

MAPACTION

England & Wales · Charity number 1126727

Details

Other names	AID FOR AID
Status	Registered
Legal form	Charitable company
Company number	06611408
Registered	2008-11-14
Register	View on the Charity Commission register

Contact

Address	Unit 2/A Douglas Court Seymour Business Park Station Road Chinnor OX39 4HA
Phone	01494568899
Email	info@mapaction.org
Website	www.mapaction.org

Activities

Objects: TO PROVIDE SUPPORT TO DECISION MAKING IN HUMANITARIAN AND SIMILAR SITUATIONS ANYWHERE IN THE WORLD THROUGH THE APPLICATION OF GEOGRAPHICALLY BASED AND OTHER INFORMATION SYSTEMS AND PROGRAMMES WITH THE AIM OF PRESERVING LIFE AND RELIEVING SUFFERING AND POVERTY

Activities: MapAction is a humanitarian mapping charity that works through skilled volunteers. Its aim is to save lives and minimise suffering by making the response to humanitarian emergencies as efficient and effective as possible. When a disaster strikes, MapAction deploys volunteer mapping professionals to the scene to help coordinate the response and get aid to where it is needed most.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Overseas Aid/famine Relief
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL AND OVERSEAS
- Argentina
- Bolivia
- Cameroon
- Chile
- China
- Colombia
- Congo (Democratic Republic)
- Costa Rica
- Ecuador
- Estonia
- Fiji
- France
- Germany
- Ghana
- Greece
- India
- Indonesia
- Iraq
- Italy
- Jordan
- Kenya
- Liberia
- Malawi
- Mali
- Mexico
- Mongolia
- Nepal
- New Zealand
- Occupied Palestinian Territories
- Oman
- Panama
- Paraguay
- Peru

- Serbia
- Sierra Leone
- South Africa
- South Sudan
- Sudan
- Sweden
- Switzerland
- Syria
- Thailand
- Turkey
- United Arab Emirates
- United States
- Vanuatu
- Yemen

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,846,375	£2,027,572	£283,120	21
2023-12-31	£1,597,472	£1,935,993	£463,330	19
2022-12-31	£1,777,519	£1,651,992	£793,687	15
2021-12-31	£1,653,975	£1,521,150	£665,905	14
2020-12-31	£1,183,103	£1,116,865	£533,065	15

Trustees

Name	Role	Appointed
Nicholas Moody	Chair	2017-12-02
Catalina Jaime		2023-12-09
Catherine Rosemary Frances Seale		2023-12-09
Dr Christopher Ian Jarvis		2020-12-05
Frederick Powys Broke Carver		2021-04-21
Steven James Harper		2019-01-17

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Accounts



MAPACTION

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2024

REGISTERED COMPANY NUMBER: 06611408 (England and Wales)

REGISTERED CHARITY NUMBER: 1126727

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Driving Humanitarian Effectiveness through Better Use of Data

2024 at a Glance

MapAction's 2024 was a year of achievement and adaptation. Putting humanitarian data on the map, in a fast changing funding climate.

Still MapAction strengthened capabilities whilst evolving its range of technical specialisms, especially in fields of health, anticipatory action, risk and early warning systems.

Just a few headlines highlight the breadth of MapAction's 2024:

- **12** emergency responses in **11** countries, seeing **4** in-field and hybrid deployments and **8** remote-only.
- A wide programme of Anticipatory Action and Risk activities.
- A Health programme coming of age, with **14** field missions and GIS/Data training to over **100** health professionals.
- **16** new expert volunteers recruited, bringing the total number to over **70**
- **14** external training events for UN agencies, national disaster management agencies, and civil society organisations.
- Development of valuable new partnerships, including **UNDSS** (UN Division of Safety & Security), **SADC** (Southern African Development Community) and **World Central Kitchen**.

For over 20 years, MapAction has been bringing the power of digital mapping, geospatial analysis, and data expertise to humanitarian challenges.

While our rapid emergency response capabilities remain core to mission, the majority of time and resource is firmly focused on empowering local resilience and strengthening national capacity. This is the pathway to optimum humanitarian outcomes.

Investing in National and Local Expertise

In 2024 our work focused on supporting not only global and regional but also national and subnational agencies in identifying and using data for smarter disaster risk management.

We did this by moving **high-level technical expertise** into ever more local hands through training and knowledge transfer. As an example, following floods in Gambia in 2022, where a MapAction team worked with the national disaster

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management agency for several weeks, we went back in 2024 to assess the longer term impact. Sanna Dahaba, Director of the Gambia National Disaster Management Agency said ; *"MapAction actually strengthened our preparedness level so that we could have capacity to respond to any emergency."*

MapAction delivers its offer of training, coaching and support to global, regional and national agencies and civil society groups. This capacity building is critical to enabling all of them to lead their own information management efforts.

Data for Risk Reduction and Anticipation.

There are growing opportunities for communities and governments to act *before* a disaster strikes - but only if they have access to the right data tools and the skills to use them.

To this end, a major part of our work involved helping communities at all levels to apply the INFORM Subnational Risk Model. This model helps local agencies to build a comprehensive picture of risk — combining data on hazards, vulnerability, and coping capacity—to inform their targeted planning and resource allocation. MapAction's capacity to bring data expertise to local disaster agencies is highly welcomed in this space, with the INFORM Global Coordinator noting that our contribution has led to a "step change" in the support available for subnational risk assessment worldwide.

Our exciting Anticipatory Action (AA) program saw MapAction facilitate data landscape mapping and create risk models for partners multiple countries. MapAction's unique model, supported by a staff of committed professionals and a dedicated pool of

70+ expert volunteers ensures a high return on investment for our donors. This efficient blend of specialist volunteers supported by a core of enabling staff is how we continue to bridge critical technical gaps and put essential data, and the skills to use it, directly into the hands of those who need it most.

We thank every staff member, volunteer, and partner for ensuring our work builds a lasting legacy of resilience worldwide.

Message from Nick Moody - Chair of MapAction

So much has happened already in 2025 that it is hard to reflect on 2024 in isolation. But looking back, the forces now clearly acting on humanitarian charities were already building.

Some were positive, not least the increased expectation that local organisations should be supported in building sustainable capability in risk reduction and response. Also, that peer specialist NGOs should collaborate rather than compete, an intent that we continue to support.

But the funding headwinds were also there, with significant cutbacks across traditional institutional donors becoming a noticeable trend well before the shocks of early 2025. This created the need for cost control, and lamentably by the autumn of 2024 the growth in staff we had sustained in recent years had to be reversed.

In spite of this turmoil, I have been struck by the composure and commitment shown by our volunteers and remaining staff in deployments, training events and in the critical support functions that make our lean operation work. Perhaps we all get something personally from working in MapAction's programme, but more than that, this commitment can only come from a deep belief that what we do is important.

We have a unique capability to provide geospatial intelligence worldwide, whether it is in emergency response, preparedness or anticipatory action, and I am proud that throughout 2024 we continued to deliver. But I am equally proud that we have helped others at a local level to do the same. These are the main tenets of our strategy and we remain faithful to them.

Looking ahead, there are signs that the humanitarian sector is regaining its equanimity, although many uncertainties remain. One constant however is that the expectation of timely, accurate decision support at - or before - catastrophes is only growing.

Good information inspires confidence and action for the benefit of people affected by crisis. This is our North Star, and thanks to our donors, our partners, our staff and the exceptional commitment of our volunteers, this is what MapAction will continue to deliver.



Nick Moody, Chair of MapAction's Board of Trustees - October 2025.

2024 Annual Review of the year

Introduction

MapAction was created to bring the huge potential of digital mapping and GIS (Geographical Information Systems) technologies to the humanitarian world. Being able to immediately create crisis situation maps, showing affected populations, geographical features, key resources, administrative boundaries and more, was transformative in terms of planning, targeting and adapting aid delivery. It also exposed both challenges and opportunities to help even more.

2024 saw the 21st Anniversary of MapAction's first emergency response deployment, but the range and depth of activities in this 2024 review indicates how visionary that thinking was.

Data: Maps and data are inseparable, so when we started to discover that key data was often missing, inadequate, or unavailable, MapAction's Data Preparedness work began.

MapAction has built a strong reputation for being the people in humanitarian situations ***who can find the right data, and make sure that data is good enough to base key decisions on.***

As the world moves towards Disaster Risk Reduction, Anticipatory Action and Early Warning systems, MapAction's expertise and reputation as a technical partner trusted by agencies at regional, national and subnational levels is proving very useful. 2024 saw much MapAction work on helping local partners with the considerable technical data challenges of adopting INFORM Subnational Risk Index standards and Anticipatory Action models, to enable far more effective aid delivery.

