



BBC WORLD SERVICE



BBC



Annual Review 2007/08



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Osman Mohamed (left) and Fida Bassil present *Newshour* live from the BBC Arabic television studio in London.

# A year in brief

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**Left:** During the pro-democracy protests by monks in Burma in September many ordinary citizens witnessed the story and sent in video and photos taken with mobile phones to international news organisations, as well as uploading information and pictures to their blogs and websites.

BBC World Service's weekly global audience estimate is 182 million. BBC World Service is now available in 154 capital cities on FM, as well as via satellite, cable, podcasts, mobiles and online – in addition to short and medium wave. There were significant audience increases of 1.1 million in Nigeria and 0.9 million in India (where radio audiences are now over 20 million a week); a new audience of 1.2 million was recorded in Sierra Leone; and although the year also saw a decrease in Bangladesh, following a sharp increase in 2006/07, audiences there remain well above 2005 levels. English language audiences overall were up by 2 million. BBC Arabic's television channel launched. It is the first Grant-in-Aid funded television channel for BBC World Service. The BBC World Service's online sites attracted a record 259.6 million page impressions in March 2008, compared to 189.8 million in March 2007 – an increase of 37%. The international websites continued to respond to high information demand at times of crisis; the bbcurdu.com site reached over 1 million unique users in November 2007. Traffic to bbcbrasil.com more than doubled over the year, bringing the total weekly users to 1.4 million. The number of weekly unique users of the BBC World Service websites combined with the international news site in English averaged 13.2 million in March 2008, up 11% on the previous year. BBC World Service's Grant-in-Aid funding from the Foreign and Commonwealth Office for 2007/08 was £255 million. BBC World Service delivered £6.5 million efficiency savings in 2007/08. The BBC's Global News division – BBC World Service radio, BBC World News television and our international-facing online news sites – reached a combined global weekly audience of over 233 million, with many people using more than one service.



# Our aims

To be the world's best-known and most-respected voice in international news, thereby bringing benefit to the UK, the BBC and to audiences around the world.

To provide the most trusted, relevant and high-quality international news in the world and an indispensable service of independent analysis and explanation, with an international perspective that promotes greater understanding of complex issues.

To connect and engage audiences by facilitating an informed and intelligent dialogue – a global conversation – which transcends international borders and cultural divides, and to give audiences opportunities to create, publish and share their own views and stories.

To enable people, by so doing, to make sense of their increasingly complex world and, thus empowered, lead more fulfilling lives.



**Top left:** In Bangladesh, BBC journalists, including those from 17 language services, were on hand to speak to people who lost their homes to Cyclone Sidr in November. **Bottom left:** Audiences have been engaging in debates on local and international issues throughout the year and across the world.

# A defining year for BBC World Service

“With the launch of BBC Arabic television, our multimedia strategy took a giant step forward.”



It was a broadcasting year that saw the launch of the first BBC television news channel for international audiences for a decade, improvements to our future media services and the retention of our global radio listenership after the large increases of the previous 12 months. In these ways, 2007/08 can be seen as a defining year; we demonstrated our ability to innovate while retaining the affection of audiences who have been loyal to us for a large part of our history.

We also celebrated our 75th birthday in December 2007 with a special season of programmes and events, which looked at the challenges free and independent media face worldwide.

Our ability to meet some of those challenges will be boosted by the significant extra funds we will receive over the next three years. Following discussions with the UK Government, the 2007 Spending Review granted us new resources to launch Persian television in the autumn of 2008, develop our web operations and extend our Arabic television service to a full 24/7 schedule. I am grateful for the continuing support BBC World Service has received from

our stakeholders in Parliament and across Whitehall, in particular from the Foreign and Commonwealth Office and the Treasury.

## STRATEGIC PROGRESS

With the launch of BBC Arabic television, our multimedia strategy took a giant step forward. That moment in March 2008 marked the successful culmination of a four-year journey to secure funding and deliver a high-quality television service in a vital region of the world. BBC Arabic television complements revamped radio and online services, enabling us to compete effectively as a trimedia broadcaster. The new channel investigates the issues that dominate people's lives in the Middle East and wider Arab world, from regional politics to global economics, from conflict to climate change. It is stretching the boundaries for interactive programming with the widest range of opportunities yet offered to audiences to participate in multimedia debate and discussion.

In another historic move, BBC Arabic also became the first part of BBC World Service to leave Bush House to occupy studios in the new BBC News Centre in London W1. The technology is state of the art, integrating fully digital radio, television and online production systems. The editorial and technical teams have helped to pioneer new ways of multimedia working for the whole of the BBC. I congratulate them on the way they rose to the challenge on schedule and on budget.

The move into Arabic television symbolises the way we aspire to modernise

all the major language services. Long gone are the days when BBC World Service could simply be a radio broadcaster with a single global offer. We are now tailoring services to each market. Where possible and affordable, we are focusing on multiple means of delivery, whether it be through increased FM relays, partner stations, streaming on the web, downloadable programmes or podcasts. We maintained the necessary pace of change in our future



media portfolio by extending broadband video and Wap portals for mobiles into more languages and offering podcasts of selected programmes. At the time of writing, preparations were well underway for the launch of BBC Persian television in 2008. In the longer term, if we are going to compete seriously in regions like South Asia, and in parts of Africa, we know we need to offer a targeted television service there, too.

## AUDIENCES BROADLY STABLE

With the impact of Arabic television yet to be measured, BBC World Service's global audience held up well in the face of stiff competition in many markets. In terms of the number of people who use us every week, our target was to consolidate our position on radio and increase online usage significantly. These goals were broadly achieved. At 182 million, the radio audience was virtually unchanged from the record 183 million a year ago. As always, there are ebbs and flows beneath this topline figure. The estimate for Africa and the Middle East was up three million to 86 million, with strong performances in Nigeria and Kenya. Asia Pacific audiences were down by 3.1 million to 79.1 million, a decline largely attributable to Bangladesh, where there had been a major and arguably unsustainable increase during the previous year's political unrest.

Ratings for audience trust remained very positive. In a period when the BBC and commercial broadcasters in the UK had to address widespread public concern

over this issue, BBC World Service's global reputation appeared unaffected. In all seven key markets surveyed, except Russia, the BBC scored highest for trust and objectivity among international broadcasters. We also did better than domestic stations in Nigeria, Bangladesh and three Indian states where surveys took place last year.

Online traffic grew by over 30% across the BBC's language sites funded by Grant-in-Aid. Investment in 24/7 news provision contributed to the success of sites such as bbcbrazil.com, which more than doubled the number of page impressions in a highly competitive market over a 12-month period. Another strong performer was BBC Urdu, which took advantage of the paucity of reliable and accessible media in Pakistan during the state of emergency, in the winter of 2007, to attract new users. By contrast, it was harder to make headway in South America, Russia and the Arab world with our Spanish, Russian and Arabic sites. It is not easy to find the right opportunities for partnerships to showcase our news content.

We achieved our objective of relaunching the bbcworldservice.com site to enable users to access the best of our English language radio content in a more effective way. It was gratifying that the site won the top award in the Radio category of the Webbys – the equivalent of the Oscars for the internet. The new Arabic site led the way in the use of 'embedded' video, offering users the increasingly familiar experience of watching video without having to open a new browser window. But we accept there is much to do

to improve the size of our user base in the years to come and to keep pace with audience needs.

## A REPUTATION FOR QUALITY

The quality of our journalism and programme making undoubtedly contributed to the maintenance of our global reputation and the depth of our audiences' trust. We also had strong external vindication of this when BBC World Service won nine awards at the 2008 Sony Radio Academy Awards, including four Golds.

Special seasons of programmes extended the quality and range of our output throughout the year. One of the highlights was the Bangladesh by River journey – a centrepiece of the *Taking the Temperature* season on climate change – when journalists, including those from 17 language services, travelling in a floating studio were on hand to report

**Above:** Radio audiences remained stable and trust ratings remained high. **Top left:** Programming and seasons addressed major global stories, including in-depth coverage last year of what became known as the 'credit crunch'. **Bottom left:** Expanding the means of delivery is extending access to BBC World Service content.



“The whole of the BBC, and its audiences, salute the bravery and dedication of our teams in the field who risk much to make sure important stories get told.”

on the devastating effects of Cyclone Sidr. This initiative won the Sony Gold Award for Multiplatform Radio activity.

In other focused weeks, we offered fresh perspectives on the state of democracy in Russia and the role of politics in China. The global economy was a major theme throughout the year. We investigated whether economies such as those of China, Japan, Singapore and India would be dragged down by the credit crisis in the United States in a series that anticipated the upheavals that followed later in the year.

#### AT THE HEART OF THE STORY

The most uplifting news of the year was the release of BBC correspondent Alan Johnston in July 2007, after spending 114 days in captivity in Gaza. His work was recognised by a number of awards: from the BBC World Service in its own annual awards; human rights group Amnesty International; and, the London Press Club. We were delighted when he became the new presenter of BBC World Service's edition of *From Our Own Correspondent*.

We continue to rely on the courage and dedication of correspondents like Alan to cover challenging stories. Among many whose work stood out was Owen Bennett-Jones and the rest of the English and Urdu language teams who reported on the death of Benazir Bhutto in Pakistan. Owen won a clutch of awards for his work on Pakistan, including the Sony Gold for Best News Journalist. In the violent aftermath of Kenya's presidential election, Karen Allen and her colleagues combined their analysis with a vivid picture of events on the ground.

The contribution of local reporters who work for all the language services is immense. In Burma, for example, exceptional coverage of the pro-democracy uprising in the autumn of 2007 stood out for the way sources on the ground were able to channel crucial knowledge of the story to all parts of the BBC, informing audiences in the UK as well as around the world, often at high risk to themselves.

Iraq remains a particularly difficult country in which to operate because of the level of

violence and security restrictions. Our teams worked hard to extend coverage beyond day-to-day events, providing context and analysis for a global audience. Conditions are hazardous for correspondents and contributors in a long list of countries, from Afghanistan to Somalia. The whole of the BBC, and its audiences, salute the bravery and dedication of our teams in the field who risk much to make sure important stories get told.

#### CONTINUING CHALLENGES

It is regrettable that access to BBC news material is still obstructed in some parts of the world. In China, blocking of Mandarin radio and online content remains deep and persistent; access to online news material in English continues to be intermittent. In Iran, our Persian website is still blocked despite our best efforts to persuade the authorities there to widen access. When I visited Iran in November, I met key government advisers in preparation for the launch of BBC Persian television. They told me how, in contrast to the obstacles faced by ordinary users, the BBC Persian website is read daily by officials, some of whom brief senior officials in the government of Iran. It is our hope that the BBC's commitment to its Persian audiences will be matched by a more open climate and greater access to Iran for our correspondents in the future.

The theme we chose to celebrate the 75th anniversary of BBC World Service in 2007 is an appropriate note on which to finish this review. It was *Free to Speak*. Let us hope that more of the world will be free to speak, listen and watch in the year ahead.

Nigel Chapman

NIGEL CHAPMAN  
DIRECTOR, BBC WORLD SERVICE  
June 2008

**Top left:** BBC Arabic reported in depth on the unfolding story of social unrest and strikes caused by rising living costs in Egypt.  
**Bottom left:** BBC World Service covered the Kenyan elections comprehensively with reports in English, Swahili and Somali coming in from reporters around the country. When other FM news providers were temporarily prevented from carrying live news about the violence that followed, BBC World Service remained on FM in Nairobi, Mombasa and Kisumu.



# BBC Arabic enters the future

“BBC Arabic broadens the news agenda for audiences in the region, reflecting the breadth of their interests.”



09:56 GMT on 11 March 2008: the opening shots were of a flight up the Thames past familiar London landmarks, arriving at BBC Broadcasting House for a glimpse of the new multimedia production studios. On the hour, presenter Fida Bassil read the headlines and BBC Arabic television was on the air with its first news programme.

Seventy years after making its first radio broadcasts, BBC Arabic had become the most comprehensive multimedia service to the Arab world, with news and information now available on television, radio, the internet, mobiles and handheld devices.

Initially broadcasting for 12 hours a day, extending to 24/7 later in 2008, the TV channel is freely available to any household, from North Africa across to the Middle East and the Gulf, with a satellite connection. Live output, which is streamed through the relaunched website [bbc.com](http://bbc.com/arabic), can be viewed anywhere in the world.

Launching the channel is a key part of BBC World Service's strategy for 2010 and is seen as essential for future success in the Arab world, where television increasingly is the medium of choice for news.

The BBC is a widely respected source. In surveys, 85% of those asked said they would watch the news service. It is hoped that some 35 million people will be using BBC Arabic in five years' time across all platforms.

“It was great to launch Arabic TV in this anniversary year because it is such a powerful statement about BBC World Service's future,” says Jerry Timmins, Head of Africa and Middle East Region. “It is the first step in the major new strategy of saying that the BBC

internationally has to use the medium of choice for its audiences, whether that is radio, television or online.”

With news headlines every 15 minutes and a full summary every half hour, BBC Arabic television combines the BBC's global newsgathering resources with on-the-spot reporting. Its network of Arabic-speaking reporters and correspondents spans the Middle East as well as London, Washington and other world capitals.

“There is a need in this market for BBC values,” says Hosam El Sakkari, Head of BBC Arabic. “We give a global take on news that is objective and balanced. Our journalists do not promote a particular agenda. We are there to help people make sense of the story, to help different parties to explain their position, to help people to understand and engage.”

New developments in interactivity have increased opportunities for audiences to contribute, comment on events and engage with decision-makers. The live interactive debating forum *Nuqtat Hewar* (Debating Point) is featured three days a week, fulfilling a commitment to bring a new dimension to debate in the region. Already popular on radio and online, the show has been adapted for television with a new multimedia format, enabling people to contribute using webcams and 3G mobile phones as well as via email.

“At no time have people in the Arab world felt the need to communicate more than they do now,” says Hosam El Sakkari. “We are offering them an opportunity to take part using all these different technologies. Across this very large region – where

sometimes geographical and political barriers are high – everyone needs an opportunity to express their views.”

#### WIDER PERSPECTIVE

BBC Arabic immediately stood out in the market by offering a wider news agenda and greater depth. On the day of the TV launch, as Saudi Arabia and Qatar announced a thaw in relations, BBC Arabic analysed the origin of the rift between the two countries and the issues in dispute. “Audiences had to come to the BBC to understand exactly what the problem was because other media were only talking about reconciliation and brotherhood,” says Hosam El Sakkari.

Another story that signalled a different approach was the BBC's international poll, which revealed that support for tough international action against Iran over its nuclear programme had fallen. “It is our job to be objective and report events as they happen without fear or favour, and audiences tell us that kind of reporting stands out,” says Jerry Timmins. “The difference is being noticed in the region already.”

In the first few weeks, BBC Arabic television debated stories ranging from an eight-year-old Yemeni's marriage annulment to growing social unrest in Egypt and the trial of Iraq's former deputy prime minister, Tariq Aziz.

“We are reporting more than just conflict and politics,” says Hosam El Sakkari. “BBC Arabic broadens the news agenda for audiences in the region, reflecting the breadth of their interests.”

Initial feedback from an audience panel of BBC online users towards the TV channel

was broadly positive. Most felt it was likely they would continue to use it and recommend it to others.

BBC Arabic television is funded through the BBC World Service Grant-in-Aid. A commercially backed Arabic channel was closed in 1996 after editorial disagreements with the subsidiary of a Saudi Arabian company that had financed it.

#### NEWSROOM OF THE FUTURE

In the Arabic newsroom at the BBC's new W1 News Centre, staff working on radio, television and online content sit side by side using dual-language keyboards and large IT screens that can show up to 16 Arabic television channels. There are no longer any audio or video tapes, just digital files that can be shared at the click of a mouse. “The technology is integrated so that you can move content between any of the major platforms seamlessly,” explains Technology Programme Director Bob Gentry. “Because it is file-based, you can maximise collaborative working, with journalists editing footage at their own desktop. It's very flexible and fast.”

