BBC Media Action follows rigorous programme management protocols throughout the project cycle, with integrated internal quality assurance processes. All programming, including through CSSF, follows a project lifecycle framework **rooted in our theories of change and driven by a social and behaviour change communication approach**. Context analysis in target FCAS countries forms the starting point for any theory of change in order to understand priority needs, identify intended outcomes that will be achieved from project outputs and which will also contribute to broader societal impact, craft priority objectives and prioritise key target population groups.

While the theory of change process is led by our country Programme Management teams, wider technical teams collaborate alongside to uphold the quality of our programming throughout design and implementation. Our Advisory team includes thematic experts on conflict, fragility and gender, providing guidance to delivery teams as they develop theories of change and input into activity and research designs. Advisers support developmental coherence and impact across our portfolio of projects, improving consistency, quality and development of best practice. Our global Research and Learning Unit (R&L) ensures that objectives are measureable and they lead the process of developing research indicators against which outcomes will be measured. Our Editorial Development team is responsible for ensuring consistent quality and excellence across all media and communication outputs. The team further advises on capacity strengthening methodologies, materials and identifying and managing suitable Trainers/Consultants. All proposed projects are subject to review by an internal board prior to donor submission, and a cross-departmental group interrogates the logic and theory of change of the proposed initiative, enabling delivery teams to access insights from across the organisation.

Project theories of change that articulate our pathway to impact and capture key assumptions are supported by additional tools. This includes an in-house **project lifecycle management tool** that guides project teams through the design, delivery, monitoring, and evaluation process, and a project **communication framework**. In developing the communication framework, project teams follow a process to unpack communication needs by seeking to understand the social and behavioural barriers, enablers and drivers of change that are constituent parts of, or closely associated with underlying root causes of conflict and humanitarian challenges. This tool is particularly important for delivery teams as they create a pathway from the theory of change to the practicalities of crafting impact-oriented mass media, outreach and capacity strengthening activities.

Research & Learning employs a range of **research, monitoring and evaluation strategies** to ensure project activities are designed to not only achieve project outcomes but to also exceed these logframe commitments, and to generate and present the findings on what impact the project is making. Formative research during the design phase to understand the local social-economic, political, and media and communication context provides insight to project delivery teams to inform decisions on activities. This typically consists of both secondary desk-based, and primary research conducted in focus countries. Our primary research often applies a range of methodologies; qualitative research including focus groups, interviews with key informants and expert panels to nationally representative quantitative surveys at baseline, midline and endline. As part of a DFID funded, 14-country Global Grant BBC Media Action reached 24,000 people with quantitative evaluation research. R&L aims to conduct mixed methods research where possible, and depending on resources, project indicators may be both qualitative and quantitative with the latter providing opportunity for nationally representative and advanced statistical analysis.

R&L is accountable for assuring the quality and effectiveness of our research and uses an internal methodology -**"Assuring Integrity in Measurement" (AIM)** to ensure that monitoring and evaluation data and analysis stands up to external scrutiny. The AIM methodology integrates assurance processes into the research cycle, including research review meetings allowing inter-departmental input into research designs, and to also review research findings during the programme cycle. It also includes a sign-off process for research tools, instruments, analysis and research products. To ensure effective monitoring and evaluation throughout the project cycle, systematic collection and analysis of audience data is integrated into

projects at appropriate intervals. Methods include discrete research activities as well as feedback mechanisms established by our delivery teams through broadcast, digital, mobile and face-to-face platforms. These can consist of call-in shows, debates and online fora, to engage audiences on key issues raised in our programmes and to elicit responses to our interventions in relation to their ongoing needs, priorities, knowledge, attitudes and practices. **Both feedback mechanisms and our research allow us to be accountable to target populations**. Research activities are strategically timed, so would happen in advance of a media production phase in order to feed local audience and key informant insights into the content creation process, or in advance of an external project evaluation to ensure the most up-to-date findings are available to assess project progress. Such insight is important for ensuring a continuously **reflexive and agile approach** to the country context, allowing activities and outputs to be adapted as required to maintain local relevance and sensitivity, an important characteristic in fluid FCAS environments. Staffed by technical researchers both in country offices and at headquarters, the R&L unit provides evidence for our independently evaluated programming, which is assessed for the integrity of research, monitoring and evaluation. Our Global Grant scored A+ or A++ at all independently-led annual reviews and our Research and Learning team was described as "world class" by assessors.

