

BBC Media Action's systems include protocols to **monitor performance of project teams and supply chain** partners and to take necessary remedial action. To effectively manage supply chain partners, parameters are established pre-contract by using in-house guidance to conduct appropriate levels of due diligence on all partners and sub-contractors. This includes collection of legal and financial documents, ethical checks and broader capacity assessments for more substantive partnerships. Supply chain partnerships are formalised in agreements (e.g. MOUs, broadcast contracts etc) that undergo in-house legal scrutiny to ensure commitments line up with requisite legal provisions and potential risks are considered.. Agreements and TORs contain mutually agreed activities, timelines, budget, break clauses, and where relevant, financial terms, rights and IP provisions, and termination. Face to face kick-off meetings assure common understanding of agreements, followed by periodic partnership reviews.

BBC Media Action has **referral processes** through which project team or supply chain performance issues can be addressed. A monthly report submitted by Country Directors covering project, financial, and other business issues contains a confidential tab allowing discreet reporting of particularly sensitive issues. This is reviewed monthly by BBC Media Action Management and the Board of Trustees quarterly. A direct escalation chain to address emerging challenges more swiftly is routed through the management structure. From country offices these will be referred to the Country Director, flow up to the Regional Director, and then the Director of Programmes. Further referral goes to the Executive Director. A '[protected disclosure](#)' policy is also in place. In South Sudan, we were able to rectify poor performance on a national consortium project where we scored a C grade in the first annual review. The poor scoring related to the delivery and quality of output, but relationships with consortium members were also fractured. The consortium lead utilised our referral system and several high-level intensive discussions between BBC Media Action and consortium members took place. A multi-pronged strategy was employed including increased resourcing from BBC Media Action central teams and wider BBC production expertise, closer performance management of the country management team in improving project management processes and quality of outputs, and facilitated discussions with consortium partners to rebuild relationships. The project scored A+ at the next annual review.

Equipping individuals with tools needed for their work is a basis for managing our team performance. On all projects, an inception meeting with internal delivery teams drives shared understanding of project objectives and activities, clarifies roles and responsibilities, discusses project risks and mitigations, and aids understanding of compliance protocols. Individuals are equipped with programmatic tools including the project theory of change, and workplan, risk register, communication strategy, research and M&E strategies, procurement plans and for budget holders, their budget and budget narrative. Our established staffing structure has clear reporting lines for effective team performance management. All projects have a designated lead, accountable for delivery, typically a Senior Project Manager who reports to the Country Director. Projects are managed by international and national staff with appropriate skills and experience including technical skills, invaluable contextual knowledge and cultural awareness.

With project teams, we follow the BBC's [Performance Management and Personal Development](#) framework consisting of three components: setting objectives, regular, informal one-to-one meetings with feedback discussions and an annual appraisal meeting. The framework establishes clear lines of communication to ensure ongoing supervision of staff and allow staff opportunity to discuss their contribution to the team and project objectives, personal development and the scope for personal and/or team performance improvement. Managers are responsible for setting realistic standards of performance with direct reports and for the provision of training, and support where appropriate. All new staff, whether permanent or temporary, receive induction training and work to clear job descriptions or ToRs, which are reviewed with line managers, so expectations are clear. Staff are sent on high risk training if working in relevant contexts and new internationals have face-to-face meetings with key London-based staff prior to deployment. All new project staff undertake mandatory trainings that apply to their role. Performance issues are first addressed by informal action to increase supervision and support. Where this does not yield improvements and job performance is lacking based on knowledge or skill deficits the formal [BBC Capability Policy](#) is followed. Under the [BBC Disciplinary Policy](#), alleged misconduct is investigated in an objective, systematic process that can ultimately result in dismissal. In rare cases, BBC Media Action has flexibility to deploy staff from London or other countries to ensure project activities are not impeded. Supervision of sub-contracting consultants is also a priority and we are cognisant of additional effort needed to ensure their adherence to BBC working culture, standards and practices, particularly from other sectors or other parts of the media industry. If deliverables or conduct fall short termination clauses can be activated.