Andy Thow, UN Coordinator for the INFORM Initiative said ; *"MapAction brings unique skills and ways of working that allow us to respond more quickly and dynamically to requests for support on subnational risk analysis, **that is having immediate impact on the availability of risk information at country level.**"*

MapAction's expertise in Geographical Information Systems (GIS) and data, also means we can provide valuable support in the Health arena. Our contribution to the UNICEF Reach the Unreached project in West Africa was a big evolution, but fitted our core skill set perfectly and became a highlight of 2024.

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Applying new technologies: Working to support both local and global partners in adopting and applying digital maps and mapping, GIS, spatial analysis and increasingly data science continues to grow and evolve. We have been pioneering new technologies from the very start and continue to do so. In 2024 we explored how AI might usefully be applied to making better humanitarian decisions. We also explored the application of remote sensing and satellite imagery. We continue to be interested in the useful application of both fields.

MapAction is the organisation to have at your side if you want to:

- a) Rapidly create maps or visualise humanitarian situational information. We remain uniquely capable of delivering expert GIS teams rapidly to anywhere in the world.
- b) Understand the information support needed by key humanitarian decision makers at key levels. MapAction has been at the heart of over 150 humanitarian crises. Sebastian Rhodes Stampa, Chief, Emergency Response Section, UN OCHA and Head of UNDAC (United Nations Disaster Assessment and Coordination Team) said ;

"...MapAction personnel understand not just which map types are needed for each type of disaster, but the order in which they are needed, which data will be required to make them, and how to make each map as easy to understand as possible - crucial when making big decisions under pressure."

- c) Apply or improve humanitarian usage of GIS, data and spatial analysis tools, in contexts where existing data and systems are less well resourced.
- d) Identify, interpret and use humanitarian data better, for disaster early warning, risk reduction and response purposes.

We are excited about the organisation that MapAction has become, and thank every single volunteer, donor, partner and staff member for getting us to this point.

Emergency Response

MapAction responded to **12 emergencies in 11 countries** - Belize, St Vincent & The Grenadines, Jamaica, Grenada, USA, Mexico, Spain, Mozambique, Mayotte, Lebanon, Vanuatu.

We worked with NDMAs (National Disaster Management Agencies) and with key global and regional partners. These included; UNDAC (United Nations Disaster Assessment and Coordination Team, UN OCHA (UN Office for Coordination of Humanitarian Affairs), CDEMA (Caribbean Disaster Emergency Management Agency), SADC (Southern African Development Community), WCK (World Central Kitchen), and UNHCR.

The largest single response was Hurricane Beryl, simultaneously supporting UNDAC and CDEMA, as the storm tracked through the Caribbean. MapAction teams were sent to St. Vincent and the Grenadines, the CDEMA office in Barbados, and to Jamaica with UNDAC.

2024 Saw a new partnership with **World Central Kitchen**, for whom MapAction have started providing crisis mapping support. This included hurricane responses in the USA (Hurricanes Helene and Milton) and Mexico (John), as well as the Valencia floods. The WCK partnership operates on a contractual basis, a model that may eventually enable MapAction achieve greater organisational financial sustainability, as traditional grant funding diminishes.

The 12 responses were generously funded predominantly by the GFFO (German Federal Foreign Office/Auswaertiges Amt) with the World Central Kitchen responses funded directly by themselves.

Health

MapAction's Health Programme was kick-started during COVID-19, thanks to far sighted support from the Calleva Foundation. In 2024 this programme hit new levels, supporting UNICEF's Reach the Unreached project in West and Central Africa, working with long term GIS partners CartONG.

Each year, around **6 million children in the region do not receive any lifesaving vaccines**. To find and serve these children who often live in remote, inaccessible areas, UNICEF's initiative equipped national offices with innovative datasets and actionable geospatial tools and skills. Using frontier data techniques such as probability models and AI to produce geolocated vaccination estimates, the initiative aimed to enhance child vaccination coverage in five West African

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countries: Côte d'Ivoire, Guinea, Cameroon, Chad, and Mali. MapAction's contribution involved:

- 14 field missions.
- Training over 100 health professionals in health-specific GIS and data analysis, vital for long-term sustainability.
- Development of over 2,000 geospatial health products, including static and dynamic maps for accessibility, vaccination resourcing, and programme monitoring.
- Development of bespoke data dashboards and an online toolkit detailing project techniques.

Health professionals in pilot countries were able to access previously unavailable data and analysis techniques, improving the management of vaccination programmes at all levels. Despite its success, follow on funding for this program ended in 2024, and has not yet been replaced.

Disaster Preparedness including Anticipatory Action.

MapAction has increasingly focused on helping communities to build resilience to future crises. This is done in several ways.

Understanding Risk - Helping countries to apply data models and tools, including the **INFORM Subnational Risk Model** to better understand, prepare for and communicate potential risks can obviously make a big difference to the people most at risk. The INFORM model combines data on hazards, vulnerability, and coping capacity to create a composite risk index. Having not just a picture of the risks a community faces but also a clear indication of their ability to cope with the risks allows for a targeted approach to disaster risk management. This in turn allows for smarter Risk Reduction investments.

In 2024, MapAction helped several countries apply this model, with the resulting risk maps being shared with key agencies to inform their programmes.

AA (Anticipatory Action) : AA was a major part of MapAction's activity in 2024, generously funded by the German Federal Foreign Office (GFFO/Auswaertiges Amt). 2024 saw the following significant pieces of work in this area:

- Data Landscape Mapping (Facilitating work workshops and meetings with local humanitarian data stakeholders) in Madagascar, Lebanon, Eswatini.

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- Risk Model creation for partners in Fiji, Ecuador, and all 13 countries in the SADC Region.
- Creation of a Cyclone Impact Visualisation Tool (FELT) for Start Network partners in Madagascar.

To further our Anticipatory Action impact, MapAction joined the **Anticipation Hub** and also attended the Global Dialogue Platform on Anticipatory Action in Berlin, to strengthen our network in this important space. Anticipatory Action data support is in high demand, due to the often complex data needs of Anticipatory Action models, and the often limited resources of the NDMA's responsible for implementing them. MapAction's ability to support has been greatly welcomed, but our capacity to meet that demand is dependent upon securing future funding for this, after June 2025.

Building Capacity for Global, Regional, and National Partners.

A core element of MapAction's mission is strengthening the capacity of its partners through training and knowledge transfer. In 2024, MapAction delivered **14** external training events, reaching a wide range of organizations from civil society groups and national ministries to UN agencies.

These trainings included:

- A workshop in **Nepal** with a special focus on flood events related to the La Niña climate phase, giving participants skills in data management, flood, and 'who, what, where' (3W) mapping.
- Coaching and mentoring for staff from the **Philippines Disaster Resilience Foundation (PDRF)** in Manila.
- A two-day training course on geospatial information management and data collection for the **SADC** Emergency Response Team in Botswana.
- Ongoing support to the **AHA Centre** in its Emergency Response Assessment Team training.

MapAction's capacity building approach is designed for sustainability, with the goal of enabling local organizations to lead their own information management. This is reflected in the feedback received from participants, regularly stating intentions to use the skills gained to develop their own tools, train colleagues, and create maps for disaster planning.

MapAction Organisational Development

Deployable Team Strength : Internally, 2024 was a year of significant development for MapAction's team and processes, ending the year with reinforced organisational capacity.

- **Recruitment and Training:** MapAction recruited **16** new volunteers, with profiles in geospatial services, but also in data engineering, software development, data science and data visualisation. All new recruits underwent a comprehensive 9-month induction programme.
- The annual **MapEx Simulation Exercise** was MapAction's largest ever, with 75 participants, supporting staff and guests from organizations like GFFO, FCDO, and UNDAC. For the first time this MapEx featured a major section on Anticipatory Action.
- MapAction's Standby Team ended the year 10 members strong.