Around 180 new staff, many recruited from the Middle East, had to be introduced to the new ways of working. The outcome is regarded as a great success. “It is for me one of the best projects and the best results there has ever been,” says Project Manager Elwyn Evans. “The launch went very well – the channel immediately had assurance and confidence and looked as if it had been there forever.”

#### MOVING ON

Less than four months before the launch of the new television service, BBC Arabic bade farewell to the studios on the fourth floor at Bush House they had occupied for much of the service's 70-year history. The move was completed without disruption to the 24/7 radio and online operations.

**Left top:** The website [bbc.com](http://bbc.com/arabic) is one of the first BBC sites to contain embedded video, offering visitors to the site faster and better access to the day's stories.

**Left bottom:** *Nuqtat Hewar*, (Debating Point) presented by Samir Farah, leads the interactive programming for BBC Arabic. **Above:** The new, state-of-the-art BBC Arabic studios make working across three platforms a seamless operation.

# Reporting on a nation in turmoil

The former Pakistani prime minister, Benazir Bhutto, was at a rally campaigning ahead of parliamentary and provincial elections when she was assassinated in an attack on 27 December 2007. It was the most challenging news event in 12 months of major stories in Pakistan, following Bhutto's dramatic return from self-imposed exile in October; the declaration of a state of emergency a month later and the presidential elections in February 2008.

"Throughout the year Pakistan was a huge global story," says Mohammed Hanif, Head of BBC Urdu. "Our multimedia service in Urdu played a crucial public service broadcasting role in Pakistan itself and we were an international hub for news, multimedia content and debate."

News teams in English, Urdu and other regional languages moved quickly to cover the assassination and its aftermath. A special edition of the Urdu evening news and current affairs programme, *Sairbeen*, was produced and presented from Islamabad within 90 minutes of Benazir Bhutto being pronounced dead. The programme was the first to air her last speech, made at the rally.

"This was possibly the biggest story that BBC Urdu had to cover in decades and they

did it with the highest level of professionalism and competence, even though they were dazed, like others, by the enormity of the story," says Nazes Afroz, Regional Executive Editor, Asia Pacific. "It was a quintessential BBC programme about a huge breaking story. It needed to be informative, not speculative. It captured the mood of the country without getting emotional and encompassed all possible angles. Our network of reporters made it possible to report from almost every corner of the country with authority."

In English, special programming combined reports of the day's events with analysis and reaction from Pakistan and around the world, including information provided by the BBC Urdu news team. BBC staff overcame transport problems and blackouts. The former Islamabad correspondent, Owen Bennett-Jones, was in place to cover the election run-up. "Owen stood out in the way he was able to cover a story that he knew intimately, explaining it and talking to the right people," says Liliane Lador, Editor World Service News and Current Affairs. "He succeeded in getting an interview with Benazir Bhutto's husband, which was outstanding"

Owen Bennett-Jones's coverage of these events in Pakistan was recognised at this year's Sony Radio Academy Awards. He received the Gold Award for News Journalist of the Year and *Newshour*, on which he is a presenter, also won Gold. To cover the unfolding story, [bbc.com/urdu](http://bbc.com/urdu) switched to rolling news with a dedicated website, images and videos. An all-time record of 2.9 million page impressions was recorded in 24 hours and the interactive team handled thousands of emails, comments and personal insights. The site is the largest Urdu news site in the world, receiving around 32 million page impressions a month. It was one of the first to offer video content in Urdu.

There were difficulties in maintaining FM news broadcasts in Pakistan. A service broadcast on two networks, launched in June 2007, was disrupted and the BBC was taken off the air when the state of emergency was declared, although shortwave services were unaffected. The growth in traffic to the BBC Urdu website reflects the value audiences in Pakistan and around the world place on the BBC in times of crisis. The BBC provided a vital service while access to media was restricted during the state of emergency.

## "WE WERE ALWAYS AWARE OF THE DANGER"

"Nothing has devastated me more than this has. It's not that it was not in our minds. We were always aware of the danger Benazir faces. But somehow we were hoping that we would succeed and they would not, the terrorists and the people who back the terrorists... But, alas, it wasn't so." Benazir Bhutto's widower, Asif Zardari, gave an interview to Owen Bennett-Jones at the Bhutto family home in Sindh Province following his wife's death. Weeks earlier the

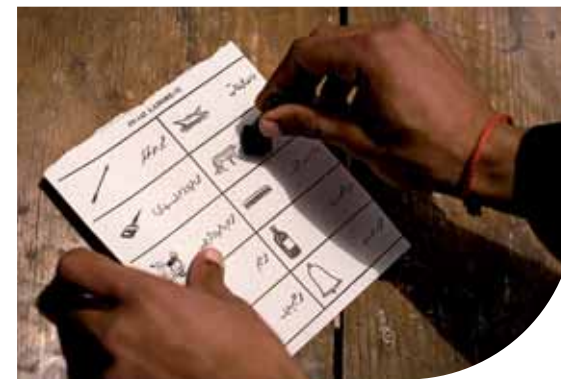
*Newshour* presenter and former Islamabad correspondent had been aboard Bhutto's flight home from self-imposed exile. "She really did have guts," he reported in *From Our Own Correspondent*, "which is why even those Pakistanis who despaired of her failings are shocked this weekend – shocked and appalled at her brutal death at the hands of a nameless fanatic."

## EXPANSION IN ISLAMABAD

At the end of 2007, upgrade work at the BBC's Islamabad bureau was

completed. The new facilities mean the bureau is permanently networked and 'online' with Bush House in London. Brand new studios, with radio and TV capacity, mean full programmes or packages can be produced in Islamabad for BBC World Service broadcast and there is a new phone-in facility, allowing for increased audience participation. As well as the BBC Urdu reporters and staff, members of the BBC Arabic team are also based there along with BBC Newsgathering reporters.

"Our multimedia service in Urdu played a crucial public service broadcasting role in Pakistan itself and we were an international hub for news, multimedia content and debate."



Top: Covering events in Pakistan over the past 12 months was a challenge to BBC World Service reporting teams – to bring the story to audiences, both within Pakistan and throughout the rest of the world. Above left: Benazir Bhutto's assassination, less than three months after her return to Pakistan, led to a postponement of the presidential vote. Above right: A successful online campaign was mounted in early 2008 to encourage people to access the BBC Urdu site for news.

# Sailing to the heart of the story

The team of 50 journalists aboard the MV Aboshar – which included staff from 17 language services at different times during the month-long trip – could not have had a more vivid demonstration of the impact of extreme weather on people in Bangladesh. The aim of their journey had been to meet communities affected by climate change. Two weeks after setting out from Dhaka on their ambitious river journey, Cyclone Sidr hit. The most destructive storm in the country for more than a decade, it killed more than 3,000 people and left millions homeless.

The Bangladesh by River tour was a vivid and moving highlight of *Taking the Temperature*, one of the year's major programme seasons, which explored the global impact of climate change. During the year, BBC World Service's special coverage looked beyond the day-to-day headlines to provide insights into global trends and offer a fresh perspective on countries from Afghanistan and Iraq to China and Russia. New interactive technologies brought issues to life for audiences in ways that had never been attempted before.

In Bangladesh, plans to highlight the impact of climate change on local communities were rapidly changed as BBC journalists left the planned route to witness Sidr's devastation and assess the effectiveness of the relief effort. They were among the first broadcasters to reach communities affected.

"We abandoned our journey in the north of the country and went back down south," says Sabir Mustafa, Head of BBC Bengali, who advised broadcasters from all parts of the BBC. "Two days after the cyclone, our reporters were back in the same villages they had visited ten days earlier. Those programmes are most vivid in our minds."

Before the cyclone, thousands of people came out to greet the adapted tourist boat as it travelled from Dhaka to the edge of the Bay of Bengal and into the heart of the

world's largest mangrove forest, the Sundarbans. BBC teams spoke to villagers whose homes were disappearing because of land erosion. BBC Bengali broadcast live discussions with local people and co-produced special editions of the interactive TV, radio and online programme *Bangladesh Sanglap* (Dialogue) with the BBC World Service Trust.

The vessel was equipped with solar-powered recording equipment and a number of solar panels that provided light and power to the eight 'hot desks', satellite phones and other portable equipment. The solar power enabled the team to record and broadcast from the boat without the engine noise in the background and reduced emissions and saved valuable fuel. The latest interactive technologies made it possible for audiences to track the boat's journey. They could follow an interactive map, view and tag pictures on the photosharing website flickr.com and find out what journalists were doing through the social networking site twitter.com. Journalists from four of the country's main television channels as well as newspapers in the UK also joined the boat, generating publicity and interest. It was the depth and innovation of the team's approach that won the Bangladesh by River project Gold in the 2008 Sony Radio Academy's Multiplatform Radio Award category.

"The river project lifted the profile of BBC Bengali in Bangladesh and created a lot of excellent programming on climate change," says project manager James Sales. "It showed our strengths as an organisation and what we can achieve when we work together – we achieved all of our aims and more."

## CHINA WEEK

The last time BBC World Service ran a week of special programming about China, it focused on this huge nation's dramatically changing role in the world. In 2007, a week

of programming on China was scheduled to coincide with the 17th Party Congress of the Communist Party, presenting an unprecedented opportunity to explore the internal political processes.

"We thought, how often have these processes been explained? The Congress is not democratic but it sets the stage for decisions," says Senior Commissioning Editor Anne Koch. "So we had people such as James Reynolds inside the Congress hall explaining what was going on and using it as a way to talk about politics in the country." Teams in Beijing, Shanghai and central China added to the breadth of coverage. Jill McGivering's reports focused on the voices of those migrating from country to city.

Among the week's highlights were the *BBC Debate: China's Growing Pains*, chaired by Nik Gowing from Dalian, and *Assignment: China's Long Arm* on the spread of China's economic influence. Many language services took part in the season but BBC journalists from the Mandarin service were refused visas to report on the Congress.

## RUSSIA WEEK

"Reporting elections is nothing new: we do it all the time. Reporting an election which looks more like a selection is a different story," says Olexiy Solohubenko, Executive Editor, Americas and Europe, of the BBC World Service Russia Week. "We wanted to show how the country has changed in eight years of the 'Putin Project'."

Scheduled in the run-up to the election of President Putin's successor, the week's focus on Russian issues was BBC World Service's biggest yet. Programmes ranged from a review of Putin's policies and the role of the FSB security service (successor to the KGB), to the booming film industry, the music scene and the state of the nation's health. A BBC World Service-commissioned global survey revealed that a majority

"Two days after the cyclone, our reporters were back in the same villages they had visited ten days earlier. Those programmes are most vivid in our minds."



**Top left:** Russia Week programming explored the opinions of individual voters as well as the wider political climate within the country. **Top right:** Timed to coincide with the 17th Communist Party Congress, programmes in the China Week season covered a wide range of issues, from politics to migration. **Above:** The *Bangladesh Sanglap* (Dialogue) discussion programmes allow ordinary people to put their questions directly to politicians and other important figures.





of citizens in G7 countries regarded the outgoing president as a "negative influence on democracy and human rights in Russia."

Reporting from Russia throughout the week, and co-presenting with Konstantin Eggert of BBC Russian, the BBC's former Moscow correspondent, Alan Little, concluded that the big question, whether Russia is a democracy, remained open. "The Putin circle calls the new Russia a sovereign democracy – a democracy defended against hostile foreign meddling," he said. "But the odd – and very Russian – paradox is this: that this retreat from the democratic experiment in the 1990s seems genuinely popular."

#### IRAQ FIVE YEARS ON

"It was five years since the invasion of Iraq and we looked at how those years have impacted on the United States, Iran, the Arab region and Iraq itself," says Liliane Landor, Editor World Service News and Current Affairs. Five half-hour programmes culminated in special coverage on the day of the anniversary.

Iraq is now the most dangerous place in the world for journalists. Around 280 are believed to have been killed, many of them Iraqis. BBC Baghdad correspondent Jim Muir met Fatima Salloumi, Director of the Islamic Press Centre, whose husband, also a journalist, was killed. She now presents her husband's programme. "We can't give up and leave the field to those people in Iraq trying to silence the truth," she told Muir.

#### AFRICA CUP OF NATIONS

BBC World Service's coverage of the 2008 Africa Cup of Nations from Ghana was the

most ambitious and comprehensive yet. Match commentary and special reports available on radio and online captured all the excitement. Audiences in Africa could follow the tournament in Arabic, English, French, Hausa, Kinyarwanda, Kirundi, Portuguese, Somali and Swahili. At internet cafés in the four host cities fans could try out the website, [bbcworldservice.com/africanfootball](http://bbcworldservice.com/africanfootball), and compete for a virtual trophy by playing a fun online game.

A record number of more than 40 FM partner stations across Africa carried live coverage and updates. "We had a lot of innovative programmes tailored for them," says Editorial Coordinator Vera Kwakofi of BBC African Productions. "The Swahili Service was crucial for East Africa because they provided the only programming serving Swahili listeners. We helped out a lot of people by keeping them in touch with one of the biggest stories on the continent."

#### COAST TO COAST IN SPANISH

Reporters Jose Baig and Carlos Ceresole from BBC Mundo took to the road from the east to the west coast of the United States to see if it would be possible to do so speaking only Spanish. They produced online video, still pictures, text and audio in addition to filing a blog and sharing material on flickr.com and facebook.com. Their journey attracted crowds and widespread media coverage. "It was a very successful interaction with the US community, which generates key traffic to [bbcmundo.com](http://bbcmundo.com)," says Hernando Alvarez, Current Affairs Editor for the site.

**GOLDEN OPPORTUNITY**  
Programming and seasons throughout the year engaged audiences in the debate. The flagship programme *World Have Your Say* is at the forefront of BBC World Service's interactive output. The programme won the Gold Sony Award for listener participation at this year's Awards.

**Left:** *Taking the Temperature* – a BBC World Service season – brought audiences up close to the effects of climate change. **Top left:** BBC World Service teams covered every match from every stadium in nine languages during the Africa Cup of Nations in Ghana. **Top right:** Journalists from BBC Mundo made two journeys across the USA speaking just Spanish. Entitled *¿Hablas español?*, the trips drew attention to issues of economics and migration.

# Celebrating history, facing the future

It was much more than just a celebration. The theme chosen to mark 75 years of international broadcasting by the BBC was *Free to Speak*, an in-depth look at issues of censorship, political and economic pressure, and how technology is changing the way information is disseminated and consumed. In addition to a series of special programmes, the season gave people all over the world a chance to take part in debates and share stories, while a major survey came up with some surprising results gauging attitudes to press freedom around the world.



## FREEDOM POLL

A special BBC World Service survey for the *Free to Speak* season showed that world opinion was divided on the importance of press freedom. The poll of more than 11,300 people in 14 countries showed that a majority thought it was important to ensure a free society. But 40% believed that social harmony and peace are more highly valued even if it means controlling what is reported. Only 19% said there was little or no media freedom in their country. Concern over the ownership of private media was greatest in Brazil, Mexico, USA

"The stress was on today and the future rather than just having a sepia-toned romp through our triumphant moments," says Project Editor Sara Beck. "The idea was to take a broader, reflective look at the state of the media and the way people are accessing information and look ahead to the challenges not just for BBC World Service and the rest of the BBC but for the media across the board."

In *Press for Freedom*, media commentator and former newspaper editor Roy Greenslade explored the dangers facing journalists, their freedom to report and how it can be protected. The way news is made came under scrutiny as Alan Little compared a day's news coverage by three international television news channels. In *How Free the BBC?*, media specialist Ray Snoddy looked at the relationship between BBC World Service and the British Government, which funds it.

In London, the first-ever *Reith Global Debate* brought together former Reith Lecturers to consider the *Free to Speak* theme. A series of BBC World Service debates held in New York, Delhi and Cairo gave regional perspectives on freedom of expression as audiences put their questions to expert panels. People everywhere were encouraged to participate in the season and share their experiences.

and Britain. Doug Miller, the President of the international polling firm GlobeScan Incorporated, commented, "While people generally support a free media, the Western view of the necessity of a free press to ensure a fair society is not universally shared across all regions of the world."

