:** There is a need to keep risk levels (currently classified as medium) under constant review. Risks to safety of personnel and property could become high in some of the 14 target countries such as Afghanistan, Palestinian Territories etc. There is also a risk to achievement of outputs (numbers of people reached with programming) if decisions have to be made to pull out of high population countries (e.g. Nigeria or Pakistan) due to security concerns.

**Action: BBC Media Action, DFID, iMedia to appraise risk at each mid-year review and Annual Review of the Global Grant**

2. **Global Grant:** There is a need to keep certain indicators in the logframe under review in future years to ensure they are robust; that they are the right ones to measure performance on; and that they provide evidence of real change. In particular, the outcome and impact indicators under Output 1 (Governance) are not ideal at the moment and may need to be revisited.

**Action: BBC Media Action and iMedia to jointly review indicators during each Annual Review of the Global Grant**

3. **Governance:** There is a need for in-depth independent research on the quality of the partnerships that BBC Media Action has established. We recommend that DFID or BBC Media Action commissions a study focusing on assessing the quality of the partnerships that it has already established and will be establishing in the future. The broad scope of work and resource implications of this recommendation should be discussed and a decision made on how to proceed at the next Global Grant mid year review.

**Action: BBC Media Action and DFID to agree on way forward at mid year review in February 2013**

4. **Health:** BBC Media Action needs to develop high quality internal training approaches and tools, to ensure the effective and systematic integration of theory and research in media programme content, for production personnel (presenters, producers, writers, actors, directors, drama consultants), without compromising creativity. This should include a set of quality control mechanisms such as planning, monitoring and content analysis tools.

**Action: BBC Media Action to develop approaches and tools in line with the shared workplan during Year 2 of the Global Grant**

5. **Resilience:** Climate Asia is a major and unique piece of research, which must be peer-reviewed and followed up with a strong push on dissemination.  
**Action: BBC Media Action to circulate an updated dissemination plan by 28 February to be implemented during Year 2 of the Global Grant**
  
6. **Resilience:** The results from the Climate Asia survey, which show people's perception of the way their environment has changed (e.g. perceived changes in temperature, severity of weather events etc.), should be mapped onto actual climate-related data so that perceptions are compared to scientific research findings.  
**Action: BBC Media Action to map research findings onto scientific data, where feasible, during Year 2 of the Global Grant**
  
7. **Resilience/Preparedness:** Lifeline programming is to be funded by another donor (ECHO) and not under this Global Grant and programming based on the Climate Asia formative research will not start until 2014. So, since activities are more intangible than for the other outputs, there is a minor danger that BBC Media Action will face a communication gap with DFID and other stakeholders in getting across exactly what it is achieving under this output. BBC Media Action needs to ensure that it explains and puts effort into communicating what activities Output 3 consists of.  
**Action: BBC Media Action and DFID (CHASE and Resilience Advisers) to commit to engaging in quarterly status update meetings during Year 2 of the Global Grant.**
  
8. **Evidence/Policy:** BBC Media Action should formally table plans for Output 4 activities and policy publications at mid year review to ensure DFID is fully briefed, without compromising BBC independence, using this opportunity to discuss which relevant in-country DFID and other HMG advisers should also be informed.  
**Action: BBC Media Action and DFID Advisers in Policy Division to discuss Output 4 briefings schedule at each mid year review.**
  
9. **Evidence/Policy:** Substantive research papers should incorporate more empirical data and/or a clearer description of how the findings and ideas outlined in the document can or will be utilized, to give them relevance to a wider audience that includes the practitioner community as well as the external research community.  
**Action: BBC Media Action throughout the lifetime of the Global Grant.**
  
10. **Evidence/Policy:** BBC Media Action should continue to explore areas of research innovation, such as randomised control trials and other experimental and quasi-experimental methods, as well as the plan to consult with leading experts and DFID to assess how and which methods to use to fill evidence gaps.  
**Action: BBC Media Action and relevant DFID Advisers to discuss plans for innovative research in advance of mid year review 2013.**
  
11. **Evidence/policy:** Investigate ways of integrating with the DFID R4D website to make research data across the Global Grant publicly accessible as per plans for Climate Asia data, but without compromising confidentiality of information.  
**Action: BBC Media Action to take forward in Year 2 of the Global Grant**
  
12. **Value for Money:** DFID should consider commissioning research to make value for money comparisons between BBC Media Action and other media development organisations – especially comparing other radio/TV social dramas. Costs might be compared between other dramas that DFID funds, and those of BBC Media Action.  
**Action: DFID to consider how this fits into priorities, and cost implications.**

## 8. Review Process

This review was conducted by Mary Myers and Nicola Harford from iMedia with input from Ellen Helsper, Gordon Adam and Emrys Schoemaker. Results have been discussed and agreed with senior staff and management at BBC Media Action and DFID (Maggie Carroll and team). Copious documentation was provided by the BBC Media Action in the form of project plans, research plans, research findings, policy briefings, financial information, quarterly reports to DFID, and video material, etc. No country visits were made but input was also elicited by email and phone from some of BBC Media Action's partners in Nepal, Afghanistan, Palestinian Territories.