GIS and Data Science Innovation : MapAction's continued commitment to innovation in geospatial information and data science in 2024 included the following examples :

- **Common Operational Datasets (COD):** Under a USAID-funded project, MapAction developed a quantitative assessment mechanism to improve the quality of CODs. This tool (available at <https://cod.fieldmaps.io/>), helps prioritize updates to shared humanitarian datasets and was praised by the UN Office for the Coordination of Humanitarian Affairs (OCHA) for its usefulness in improving data quality.
- **Data Pipelines:** MapAction collaborated with the UN OCHA Centre for Humanitarian Data on two projects: creating a data pipeline for drought anticipatory action triggers and aggregating disaster databases.
- **Internal Tools:** MapAction's Data Science team worked on a tool to estimate flood extents using satellite imagery, collaborating with the Netherlands Red Cross on its use. They also developed a "Proximity Tool" to automate road network analysis, which can identify remote communities cut off during an emergency or assess accessibility for health services.
- **Data Science** is now a fully integrated capacity across MapAction, as was seen with the delivery of multiple related projects on Risk and Anticipatory Action and the first edition of a 'Datathon' for tech volunteers during the Operational Readiness Course.
- There should be a special mention for the [INFORM work](#) (mentioned above) which started late 2023 and expanded in 2024.

Recognising Key Contributors

MapAction's work would not be possible without the strong support of its partners across the humanitarian sector.

- **Donors:** MapAction's work in 2024 was made possible by the support of key donors, some of whom are mentioned elsewhere in these accounts. However we would like to recognise some of them here as well, because our work relies upon them.
- Despite our volunteer driven delivery model saving vast amounts of money by delivering high level technical expertise with expert volunteers, there are always costs. When working in humanitarian contexts, both the paramount 'Do No Harm' principle, our responsibility to ensure the safety of our team, and the good stewarding of our resources demand that we need an excellent enabling staff team of high quality committed professionals, and of course they necessarily cost money.
- Some of those who made the work possible this year are:
 - The German Federal Foreign Office/Auswaertiges Amt (GFFO)
 - The United States Bureau of Humanitarian Assistance (BHA)
 - The Swiss Agency for Development and Cooperation (SDC)
 - The Calleva Foundation
 - H2H Network
 - AXA Group, Aon, Howden Group, Milliman, Zurich (All Members of the Insurance Development Forum).
 - The Dulverton Trust
 - The Gift Trust (with thanks to long time MapAction Ambassador, Farhad Vladi)
 - Anson Charitable Trust
 - The Scottish Hydrographic Society
 - GC Gibson Charitable Trust
 - Fulmer Charitable Trust
 - Brighton & Hove Soiree Rotary Club
- **Operational Partners:** Operational partnerships are vital to MapAction's mission. In response MapAction continues to engage regularly with UNDAC, and remains a member of the International Humanitarian Partnership (IHP). We enjoy strong relationships with regional disaster management agencies

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like CDEMA, SADC, CESDRR and AHA Centre as well as several regional UN OCHA offices. MapAction continues to grow its standby partnership portfolio. We have agreements with OCHA/UNDAC, WHO, UNDSS and are agreeing one with WFP.

In 2024 MapAction also focused on strengthening partnerships with data-focussed peer organisations and on empowering locally-led action. MapAction is now a member of the Global Interagency Security Forum, a forum where NGOs collaborate to share safety and security information. In addition with GISF membership MapAction now also has access to FACTAL, a platform providing real time safety and security information. MapAction's new partnership with World Central Kitchen (WCK) also indicates a new avenue for collaboration.

- **Our Volunteers and Staff:** At the heart of MapAction are its dedicated staff and volunteers. We group them together here because so many of our staff were once volunteers, and so many go on to become volunteers after they leave. Also because so many of our staff regularly go above and beyond the requirements of their job to meet their role.

Our volunteer model is highlighted as providing a “multiplier effect,” enabling highly skilled professionals to apply their expertise to humanitarian aims with a high return on investment for donors. The team, including new and experienced members, worked tirelessly together in 2024, maintaining the collaborative spirit that MapAction is known for. This has been a challenging time for our staff, with financial struggles leading to some redundancies, but the reaction and focus from all staff has been one of 100% commitment to the mission, at all times.

Looking forwards

In humanitarian terms 2024 was a challenging year.

- By August 2024, the UN estimated the number of people in need of humanitarian assistance to be 311 million people, driven by conflict, the climate crisis amongst other factors.
- The conflicts in Ukraine, Gaza and Sudan were brutal, and saw a continuation of the unacceptable practice of targeting humanitarian personnel.
- Meanwhile the sharp downwards trend for funds to enable vital humanitarian work accelerated, causing widespread uncertainty.

How characteristic of MapAction then, that by the end of 2024:

- We forged exciting new partnerships.
- We established a help desk support model for partners working on Occupied Palestinian Territories, Sudan and Ukraine - some of the worlds most challenging crises.
- We achieved our largest new intake of expert volunteers and our largest cohort of standby partners for many years.
- Funding is one challenge that MapAction didn't overcome in 2024, and as a result we lost valuable capacity and excellent team members. Funding must be a key focus going forwards if we are to continue providing the support that partners tell us is critical. All supporters help MapAction to deliver but some, such as the Calleva Foundation, The Swiss Agency for Development and Cooperation (SDC) and others make it possible for MapAction to apply for restricted funding for a much wider range of projects. However these critical 'enabling' funders are becoming harder to find, meaning that restricted project funding opportunities will more often be difficult or impossible to apply for, unless alternate comparably sized income streams, such as contracted/retained services can be built up quickly enough.
- However, MapAction, with it's unique Expert Volunteer expert model, passion for impact, excellence and above all humanitarian service, at its heart, is well placed to rise to all of the challenges of 2025 and beyond.

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30 August 2024

Dear Mr. Dovey,

On behalf of the United Nations Office for the Coordination of Humanitarian Affairs, and particularly its Emergency Response Section, I would like to express my sincere gratitude for the exceptional contribution made by Mr. Alistair Wilkie and Mrs. Kirstie Ferris, during the Beryl Hurricane Response.

Their extensive experience and expertise were crucial to the success of the operation through efficient mapping, information provision, and analysis during the emergency. They significantly enhanced the overall effectiveness of our response.

Moreover, we also want to acknowledge and commend MapAction's contribution to CDEMA through their direct support which facilitated a more effective and coordinated response.

We look forward to our continued collaboration and we hope we can count on your ongoing support for the UNDAC system in the future.

Yours Sincerely,



Sebastian Rhodes-Stampa
Chief, Emergency Response Section
Office for the Coordination of
Humanitarian Affairs - Geneva

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Financial Review

The charity funds its activities through institutional (government) donors, private foundations, individual donations, and some mission related contracts. Total income raised in the period was £1,846,375 (2023: £1,597,472), of which £1,512,962 was restricted (2023: £1,159,813).

During the year, MapAction spent £2,027,572 (2023: £1,935,993) of which £1,311,747 was restricted (2023: £1,116,175). The charity's unrestricted reserves at the end of the reporting period were £283,120 (2023: £463,330). Refer to Statement of Financial Activities on page 24 for more details.

During 2024, MapAction increased its income. However, costs also increased. Raising unrestricted income continues to be a challenge for MapAction, as well as the wider sector. An unrestricted deficit of £180,210 (2023: £229,465) was achieved in the year. A deficit for the year was expected in line with the current, challenging, fundraising environment.

In 2024, most of the the charity's income came from two government and institutional funders. Key funders were BHA and GFFO. Together, they provided £1,289,761 (2023: £1,024,973) of our funding. Our BHA grant came to an end at the end of 2024, and our GFFO grant is due to end in June 2025, though we remain hopeful of a follow on grant from GFFO.

The charity initiated a trial contract to provide Geospatial services to World Central Kitchen (WCK) on their humanitarian deployments in the final quarter of the year which has been broadly successful and has continued into 2025. We have provided services on a number of WCK deployments including US and Mexican deployments following Hurricane Helene.

The charity had 12 emergency responses in 11 countries, seeing 4 in-field and hybrid deployments and 8 remote-only responses in 2024. This represents a continuation in the growth of Hybrid responses (largely remote supported by light field presence).

All significant reporting milestones under the USAID BHA and GFFO (*Auswärtiges Amt*) grants were met during the period.

Calleva Foundation continued their important support of MapAction with funding for both the organisational core and its growing health programme.

Raising unrestricted funds has remained a significant challenge, and our unrestricted donations reduced compared to 2023.

Reflecting the above factors, the trustees concluded at the end of 2024 that measures should be taken to significantly reduce the cost-base of the charity. This led to reductions in the headcount at the end of 2024, and again during 2025 to reflect continued uncertainties in the funding environment.