## EMPIRE CALLING

When the BBC Empire Service – forerunner of today's BBC World Service – went on the air via shortwave in December 1932, BBC Director-General Lord Reith predicted that lack of funds would mean

Music and drama were also celebrated: Sir Arnold Wesker's play, *The Rocking Horse*, was written specially for the 75th anniversary and starred Clive Swift and Prunella Scales. Thousands of musicians from 88 countries entered *The Next Big Thing*, a search for the best unsigned artists in the world. "We didn't want the whole season to be serious and issues-based," says Sara Beck. "Everyone had freedom of expression to sing about anything in any language." The winning group, Yunasi from Kenya, played at the O2 Arena in the BBC World Service 75th anniversary concert alongside Squeeze, Daby Toure, Toumast, Katie Melua and Carbon Silicon.

World-changing events selected from three-quarters of a century of news were broadcast in 75 daily, one-minute instalments. BBC Director of News Helen Boaden introduced the historic media moments, which included General Charles de Gaulle calling the French resistance to arms via the BBC in 1940; American reporter Herb Morrison witnessing the Hindenburg airship bursting into flames in 1937; and items from Radio Mille Collines, the station that played a key role in the Rwandan genocide in 1994.

programmes would be neither "very good" nor "very interesting" in the early days. "How astonished he would be that we now attract over 180 million listeners a week via 33 language services," said the current Director BBC World Service, Nigel Chapman, marking the 75th anniversary. "The challenge now is to continue to provide impartial, engaging news and information in a new technological age, and to continue to buck the pessimism of our founders; it has proved quite possible to make lively programmes, full of interest, that are easy to listen to and enrich the lives of millions every day."



"The stress was on today and the future rather than just having a sepia-toned romp through our triumphant moments."



Left: Robin Lustig chaired a debate in New York on the question: "Is it ever right to limit free speech?" Top: Programmes on the theme of the BBC World Service 75th anniversary season – *Free to Speak* – looked at freedom of the media and democratic issues. Above left: Kenyan group Yunasi won the BBC World Service's Next Big Thing 2007 contest. Above right: Katie Melua celebrated the BBC World Service's 75th birthday as the headline act of the anniversary concert. Right: The first ever Reith Global Debate brought together three former Reith lecturers – Baroness Onora O'Neill, Nobel laureate Wole Soyinka (pictured) and Professor Jeffrey Sachs – to debate questions of media freedom.



# Connecting with audiences



In a year when future media teams in BBC World Service focused on building deeper relationships with global audiences, it became easier for users to access and share content on the web and other new media platforms. Websites in Arabic and English were relaunched and access to video was enhanced in a range of key languages.

Behind the scenes a more flexible system was introduced for journalists to produce and publish multimedia content. A new global satellite distribution system transformed delivery of audio, video and online material worldwide.

The new [bbcworldservice.com](http://bbcworldservice.com) website, launched at the end of 2007, gives immediate access to a rich mix of audio content in English. The facelift is designed to make the site clearer and less cluttered. "We wanted to put the fantastic breadth and depth of our audio at the heart of the user's experience," explains Sally Thompson, Managing Editor BBC World Service Future Media. "Audiences can find their favourite audio and schedules more easily as well as experiencing the serendipitous nature of BBC World Service radio output."

With the relaunch of [bbc.com](http://bbc.com) to coincide with the new Arabic television channel (see page 8), the website became the place where audiences can discover the full range of multimedia content now offered by the BBC in Arabic. With a new, modern look, the site makes video and audio as easy to access as text.

The technology of 'embedding' video, making it unnecessary to launch a separate window to watch a video clip, is being extended to other major language sites. It offers the same user experience as websites such as [youtube.com](http://youtube.com). "It places video in the story instead of it being an add-on," explains Thompson. "That really

works where video adds value to the story.' By the end of the year, broadband video was available in six languages, and take-up levels were encouraging.

Work also began on tailoring the look and feel of all language sites to suit the diversity of tastes and reflect designs more competitive with local providers' services. Known as 'localisation', the aim is to showcase a wider range of content in a more accessible way.

## RICHER RELATIONSHIPS

Increased functionality gave users more opportunities to discuss issues among themselves as well as giving their viewpoints in BBC debates. Multimedia votes are now taking place, using images, audio and video. Improved blogging tools allow users to add their view to other people's comments. Greater personalisation has been introduced, allowing users to extract content and use it in ways that suit them. Experiments with uploading information to social networking sites gathered pace during the Bangladesh by River journey (see page 12-13).

"We want to develop a deeper, richer relationship with our audiences. Increased interactivity gives us the opportunity to do that," says Thompson. "With the phenomenal success of social networking sites where you can aggregate content from many different sources, audiences have now grasped the power of personalisation."

The BBC World Service's online sites attracted a record 259.6 million page impressions in March 2008, compared to 189.8 million in March 2007 – an increase of 37%. The success of partnerships played an important part in achieving this result. Syndication with third-party sites has been facilitated by new developments to improve the speed and consistency with which content is delivered.



## 'BEST OF RADIO' SHOWCASE

In its first facelift for four years, [bbcworldservice.com](http://bbcworldservice.com) made it easier than ever to enjoy the wealth of content produced for BBC World Service radio programmes in English. "We have made audio central to the site – 'this is our best radio content, get it here' is the message," says Managing Editor Kelly Shephard. "We are not going to wait four years to change the site again – it should be an ongoing process, so we are going to be continually adding to it and revamping it." The launch was the start of a major programme of work to improve websites in all 33 languages.

## TOP PODCASTS

BBC World Service programmes were made available as part of the new BBC podcast service launched in the summer of 2007 after a two-year trial. Initially seven programmes were offered. By the end of March 2008, a summary of BBC World Service global news was the BBC's most popular daily podcast, with more than 1.24 million monthly downloads. BBC World Service now provides 31 programmes to the podcast service.

## MOBILE NEWS

To reach growing audiences seeking content on mobiles, Wap portals were also launched in four languages – Arabic, Russian, Spanish and English. Users can download news content onto their mobile devices from the BBC sites and view it on demand.

## EXTENDING PARTNERSHIPS

In Africa and the Middle East, which accounts for 70% of all new Business Development investment, we gained two million extra listeners via FM relays and 0.8 million new listeners via FM partners. And in the United States, 5.3 million people listen to the BBC every week through our distribution partner, PRI – our highest figure to date.

Partnerships on the internet are also increasingly important. They helped our Brazilian service exceed its reach targets by over 100% and serve 1.4 million unique users weekly. On the strength of partnerships, our Learning English content for China tripled its traffic, reaching 44 million page impressions monthly.

## GLOBAL DISTRIBUTION

The new Global Satellite Media Distribution System completed in January 2008 has transformed distribution of all BBC World Service content around the world, including FM and video content. The system, installed in over 1,200 locations, delivers better quality audio, uses smaller receiver dishes and saves £0.2 million per annum.

"We completed on time and on budget, including in some pretty challenging locations such as Afghanistan and Iraq," says Mike Cronk, Controller Future Media, Technology and Distribution. "The new system enables us to reach audiences with an industry standard technology. Anyone can go out and buy a DVB receiver and a dish in their local store and start listening to BBC World Service. In time it will enable us to do a lot more for the audience."

Above and top: The redesigned [bbcworldservice.com](http://bbcworldservice.com) won the 2008 Webby Award for best radio website. Right: The ability of new devices to offer a full multimedia service means that users are demanding more and better content. BBC World Service is providing relevant content in flexible and innovative ways.

# The bigger picture

“It is about moving all of our international news provision into a more coherent multimedia operation.”

BBC World Service forms part of the BBC's Global News division, which brings together all the BBC's international news services, both publicly and commercially funded, on radio, television, online and mobile media. The aim is to maximise the BBC's impact in converging media markets and obtain the best value from both Grant-in-Aid and commercial funding.

In 2007, the combined audience was stable at 233 million a week, of whom 78 million watched the commercially funded international news and information television channel, BBC World News, and 13 million used the BBC's international-facing online services. Many people used more than one service.

“We are moving into multimedia provision for international news rather than resting primarily on radio, especially shortwave radio, as we have in the past,” says Richard Sambrook, Director of BBC Global News. “So it is about how we pull together our various strengths: on radio, which still provides a very large audience, but also on television and the internet, increasingly with video content as well. It is about moving all of our international news provision into a more coherent multimedia operation.”

With the development of BBC Arabic into a multimedia service, combining radio, television and online, and the forthcoming multimedia service in Persian, BBC World Service is playing a central role in the development of the BBC's Global News strategy.

“BBC World Service is part of the bigger picture – we no longer look at what we do in isolation,” explains Director Nigel Chapman. “These developments are important as they show how we are modernising our services for people in the right way for each market. The international audience perception is simply of news from the BBC across all platforms and languages.”

Underpinning all international news services is the BBC's reputation for trust

and objectivity, which remains strong, according to independent surveys. Results show that the combined BBC international news services outperformed both CNN International and international radio competitors when audiences were asked about these values in almost all major markets.

The BBC's international-facing online sites attracted a record 808.2 million page impressions in March 2008, up from 763 million a year earlier. In November 2007 BBC World Service ceased to contribute to the cost of the BBC's international-facing English website, bbc.com, and the news site bbc.com/news. The new sites are now commercially funded through BBC Worldwide and editorially controlled by BBC Global News. Following approval of the arrangements by the BBC Trust, international users now see advertising on selected pages.

“The BBC website has a large number of international users and advertising seems to be the obvious way for them to contribute to the costs of the site,” explains Richard Sambrook. “In addition, profits from the site will be reinvested in the BBC's international journalism and we believe this will enable us to more strongly develop the site for international users.”

BBC Monitoring provides analysis of international media and its usage. The service monitors more than 3,000 sources, providing valuable and reliable insights and coverage to BBC news services as well as to external clients. BBC Monitoring and BBC World Service Trust complete the BBC Global News line-up.

**Left top:** BBC Monitoring continued its strategy to move operations closer to sources, local knowledge and skills in a number of cities – including Tashkent (pictured), Delhi, Baku, Kabul, Cairo, Tbilisi and Yerevan. **Left:** Making BBC content available through external sites such as YouTube has helped build new audiences. **Right:** Matt Price reporting for BBC World News.

**PUTTING NEWS FIRST ON TV**  
BBC World News (formerly BBC World), the BBC's commercial international news and information channel, attracted a global audience of 78 million viewers, up from 76 million the previous year. By March 2008 it was available in more than 274 million homes around the world, 1.4 million hotel rooms, on 50 cruise liners, 38 airlines, 32 mobile phone platforms and online. In May 2007, a new, dedicated channel was launched on the video sharing site YouTube. The service offers 30 news clips a day. High levels of trust for BBC World News were revealed in a Media Brand Values survey among influential business professionals in three continents. Respondents placed

BBC World News ahead of competitors Bloomberg, CNBC and CNN International in the categories of trust and influence.

**GLOBAL INSIGHT**  
It was a year of significant change for BBC Monitoring, which reviews some 3,000 radio, TV, press, news agency and internet sources in 150 countries and 100 languages. The service provides an insight into global developments, focusing on political, economic and security news, information and comment. It is funded by a grant from the Cabinet Office, which is the sponsoring department and chairs the Governance Panel. In November 2007, it was announced that funding would

increase to £25 million per annum over the next three years, an extra £1.6 million per year. This made it possible to go ahead with key investments in technology and infrastructure. “BBC Monitoring sits at the nexus of the rapid changes that are now taking place in global media – changes brought about by a host of geopolitical, social and technological factors,” says Director Chris Westcott. “Our ability to keep pace with ongoing developments is crucial if we are to provide the insight our stakeholders need to make sense of this changing world.”



# Innovation helps change lives

“Even in remote, developing areas, technologies such as mobile phones are enabling people to access and share information quickly.”



The BBC World Service Trust, the BBC's international development charity, placed increasing emphasis on interactive technologies in its work to alleviate poverty and promote human rights in over 43 countries – primarily in Africa, Asia and the Middle East. Building on greater access to the internet and mobile communications, it took advantage of growing opportunities for dialogue with audiences.

“A striking development in the past year has been the continuing rise of new media and new communication technologies,” says the BBC World Service Trust's Director, Stephen King. “Interactivity is key and even in remote, developing areas, technologies such as mobile phones are enabling people to access information and share news quickly.”

One of the most successful interactive campaigns was the ZigZag project, which enabled young Iranians to develop skills as ‘citizen’ journalists. The site received well over a million visits. By accessing a virtual newsroom, aspiring journalists were able to generate content for a variety of BBC platforms, including the BBC Persian website, and gain feedback from experienced professionals. More than 7,500 contributions were received.

“The vibrant mix of content appeals to a young audience eager for something different,” says King. “Issues covered have included gay Tehran and illegal salsa classes. All this goes hand in hand with training in topics such as impartiality, accuracy and fairness.” As well as using the BBC's own airwaves, it forms partnerships with local and national broadcasters, reaching millions of people around the world. The BBC World Service Trust has a track record of innovation

and places strong emphasis on measuring the impact of projects. The principal source of funding is grants from international donors, ranging from government aid programmes to international foundations, trusts, United Nations organisations and non-governmental organisations.

The BBC World Service Trust worked with colleagues across the BBC in projects designed to give communities greater freedom of expression. Its multimedia *Question Time*-style debating programme *Bangladesh Sanglap* (Dialogue) formed a centrepiece of the BBC World Service Bangladesh by River project (see page 12-13). The programmes offer an opportunity to question politicians and commentators first hand and have a combined radio and television audience of more than 17 million.

In Sierra Leone, BBC World Service Trust worked in partnership with the conflict resolution NGO Search for Common Ground to develop and implement a national campaign to support free, fair and peaceful elections. It carried out journalistic training and population surveys and strengthened technical support to local media.

Television and radio programmes, including popular drama series, are the centrepiece of mass media health promotion campaigns in countries such as Angola, Cambodia, India, Nigeria and Vietnam. Radio remains the cornerstone of projects to reach mass audiences in many of the world's poorest communities. Projects ranged from *Radio Lifeline for Darfur* to *Hip Hop Girls*, a weekly phone-in made in partnership with Cambodian radio stations to get girls aged 18 to 20 talking about reproductive and sexual health.



**Above top:** In Nigeria, BBC World Service Trust partnered the Nigerian NGO Integrity to encourage better reporting on financial issues and government spending. The project included training and contests for journalists and cartoonists. **Above:** The BBC World Service Trust provides training for journalists in countries where media is less developed, such as Afghanistan (pictured). **Right:** The award-winning mass market campaign to increase discussion about condom use among men in India continued.



## RADIO LIFELINE FOR DARFUR

Life-saving information was broadcast to 6.5 million people in Sudan's western province, including more than two million living in refugee camps. Programmes in Darfuri Arabic are made in Sudan by producers trained by BBC World Service Trust and broadcast by BBC World Service on shortwave. “The radio is the only way we get information. We listen to this so we know what is going on in our country and how people in other areas are being affected,” said a young listener.

## KENYA'S VIOLENCE – WERE THE MEDIA TO BLAME?

In its first Policy Briefing, the BBC World Service Trust examined the role of the media in the 2007 Kenyan presidential elections and their violent aftermath. “Many factors were held responsible for the violence,” say the authors, James Deane and Jamal Abdi. “High among them has been the free and vigorous Kenyan media.” The Briefing was based on research and interviews. It argues that the crisis demonstrates that free and plural media are an answer as much as a problem.

## RIGHTS OF WOMEN AND CHILDREN IN CENTRAL ASIA

BBC World Service Trust began helping the media to support the rights of women and children in Central Asia in a two-year project primarily funded by the European Union as part of the European Initiative for Democracy and Human Rights (EIDHR). The initiative involves training journalists, not-for-profit organisations and senior media managers in Kyrgyzstan, Kazakhstan and Tajikistan. Skills learned will be put to use in the co-production of a series of television and radio programmes.