The BBC Media Action project lifecycle has controls and processes in place to monitor programme management and ensure that any risks or obstacles are swiftly identified and addressed in a timely fashion. Clear governance arrangements are determined for each project, with steering committees set up as appropriate. **Project kick-off meetings** take place with key project stakeholders to ensure shared understanding of the project objectives, log-frame, activities, roles and responsibilities and compliance requirements. This includes external stakeholders such as funders, project implementation partners and local authorities, and the internal teams involved in project delivery both in-country and at headquarters. **Project management and activity plan**s feed into a final project work plan which sits alongside other key project tools such as the theory of change, research, M&E strategies, procurement plans, reporting requirements and budget forecasts. Transmission schedules for production outputs are agreed as necessary, and agreements are signed with distribution partners, including local broadcasters, with clearly defined and commonly understood responsibilities and deliverables. BBC Media Action employs a **Monthly Management Reporting** system which provides an organised and systematic way for reporting key information across all our departments, regions and projects enabling internal knowledge sharing. Alongside regular (usually weekly) meetings of project teams to discuss day to day project issues, Project Managers facilitate more formal project review meetings. Project progress is reviewed monthly or quarterly depending on complexity. During such meetings the project workplan, budget and risk register are reviewed, outputs critiqued, progress against expected results assessed, and decisions to alter or adapt the project are taken. Members of the country office management team attend these reviews as well as the project delivery team.

Robust **financial management processes** are built into the project design and delivery phase. Project budgets are designed using analysis of country office and/or project financial demands. These are subject to sign off from the Finance Director who assures the financial feasibility of the project, and offers strategic guidance to ensure value for money. To ensure rigorous financial management of programmes, we use a bespoke accounting and reporting package enabling real time access to financial information in our country offices. This has enabled us to streamline financial reporting and enhance our ability to monitor and analyse project financial spend. Monthly financial reports on each project across the global portfolio are consolidated into organisational monthly management accounts. Trustees review organisation-wide budget re-forecasts and consolidated analysis on a quarterly basis. BBC Media Action has an annual organisational audit, as well as numerous project audits to comply with donor requirements. The HQ Finance Team supports country–based finance staff to ensure effective project financial management in line with country finance and procurement manuals tailored from central manuals.

To support financial risk management and mitigation, the team provides training to country and HQ teams around bribery, fraud, data protection, conflicts of interest and compliance. **BBC standard**

policies provide clear, practical guidance on managing and mitigating risks in these areas. They also support value for money across all projects, through careful cost management, best practice procurement, and applying cost sharing methodology. BBC Media Action operates a zero-tolerance approach to bribery and has rolled out extensive anti-bribery training across country offices. We have a standardised approach for reporting any bribes paid, and a whistle-blowing policy provides a channel outside reporting lines. These are circulated by the Executive Director biannually. An independent Assurance and Risk function consisting of an Assurance and Risk Manager and an Auditor, reports directly to a Finance and Audit Committee made up of Trustees.

Understanding and actively responding to **conflict and gender** dynamics is critical to ensuring our work in priority countries, many of which are FCAS, is cognisant of these underlying, and often invisible barriers. We take a conflict sensitive approach in all our programming, conducting conflict analysis and where possible political economy analysis to understand where levers of power exist. As part of this, we engage with key stakeholders to understand the political, social and economic environment before commencing an intervention. We rarely implement projects in countries where we don't have previous experience and/or local networks to ensure sound contextual and cultural awareness. For example, conflict analysis in South Sudan supported our assumption that the entry point for our work for impacting peace and conflict drivers should be at the community level. At local levels peace is often contingent on the interplay of informal structures and customary law, and where inter and intra-community drivers can often be the root of violent escalations at the regional and national level.

BBC Media Action is committed to advancing **gender equality and women's empowerment**, both as a fundamental right and in recognition of the social and economic development it brings. Recognising that gender inequalities are multi-faceted, opaque and engrained in most societies, we take a gender transformative approach using gender analysis to challenge underlying social and behavioural barriers to gender equality. Such analysis allows adaptive programming and mitigates reinforcing inequalities, including backlash against women who gain agency through our work. This approach supports the UK National Action Plan on Women, Peace and Security 2018-2022. Our work in eight of the nine NAP focus countries aligns particularly to Strategic Outcome 1 around Decision Making, Outcome 3 on Gender-Based Violence (GBV), and Outcome 4 on Humanitarian Response. Our gender transformative approach is informed by an organisational gender approach and framework developed by Gender Advisers at BBC Media Action HQ. BBC Media Action has also invested in the development of tools and checklists, including a gender microsite to enable project teams to systematically and practically integrate gender transformative objectives and actions into projects, and to review these throughout the project cycle.

We action these working practices in multiple ways including, but not limited to, ensuring **equal and meaningful representation of women and girls** in research with all data disaggregated by gender. This is to understand audience habits and information needs including gender differences. We ensure that women and girls' voices are represented meaningfully in our broadcast content, and through outreach activities with local populations and capacity strengthening activities with local media and civil society. This includes, as illustrated through our "Her Voice" project in Afghanistan (Global Affairs Canada funded), strengthening local and national media organisations and regulators to address inequities in gender representation in the media and to increase women's leadership, and engaging female audiences to help develop gender transformative programming. We are conscious of gender representation in internal teams, fostering a global working culture globally that inculcates gender equity in the workplace. Such efforts are supported by an internal global network of gender champions based in country offices and steered from headquarters; we ensure our work is inclusive of men and boys as agents of transformative change for gender equality, and we recognise intersectionality, the additional factors that compound inequality for some women more than others.