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Principal Risks and uncertainties

Key risks identified	Mitigation
Insufficient new funding: uncertainty over future funding and cash flow shortfalls necessitating liquidation of reserves. This risk has been heightened post-year end with further reductions to the pool of institutional funds available to the sector with the closure of USAID.	This risk was managed through the delivery of a sustained fundraising plan and close relationship building with donors and potential donors. The risk was also mitigated through close monitoring of our current and projected financial position by both the Executive and Board of Trustees and timely decision making to make cost savings. We have also invested in growing our income team, enabling us to diversify the portfolio and engage with a broader range of funding sources.
Succession planning: loss of key roles may cause disruption and additional costs to secure replacements.	Changes in the management team did occur during the year and a cover plan was put in place. There were vacancies in all departments during the year, which were filled or cover plans put in place. Policies are in place to cover all aspects of the business. To reduce discontinuities caused by changes in personnel, we have made progress with our knowledge management platforms. Whilst improvements can still be made, our ways of working continue to promote a single source of truth for key information.
Partnership: ability to maintain relevant and successful partnerships to access emergencies.	MapAction signed new agreements with two of its four regional partners and agreed with all three the plans for the next phase of our work together. We also proactively extended the number and type of operational partnerships we held during the year.

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Emergence of one or more 'competing' services offering in-country mapping in the emergency environment.	MapAction met with all main humanitarian mapping, GIS and data agencies during the year, both online and when possible, in person, to avoid duplication of effort, and stimulate partnership working. We continue to monitor and assess our contribution and complementarity with other providers. MapAction continues to engage with all major sector fora (UN OCHA Information Management Working Group etc) to enable and promote interoperability and collaborative work.
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Reserves

In the trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future, considering the level of risk exposure at the time.

MapAction's operating reserves policy relates to general funds, i.e. unrestricted funds and those not subject to commitments, planned expenditure or other restrictions. Funds that have been designated by the trustees are not included in general funds.

Considering risk factors and with reference to the current budgeted income streams, expenditure forecast and cash flow projections, the target operating reserve on a going-concern basis has been determined within a range:

- The minimum level of that range is based on the expected costs of closure to achieve an orderly wind down of the organisation.
- At the upper end, MapAction would require three months of the overall expenditure needed to deliver all contractual and non-contractual obligations planned for the financial period.

At 31 December 2024, the Charity held general funds of £282,120 (2023: £463,330).

With the policy range set between c£125,000 and c£300,000, based on the 2025 budget, this result is close to the higher end of the range. As described elsewhere, there are significant uncertainties in the external landscape and therefore the trustees believe it is appropriate to hold reserves towards the top end of the policy position.

In the trustees' view, this level of reserves provides a reasonable level of protection for the charity for the future periods, especially considering the uncertain landscape for fundraising in 2025 and our operational budget more than ever relying on the availability of the general funds.

The trustees have carefully considered the level of reserves held and are satisfied that, given current operating conditions, the level of reserves held is appropriate. In the coming year, the trustees intend to reassess the current reserves policy to assess its continued appropriateness for MapAction.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MAPACTION
for the Year Ended 31 December 2024

Grant-making policy

MapAction does not generally make grants to downstream partners, and in 2024 did not make any downstream grants.

Investment policy and objectives

The charity seeks to produce the best financial return on its investments, within an acceptable level of risk. As the charity is involved in rapid-response humanitarian emergencies, assets are held to supplement any shortage of funding. As such, maintenance of capital and liquidity are of paramount importance.

The charity holds assets to fund planned expenditure over and above the immediate available funding. Capital volatility is accepted at a moderate level and assets are invested to reflect a moderate level of risk. The charity's assets should be held in cash or near cash investments, denominated in sterling or operational currencies such as US dollars or Euros.

The charity's cash balances should be deposited with institutions with a minimum rating of A- or invested in a diversified money market fund. Deposits should be spread by counterparty, subject to a maximum exposure of 25% of the total cash balance per institution and with regard to the FSCS limits.

At 31 December 2024, the charity's investments had been liquidated to fund working capital requirements. The remaining investment of £100 at the year end relates only to the investment in the charity's subsidiary company.

Funds in deficit

At the end of the year, there were no funds in deficit.

How our activities deliver public benefit

The trustees, in exercising their powers and duties, have complied with their duty in Section 17 of the Charity Act 2011. In shaping our objectives for the year and planning our activities, the trustees have had due regard to the Charity Commission's guidance on public benefit, including the guidance 'public benefit; running a charity (PB2)'. The work MapAction does in support of the public benefit is explained within this report.

Structure, Governance and Management

Governing document

MapAction was founded under the name Aid for Aid in 1997 and has provided a continuous operational service since 2003. The charity completed a change in 2009 from a charitable trust structure (charity number 1075977) to a company limited by guarantee (charity number 1126727). Through that change, the charity also became a membership organisation.

Members of the charity comprise people who are actively engaging in its work but are not paid members of staff, and numbered 89 at the end of 2024 (31 December 2023: 106).

The accounts reflect the in-kind donations made by organisations and people outside the membership who volunteer their time or provide assistance in kind. This includes consultants, staff, and pro bono support from specialists such as Human Resource Advisors, Management Consultants and companies providing for example software licences for free.

Company status

The company is limited by guarantee and all members have agreed to contribute a sum not exceeding £1 in the event of a winding-up. The number of guarantees at 31 December 2024 was 106.

Recruitment and appointment of trustees

The Memorandum of Association first approved in 2008 sets out term lengths for trustees. The Board refreshes membership, therefore, on a regular basis. Trustees are elected at each Annual General Meeting (AGM). The Board can also co-opt new trustees (identified through an open selection process ideally), pending formal election, prior to the AGM. At the end of 2024 there were ten trustees in total, leaving two vacancies. All Trustee biographies are available on the MapAction website mapaction.org.

Induction and training of trustees

New trustees receive an internal induction into the organisation and trustee roles and responsibilities from the Chair and the office team. Following the Board Effectiveness Review, the onboarding procedure for trustees was amended to ensure it is comprehensive in covering the roles and responsibilities of trustees. As a result new trustees are required to attend a training course open to third sector organisations as well as review a number of key internal and external documents.

Organisational structure

The Board meets on a quarterly basis, with an additional meeting in the margin of the Annual General Meeting. Minutes of the meetings are available to the membership if requested.

The Board retains a Trustees Roles and Responsibilities paper which is updated before each meeting. This highlights key areas of Board responsibility and any new action undertaken under these different areas in the period since the last meeting. The Board is mindful of the need to ensure an

MAPACTION

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MAPACTION for the Year Ended 31 December 2024

appropriate mix of skills and experience amongst the trustees and trustee Terms of Reference are updated according to current requirements.

The Chair invites declaration of interest statements at the beginning of every Board meeting.. Any declarations are minuted after each meeting.

The Directors, who are also the charity trustees, are responsible for the overall direction and performance of the charity. They delegate day-to-day implementation of this to the executive personnel.

The executive management team comprise the key management personnel in charge of directing, controlling and operating the charity on a day to day basis. Responsibilities of the Board and the executive team are clearly delineated in a Schedule of Delegation. The management team meets twice monthly and provides the Board of Trustees with reports against key performance indicators on a quarterly basis.

All Directors at trustee level give their time freely and no Director received remuneration in the year for trustee activities.

The pay of the senior staff is reviewed annually, and approved by the trustees. It is normally increased in accordance with average earnings and with reference to the Index of Labour Costs per Hour (ILCH).

Remuneration policy

There were no changes to the remuneration policy in 2024.

Reporting

MapAction ensured its members were aware of its safeguarding policy through training. All mission briefs and debriefs include a discussion on safeguarding. There were no reported breaches of the organisation's Code of Conduct. This was monitored routinely through the Executive Management Team and through the Board of Trustees. An annual safeguarding audit concluded good progress on areas of policy and their implementation with some recommendations in certain areas.

MapAction had no serious incidents during 2024.

This report has been prepared in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Second Edition) and in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006. The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have taken advantage of the exemption available to smaller companies and have not prepared a strategic report.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MAPACTION
for the Year Ended 31 December 2024

Statement of Trustees' responsibilities

The trustees (who are also the Directors of MapAction for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of trustees and signed on its behalf by:

Nicholas Moody



Chair of Trustees

October 16th 2025

Report of the Independent Auditors to the Trustees of MapAction

Opinion

We have audited the financial statements of MapAction (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MAPACTION for the Year Ended 31 December 2024

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below. We have made enquiries of management, and directors, regarding the procedures relating to identifying, evaluating and complying with

- 1. laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;*
- 2. the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations*

MAPACTION

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MAPACTION for the Year Ended 31 December 2024

Discussion among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas:

1. Management override of the controls in place
2. Revenue Recognition

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the rationale in relation to any significant, unusual transactions and transactions entered outside of the normal course of operation. Journals were reviewed for appropriate authorisation.