## TOP AWARDS

A BBC World Service Trust music video involving more than 40 top Bollywood stars and intended to raise awareness about HIV and Aids won three Indian Telly Awards. The video was made for the TV series *Haath se Haath Milaa* (Let's Join Hands), part of one of the world's biggest mass media projects to promote Aids awareness.

Among other awards received in 2007, BBC World Service Trust's radio talk shows – which explore issues around HIV and Aids, sexual health and gender – won two prizes at the Nigerian Media Merit Awards.



**NIGEL CHAPMAN**  
DIRECTOR, BBC WORLD SERVICE (CHAIR)  
*Responsible for the overall editorial leadership and management of BBC World Service. He is the BBC World Service Accounting Officer.*

**BEHROUZ AFAGH**  
HEAD OF ASIA PACIFIC REGION  
*Responsible for broadcasts and future media in Azeri, Uzbek, Kyrgyz, Pashto, Persian, Vietnamese, Indonesian, Burmese, Chinese, Urdu, Hindi, Bengali, Nepali, Tamil and Sinhala.*

**SANJAY NAZERALI**  
CONTROLLER, MARKETING, COMMUNICATIONS & AUDIENCES  
*Responsible for marketing, publicity, audiences and market research.*

**MIKE CRONK**  
CONTROLLER, FUTURE MEDIA, TECHNOLOGY & DISTRIBUTION  
*Responsible for operations and development across future media, technology and BBC World Service distribution arrangements.*

**RICHARD BURDON**  
DIRECTOR, HUMAN RESOURCES  
*Responsible for HR strategy and delivery of HR services.*

**GWYNETH WILLIAMS**  
DIRECTOR, ENGLISH NETWORKS & NEWS  
*Responsible for news and all programming on the English World Service networks.*

**NIKKI CLARKE**  
HEAD OF AMERICAS & EUROPE REGION  
*Responsible for broadcasts and future media in Albanian, English for North America and the Caribbean, Macedonian, Portuguese for Brazil, Romanian, Russian, Serbian, Spanish for Latin America, Turkish and Ukrainian.*



**LINDSEY NORTH**  
CONTROLLER OF LEGAL & RIGHTS  
*Responsible for legal and rights advice across BBC Global News division.*

**JOHN RENNER**  
DIRECTOR, PROPERTY & DEVELOPMENT  
*Responsible for BBC World Service's accommodation.*



**HUGH SAXBY**  
HEAD OF GOVERNANCE & PUBLIC AFFAIRS  
*Responsible for governance, public affairs, accountability and internal communications.*

**JERRY TIMMINS**  
HEAD OF AFRICA & MIDDLE EAST REGION  
*Responsible for broadcasts and future media in Arabic, French, Hausa, Kinyarwanda/Kirundi, Portuguese, Somali, Swahili and English for Africa.*



**RICHARD THOMAS**  
CHIEF OPERATING OFFICER AND DIRECTOR OF FINANCE  
*Responsible for the financial and budgetary management of BBC World Service.*

**JIM EGAN**  
CONTROLLER OF STRATEGY & BUSINESS DEVELOPMENT  
*Responsible for setting corporate strategy for BBC World Service and across Global News and for overseeing teams of Business Development professionals working to extend the reach of the BBC's international news services on radio, television, online and mobile devices around the world.*

Lesley Granger; Director; Human Resources, retired on 30 June 2008. Richard Burdon joined on 12 May 2008. Alan Booth, Controller; Marketing, Communications & Audiences, left on 31 July 2007. Sanjay Nazerali joined on 1 September 2007. Phil Harding, Director English Networks & News, retired on 17 September 2007. Gwyneth Williams joined on 18 June 2007. Alison Woodhams, Chief Operating Officer and Director of Finance, left on 30 September 2007. Richard Thomas joined on 28 April 2008.

The photographs above are of the permanently appointed members of the BBC World Service Management Board at the time of the Annual Review 2007/08 publication on 8 July 2008.

BBC World Service is required to report a number of Public Service Agreement measures to the Foreign and Commonwealth Office annually as part of the accountability process. These measures support BBC World Service's agreed objective to be the best-known and most-respected voice in international radio and online broadcasting.

**I. GLOBAL RADIO AUDIENCE**

**Ia. AVERAGE WEEKLY AUDIENCE (MILLIONS)**

Number of adults listening in an average week, through direct and/or indirect broadcasting via partners, excluding areas where measurement is not possible. Global totals are shown rounded to whole numbers.

	2006/07 Actual	2007/08 Target	2007/08 Actual
<b>Global</b>	183	180	<b>182</b>
<b>Regional</b>			
Africa and the Middle East	83.0	82.0	<b>86.0</b>
Americas and Europe	17.9	18.0	<b>16.8</b>
Asia and the Pacific	82.2	80.1	<b>79.1</b>

**Ib. AWARENESS, REACH, OBJECTIVITY AND RELEVANCE**

National surveys are carried out in a range of countries every year in order to update the global audience figure and to assess performance among target audiences. Surveys are carried out annually in countries covering around 75% of the global audience, with other countries being surveyed periodically. No surveys were carried out for Egypt, Tanzania, Pakistan or Indonesia in 2007/08.

In Romania, surveys were carried out in a limited number of cities therefore no national figures are available.

Surveys include data on awareness, reach, objectivity and relevance, both for BBC World Service and for international public service radio competitors. This data is reported annually to enable trends to be identified over time.

The following tables show BBC World Service performance in each of these categories:

**AWARENESS**

Percentage of adult population who are aware of BBC World Service/main international radio competitor.

Country	Main international radio competitor	2007/08 BBC World Service	2007/08 Competitor
Nigeria	Voice of America	<b>64.7</b>	44.6
Kenya	Voice of America	<b>83.0</b>	32.0
Bangladesh	Voice of America	<b>75.6</b>	47.6
India	Voice of America	<b>12.1</b>	1.9
Russia	Radio Liberty	<b>29.4</b>	27.0

**REACH**

Percentage of adult population who listen to BBC World Service/main international radio competitor weekly.

Country	Main international radio competitor	2007/08 BBC World Service	2007/08 Competitor
Nigeria	Voice of America	<b>33.7</b>	18.8
Kenya	Voice of America	<b>32.5</b>	6.5
Bangladesh	Voice of America	<b>14.5</b>	6.5
India	Voice of America	<b>2.9</b>	0.3
Russia	Radio Liberty	<b>0.7</b>	1.1

**OBJECTIVITY**

Percentage of listeners who say that BBC World Service/main international radio competitor 'provides unbiased and objective news and information'.

Country	Main international radio competitor	2007/08 BBC World Service	2007/08 Competitor
Nigeria	Voice of America	<b>63</b>	40
Kenya	Voice of America	<b>26</b>	11
Bangladesh	Voice of America	<b>64</b>	33
India (Note 1)	Voice of America	<b>69</b>	n/a
Russia	Radio Liberty	<b>13</b>	19

Note 1: Base too small for VoA reputational data.

**RELEVANCE**

Percentage of listeners who say that BBC World Service/main international radio competitor 'provides news that is relevant to me'.

Country	Main international radio competitor	2007/08 BBC World Service	2007/08 Competitor
Nigeria	Voice of America	<b>58</b>	39
Kenya	Voice of America	<b>15</b>	6
Bangladesh	Voice of America	<b>41</b>	22
India (Note 1)	Voice of America	<b>60</b>	n/a
Russia	Radio Liberty	<b>14</b>	19

2. ONLINE AUDIENCE

2a. MONTHLY TEXT AND AUDIO PAGE IMPRESSIONS (MILLIONS)

	March 2007 Actual	March 2008 Target	March 2008 Actual
BBC World Service site/International-facing news sites	704.3	700.0	See below

Note: In November 2007 the BBC's international-facing news site (IFS) in English ceased to be funded from the Grant-in-Aid; therefore traffic for it is no longer counted as part of Grant-in-Aid funded activity. On this basis the March 2008 figure for monthly online use is 259.6 million page impressions, up from a recalculated figure of 189.8 million in March 2007.

2b. INTERACTIVE FORUMS

Number of interactive forums by key language:

	Number of forums (4th quarter) 2007/08 Target	Number of forums (4th quarter) 2007/08 Actual
English	at least 25	at least 25
Arabic	at least 25	at least 25
Spanish	at least 25	at least 25
Chinese	at least 25	at least 25
Russian	at least 25	at least 25

Note: An extremely wide range of interactive discussions and forums has developed since the targets were set. These range from high-profile, major multimedia and multilingual forums involving key political figures to the *Have Your Say* topics that are regularly posted on websites and invite comments from users.

3. CAPITAL CITIES WITH BBC WORLD SERVICE FM PRESENCE

	March 2007 Actual	March 2008 Target	March 2008 Actual
Number of capital cities with FM presence	151	152	154

4. SHORTWAVE AUDIBILITY

Audibility reports are based on data from the total number of signals monitored.

Quality is rated as follows:

- 5 very good
- 4 good
- 3 acceptable
- 2 poor
- 1 unacceptable

Percentage of all shortwave signals scoring 3, 4, or 5:

	2006/07 Actual	2007/08 Target	
<b>Global</b>	79	80	
Africa and the Middle East	79	84	
Americas	88	87	
Asia Pacific	78	77	
EurAsia	82	81	
Europe	73	77	
		2007/08 Target (recalculated)	<b>2007/08 Actual</b>
<b>Global</b>		80	<b>78</b>
Africa and the Middle East		84	<b>78</b>
Americas and Europe		82	<b>80</b>
Asia Pacific		78	<b>75</b>

The recalculated targets reflect the split of language services into the three regions, effective since 2006/07: the Global and Africa and the Middle East regions remain the same while EurAsia is split into Americas and Europe and Asia Pacific. If the jammed Mandarin and Uzbek transmissions are removed from Asia Pacific, the total is 78%.

Re-engineering work at Ascension Island and Cyprus over the past year has had some effect and, once both are fully back in service, these improvements should bring enhanced audibility.

The continuing sunspot low requires use of the overcrowded lower frequency bands, which can result in poor audibility due to interference.



**FINANCIAL REVIEW 2007/08**

BBC World Service launched its first Grant-in-Aid funded television channel in the financial year with BBC Arabic going live in March 2008. This strategic development followed a significant realignment of spend within BBC World Service over recent years and represented a major achievement delivered on time and on budget. Although 2007/08 was marked by a number of other financial challenges, BBC World Service ended the year on target.

In terms of its funding arrangements, 2007/08 formed the final year of the 2004 Spending Review period. BBC World Service received £6.5 million of new baseline Grant-in-Aid as part of that settlement. When combined with additional income to help create the planned Persian television service, to be launched in 2008/09, funding from the Foreign and Commonwealth Office totalled £255 million for the year.

BBC World Service ended 2007/08 with a surplus of £0.1 million. This result comprises a deficit of £2.8 million on operating activity offset by a surplus of £2.9 million on capital funding.

The operating deficit includes £5.6 million of restructuring costs. These reflect the need to incur expenditure in order to achieve the savings required in future years. The savings resulting from this restructuring will begin to take effect in 2008/09. A number of other financial challenges were addressed in the year. These included funding increases in pension costs and meeting additional programme coverage costs as a response to the international news agenda. These additional costs were dealt with through the implementation of previously announced savings plans, through reductions in programme distribution costs and via a range of smaller measures across the business, whilst maintaining radio and online output in 33 languages.

Over £30 million was invested in capital projects in the year. The primary focus was on the completion of key components of the Content Delivery Programme, a series of projects designed to replace and enhance existing distribution systems, and on the launch of Arabic television. This included significant infrastructure spend at the Egton Wing of the new News Centre in central London to enable television to be produced there. Outside the UK, major capital projects included the re-engineering of the Ascension Island transmitter station – a programme of work that will run for several years and save significant costs.

Looking ahead, the 2007 Comprehensive Spending Review settlement has set the financial framework for BBC World Service for the period from April 2008 to March 2011. In addition to securing new funding to create Persian television and to take Arabic television from 12 to 24 hours per day, the settlement sets tough savings targets in order to meet rising costs. Against that background, 2008/09 promises to be another dynamic but challenging year.

**RICHARD THOMAS**

CHIEF OPERATING OFFICER AND DIRECTOR OF FINANCE

**STATEMENT OF INCOME AND EXPENDITURE**

FOR THE YEAR ENDED 31 MARCH

	Note	2008 £m	2007 £m
Grant-in-Aid		255.0	239.5
Other income		2.7	2.8
<b>Total income</b>		<b>257.7</b>	<b>242.3</b>
Operating expenditure excluding exceptional restructuring costs		(257.9)	(230.7)
Exceptional restructuring costs		–	(0.2)
<b>Total operating expenditure</b>		<b>(257.9)</b>	<b>(230.9)</b>
<b>Operating (deficit)/surplus before interest and taxation</b>	2	<b>(0.2)</b>	11.4
Interest receivable		0.4	0.3
<b>Surplus before taxation</b>		<b>0.2</b>	11.7
Taxation	4	(0.1)	(0.1)
<b>Surplus for the financial year</b>	11	<b>0.1</b>	11.6
Transfer to capital reserve	11	(3.7)	(7.2)
Transfer from revaluation reserve	11	0.8	0.8
<b>Transfer (from)/to operating reserve</b>		<b>(2.8)</b>	5.2

There were no recognised gains or losses other than the surplus stated above.

2008 Grant-in-Aid income includes baseline Grant-in-Aid and additional grant funding from the Foreign and Commonwealth Office in support of Persian television.

**BALANCE SHEET**  
 AT 31 MARCH

	Note	2008 £m	2007 £m
<b>Fixed assets</b>			
Tangible fixed assets	5	151.4	148.4
<b>Current assets</b>			
Stocks	7	0.1	0.1
Debtors	8	10.2	11.1
Cash at bank and in hand	13	5.4	4.3
		15.7	15.5
<b>Creditors – amounts falling due within one year</b>	9	(10.7)	(9.4)
<b>Net current assets</b>		5.0	6.1
<b>Total fixed assets plus net current assets</b>		156.4	154.5
<b>Creditors – amounts falling due after more than one year</b>	9	(0.3)	(0.3)
<b>Provisions for liabilities</b>	10	(9.4)	(7.6)
<b>Net assets</b>		146.7	146.6
<b>Represented by</b>			
Capital reserve		146.2	142.5
Revaluation reserve		1.6	2.4
Operating reserve		(1.1)	1.7
	11	146.7	146.6

The financial statements were approved by the BBC Executive Board and the BBC World Service Management Board on 9 June 2008 and signed on their behalf by:

**MARK THOMPSON**  
 DIRECTOR-GENERAL, BBC

**NIGEL CHAPMAN**  
 DIRECTOR, BBC WORLD SERVICE

**RICHARD THOMAS**  
 CHIEF OPERATING OFFICER AND DIRECTOR OF FINANCE, BBC WORLD SERVICE

**HISTORICAL COST SURPLUS**  
 FOR THE YEAR ENDED 31 MARCH

	Note	2008 £m	2007 £m
Surplus before taxation		0.2	11.7
Difference between historical cost depreciation charge and actual depreciation charge for the year calculated on revalued assets	11	0.8	0.8
<b>Historical cost surplus before taxation</b>		1.0	12.5
Taxation	4	(0.1)	(0.1)
<b>Historical cost surplus for the financial year</b>		0.9	12.4

**STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES**  
 FOR THE YEAR ENDED 31 MARCH

	Note	2008 £m	2007 £m
Surplus for the financial year		0.1	11.6
Separation of BBC Monitoring		–	(23.6)
<b>Total recognised gains and losses relating to the year</b>		0.1	(12.0)

**CASH FLOW STATEMENT**  
 FOR THE YEAR ENDED 31 MARCH

	Note	2008 £m	2007 £m
<b>Net cash inflow from operating activities</b>	12	28.7	25.7
<b>Return on investments and servicing of finance</b>			
Interest received		0.4	0.3
<b>Taxation</b>			
Taxation paid		(0.1)	(0.1)
<b>Capital expenditure</b>			
Purchase of tangible fixed assets		(27.4)	(26.0)
<b>Acquisitions and disposals</b>			
Separation of BBC Monitoring		–	(8.7)
<b>Financing</b>			
Capital repayment of finance leases		(0.5)	(0.5)
<b>Increase/(decrease) in cash</b>	13	1.1	(9.3)

BBC World Service, funded principally by parliamentary Grant-in-Aid, is a division of the British Broadcasting Corporation, a body incorporated by Royal Charter.