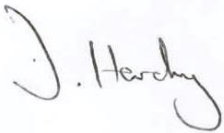
Revenue recognition was also identified as a significant risk which could lead to a material misstatement due to fraud or error. Audit procedures performed included but were not limited to performing walk through tests to identify the control procedures in place and once an understanding of the income process was gained, a substantive test was carried out using a sample basis to ensure all income existed and was complete in the accounts. Cut off testing was also performed to ensure income was recorded in the correct period.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Place Dobson Services Limited, Statutory Auditor
Chartered Accountants
1-7 Station Road, Crawley, West Sussex, RH10 1HT



Darren Harding
Audit Partner
Date: 17 October 2025

Richard Place Dobson Services Limited are eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

MAPACTION

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) for the Year Ended 31 December 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	2	260,825	-	260,825	436,665
Charitable activities	3	62,363	1,512,962	1,575,325	1,159,813
Other income	4	8,822	-	8,822	375
Investments	5	1,403	-	1,403	619
Total income		333,413	1,512,962	1,846,375	1,597,472
Expenditure on:					
Raising funds	6	105,772	20,551	126,323	94,886
Charitable activities:	7	610,053	1,291,196	1,901,249	1,841,107
Total expenditure		715,825	1,311,747	2,027,572	1,935,993
Net income/(expenditure) before net gains/(losses) on investments		(382,412)	201,214	(181,197)	(338,520)
Net gains/(losses) on investments		988	-	988	8,163
Net income/(expenditure) for the year	9	(381,424)	201,214	(180,210)	(330,358)
Transfer between funds	19	201,214	(201,214)	-	-
Net movement in funds for the year		(180,210)	-	(180,210)	(330,358)
Reconciliation of funds					
Total funds brought forward		463,330	-	463,330	793,688
Total funds carried forward		283,120	-	283,120	463,330

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

MAPACTION
COMPANY NUMBER: 6611408
BALANCE SHEET AS AT 31 DECEMBER 2024

	Note	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	14		-		-
Investments	15		100		121,437
Total fixed assets			100		121,437
Current assets					
Debtors	16	170,168		308,507	
Cash at bank and in hand		286,313		202,599	
Total current assets		456,482		511,106	
Liabilities					
Creditors: amounts falling due in less than one year	17	(173,462)		(169,213)	
Net current assets			283,020		341,893
Total assets less current liabilities			283,120		463,330
Creditors: amounts falling due after more than one year			-		-
Net assets			283,120		463,330
The funds of the charity:					
Restricted income funds	-				-
Unrestricted income funds	20		283,120		463,330
Total charity funds			283,120		463,330

The notes on pages 28 to 43 form part of these financial statements.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies, subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 16 October 2025 and were signed on their behalf by:



Nicholas Moody
Chair

MAPACTION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 £	2023 £
Cash provided by/(used in) operating activities	1	(40,012)	(388,417)
<i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		-	-
Dividends, interest, and rents from investments		1,403	619
Gross sale of investments		122,323	100,000
Gross purchase of investments		-	-
Cash provided by/(used in) investing activities		123,726	100,619
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		-	-
Cash inflows from new borrowing		-	-
Cash provided by/(used in) financing activities		-	-
Increase/(decrease) in cash and cash equivalents in the year		83,714	(287,797)
Cash and cash equivalents at the beginning of the year		202,599	490,396
Change in cash and cash equivalents due to exchange rate			
Cash and cash equivalents at the end of the year	2	286,313	202,599

MAPACTION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

Reconciliation of net movement in funds to net cash flow from operating activities

1	2024	2023
	£	£
Net income/(expenditure) for the year	(180,210)	127,782
Adjustments for:		
Depreciation charge	-	5,267
Loss/(profit) on sale of fixed assets	-	-
(Gains)/losses on investments	(988)	(2,128)
Dividends, interest and rents from investments	(1,403)	(208)
Decrease/(increase) in stock		
Decrease/(increase) in debtors	138,339	(39,108)
Increase/(decrease) in creditors	4,250	55,943
Net cash provided by/(used in) operating activities	(40,012)	147,547

Analysis of changes in net funds

2	At 01.01.24	Cashflow	At 31.12.24
	£	£	£
Net cash			
Cash at bank	202,599	83,714	286,313

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The registered office address for the Charitable Company is Unit 2, Douglas Court, Seymour Business Park, Station Road, Chinnor, Oxfordshire. OX39 4HA

The accounts are prepared in sterling and all amounts are rounded to the nearest £.

Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

As shown in the Statement of Financial Activities, the charity incurred a further deficit in 2024 which reduced the level of unrestricted funds to £283,120 at 31 December 2024. Following to the year end, the charity and the wider international development sector has faced an exceptionally challenging fundraising environment. This has included the withdrawal of overseas aid by the US Government and significant reductions by other institutional funders.

In response to this, the charity has made significant reductions to its headcount and the cost base has been reduced to reflect the resources available. The charity has also continued attempts to diversify its funding sources given the landscape for institutional funding. The trustees and management team meet regularly and additional meetings have been held to ensure that up-to-date information is considered and appropriate decisions made. The trustees and management team continue to revisit the income pipeline, cost base and operational models to ensure the charity remains sustainable.

When considering the charity's ability to continue as a going concern, the trustees have considered three scenarios (a conservative scenario, a reasonable scenario and a more optimistic scenario). Each of the three scenarios show the charity continuing in operating until October 2026 and meeting its liabilities as they fall due.

Given this, the trustees remain satisfied that there is no material uncertainty about the charitable company's ability to continue as a going concern. This assessment has been made having considered forward forecasts, and in particular the expected future cash flows. As stated above, in making this assessment, the trustees have considered a period of at least one year from the date of approval of these financial statements.

1. Accounting policies - CONTINUED

Preparation of consolidated financial statements

The financial statements contain information about MapAction as an individual charity and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Income

Voluntary income is received by way of donations or grants and is included in full in the statement of financial activities when receivable.

Revenue grants are credited to the SOFA when there is evidence of entitlement, receipt is probable, and its amount can be measured reliably.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

Event income is recognised when received after the event has taken place.

Donated services and facilities

It is the policy of the Directors to reflect gifts in kind in relation to the support of skilled volunteers used in fulfilment of paid consultancy work. Gifts in kind are also reflected where a professional service was provided to MapAction on a pro-bono or reduced fee basis. In accordance with the requirements of the Charities SORP (FRS 102) such income is recognised at the value to the charity with a corresponding entry in expenditure.

As set out in the Trustees' Report, MapAction is fortunate to benefit from volunteer time in other areas of its work. The Directors consider that attempting to attribute monetary values to this assistance in the charity's accounts would involve disproportionate effort whilst contributing little to the interpretation of the accounts and therefore such time has not been recognised within the financial statements though the Directors recognise the valuable contribution such time makes to our work. In accordance with the Charities SORP (FRS 102), general volunteer time is also not recognised; refer to the trustees' annual report for more information about their contribution.

1. Accounting policies - CONTINUED

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

Charitable activity costs are costs incurred in delivering the charitable objects.

Governance costs

These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

Irrecoverable VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs are reported on the statement of financial activities after departmental allocations using the mission days basis and staff days' basis.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

1. Accounting policies - CONTINUED

Financial instruments

The assets and liabilities of the charity all fall under Section 11 of FRS 102, Basic Financial Instruments. Listed investments are measured at fair value through the statement of financial activity, taken as the traded price in an active market. Other financial assets and liabilities are initially measured at transaction price and subsequently amortised using the effective interest method.

Tangible fixed assets

Leasehold improvements are capitalised and depreciated over the period to the first break clause in the lease. All other assets, primarily computers and communication equipment, are fully expended in the year of purchase. Equipment sometimes has to be left in situ or donated to local charities at the end of a deployment.

Fixed Asset Investments

Fixed asset investments represent investments held in a managed portfolio and share held in a dormant subsidiary company.

Fixed asset investments held in a managed portfolio are initially measured at cost and then revalued at the year end using the traded price in an active market. Unrealised gains and losses on the investment are recognised in the statement of financial activities.

Investment in group companies are recognised at cost less any provision for impairment in value.

Debtors, Cash at Bank and in hand

Debtors, cash at bank and short term highly liquid investments are recognised at the settlement amount due after any discounts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are usually recognised at their settlement amount after allowing for any discounts due.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1. Accounting policies - CONTINUED

Foreign currencies

In certain instances, where permitted by the donors, foreign exchange transactions are accounted for on the basis of budgeted rates or the rates effective at the date of the claim. In all other instances, and in particular where the transactions are not funded by grant funding, assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership remain with the lessor. Rental charges are charged on a straight-line basis over the term of the lease.

2 Income from donations and legacies

	Unrestricted £	Restrict ed £	Total 2024 £	Unrestrict ed £	Restrict ed £	Total 2023 £
Donations	161,779		161,779	363,970	-	363,970
Gifts in kind	99,046	-	99,046	72,695	-	72,695
Total	260,825	-	260,825	436,665	-	436,665

Included within the above is funding from the Swiss Confederation, represented by the Swiss Federal Department of Foreign Affairs, acting through the Swiss Agency for Development and Cooperation (SDC). The value of this funding is £44,000 (2023: £8,831).

3 Income from charitable activities

	2024 £	2023 £
BHA	583,056	716,470
GFFO	706,705	308,503
Government and Institutional	1,289,761	1,024,973
Calleva Vaccine Rollout project	50,000	-
<i>Disaster Response</i>	50,000	-
Caribou (Unrestricted)	12,000	-
WCK (Unrestricted)	50,363	-
IDF	50,000	87,000
CartONG	123,201	47,840
<i>Disaster Preparedness</i>	235,564	134,840
Total	1,575,325	1,159,813

In 2024, £62,363 of the income from charitable activities was unrestricted.
In 2023, all income from charitable activities was restricted.

4 Other income

	2024 £	2023 £
Sundry Income	-	-
Volcanic Hazard Mapping Consultancy	8,822	375
	<u>8,822</u>	<u>375</u>

All other income is unrestricted, both this year and previously.

5 Investment income

	2024 £	2023 £
Deposit account income and bank interest	1,403	619
	<u>1,403</u>	<u>619</u>

All investment income is unrestricted, both this year and previously.

6 Cost of raising funds

	Unrestricted £	Restricted £	2024 £	Unrestricted £	Restricted £	2023 £
Staff costs	50,032	9,457	59,489	71,909	14,142	86,050
Fundraising support	52,001	2,170	54,171	2,137	-	2,137
Marketing	3,739	8,924	12,663	5,064	1,634	6,698
	<u>105,772</u>	<u>20,551</u>	<u>126,323</u>	<u>79,110</u>	<u>15,776</u>	<u>94,886</u>

7 Analysis of expenditure on charitable activities

	Direct £	Support £	Total 2024 £	Total 2023 £
Restricted expenditure	1,098,647	192,549	1,291,196	1,100,399
Unrestricted expenditure	228,698	381,355	610,053	740,708
	<u>1,327,345</u>	<u>573,904</u>	<u>1,901,249</u>	<u>1,841,107</u>

MAPACTION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

7 Analysis of expenditure on charitable activities

SUP costs allocation %'s		18%	14%	18%	8%	30%	12%		
	Cost of raising funds	Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	2024	Total 2023
		£	£	£	£	£	£	£	£
Direct cost:									
Direct programme	66,834	36,465	100,064	113,780	144	-	-	250,453	327,495
Direct staff costs	59,489	134,863	119,991	162,013	58,243	284,502	97,744	857,356	432,958
Direct consultant	-	61,132	98,412	46,775	-	-	13,217	219,536	348,367
Support costs:									
Support staff costs		42,598	37,901	51,174	18,397	89,864	30,874	270,807	203,756
Support consultant		2,830	2,518	3,400	1,222	5,970	2,051	17,990	20,360
Premises		5,913	4,599	5,913	2,628	9,854	3,942	32,848	32,519
Administration		11,838	9,207	11,838	5,261	19,730	7,892	65,768	51,140
IT		29,394	22,862	29,394	13,064	48,991	19,596	163,302	129,584
Governance costs		2,058	1,601	2,058	915	3,431	1,372	11,435	7,836
Other support costs								11,754	15,846
Total	126,323	327,091	397,155	426,345	99,875	462,341	176,688	1,901,249	1,569,862
<i>Total 2023</i>	<i>82,130</i>	<i>507,623</i>	<i>245,016</i>	<i>162,991</i>	<i>133,716</i>	<i>437,881</i>	<i>66,788</i>	<i>1,554,015</i>	

MAPACTION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

7B Analysis of expenditure on charitable activities

Mission days allocation			Direct costs total	of which:		Attributable	of which:		Non-	of which:		Total	Total 2023	
				UNR	RES		UNR	RES		UNR	RES			
Cost of raising funds			66,834	55,740	11,094	59,489	50,032	9,457				126,323	82,130	
18%	Disaster Response	£	232,459	33,769	198,690	94,632	62,620	32,011				327,091	507,623	
14%	Disaster Preparedness	£	318,467	42,068	276,400	78,688	51,765	26,923				397,155	245,016	
18%	Capacity Building	£	322,568	60,923	261,646	103,777	68,124	35,653				426,345	162,991	
8%	M&E	£	58,387	7,878	50,510	41,487	27,487	14,000				99,875	133,716	
30%	Technical Innovation &		284,502	40,290	244,212	177,839	116,476	61,363				462,341	437,881	
12%	Development &	£	110,961	43,771	67,190	65,727	43,335	22,392				176,688	66,788	
Non-attributable									11,754	11,547	207	11,754	15,846	
Total 2024			£	1,327,345	228,698	1,098,647	562,150	369,808	192,342	11,754	11,547	207	1,901,249	1,569,861
Total 2023			£	1,108,820	197,185	911,634	445,196	339,033	106,163	15,846	(20,836)	36,682	1,569,861	

8 Analysis of governance costs

	2024 £	2023 £
Trustee business, meetings & travel	1,077	875
Audit fees	9,600	9,960
	<u>10,677</u>	<u>10,835</u>

Governance costs are apportioned to charitable activities using the same method of allocation as support costs.

9 Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2024 £	2023 £
Depreciation	-	-
Operating lease rentals on property	18,841	18,841
Foreign exchange gains/losses	1,275	5,983
Auditor's remuneration - audit fees	9,600	9,960
Auditor's remuneration - taxation services	300	-

10 Staff costs

Staff costs during the year were as follows:

	2024 £	2023 £
Wages and salaries	1,055,704	740,960
Social security costs	105,212	80,741
Pension costs	26,736	17,513
Consultant costs	237,526	415,682
	<u>1,425,178</u>	<u>1,254,895</u>

Allocated as follows:

Cost of raising funds	59,489	86,050
Charitable activities	1,365,689	1,168,845
	<u>1,425,178</u>	<u>1,254,895</u>

Of the total consultancy cost £16,814 related to probono support.

The number of employees whose benefits exceeded £60,000 fell within the following ranges:

	2024	2023
£60,001 - £70,000	4	-
£70,001 - £80,000	-	-
£80,001 - £95,000	1	-

The number of staff employed during the period, excluding consultants, was 24 (2023: 30).
The average full time equivalent for 2024 was 21 (2023: 19.5)

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and members of the Senior Management Team. The trustees are not remunerated and the total employee benefits of the Chief Executive Officer and members of the Senior Management Team were £338,896 (2023: £276,342).

11 Trustee remuneration and expenses, and related party transactions

There were no trustees' remuneration or other benefits for the year ended 31 December 2024 nor for the prior year.

During the year consultancy fees were paid to 1 Trustee of the Charity (2023: 2 Trustees). Consultancy fees totalling £6800 were paid to CIJ Holdings Ltd for work undertaken to deliver an anti-malaria programme in South Sudan and Burundi, funded by the Calleva Foundation. Christopher Jarvis, a trustee of the Charity is a director of CIJ Holdings Ltd.

Aggregate donations from Trustees were £Nil (2023: £350).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year.