The financial statements have been prepared in accordance with the provisions of the BBC's Charter, which requires them to be prepared in accordance with UK Generally Accepted Accounting Principles.

BBC World Service does not produce consolidated financial statements. Although BBC World Service is technically the parent of the BBC World Service Trust, the Trust is exempt from consolidation. This is because the Trustees have a fiduciary duty to act in the best interests of the Trust's beneficiaries and substantially all of the Trust's income is made up of grants which are classified as restricted funds because their use is specified by donors, such that BBC World Service has no direct control over, or financial interest in, the assets of the Trust.

The activities of the other subsidiaries and associates of BBC World Service are not material either individually or in aggregate.

#### BASIS OF ACCOUNTING

The financial statements have been prepared under the historical cost accounting convention as modified by the revaluation of certain plant, machinery, furniture and fittings, and in accordance with applicable UK accounting standards and the disclosure provisions of the Companies Act 1985, as applicable to a quoted company not preparing its financial statements in accordance with EU-adopted International Financial Reporting Standards (IFRS).

#### INCOME

Grant-in-Aid is recognised when received from the Foreign and Commonwealth Office. It is intended to meet estimated expenditure in the year but unexpended receipts for the year, within predetermined limits, are not liable to surrender.

#### FOREIGN CURRENCY TRANSLATION

Transactions in foreign currencies are translated into sterling at the rates of exchange ruling at the date of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at 31 March. Surpluses and deficits arising from the translation of assets and liabilities at these rates of exchange, together with exchange differences arising from trading, are included in the statement of income and expenditure.

#### PENSION COSTS

The BBC operates both defined benefit and defined contribution schemes for the benefit of employees.

##### DEFINED BENEFIT SCHEME

The defined benefit scheme, the BBC Pension Scheme, provides benefits based on final, or career average, pensionable pay. The assets of the scheme are held separately from those of the BBC Group.

BBC World Service, following the provisions within *FRS 17: Retirement Benefits*, accounts for the scheme as if it were a defined contribution scheme. This is because the scheme is managed centrally across the BBC Group and it is not possible to identify the share of the underlying assets and liabilities of the scheme relating to BBC World Service on a reliable and consistent basis. The expenditure charge therefore represents the contributions payable in the year.

##### DEFINED CONTRIBUTION SCHEME

The amounts charged as expenditure for the defined contribution scheme represent the contributions payable by BBC World Service for the accounting period in respect of this scheme.

#### OPERATING LEASES

Operating lease rentals are charged on a straight-line basis over the term of the lease.

#### FINANCE LEASES

Assets acquired under finance leases are included within fixed assets at the total of the lease payments due over the life of the lease discounted at the rate of interest inherent in the lease. The same amount is included in creditors. Rental payments are apportioned between the finance element, which is charged in the statement of income and expenditure, and the capital element, which reduces the lease creditor.

#### TANGIBLE FIXED ASSETS

Expenditure on fixed assets is capitalised together with incremental and internal direct labour costs incurred on capital projects.

Plant and machinery and furniture and fittings are stated at the estimated current replacement cost of the assets, as adjusted for remaining service potential, as at 1 April 1996, or cost if acquired subsequently, less accumulated depreciation.

Depreciation is calculated so as to write off the cost or valuation, less estimated residual value, of fixed assets on a straight-line basis over their expected useful lives. Depreciation commences from the date an asset is brought into service.

The useful lives for depreciation purposes for the principal categories of assets are:

<b>Land and buildings</b>	
Freehold land	– not depreciated
Freehold and long-leasehold buildings	– 50 years
Short-leasehold land and buildings	– unexpired lease term
<b>Plant and machinery</b>	
Computer equipment	– three to five years
Other	– three to 25 years
<b>Furniture and fittings</b>	
	– three to ten years

#### WORK IN PROGRESS

Work in progress, including programmes commissioned from independent producers, is stated at the lower of cost and net realisable value. The full stock value is written off on first transmission.

#### ACQUIRED PROGRAMMES

The costs of acquired programmes are written off on first transmission.

#### OTHER STOCKS

Raw materials are stated at the lower of cost and net realisable value.

#### PROVISIONS

A provision is recognised in the balance sheet when BBC World Service has a present legal or constructive obligation arising from past events and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions that are payable over a number of years are discounted to net present value at the balance sheet date using a discount rate appropriate to the particular provision concerned.

#### RESERVES

Grant-in-Aid is used to fund both capital and revenue expenditure and a transfer is made each year to or from the capital reserve equal to the movement in the historic cost net book value of tangible fixed assets during the year.

The value of the capital reserve is equal to the net book value of fixed assets at historic cost less the dilapidations provision that has been charged against the capital reserve. The revaluation reserve reflects the difference between fixed assets at historic cost and their revalued amount. The operating reserve is the accumulated surplus of the income and expenditure account to the balance sheet date.

**1. ANALYSIS BY GEOGRAPHICAL LOCATION**

BBC World Service income, operating expenditure and surplus primarily arise in the United Kingdom.

The geographical analysis of net assets is as follows:

2008	United Kingdom £m	Rest of the world £m	Total £m
Land and buildings	2.3	14.7	17.0
Plant and machinery	42.2	67.5	109.7
Fixtures and fittings	7.5	3.4	10.9
Assets under construction	3.8	10.0	13.8
<b>Total fixed assets</b>	<b>55.8</b>	<b>95.6</b>	<b>151.4</b>
Other net (liabilities)/assets	(5.7)	1.0	(4.7)
<b>Net assets</b>	<b>50.1</b>	<b>96.6</b>	<b>146.7</b>

2007	United Kingdom £m	Rest of the world £m	Total £m
Land and buildings	2.5	15.3	17.8
Plant and machinery	40.1	64.5	104.6
Fixtures and fittings	3.9	3.3	7.2
Assets under construction	8.1	10.7	18.8
<b>Total fixed assets</b>	<b>54.6</b>	<b>93.8</b>	<b>148.4</b>
Other net (liabilities)/assets	(2.5)	0.7	(1.8)
<b>Net assets</b>	<b>52.1</b>	<b>94.5</b>	<b>146.6</b>

**2. OPERATING DEFICIT**

The operating deficit (2007: surplus) before interest and taxation is stated after charging the following items:

	2008 £m	2007 £m
Payments under operating leases:		
Land and buildings	8.0	7.9
Plant and machinery	1.1	1.1
Depreciation:		
Owned assets	24.3	19.4
Leased assets	0.4	0.4
Net exchange differences	0.2	0.2
Auditors' remuneration – audit	0.1	0.1

Amounts paid to the BBC World Service's auditors in respect of services, other than the audit of the financial statements, have not been disclosed as the information is required instead to be disclosed on a consolidated basis in the BBC Annual Report and Accounts.

**3. EMPLOYEES AND REMUNERATION****3a. PERSONS EMPLOYED**

The average number of persons employed (full-time equivalent) in the year was:

	2008 Number	2007 Number
<b>Total BBC World Service</b>	<b>1,803</b>	<b>1,736</b>

Within the averages above, 160 (2007: 174) part-time employees have been included at their full-time equivalent of 85 (2007: 89) and 39 (2007: 41) persons on guaranteed minimum contracts have been included at their full-time equivalent of 11 (2007: 9).

In addition to this, BBC World Service employed an average of 47 persons on a casual basis (2007: 46). Their payroll costs are included in note 3b.

**3b. STAFF COSTS**

	2008 £m	2007 £m
Salaries and wages	61.0	56.1
Social security costs	5.3	5.8
Pension costs	9.5	3.2
Redundancy costs	5.6	1.3
<b>Total</b>	<b>81.4</b>	<b>66.4</b>

The funding arrangements for BBC World Service incorporate efficiency savings targets. Incurring restructuring and redundancy costs in order to generate savings therefore represents an ongoing activity for BBC World Service. The savings associated with the 2007/08 redundancy costs will begin to take effect in 2008/09.

**3c. BBC WORLD SERVICE MANAGEMENT BOARD REMUNERATION**

The members of the BBC World Service Management Board who served during the year are detailed on pages 24-25. On page 56, the remuneration report contains more information on the BBC remuneration policy for the BBC World Service Management Board.

The remuneration of the permanently appointed members of the BBC World Service Management Board is set out below.

	2008 £000	2007 £000
BBC World Service Management Board emoluments	1,598	1,753
Employer's pension contributions	245	105
Compensation for loss of office	38	218
<b>Total</b>	<b>1,881</b>	<b>2,076</b>

The highest paid member of BBC World Service Management Board in the year was Nigel Chapman, Director, BBC World Service. The aggregate of his emoluments to 31 March 2008 was £228,000 (2007: £223,000). As a member of the BBC Pension Scheme, Nigel Chapman's total accrued annual pension at 31 March 2008 was £98,000 (2007: £91,000).

All 13 of the full-time members of the BBC World Service Management Board have retirement benefits accruing under the BBC Pension Scheme (2007: 15 members).

The table below provides additional remuneration disclosure. It analyses the full year equivalent remuneration of BBC World Service Management Board members within incremental bands of £10,000.

Remuneration	2008 Number	2007 Number
£220,000 to £229,999	1	1
£170,000 to £179,999	–	1
£160,000 to £169,999	–	1
£140,000 to £149,999	1	–
£130,000 to £139,999	1	1
£120,000 to £129,999	2	2
£110,000 to £119,999	1	2
£100,000 to £109,999	2	1
£90,000 to £99,999	2	2
£80,000 to £89,999	2	3
£70,000 to £79,999	1	1
<b>Total</b>	<b>13</b>	<b>15</b>

**3d. PENSIONS**

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

**BBC PENSION SCHEME**

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

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

The most recent full actuarial valuation of the scheme was prepared as at 1 April 2007 by Watson Wyatt, consulting actuaries. At 1 April 2007, the actuarial value of the assets was sufficient to cover 103% of the benefits due to members, after allowing for expected future increases in earnings.

As a result of the 2007 actuarial valuation by Watson Wyatt, it has been agreed between the BBC and the pension scheme trustees that:

- + the employer contributions will increase to 19.35% from 1 July 2008. Employee contributions will rise from 6% to 6.75% from 1 April 2009 and to 7.5% from 1 April 2010, with employer contributions decreasing from 19.35% to 18.6% from 1 April 2009 and to 17.85% from 1 April 2010;
- + the additional payments are no longer required.

The next formal actuarial valuation is expected to be performed as at 1 April 2010.

Contribution rates	Projected				Actual
	2009/10 %	2008/09 %	2007/08 %	2006/07 %	2005/06 %
Employer	18.6	18.8/19.35	18.8	7.5	6.0
Employee	6.75	6.0	6.0	5.5/6.0	5.5

BBC World Service, following the provisions within *FRS 17: Retirement Benefits*, accounts for the scheme as if it were a defined contribution scheme. This is because it is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The pension cost for this scheme therefore represents contributions payable by BBC World Service to the scheme and the costs amounted to £7.9 million in the year (2007: £3.1 million). In addition, contributions of £1.5 million had been prepaid in the year ending 31 March 2007 relating to this year bringing total contributions in the year to £9.4 million.

The actuarial valuation was updated for *FRS 17* purposes to 31 March 2008 by Watson Wyatt, consulting actuaries. This valuation identified a surplus of £528.4 million in the scheme at 31 March 2008 (2007: surplus of £329.3 million as restated for the adoption of the *Amendment to FRS 17*). Additional disclosure about the scheme and its financial position under *FRS 17* is provided in the BBC Annual Report and Accounts that can be found at [bbb.co.uk/annualreport](http://bbb.co.uk/annualreport).

**GROUP PERSONAL PENSION SCHEME AND OTHER SCHEMES**

The BBC also operates its own defined contribution pension schemes, including those operated in the USA and Australia. The pension cost represents contributions payable by BBC World Service to the funds and this amounted to £0.1 million in the year (2007: £0.1 million).

**4. TAXATION****4a. ANALYSIS OF CHARGE FOR THE PERIOD**

The charge for the year is based on a rate of corporation tax of 30% (2007: 30%).

	2008 £m	2007 £m
UK corporation tax	0.1	0.1
<b>Total current tax charge</b>	<b>0.1</b>	<b>0.1</b>

**4b. FACTORS AFFECTING THE TAX CHARGE**

The BBC World Service taxation charge is based primarily on interest receivable. The tax assessed for the year is therefore significantly lower than the standard rate of corporation tax in the UK (30%), as explained below.

	Note	2008 £m	2007 £m
Surplus before taxation		0.2	11.7
Surplus before taxation multiplied by the standard rate of corporation tax in the UK of 30% (2007: 30%)		0.1	3.5
Effect of non-taxable external income/deductible costs		–	(3.4)
<b>Total current tax charge</b>	4a	<b>0.1</b>	<b>0.1</b>

**4c. FACTORS THAT MAY AFFECT FUTURE TAX CHARGES**

BBC World Service anticipates a similar tax charge in future years as Grant-in-Aid, the principal component of BBC World Service's income, is not subject to taxation.

**5. TANGIBLE FIXED ASSETS****5a. TANGIBLE FIXED ASSETS AT 31 MARCH**

	Land and buildings £m	Plant and machinery £m	Furniture and fittings £m	Assets under construction £m	Total £m
<b>Cost or valuation</b>					
At 1 April 2007	55.1	204.3	12.2	18.8	290.4
Additions	0.4	13.5	3.0	10.8	27.7
Brought into service	1.0	12.3	2.5	(15.8)	–
Disposals	–	(0.7)	(0.2)	–	(0.9)
<b>At 31 March 2008</b>	<b>56.5</b>	<b>229.4</b>	<b>17.5</b>	<b>13.8</b>	<b>317.2</b>
<b>Depreciation</b>					
At 1 April 2007	37.3	99.7	5.0	–	142.0
Charge for the year	2.2	20.7	1.8	–	24.7
Elimination in respect of disposals	–	(0.7)	(0.2)	–	(0.9)
<b>At 31 March 2008</b>	<b>39.5</b>	<b>119.7</b>	<b>6.6</b>	<b>–</b>	<b>165.8</b>
<b>Net book value</b>					
<b>At 31 March 2008</b>	<b>17.0</b>	<b>109.7</b>	<b>10.9</b>	<b>13.8</b>	<b>151.4</b>
At 31 March 2007	17.8	104.6	7.2	18.8	148.4

Plant and machinery and furniture and fittings were revalued at 1 April 1996 based on the estimated current replacement cost of the assets, adjusted for service potential. Following the introduction of *FRS 15: Tangible Fixed Assets*, BBC World Service has retained these revalued assets at their valuation as adjusted for depreciation. BBC World Service does not plan to revalue these assets on an ongoing basis.

**5b. HISTORICAL COST BASIS**

The net book value of tangible fixed assets included in the preceding table determined on an historical cost basis is as follows:

	Plant and machinery 2008 £m	Plant and machinery 2007 £m	Furniture and fittings 2008 £m	Furniture and fittings 2007 £m
Cost	284.1	259.0	20.1	14.8
Depreciation	(176.0)	(156.8)	(9.2)	(7.7)
<b>Net book value</b>	<b>108.1</b>	<b>102.2</b>	<b>10.9</b>	<b>7.1</b>
Land and buildings at net book value comprise:				
			2008 £m	2007 £m
Freeholds			2.3	1.5
Short leaseholds			14.7	16.3
<b>Total</b>			<b>17.0</b>	<b>17.8</b>

The members of the BBC World Service Management Board are satisfied that there has been no impairment in the carrying values of freehold properties at the balance sheet date.