12 Taxation

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

MAPACTION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

13 Fixed assets: tangible assets

	Leasehold improvement s £	Total £
Cost		
At 1 January 2023	40,852	40,852
Additions	-	-
Disposals	-	-
At 31 December 2023	40,852	40,852
Depreciation		
At 1 January 2023	40,852	40,852
Charge for the year	-	-
Disposals	-	-
At 31 December 2023	40,852	40,852
Net book value		
At December 2024	-	-
At December 2023		-

14 Investments

	2024 £ <i>Shares in group undertakings</i>	2024 £ <i>Cash investment s</i>	2024 £ <i>TOTAL</i>	2023 £ <i>TOTAL</i>
Market value at the start of the year	100	121,337	121,437	213,274
Revaluations		988	988	8,163
Bank fees		-	-	-
Withdrawals		(122,325)	(122,325)	(100,000)
Market value at the end of the year	100	-	100	121,437

14 Investments - CONTINUED

Investments at fair value comprised:

	2024 £	2023 £
Equities	100	100
Cash held within the cash investment fund	-	121,337
	<u>100</u>	<u>121,437</u>

The company's investments at the balance sheet date in the share capital of companies include the following:

MapAction Services Limited

Registered office: Registered in England, Company No: 6611472

Nature of business: Dormant

Class of share	% holding	31.12.24 £	31.12.23 £
Ordinary	100		
Aggregate capital and reserves		<u>100</u>	<u>100</u>

15 Debtors

	2024 £	2023 £
Trade debtors	100,407	52,096
Other debtors	-	-
Prepayments and accrued income	65,598	252,247
Rent deposit	4,163	4,163
	<u>170,168</u>	<u>308,507</u>

16 Creditors: amounts falling due within one year

	2024 £	2023 £
Bank overdraft	-	-
Bank loan	-	-
Deferred income	70,000	82,725
Taxation and social security costs	39,007	29,951
	<u>173,463</u>	<u>169,213</u>

17 Deferred income

	As at 1 January 2024	Grant received	Released in year	As at 31 December 2024
	£	£	£	£
IDF	30,000	90,000	(50,000)	70,000
Volcanic Hazard Mapping Consultancy	2,725	6,097	(8,822)	-
Calleva Health Project	50,000	-	(50,000)	-
	82,725	96,097	(108,822)	70,000

	2024 £	2023 £
Deferred income brought forward	82,725	100,000
Grant received	96,097	87,000
Released to income from charitable activities	(108,822)	(104,275)
Deferred income carried forward	70,000	82,725

18 Restricted funds

2024:

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers * £	Balance at 31 December 2024 £
Institutional funders:					
BHA	-	583,056	(557,816)	(25,240)	
GFFO	-	706,705	(662,987)	(43,718)	-
Projects:					
Calleva Vaccine Rollout project	-	50,000	(11,169)	(38,831)	-
IDF	-	50,000	-	(50,000)	-
CartONG	-	123,201	(79,776)	(43,426)	-
Total	-	1,512,962	(1,311,747)	(201,214)	

MAPACTION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2023:

	<i>Balance at 1 January 2023</i> £	Income £	Expenditure £	Transfers *	<i>Balance at 31 December 2023</i> £
<i>Institutional funders:</i>					
BHA	-	716,470	(651,876)	(64,593)	-
GFFO	-	308,503	(287,703)	(20,801)	-
Projects:					
Calleva Vaccine Rollout project	48,825	-	(52,780)	3,954	-
Renaissance Re	-	-	-	-	-
<i>Start Network Early Action Project</i>	52,067	87,000	(91,160)	(47,907)	-
CartONG	-	47,840	(32,656)	(15,185)	-
Total	100,892	1,159,813	(1,116,175)	(144,531)	-

*The amounts transferred during the year relate to donor contributions to cover support costs, recoveries of pre-agreed charges, funding shortfalls or surpluses on programmes closed in 2020. Transfers are made if allowed under the terms of the grant.

19 Unrestricted funds

2024:

	<i>Balance at 1 January 2024</i> £	Income £	Expenditure £	Transfers £	<i>Balance at 31 December 2024</i> £
General fund	463,330	333,413	(714,837)	201,214	283,121
	463,330	333,413	(714,837)	201,214	283,121

2023:

	<i>Balance at 1 January 2023</i> £	Income £	Expenditure £	Transfers £	<i>Balance at 31 December 2023</i> £
General fund	692,795	437,659	(811,655)	144,531	463,330
	692,795	437,659	(811,655)	144,531	463,330

Unrestricted funds - CONTINUED

Income in the note above incorporates gains on investments and expenditure incorporates losses on investments.

20 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total 2024 £	Total 2023 £
Tangible fixed assets		-	-	-	-
Fixed asset investments	100	-	-	100	121,437
Net current assets/(liabilities)	283,020	-		283,020	341,890
Creditors of more than one year	-	-	-	-	-
Total	283,120	-		283,120	463,330

Operating leases

21 The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

Property	2024 £	2023 £
Less than one year	17,749	16,651
One to five years	-	-
	17,749	16,651

22 Related parties

There were no related party transactions for the year ended 31 December 2024 (2023: none), other than disclosed in note 11.

MAPACTION

England & Wales - Charity number 1126727

Accounts

REGISTERED COMPANY NUMBER:
06611408 (England and Wales)

REGISTERED CHARITY NUMBER:
1126727

MAPACTION
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND AUDITED STATEMENTS 2023

"MapAction's work helped increase the understanding of the humanitarian situation using the limited data available, as well as contributing...in the shaping of a common and clear situational picture.

This has helped the effective delivery of humanitarian aid by several humanitarian actors and decision makers."

Antonio E. Miranda Melgar, IM
Officer, UN OCHA Peru flood response
2023.



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Who we are and what do we do

MapAction is a non-profit organisation, using geospatial methods, technologies and analysis and data expertise to greatly improve outcomes for people affected by, or at risk from, humanitarian crises. Geospatial methods benefit decision making in most areas of business, and the humanitarian sector needs this.

We collaborate globally with partners of all sizes. We strive to ensure that all involved in disaster management and disaster risk reduction have access to modern information and analysis methods, and the skills needed to use them effectively, to save lives and alleviate suffering.

2023 was a springboard for MapAction as we moved to apply the skills and knowledge we have gained in emergency response across *the whole Disaster Risk Reduction spectrum*. Starting with Preparedness Training, Anticipatory Action, Final Mile Health Programmes, and Risk Modelling we are now ready and willing to apply our organisational skills and knowledge wherever it is likely we can make significant positive impact. This remains dependent as ever on securing adequate funds to ensure MapAction remains able to meet its commitments.

How do we work?

We have a dynamic, highly skilled volunteer pool of 100 specialists together with a much smaller staff of dedicated professionals. Together we offer exceptional expertise across geospatial and data science, drawing people working at the forefront of their technical fields to apply their specialist skills to humanitarian decision making.

Combining the passion of volunteerism with the rigour and reliability of professional humanitarian standards, the 'MapAction spirit' is something we work hard to maintain and the willingness of our team to go the extra mile is often fed back to us.

Always seeking improvement, we tirelessly innovate to ensure the data, maps and information tools that are essential in humanitarian crises are made available as quickly as possible.

When major emergencies do happen, we still provide rapid surge support, enabling partners to make sense of chaotic and rapidly evolving situations and coordinate the most effective response.

Our combination of wide-ranging expertise in geospatial information and data analysis, allied with knowledge and experience, hard earned from the heart of over 100 humanitarian emergencies, uniquely positions MapAction. We are committed to improving the impact and effectiveness of humanitarian aid now and in a future where such improvements are going to be ever more vital.

MapAction - putting humanitarian data on the map since 2002.

Message from Nick Moody - Chair of MapAction

A rewarding aspect of working with MapAction is that nobody ever questions why we do what we do. The value of information in driving humanitarian benefit has been proven many times over, not least by our talented volunteers, dedicated staff and the partners we support in crisis-affected countries. Instead, debate rightly centres on how we operate, to be confident that we are delivering the greatest possible benefit in the vulnerable communities we aim to serve.

As reported last year, we took a long hard look at this in developing our 2023-28 strategy. We committed to help partners get ahead of crises through preparedness and anticipatory action, to improve how we harness new technology and data sources, and to conduct our work through a more inclusive, locally-led model. We also committed to grow, so that we could do these things while maintaining the emergency response capability that is at MapAction's core.

It was pleasing to see how throughout 2023 our volunteers and staff really drove this change. We strengthened capability in multiple NGOs, civil society organisations and disaster management authorities in South Asia and across Africa, as they all strive to get ahead of their risk. We also made progress in information support for 'last mile' roll-out of vaccinations in Africa, an important step towards a stronger programme in health. At the same time we responded to crises when needed, not least the catastrophic earthquake in Türkiye and Syria.

And we have grown. Growth is not an end in itself, but thanks to the vision and commitment of our funders, we are delivering record output through the strongest volunteer and staff setup we have ever had. At a recent training event a few of us were struck by just how many new faces there are across the charity, and that includes of course our new Chief Executive,

Colin Rogers. We were all sad to say goodbye to Liz Hughes OBE after her leadership of the charity for half of its lifetime, but the trustees were very glad to find in Colin an exceptional blend of operational experience in emergency response, understanding of the volunteer model, and commitment to the principles underlying the strategy.