Land and buildings include freehold land at a cost of £0.1 million (2007: £0.1 million) which is not depreciated.

**5c. FINANCE LEASES**

Assets held under finance leases, capitalised and included in plant and machinery within tangible fixed assets are as follows:

	2008 £m	2007 £m
Cost	1.9	1.5
Accumulated depreciation	(1.2)	(0.8)
<b>Total</b>	<b>0.7</b>	<b>0.7</b>

The finance leases relate to IT equipment that was originally leased to BBC World Service under operating leases. As at 1 April 2005, the contract was varied to allow the assets to be used by BBC World Service for substantially their entire economic lives. As a result, these assets have been capitalised and included in tangible fixed assets.

**6. INVESTMENTS**

BBC World Service holds the following interests in companies, at cost:

	Holding of issued ordinary shares %
<b>Subsidiaries</b>	
BBC Croatia d.o.o. (incorporated in Croatia)	100
BBC do Brasil Limitada (incorporated in Brazil)	100
BBC East Asia Relay Company Limited (incorporated in Hong Kong)	100
BBC Kiev LLC (incorporated in Ukraine)	100
BBC Morocco SA (incorporated in Morocco)	100
BBC Pakistan Private Limited (incorporated in Pakistan)	100
BBC R (incorporated in Russia)	100
BBC Radiocom (Bulgaria) EOOD (incorporated in Bulgaria)	100
BBC Radiocom (Praha) s.r.o. (incorporated in the Czech Republic)	100
BBC Radiocom (Romania) SRL (incorporated in Romania)	100
BBC Radiocom Deutschland GmbH (incorporated in Germany)	100
BBC Ukraine LLC (incorporated in Ukraine)	100
BBC World Service Hong Kong Limited (incorporated in Hong Kong)	100
BBC World Service India Private Limited (incorporated in India)	100
BBC World Service Trust *	
<b>Associates</b>	
Aerial Radio Musorszoro KFT (incorporated in Hungary)	50
Multimedia Ventures Limited (incorporated in Great Britain)	50

\* The BBC World Service Trust is a charitable company limited by guarantee, of which the BBC is the sole member.

Although BBC World Service is technically the parent of the BBC World Service Trust, the Trust is exempt from consolidation. This is because the Trustees have a fiduciary duty to act in the best interests of the Trust's beneficiaries. Substantially all of the Trust's income is made up of grants, which are classified as restricted funds because their use is specified by donors, such that BBC World Service has no direct control over, or financial interest in, the assets of the Trust.

The results and balances of the other companies listed above are not material to BBC World Service either individually or in aggregate.

**7. STOCKS**

	2008 £m	2007 £m
Work in progress – programmes and other	0.1	0.1
<b>Total</b>	<b>0.1</b>	<b>0.1</b>

## 8. DEBTORS

	2008 £m	2007 £m
<b>Receivable within one year</b>		
Trade debtors	0.9	0.7
Amounts owed by BBC Group	1.3	2.1
VAT recoverable	2.6	1.7
Other debtors	0.2	0.8
Prepayments	5.2	5.8
<b>Total</b>	<b>10.2</b>	<b>11.1</b>

## 9. CREDITORS

## 9a. CREDITORS PAYMENT POLICY

It is the BBC's policy to comply with the Better Payment Practice Code in relation to the payment of suppliers, provided that the supplier is complying with the relevant terms and conditions of their contract. BBC World Service monitors compliance against the terms of this code. BBC World Service's creditor days outstanding at 31 March 2008 was 13 (2007: 9).

## 9b. AMOUNTS FALLING DUE WITHIN ONE YEAR

	2008 £m	2007 £m
<b>Trade creditors</b>		
Programme creditors	0.3	0.3
Salaries and wages	4.7	4.0
Other trade creditors	2.8	1.6
	<b>7.8</b>	<b>5.9</b>
<b>Other creditors</b>		
Fixed asset creditors	0.9	1.1
Obligations under finance leases	0.4	0.3
Corporation tax	0.1	0.1
Accruals and deferred income	1.5	2.0
	<b>2.9</b>	<b>3.5</b>
<b>Total</b>	<b>10.7</b>	<b>9.4</b>

## 9c. AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2008 £m	2007 £m
<b>Other creditors</b>		
Obligations under finance leases	0.3	0.3
<b>Total</b>	<b>0.3</b>	<b>0.3</b>

## 10. PROVISIONS FOR LIABILITIES

	Dilapidations £m	Restructuring £m	Other £m	Total £m
At 1 April 2007	3.5	3.6	0.5	<b>7.6</b>
Utilised during the year	–	(2.5)	–	<b>(2.5)</b>
Released during the year	–	(0.4)	(0.5)	<b>(0.9)</b>
Unwinding of discount	0.1	–	–	<b>0.1</b>
Charge for the year	–	4.9	0.2	<b>5.1</b>
<b>At 31 March 2008</b>	<b>3.6</b>	<b>5.6</b>	<b>0.2</b>	<b>9.4</b>

The dilapidations provision represents a liability to restore Bush House to its original condition on the future move of BBC World Service to Broadcasting House in London W1. A discount was applied to the dilapidations provision to reflect the time value of money over the remainder of the lease. The impact on the current year Income and Expenditure account is a charge of £0.1 million, due to the discount unwinding over the period of the lease.

Restructuring provisions utilised during the year include £1.2 million of exceptional provisions made in prior years relating to restructuring at BBC World Service. There were no new exceptional items in 2007/08.

## 11. RESERVES

	Capital reserve £m	Revaluation reserve £m	Operating reserve £m	Total £m
At 1 April 2007	142.5	2.4	1.7	<b>146.6</b>
Surplus for the financial year	–	–	0.1	<b>0.1</b>
Revaluation reserve transfer	–	(0.8)	0.8	<b>–</b>
Capital reserve transfer*	3.7	–	(3.7)	<b>–</b>
<b>At 31 March 2008</b>	<b>146.2</b>	<b>1.6</b>	<b>(1.1)</b>	<b>146.7</b>

\* The dilapidations provision will be funded from capital Grant-in-Aid when it crystallises, therefore the £0.1 million charge due to the unwinding of the discount applied to this provision is included in the capital reserve transfer.



**12. RECONCILIATION OF OPERATING DEFICIT TO NET CASH INFLOW FROM OPERATING ACTIVITIES**

	2008 £m	2007 £m
Operating (deficit)/surplus before interest and taxation	(0.2)	11.4
Depreciation	24.7	19.8
Decrease in debtors	0.9	2.0
Increase/(decrease) in creditors	1.5	(0.9)
Increase/(decrease) in provisions	1.8	(6.6)
<b>Net cash inflow from operating activities</b>	<b>28.7</b>	<b>25.7</b>

**13. ANALYSIS OF CHANGES IN NET FUNDS**

	2008 £m	2007 £m
Cash at bank and in hand at the beginning of the year	4.3	13.6
Increase/(decrease) in cash	1.1	(9.3)
<b>Cash at bank and in hand at the end of the year</b>	<b>5.4</b>	<b>4.3</b>

**14. COMMITMENTS****14a. CONTRACTS PLACED FOR FUTURE EXPENDITURE**

	2008 £m	2007 £m
Fixed asset additions	7.7	8.8
Programme acquisitions and sports rights	0.2	0.2
Other	–	0.1
<b>Total</b>	<b>7.9</b>	<b>9.1</b>

**14b. OTHER FINANCIAL COMMITMENTS**

BBC World Service has a contract with VT Communications Limited for the period to March 2012 for the provision of transmission services. The contractual charge for the year ended 31 March 2008 was £29.3 million (2007: £29.8 million).

**14c. OPERATING LEASES**

Operating lease commitments payable in the following year analysed according to the period in which the lease expires:

	Land and buildings 2008 £m	Land and buildings 2007 £m	Plant and machinery 2008 £m	Plant and machinery 2007 £m
Within one year	0.3	0.1	–	1.1
In two to five years	8.4	7.6	–	–
<b>Total</b>	<b>8.7</b>	<b>7.7</b>	<b>–</b>	<b>1.1</b>

**15. CONTINGENT LIABILITIES**

In the normal course of business, BBC World Service has a number of contingent liabilities arising from litigation. BBC World Service provides for an estimate of probable damages and costs.

**16. RELATED PARTY TRANSACTIONS**

BBC World Service is a division of the British Broadcasting Corporation, a body incorporated by Royal Charter.

The largest group in which the results of BBC World Service are consolidated is that headed by the BBC.

The consolidated accounts of this group may be obtained from the Head of the Executive Unit, The Media Centre, 201 Wood Lane, London W12 7TQ.

The related party transactions of BBC World Service have been presented in accordance with *FRS 8: Related Party Disclosures*.

**16a. TRANSACTIONS WITH SUBSIDIARIES**

BBC World Service made grants of £0.3 million (2007: £0.2 million) during the year to the BBC World Service Trust, towards education projects and general management and administration costs.

BBC World Service Trust procures some services from BBC World Service on an arm's-length basis.

**16b. TRANSACTIONS WITH ASSOCIATES**

During the year there were no disclosable transactions with associates.

**16c. TRANSACTIONS WITH KEY MANAGEMENT**

During the year there were no disclosable transactions with key management.

**16d. OTHER TRANSACTIONS**

During the year the BBC Group charged BBC World Service net costs of £156.5 million (2007: £146.4 million) in respect of operating costs. At 31 March 2008 BBC World Service was owed £1.3 million (2007: £2.1 million) by the BBC Group.

BBC World Service Management Board is operationally responsible for complying with the BBC's Broadcasting Agreement and Financial Memorandum with the Foreign and Commonwealth Office.

Ultimate responsibility for BBC World Service is vested in the BBC Trust, which is the sovereign body of the Corporation. The BBC Trust and the BBC Executive Board ensure that the BBC World Service operates responsibly, maintains high standards of editorial integrity and content. The respective responsibilities of the BBC Trust and the BBC Executive Board relating to the operation of BBC World Service are outlined in a protocol published by the BBC Trust.

This and the following pages contain reports on BBC World Service's policies, procedures and compliance as follows:

1. STATEMENT OF BBC EXECUTIVE BOARD AND BBC WORLD SERVICE MANAGEMENT BOARD RESPONSIBILITIES FOR THE PREPARATION OF THE FINANCIAL STATEMENTS
2. INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE BOARD OF THE BBC
3. BBC EXECUTIVE BOARD REPORT ON BBC WORLD SERVICE TRADING PROTOCOLS
4. RISK AND CONTROL PROCESSES
5. REMUNERATION REPORT
6. PEOPLE
7. FREEDOM OF INFORMATION
8. DONATIONS AND GIFTS
9. COMPLAINTS

#### 1. STATEMENT OF BBC EXECUTIVE BOARD AND BBC WORLD SERVICE MANAGEMENT BOARD RESPONSIBILITIES FOR THE PREPARATION OF THE FINANCIAL STATEMENTS

The BBC Charter requires that an annual report and statement of accounts is prepared in accordance with UK Generally Accepted Accounting Principles and audited. The statement of accounts of the BBC incorporates the financial statements of BBC World Service. The Financial Memorandum with the Foreign and Commonwealth Office requires BBC World Service to prepare accounts in accordance with the BBC Charter. The BBC Executive Board and BBC World Service Management Board are responsible for the preparation of an operating and financial review, statements of compliance with applicable codes and regulations and the statement of accounts. As a result the BBC Executive Board and BBC World Service Management Board are required to prepare a statement of accounts (the 'financial statements') for each year that give a true and fair view of the state of affairs of BBC World Service and of the income and expenditure for that period.

In preparing those financial statements, the BBC Executive Board and BBC World Service Management Board are responsible for:

- + selecting suitable accounting policies and then applying them consistently;
- + making judgements and estimates that are reasonable and prudent;
- + stating whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- + preparing the financial statements on the going concern basis unless it is inappropriate to presume that BBC World Service will continue in business, in which case there should be supporting assumptions or qualifications as necessary.

In addition, the BBC Executive Board and BBC World Service Management Board have elected to comply with the accounting and disclosure provisions of the Companies Act 1985 and, where applicable, the Financial Services Authority Listing Rules, which apply to a company quoted on an EU regulated market except that International Financial Reporting Standards have not been adopted.

The BBC Executive Board and BBC World Service Management Board are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of BBC World Service and enable them to ensure that the financial statements comply with the applicable disclosure provisions of the Companies Act 1985. They also have a general responsibility for taking such steps as are reasonably open to them to safeguard the assets of BBC World Service and to prevent and detect fraud and other irregularities.

The BBC Executive Board and BBC World Service Management Board are responsible for the maintenance and integrity of the corporate and financial information included on the BBC World Service website. Legislation in the UK concerning the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### STATEMENT OF DISCLOSURE OF INFORMATION

The BBC Executive Board and BBC World Service Management Board members who held office at the date of approval of this Annual Review confirm that, so far as they are each aware, there is no relevant audit information of which the BBC World Service's auditors are unaware; and each BBC Executive Board member and BBC World Service Management Board member has taken all the steps that they ought to have taken as a BBC Executive Board or BBC World Service Management Board member to make themselves aware of any relevant audit information and to establish that the BBC World Service's auditors are aware of that information.

This statement was approved by BBC World Service Management Board and the BBC Executive Board on 9 June 2008 and signed on their behalf by:

**NIGEL CHAPMAN**  
DIRECTOR, BBC WORLD SERVICE

**MARK THOMPSON**  
DIRECTOR-GENERAL, BBC

#### 2. INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE BOARD OF THE BBC

We have audited the financial statements (the 'financial statements') of BBC World Service for the year ended 31 March 2008 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement, and the related notes (pages 31 to 47). These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the BBC's Executive Board, as a body, in accordance with the Royal Charter for the continuance of the BBC, which came into force on 1 January 2007 ('the Charter') and the Financial Memorandum with the Foreign and Commonwealth Office, and in accordance with the terms of our engagement. Our audit work has been undertaken so that we might state to the BBC's Executive Board 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 BBC and the BBC Executive Board for our audit work, for this report, or for the opinions we have formed.

#### RESPECTIVE RESPONSIBILITIES OF THE BBC EXECUTIVE BOARD, BBC WORLD SERVICE MANAGEMENT BOARD AND AUDITORS

The BBC Executive Board and BBC World Service Management Board are responsible for preparing the Annual Review and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) as set out in the Statement of BBC Executive Board and BBC World Service Management Board Responsibilities on page 48. Our responsibility, in accordance with the terms of our appointment, is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland) and the Charter.

We report to you our opinion as to whether the financial statements give a true and fair view and whether the financial statements have been properly prepared in accordance with the Companies Act 1985 as if that Act had been applied to these financial statements.

We also report to you if, in our opinion, BBC World Service has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding BBC World Service Management Board remuneration and other transactions is not disclosed.

In addition to our audit of the financial statements, we have been engaged to review its Corporate Governance Statement as if BBC World Service were required to comply with the Listing Rules of the Financial Services Authority in relation to these matters.

We review whether the Corporate Governance Statement on pages 51 to 55 reflects BBC World Service's compliance with the nine provisions of the 2006 Financial Reporting Council Combined Code specified for our review by the Listing Rules of the Financial Services Authority, and we report if it does not. We are not required to consider whether the statements on internal control cover all risks and controls, or form an opinion on the effectiveness of BBC World Service's corporate governance procedures or its risk and control procedures.

We read other information contained in the Annual Review and consider whether it is consistent with the audited financial statements. This information includes the Director's Overview on pages 4 to 7, the Year in Review on pages 8 to 23, the Financial Review on page 30, and the Reports on Compliance and Regulatory Matters on pages 48 to 58. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

**BASIS OF AUDIT OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the BBC Executive Board and BBC World Service Management Board in the preparation of the financial statements, and of whether the accounting policies are appropriate to BBC World Service's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**OPINION**

In our opinion:

- + the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of BBC World Service's affairs as at 31 March 2008 and of the surplus for the year then ended; and
- + the financial statements have been properly prepared in accordance with the provisions of the Charter and the Companies Act 1985 as if that Act had applied to these financial statements.

**KPMG LLP**

CHARTERED ACCOUNTANTS, REGISTERED AUDITOR, LONDON

9 June 2008

**3. BBC EXECUTIVE BOARD REPORT ON BBC WORLD SERVICE TRADING PROTOCOLS**

BBC World Service is responsible for commissioning and scheduling its own programmes and for making programmes for its language services, but purchases English language programme making and technical and support services from other groups of the BBC ('the Suppliers'). BBC World Service also receives services from and supplies services to the BBC's commercial subsidiaries ('the Subsidiaries').

It was agreed by a joint Foreign and Commonwealth Office (FCO)/BBC World Service Working Group that the BBC would draw up guidelines to govern the trading relationship between BBC World Service and other parts of the BBC in order to ensure that BBC World Service maintains its distinctive voice and to preserve the clear separation between Grant-in-Aid and licence fee income. Each of the Suppliers then drew up detailed agreements with BBC World Service.

KPMG LLP (the BBC's external auditors) have received a summary of the value of transactions and the related cash flows which have taken place during the year between BBC World Service and the Suppliers and Subsidiaries. KPMG LLP have reported to the BBC's Executive Fair Trading Committee that, in their opinion, the information included in the summary of transactions for the year ended 31 March 2008 has been accurately extracted from the books and records of BBC World Service and the Suppliers and Subsidiaries, and has been properly prepared on the basis of cost allocation and apportionment methods set out in the agreements between BBC World Service and Suppliers and Subsidiaries and, on this basis, there has been no material cross-subsidy between Grant-in-Aid and licence fee funds or between Grant-in-Aid and the BBC's commercial subsidiaries.

**BBC EXECUTIVE BOARD STATEMENT ON BBC WORLD SERVICE TRADING PROTOCOLS**

The BBC Executive Fair Trading Committee is responsible for monitoring and reviewing compliance with the Trading Protocols. Following reports by the Head of Fair Trading and by internal and external auditors the Executive Fair Trading Committee is satisfied that:

- + the Trading Protocols reflect the requirements of the FCO/BBC World Service Working Group;
- + agreements consistent with the Trading Protocols are in place;
- + there has been no material cross-subsidy between Grant-in-Aid and licence fee funds or between Grant-in-Aid and the BBC's commercial subsidiaries.

**4. RISK AND CONTROL PROCESSES**

The BBC has an obligation under its Charter to apply the highest standards of corporate governance. BBC World Service recognises the importance of, and is committed to, applying these standards and voluntarily complies with the *2006 Financial Reporting Council Combined Code* (2006 FRC Code) to the extent that it is applicable.

BBC World Service has complied throughout the year ended 31 March 2008 with the 2006 FRC Code except as noted below:

- + those requirements relating to non-executive directors, remuneration and audit committees  
The BBC Executive Board considers that BBC World Service should comply with the 2006 FRC Code in a manner which is common practice for an entity whose parent is complying with it. Hence the BBC Executive Board does not require BBC World Service to have separate non-executive directors or remuneration and audit committees from those established by the BBC, or to disclose the remuneration of the individual members of the BBC World Service Management Board, except to the extent that this is required by the Companies Act 1985. Although not a requirement under the 2006 FRC Code, BBC World Service does have its own audit committee which forms part of its risk management process.
- + those requirements relating to shareholders  
BBC World Service is not accountable to external shareholders. Rather, through the stewardship of the BBC Trust, it is accountable to the Foreign and Commonwealth Office, to Parliament and to taxpayers.

**BBC WORLD SERVICE MANAGEMENT BOARD**

The structure of the BBC World Service Management Board is shown on pages 24 and 25. As explained above, BBC World Service does not have any non-executive directors. The BBC World Service Management Board meets every two weeks. Other members of management attend as required. A formal schedule of matters is reserved for Board decisions. This includes:

- + considering management structure and senior management responsibilities;
- + agreeing membership and terms of reference of board committees and task forces and receiving minutes, reviewing decisions taken and deciding action on recommendations;
- + agreeing contracts with major suppliers;
- + deciding significant staff and industrial relations issues;
- + agreeing business strategy;
- + approving financial statements;
- + approving annual budgets, subject to final approval by the BBC Executive Board.

The BBC World Service Management Board members have access to the advice and services of the BBC World Service Secretary who is responsible for ensuring that Board procedures are followed.

**BBC EXECUTIVE BOARD STRUCTURE**

The operations of the BBC are managed by the BBC Executive Board, made up of BBC executive directors and chaired by the BBC Director-General. The Board also contains a significant minority of non-executive directors, nominated by the Board and approved by the BBC Trust. The interests of BBC World Service are represented on the BBC's Executive Board by the Deputy Director-General.

The functions of the BBC Executive Board and the BBC Trust are clearly defined. Operational responsibility rests with the BBC Executive Board, and the Trust, as the body responsible for the strategic direction of the BBC, scrutinises the performance of the BBC Executive Board in delivering the BBC's services and activities. The Trust's oversight of BBC World Service is represented by its general duty to act in the public interest and to exercise rigorous stewardship of public money. More information on how the BBC Executive Board is run can be found in the BBC Annual Report and Accounts.

In practice, the BBC Executive Board delegates some of its responsibility to other managerial groups. Any delegation from the BBC Executive Board is stated in the relevant standing orders for each group and a framework for reporting and review is established.

In accordance with the requirements and provisions of the Charter, the following committees continued to operate in the year:

- + Fair Trading Committee;
- + Audit Committee;
- + Remuneration Committee;
- + Nomination Committee.

The main responsibilities of these committees are explained in the BBC Annual Report and Accounts as is the attendance record of BBC Executive Board members.

**RELATIONSHIP WITH FOREIGN AND COMMONWEALTH OFFICE**

BBC World Service is primarily funded by parliamentary Grant-in-Aid received through the Foreign and Commonwealth Office (FCO). The relationship between the FCO and BBC World Service is defined in the FCO/BBC World Service Broadcasting Agreement, which sets out the aims and objectives of BBC World Service and provisions for performance assessment. The financial arrangement with the FCO is set out in the FCO/BBC World Service Financial Memorandum.

**ACCOUNTABILITY AND INTERNAL CONTROL**

The responsibilities in relation to internal control are clearly defined. The BBC Trust is ultimately responsible for the proper use of public money whilst the BBC Executive Board and BBC World Service Management Board are responsible for executing this requirement.

The BBC Executive Board is responsible for ensuring there is a process for managing significant risks to the BBC, and for maintaining an adequate system of internal control and reviewing its effectiveness.

The processes for reviewing, managing and reporting on risks within BBC World Service are set out below:

**CONTROL ENVIRONMENT**

The key aspects of the control environment operating throughout the year are described below:

**RISK IDENTIFICATION AND MANAGEMENT**

An ongoing process for identifying, evaluating, managing, monitoring and reporting significant risks to the BBC, which accords with the Turnbull guidance, has been in place for the year ended 31 March 2008 and up to the date of approval of this Annual Review.

The overall management of risk within BBC World Service is considered to be most effectively managed through the engagement of the BBC World Service Management Board and the BBC World Service Audit Committee.

The BBC World Service Audit Committee forms a key part of the risk management process and is separate from the BBC Executive Board Audit Committee. The BBC World Service Audit Committee has reviewed the risks associated with the achievement of BBC World Service's objectives for the year. The risks identified, and the actions planned in response, are maintained in a risk register. The risk register is subject to regular review and assessment throughout the year and feeds into the consideration of risk exposure at both BBC World Service Management Board and BBC Executive Board level.

**BUSINESS UNIT CONTROLS**

BBC World Service Management Board has defined the system of controls and procedures with which each business unit within BBC World Service is required to comply. This system is designed to manage rather than eliminate the risk of failure to achieve business objectives: although no system of internal control can provide absolute assurance against material misstatement or loss, the BBC World Service's controls are designed to provide reasonable assurance that assets are safeguarded, transactions are appropriately authorised and material errors or irregularities are either prevented or detected on a timely basis.

Key controls over major business risks include performance review and exception reporting. Internal audit reviews by BBC Business Assurance monitor the operation of controls.

**INTERNAL AUDIT**

BBC World Service is within the remit of the BBC's Business Assurance function whose authority and independence is assured by its independent and direct access to the BBC Executive Audit Committee and the BBC Director-General.

Business Assurance delivers the BBC's internal audit service and undertakes regular testing of control systems and core business processes, evaluating their adequacy and effectiveness and ensuring their consistent application across the BBC. The work programme is based on a continuing assessment of key risks, with due consideration to value for money, and covers all material financial, operational and compliance controls. It is agreed annually with the BBC Executive Audit Committee and extends throughout all activities of the BBC and covers the exercise of the BBC's right of audit over external parties, including independent production companies and suppliers of key outsourced business services. Any significant control failings or weaknesses revealed by testing are reported promptly to appropriate levels of management. The results of testing are reported at each meeting of the Executive Audit Committee; follow up reviews take place to monitor that management have implemented controls.

**BUSINESS AND BROADCAST CONTINUITY**

BBC World Service business continuity plans have been strengthened considerably this year with the completion of the first phase of an emergency production facility. A second phase is planned for 2008/09. New continuity plans have also been developed for Arabic television and for key international offices. BBC World Service staff have received training on business continuity and emergency arrangements. Continuity plans have been tested and used successfully on a number of occasions to respond to incidents.

BBC World Service has established controls and procedures over the security of data held on computer systems. Arrangements are in place for computer processing to continue and data to be protected and retained in the event of failure of BBC World Service's own systems for whatever reason.

**CONTROLS OVER OUTSOURCED FUNCTIONS**

The outsourcing of key services presents a significant change to the BBC's risk profile and as a consequence, that of BBC World Service, and risk is not necessarily outsourced with these services. To address this, the BBC has processes in place to manage the risks associated with the outsourcing of key business services (e.g. finance transaction processing, HR services, technology systems and support) and to ensure continuity of ongoing business operations.

**WHISTLE-BLOWING**

The BBC has a 'whistle-blowing' or 'protected disclosure' policy. This policy facilitates the anonymous communication to the BBC of any incident in which there is a suspicion that there has been a breach of the BBC's codes. A 'whistle-blowing' hotline is administered by an independent external company to ensure anonymity. Each reported incident is notified to the BBC Head of Business Assurance who ensures that every incident is investigated, a response communicated and action taken as appropriate. The BBC Executive Audit Committee reviews the process to ensure the proportionate and independent investigation of matters reported, and the appropriateness of follow up actions.

**FINANCIAL REPORTING AND BUSINESS PERFORMANCE**

BBC World Service has a comprehensive budgeting system with an annual budget approved by the BBC Executive Board, prepared in line with the BBC World Service Three Year Plan. Monthly financial information is reported against budget figures, with corrective action being taken by BBC World Service Management Board as appropriate. All capital expenditure over certain upper thresholds must be approved by a BBC investment approval committee and, in some cases, by the FCO.

**FRAUD AWARENESS**

Although incidents of fraud are rare, BBC World Service takes its responsibilities to minimise the risk of fraud, and the consequential loss to the taxpayer, very seriously. The BBC has implemented a clear fraud policy that clarifies responsibilities for ensuring that the appropriate controls are in place to minimise the risk of fraudulent activity and to ensure that all suspected incidents of fraud are thoroughly investigated. The policy is managed by the BBC Anti-Fraud Group, which reports to the BBC Executive Board Audit Committee. From time to time BBC World Service undertakes anti-fraud workshops to identify key fraud risks and to promote fraud awareness across the business.

**FINANCIAL REPORTING AND GOING CONCERN**

A review of the financial position of BBC World Service is included on page 30. This, together with the Director's Overview on pages 4 to 7, provide an assessment of BBC World Service's performance and current position. The going concern basis has been adopted in the preparation of the financial statements as the BBC Executive Board and the BBC World Service Management Board believe that BBC World Service will continue to receive adequate resources to continue its operations for the foreseeable future.

**BBC EXECUTIVE BOARD AUDIT COMMITTEE**

The members of the Executive Audit Committee, all appointed in January 2007, are non-executive directors David Robbie (Chairman), Dr Mike Lynch and Dr Samir Shah. The BBC Executive Board is satisfied that David Robbie has significant, recent and relevant financial experience. The Committee augments the broad range of skills of its three members, gained from considerable experience in senior roles with other major organisations, with advice as necessary from internal and external professionals, including on relevant developments in financial reporting and related company law.

During the year, the Executive Audit Committee has reviewed its terms of reference and has approved their continued application, deeming them appropriate to ensure the Committee's continued effectiveness. The written terms of reference are available at [bbc.co.uk/info/running/executive/standing\\_orders.shtml](http://bbc.co.uk/info/running/executive/standing_orders.shtml). The Committee's core purpose is to review and maintain oversight of the BBC's corporate governance, particularly with respect to financial reporting, internal control and risk management.

The Executive Audit Committee has fulfilled its responsibilities, and in particular has:

- + reviewed the effectiveness of the system of internal controls, in particular by considering the findings of the internal and external auditors and seeking assurance from management that control issues highlighted are being addressed, and by considering reports from management on processes for managing significant risks to the organisation, including subsidiary companies;
- + reviewed the BBC's financial statements and those of BBC World Service, including accounting policies, compliance with legal and regulatory requirements, and the findings of the external and internal auditors;
- + overseen the BBC's relationship with the external auditors, including their engagement, the scope of and approach to their work, their fees, their effectiveness and their independence, including the approval and observance of the policy relating to their engagement in non-audit work;
- + approved the work plan of Internal Audit;
- + reviewed the processes in place for the detection of fraud and for whistle-blowing.

The Executive Audit Committee met five times during the financial year. The meetings were attended by the BBC Director-General, the BBC Group Finance Director (also Chief Risk Officer), the Head of Business Assurance, the Head of Risk (since appointment in October 2007) and representatives from the external auditors. The Committee meets at least annually with the external auditors without any member of management present. The Chairman of the Executive Audit Committee meets routinely with the BBC's Head of Business Assurance, alone or with the external auditors, but without management, and also meets with the external audit lead partner alone.

Minutes of each Executive Audit Committee meeting, once approved, are available to the BBC Executive Board and to the BBC Trust. Recommendations of the Committee on any area within its remit where action or improvement is needed are reported back to the BBC Executive Board by whatever route is deemed most appropriate to the nature and circumstances of the issue. The Committee Chairman formally reports to the BBC Executive Board at least once a year on all matters within the Committee's duties and responsibilities.

**INDEPENDENCE OF EXTERNAL AUDITORS**

BBC World Service, as part of the BBC, complies with the guidance relating to maintaining an appropriate relationship with external auditors set out in the *2006 FRC Code*. The external auditors appointed by the BBC are KPMG LLP as auditors of the financial statements, and PricewaterhouseCoopers LLP as the fair trading auditors. The BBC Executive Audit Committee, the Fair Trading Committee, KPMG LLP and PricewaterhouseCoopers LLP themselves all have safeguards in place to avoid the possibility of the auditors' objectivity and independence being compromised. The Executive Audit Committee regularly reviews the independence of its external auditors, and recruitment from KPMG LLP into any senior management position in the BBC requires its prior approval.

To ensure that the provision of non-audit and accounting services from KPMG LLP does not compromise their independence and objectivity, the BBC Executive Audit Committee has set a clear policy, which defines the threshold above which proposed work must be approved in advance by the Committee, and also defines when the planned work must be submitted to competitive tender. This policy has been reviewed and updated by the Committee during the year. In all cases, KPMG LLP are not considered for work that might compromise their ability to independently opine on the BBC's financial statements.

**FAIR TRADING**

The BBC must work to ensure that it meets its fair trading obligations as set out in the BBC Charter, Agreement and the BBC Trust's Statement of Policy on Fair Trading. These are encapsulated in the BBC's Fair Trading Guidelines, which can be found at [bbc.co.uk/info/policies/commercial\\_guides](http://bbc.co.uk/info/policies/commercial_guides). The guidelines include the BBC World Service Trading Protocols.

Compliance with the Fair Trading Guidelines was overseen during the year through formal sub-committees of the BBC Trust (Public Value and Fair Trading Committee from January 2008 and Fair Trading Policy and Appeals Committee for the preceding period) and through the BBC Executive Board (Executive Fair Trading Committee).

A revised fair trading regime came into effect on 1 July 2007 and included updated procedures requiring referral to the central fair trading department for fair trading advice. Previously such matters had been dealt with by locally trained staff in the first instance. During this period of transition the BBC applied a combination of both procedures. Having reviewed the matter the BBC is satisfied that the approach has worked effectively to ensure overall that its fair trading obligations have been met for the period 1 July 2007 to 31 March 2008. The BBC has now moved to fully implement the updated procedures for the coming period.

The BBC Trust commissions independent auditors, PricewaterhouseCoopers LLP (PwC), to undertake an annual fair trading audit to determine whether BBC management has established and applied a system of internal controls that provide reasonable assurance that it has complied with the fair trading policy. Details of the audit and opinion can be found at [bbc.co.uk/bbctrust/research/index.html](http://bbc.co.uk/bbctrust/research/index.html).

**5. REMUNERATION REPORT**

**BBC WORLD SERVICE MANAGEMENT BOARD**

This report explains the remuneration policy of the BBC for the BBC World Service Management Board. Details of Board members remuneration are included within Note 3c to the Financial Statements on page 38.

The remuneration package for the Director, BBC World Service is set by the Director, BBC Global News Division, and approved by the BBC Director-General and the Director, BBC People.

The Director, BBC World Service assesses the performance of the Board members before recommending their annual remuneration and bonus awards. Their remuneration is approved by the BBC Director-General and the Director, BBC People. The BBC World Service Director, Human Resources provides technical support to the Director, BBC World Service in this respect, but has no input into decisions affecting his own remuneration.

The BBC aims to ensure that the packages offered to BBC World Service Management Board members:

- + enable BBC World Service to attract, retain and motivate high-calibre executives;
- + remunerate individuals fairly for individual responsibility and contribution, while providing an element of performance-related pay, reflecting the underlying performance of BBC World Service;
- + take into account salary policy within the rest of the BBC and the relationship that should exist between the remuneration of Board members and that of other employees.

The remuneration arrangements for BBC World Service Management Board members include the following components:

**BASE PAY**

Base pay is reviewed in August each year, taking into account external market levels and internal comparisons as well as the individual's responsibilities and performance.

**ANNUAL BONUS**

Recognising the importance of maintaining a balance between base pay and an annual bonus scheme reflecting individual performance and contribution, Board members are eligible to receive a bonus of up to 10% of base pay for meeting certain performance targets. Qualitative and quantitative objectives are set at the beginning of the financial year, and performance is reviewed at the end of the year. Bonuses are reflected in the financial statements on an accruals basis for the performance period under review. Actual payments are made in August each year.

**BENEFITS**

In addition to salary and bonus, the main contractual benefits provided to BBC World Service Management Board members are a car allowance, private health insurance, pension and life assurance. Some members of the Board are also entitled to a car fuel allowance.

**PENSIONS**

BBC World Service Management Board members are eligible to participate in the BBC Pension Scheme, which generally provides salary-related pension benefits on a defined benefit basis. For any employee joining on or before 1 November 2006 the accrual rate is 1/60th of final salary per year of service, subject to the HM Revenue & Customs earnings cap where appropriate. Normal retirement age is 60. For members of the Board who joined after this date, the accrual is 1.67% of their average base pay adjusted in line with price inflation, with a normal pensionable age of 65. Only base pay is pensionable and does not include any bonuses or other payments. The scheme provides for early retirement on medical grounds and life assurance cover of four times base pay up to a prescribed limit.

**SENIOR EMPLOYEES**

The number of senior employees (excluding BBC World Service Management Board members) earning over £50,000 per annum is set out below. Earnings include base pay, allowances and bonuses.

Annual earnings to 31 March 2008	Headcount
£50,000 to £59,999	126
£60,000 to £69,999	35
£70,000 to £79,999	17
£80,000 to £89,999	9
£90,000 to £99,999	3
£100,000 to £109,999	1
<b>Total</b>	<b>191</b>

**6. PEOPLE**

**TRAINING AND DEVELOPMENT**

Training and development remains a key priority for BBC World Service. During 2007/08 over £2 million was allocated to staff development inside and outside the UK. In the year there was an additional and urgent requirement to deliver tailored training and development for staff recruited for the launch of Arabic television.

In the latter part of the year all individuals involved in developing programme content (approximately 1,500 people in BBC World Service) were required to attend a pan-BBC Workshop 'Safeguarding Trust'. The sessions focused on audiences and trust and were delivered locally, combining an overview of general BBC issues with those of special concern to BBC World Service in particular.

The very successful 18-month programme for Service Heads was formally completed, although self-directed alumni events will continue. This key group of BBC World Service leaders and managers attended seminars, learning events and benefited from coaching and mentoring activities.

In the coming year the Service Heads programme is being replaced by attendance either on the BBC-wide Leadership Essentials programme or a tailored BBC World Service Management Development Programme.

**OCCUPATIONAL RISK MANAGEMENT**

The management of occupational risk has continued to be a high priority for BBC World Service in the past year and a number of improvements have been made. These include providing risk management and health and safety training for all senior managers.

Health and safety risks have been managed as an integral part of the overall risk management strategy and processes at BBC World Service. With an increasing number of staff working internationally, ensuring their safety and security continues to be a key area of work. A rolling programme to review risk management in international offices has continued and additional health and safety training is being provided for staff during these visits.

Advising, training and equipping staff deployed to hostile environments, including war zones and areas affected by natural disasters, remains a vital area of work and BBC World Service continues to be supported by the BBC's specialist High Risk Team.

Work has also taken place in a variety of areas to ensure compliance with new or changing legislation, including construction management, noise management, and environmental management with all activities contained within a detailed divisional action plan.

**INTERNAL COMMUNICATION**

All BBC World Service managers are expected to hold a face-to-face team meeting with their staff at least once a month. These meetings are part of a two-way internal communications cycle of information and feedback where issues of importance to the team are regularly discussed.

Regular formal and informal discussions are held with the recognised trade unions: BECTU (Broadcasting Entertainment Cinematograph and Theatre Union) and the NUJ (National Union of Journalists).

The second BBC World Service Awards were held in February 2008. Presented by the actor and writer Michael Palin CBE, the awards are designed to recognise excellence and celebrate achievement. Outstanding Contribution Awards were made to Alan Johnston, the BBC news journalist kidnapped in Gaza, and Lesley Granger, the former Director of Human Resources at BBC World Service who has recently retired from the BBC.

**DIVERSITY**

**PROPORTION OF ETHNIC MINORITIES**

The composition of the workforce of BBC World Service reflects the multilingual nature of its broadcasting and therefore exceeds the BBC's targets including the BBC target for senior managers.

	At 31 March 2007 %	At 31 March 2008 %	BBC group target %
Staff working in the United Kingdom	40.9	<b>43.6</b>	12.5
Senior managers working in the United Kingdom	10.0	<b>9.7</b>	7.0

**GENDER REPRESENTATION**

BBC World Service closely monitors gender representation within the workforce. At the end of March 2008, women represented 39.5% of the workforce.

**PEOPLE WITH DISABILITIES**

BBC World Service employs 3% of people who declare themselves as having a disability, an increase of 1% on the previous year's figure of 2% largely due to a review of self-reporting undertaken by the BBC. This continues to remain a priority for BBC World Service and steps are being taken to increase this even further towards the BBC target of 4%.

**7. FREEDOM OF INFORMATION**

Like other public bodies, BBC World Service is subject to the UK Freedom of Information Act (FOIA). Nine requests for information were lodged under the terms of the Act during the year ended 31 March 2008. The Head of Governance & Public Affairs conducted a further four internal reviews of information requests made to other parts of the BBC. All were responded to within the deadlines laid down in the Act. BBC World Service received no requests under the UK Data Protection Act.

**8. DONATIONS AND GIFTS**

BBC World Service does not make political donations or gifts.

The Financial Memorandum with the FCO does permit BBC World Service to make gifts of equipment subject to no single item exceeding £50,000. Government accounting guidelines on gifts must be followed. However, no gifts of equipment, services or cash were made during the year.

**9. COMPLAINTS**

BBC World Service wants to be open, responsive and accountable to its audiences. The handling of complaints demonstrates its commitment to these principles. BBC World Service receives a lot of feedback, both negative and positive, but considers something as a complaint if it is a specific criticism of BBC editorial judgment or controls that expects a response and, implicitly or explicitly, would like things to be changed.

Depending on the nature of the complaint, replies come either from the relevant department or a senior BBC World Service editor. Complaints alleging a serious breach of BBC editorial standards may be escalated to the BBC's Editorial Complaints Unit. Finally, an appeal may be made to the BBC Trust Editorial Standards Committee.

During the year, BBC World Service handled 189 complaints on a wide range of issues, including allegations of bias, complaints of excessive and insufficient coverage of news events, factual errors on websites and the allocation of transmission frequencies. In October 2007, BBC Information received 754 emailed complaints from people outside the UK who were unhappy that the BBC referred to the PKK (Kurdistan Workers' Party) as rebels – adding that they wanted the BBC to describe the PKK as "terrorists". The BBC directed complainants to the relevant part of the BBC's Editorial Guidelines about impartiality.

During 2007/08, one complaint was investigated by the BBC's independent Editorial Complaints Unit, at stage two of the BBC's three stage complaints procedure.

BBC World Service is represented on the BBC's Complaints Management Board, which takes regular reports and promotes the learning points arising from them.

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**RADIO SCHEDULES AND FREQUENCIES**

For information visit  
[bbcworldservice.com/schedules](http://bbcworldservice.com/schedules)

If you have any comments or suggestions about BBC World Service programmes in any language, or would like further details about how to receive them, please contact Audience Relations at the above address. Listeners in English can also air their views via the independently produced *Over to You* programme.  
Email [overtoyou@bbc.co.uk](mailto:overtoyou@bbc.co.uk)

**BBC WORLD SERVICE EMAIL NETWORK**

BBC World Service Email Network is a free email service that keeps you up to date with BBC World Service programme schedules and frequencies on a weekly basis. Whatever your interests – world affairs, science, sport or the arts – BBC World Service Email Network will ensure you catch all the programmes that matter to you. Simply visit [bbcworldservice.com/schedules](http://bbcworldservice.com/schedules) and click on 'Email Network' to sign up.

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Website [bbc.co.uk/pressoffice](http://bbc.co.uk/pressoffice)

**HOW TO COMPLAIN**

If you want to make a formal complaint about programmes or services provided by BBC World Service, you can do so at [bbc.co.uk/complaints](http://bbc.co.uk/complaints) or you can write to BBC World Service, Bush House, PO Box 76, Strand, London WC2B 4PH, UK

**BBC FOCUS ON AFRICA MAGAZINE**

Telephone **+44 (0)20 7557 2906**  
Website [bbcworldservice.com/focus](http://bbcworldservice.com/focus)

**BBC LEARNING ENGLISH**

Information on learning English materials online  
Telephone **+44 (0)20 7557 3530**  
Fax **+44 (0)20 7557 1311**  
Email [learningenglish@bbc.co.uk](mailto:learningenglish@bbc.co.uk)  
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There is a mail-order and online shopping service for the UK only. The BBC Shop online sells an exclusive range of BBC gift items, along with BBC books, videos, audio cassettes and a small range of shortwave and digital radios.  
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**ANNUAL REVIEW ONLINE**

You can access a version of the BBC World Service Annual Review 2007/08 online at [bbcworldservice.com/aboutus](http://bbcworldservice.com/aboutus)

For internet users, BBC World Service is now much more than just the world's leading international radio broadcaster. The award-winning internet site, [bbcworldservice.com](http://bbcworldservice.com), connects online audiences throughout the world, including the UK. It is possible to listen to, or download, the latest BBC World Service programmes. Audio and text are available online in all 33 languages broadcast by BBC World Service.

Just like BBC World Service radio, [bbcworldservice.com](http://bbcworldservice.com) is synonymous with news and information, founded on the same core values of accuracy, trust and reliability.

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**SONY RADIO ACADEMY AWARDS**  
 GOLD

**The Listener Participation Award,**  
*World Have Your Say*  
**The Multiplatform Radio Award,**  
 Bangladesh by River  
 (BBC World Service and BBC World Service Trust)  
**The NCA Programme Award, *Newshour***  
**News Journalist of the Year,** Owen Bennett-Jones

SILVER

**The News Feature Award,**  
*Benazir Bhutto: The Investigation*  
**Breaking News Award,** the assassination  
 of Benazir Bhutto  
**The Speech Programme Award,** *The Interview*

BRONZE

**The Live Event Coverage Award,**  
*The World Today: Chinese Congress*  
**The Promo Award,** *India Rising*

**ASSOCIATION OF INTERNATIONAL  
 BROADCASTING MEDIA EXCELLENCE  
 AWARDS (AIB)**

**Most Innovative Cross-Media Production,**  
*Generation Next*, BBC Global News  
**International Radio Personality of the Year,**  
 George Arney  
**Best Topical Programme – Radio,**  
*Ghana: African Perspectives*  
**Clearcut Coverage of a Single News Event –  
 Radio,** the Israel-Lebanon war

**Webby Awards, Best Radio Website,**  
 BBC World Service  
**Webby Awards, Official Honourees,**  
 Bangladesh by River website

**The Judges' Award at the Royal Television  
 Society TV Journalism Awards,** Alan Johnston  
**Amnesty International Media Award,** Alan Johnston  
**UACES-Reuters Reporting Europe Award,**  
 Alan Little  
**Russian National Research Council for  
 TV and Radio – Annual Telegrand Award,**  
 Konstantin Eggert, BBC Russian

**The Foreign Press Association Financial  
 Story of the Year,** *The Baghdad Billions*  
**The Society of Professional Journalists  
 Top Feature Reporting Award,**  
*The World: Rwanda – Trying to Move On*  
**Diageo Africa Business Reporting Awards,**  
**Best Radio Feature,** *Business Daily: Senegal*  
**Commonwealth Broadcasting Association  
 Rolls Royce Award, Exceptional News Feature,**  
*Global Account: Turkmenistan*  
**The Overseas Press Club of America's  
 Lowell Thomas Award,** *The World: Young China*

**Premio Ortega y Gasset Award,**  
**Best Digital Journalism,** BBC Mundo  
**Asia-Pacific Broadcasting Union Award  
 for Best Radio Documentary,**  
*Rising Mercury: Deepening Crisis*, BBC Hindi

**Association of Turkish Journalists Best Radio  
 Award,** Emre Azizlerli, Producer, BBC Turkish  
**British Council Innovation Award,**  
*Learning English, The Flatmates*  
**British Council Innovation Award,**  
 BBC Learning English blogs  
**English Speaking Union's President's Award,**  
*The Teacher*, Learning English

**BBC WORLD SERVICE TRUST**

**Asia-Pacific Millennium Development Goals Media  
 Awards, runner-up,** *Aangan Ke Paar* (Hindi)  
**Asia Media Summit 2007, World Award,**  
*Haath se Haath Milaa* (Hindi)  
**US Accolade Awards 2008, Honorable  
 Mention,** *My Journey* (Cambodia)  
**Nigerian Media Merit Awards,**  
**Programme of the Year,** *Flava*  
**Nigerian Media Merit Awards,**  
**Production of the Year,** *Ya Take Ne*  
**International Radio Broadcasting Awards,**  
**Bronze World Medal, Best Children's /  
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*The Ruined Castle* (Pashto and Dari)  
**Indian Telly Awards, Best TV Lyricist,  
 Best Music Director and Best Title  
 Singer for a TV Show,**  
*Haath se Haath Mila* (Hindi)  
**The American Indian Foundation  
 Honor,** mass media campaign  
 to promote awareness of HIV  
 and Aids in India