The picture is not all rosy, of course. Funding challenges never go away. We need constantly to communicate our strategy and services to our partners in new and compelling ways. In a relentlessly changing world (think climate change, conflict, health threats, new technology...) the Board and executive team must pay more attention than ever to risk management and our duties of care.

In 2023 we chose to invest some of our reserves to meet these challenges and, happily, to recruit a large intake of very impressive new volunteers. So many new people are being asked to grow our capability and cherish our culture, and they seem to be more than capable of doing both.

As ever, the trustees and I are as grateful to current and former supporters of all kinds, as we are to MapAction's people – the volunteers and staff who give their all to make this unique charity what it is.



Nick Moody

Chair of Trustees
May 2024

Report from Colin Rogers Chief Executive

2023 saw unprecedented levels of humanitarian need globally with 339 million people in need and humanitarian agencies focussing assistance on 230 million people.

What do these figures mean in reality? **One out of every 23 people needs humanitarian assistance!**

These are the highest figures and funding requirements on record. The impact of COVID-19, conflict and climate change have led to unprecedented levels of suffering.

This huge scale of humanitarian need requires us to think and work differently. We must develop new approaches and strengthen existing ways of working. All aspects of humanitarian work are reliant on data and good analysis. We know that strong geospatial and data analytics is critical in supporting difficult decision making and can help save lives and reduce suffering. As a leading agency working in the geospatial and data space we are well positioned to promote the better use and integration of data into humanitarian work. We have consistently demonstrated the importance of this through our work over the last 20 years. As CEO I look to the future and am committed to strengthening humanitarian work globally through promoting the better use of data.

Against this backdrop we developed our new strategy which develops our offer of service across the entire spectrum of humanitarian programming, particularly Anticipatory Action, Health, Innovation, Emergency Response, and Policy & Advocacy.

In 2023 we started the delivery of two major new programmes in line with the updated strategy: the Reach the Unreached Programme (Health) and the Anticipatory Action Programme. For the first time we had two significant, long-term work streams that were not emergency response focussed.

We have faced a year of change, hiring additional staff to support delivery of new programming. We also saw a turnover in staff. The last quarter of the year was focussed on supporting new starters into their roles, and ensuring we have a strong foundation in place to build on in the coming years and to ensure we reach our new strategic objectives.

2023 saw us sharpen our focus on putting MapAction's skills and resources in the hands of locally-led humanitarian actors. Building on some mature relationships with local organisations and national disaster management agencies, we recognise that this is a journey with far still to go. Supporting locally-humanitarian programming enables us to capitalise on global geospatial and data science expertise, expanding our pool of volunteers and ensuring we always seek to have maximum impact.

I would like to take the opportunity to thank our volunteers, staff, trustees, patron, supporters and partners for all the hard work and support over the course of the year. It is through their dedication and commitment that we have continued to build our impact and initiate work in key areas that will have a positive impact on communities at risk of, and affected by, humanitarian crises.

Colin Rogers
May 2024

Progressing towards our Strategic Objectives

We are aiming for two outcomes in our new strategy, to reach our vision of leaving no one behind when data could have helped:

1. We will reduce vulnerability to climate change and conflict, through better analysis of who is vulnerable and why. We will work with our partners to transform and mainstream the use of data to identify and assist vulnerable groups.
2. We will enhance decision-making at all points in the Disaster Risk Reduction spectrum, to make humanitarian interventions more effective. This will ensure resources have the greatest impact and ultimately reach those who need them most, at every stage of the humanitarian cycle; from planning, early action and risk reduction to emergency response and ensuring a quicker and more sustainable recovery.

To do this, we will build and strengthen networks of organisations, government bodies and communities of interest at all levels of society that use and contribute to geospatial information. Together, we will improve our knowledge of what works, making sure this is reflected in global policy and practice.

Value proposition

We inform life-saving humanitarian action and work with partnership to help others do the same.

By training a broad community of technical specialists in how to support humanitarian organisations, we can connect our partners to a unique range of expertise.

We collaborate with others to create innovative, effective solutions using geospatial data and information management to anticipate, communicate and respond to humanitarian needs.

Making a difference with data



Emergency Response Programme

Our main emergency responses in 2023 are listed below. The Türkiye & Syria earthquake was by far the biggest response in 2023, followed by floods in Libya and Peru. All in-country missions consisted of in-country personnel locating data, prioritising tasks and liaising with partners, supported by extensive teams working remotely.

Remote Support	In-Country Support
Somalia Ghana Morocco Malawi Syria	Democratic Republic Congo (DRC) Libya Peru Türkiye Kosovo

MAPACTION

REPORT OF THE TRUSTEES for the Year Ended 31 December 2023

As usual we only deployed where we were confident that our work would be fed into the main decision-making structures, and be effective.

Geospatial Programme

During 2023 the geospatial team made significant improvements to the core tools and templates we use for consistent data and map production. This saves precious time at the start of an emergency response, so we can focus on early production of key map products. We now hold core prepared data for 48 countries.

With the help of the new volunteers recruited in 2023, we created and published 76 core mapping products (a mix of reference, administrative and baseline population maps). These products are now available for wider use to the humanitarian community and also provide strong foundations for more rapid response at the start of an emergency. Pre-published on our maps and data repository, these have already proved valuable in getting responses such as the Somalia floods off to a great start, freeing up time to immediately build situational products.

Health Programme

MapAction's health work in 2023 saw a step change from individual projects emerging from our Covid-19 response, towards a larger and more strategic Health Programme.

Applying our skills and knowledge gained in emergency response to challenges in health more widely, helping to improve health coverage, access and efficiency in areas where geospatial data and technical capacity are limited.

In an exciting next step, MapAction started the 'Reach the Unreached' programme in West Africa in 2023, with geospatial partner CartONG. Together we are providing geographic information and mapping services to a major UNICEF project, aiming to deliver routine immunizations to over three million zero-dose and under-immunised children in six west African countries (Cameroon, Chad, Côte d'Ivoire, Guinea, Mali and Nigeria).

Anticipatory Action

MapAction's Anticipatory Action programme launched in July 2023 and soon got to work on a collaboration with the Philippines Disaster Resilience Foundation delivering 3W (Who, What, Where) reports and capacity-building training.

The programme will collaborate with international organisations and local partners to enable and strengthen their Anticipatory Action work.

Key elements of the programme include Landscape Mapping trips to engage in-country and identify the data challenges that MapAction is best suited to support with. We will identify solutions to unlock these data barriers with methods such as skills development and bespoke digital products. We will also be supporting Risk Modelling work to develop sub-national level Risk Models. These Risk Models aid in identifying the key hazards faced by each region and scoping the vulnerabilities overlaid with areas and demographics that are affected by a lack of coping capacity. This allows the accompanying Anticipatory Action and Disaster Risk Management work to target the areas where Humanitarian needs are most acute, helping to bridge the resource-needs gap with the aid of technical solutions.

Support to Risk-informed Decision Making

MapAction is supporting national and local disaster management authorities to reduce and address the multiple risks faced, provide better early warning systems and facilitate risk-informed development. INFORM subnational risk models are an important source of information for anticipatory action, development and preparedness projects. Making sure that the models are high quality, with the best available data and readily maintained, is essential.

MapAction began working with the Eswatini National Disaster Management Authority (NDMA) and international partners (UNDP / GIZ) to build a [risk and disaster model for Eswatini](#). Building the risk model involves four technical processes: data collection, data processing, data calibration and data validation. The work was conducted by both staff and volunteers and had its conclusion with a consultation and validation workshop in the country in December 2023.

In December 2023, we also kicked-off collaborations with UNICEF to construct a new model for Saint Kitts and Nevis and with OCHA for the Niger model update. Towards the end of 2023, we initiated work with UNICEF Pacific to help develop their Children's Climate Risk Index (CCRI) that provides a comprehensive view of children's exposure and vulnerability to the impacts of climate change.

"The addition of MapAction to the INFORM Partnership and specifically their contribution to technical capacity for subnational risk assessment using INFORM Subnational has led to a step change in INFORM's ability to provide technical support for partners across the globe. MapAction brings unique skills and ways of working that allow us to respond more quickly and dynamically to requests for support on subnational risk analysis that is having immediate impact on the availability of risk information at country level. Furthermore, we expect there to be a lasting legacy in terms of risk analysis capacity in governments, multilateral and civil society organisations that will contribute to humanitarian and development planning and crisis preparedness and anticipation." - Andrew Thow, INFORM Global Coordinator at OCHA

MapAction Volunteer Training

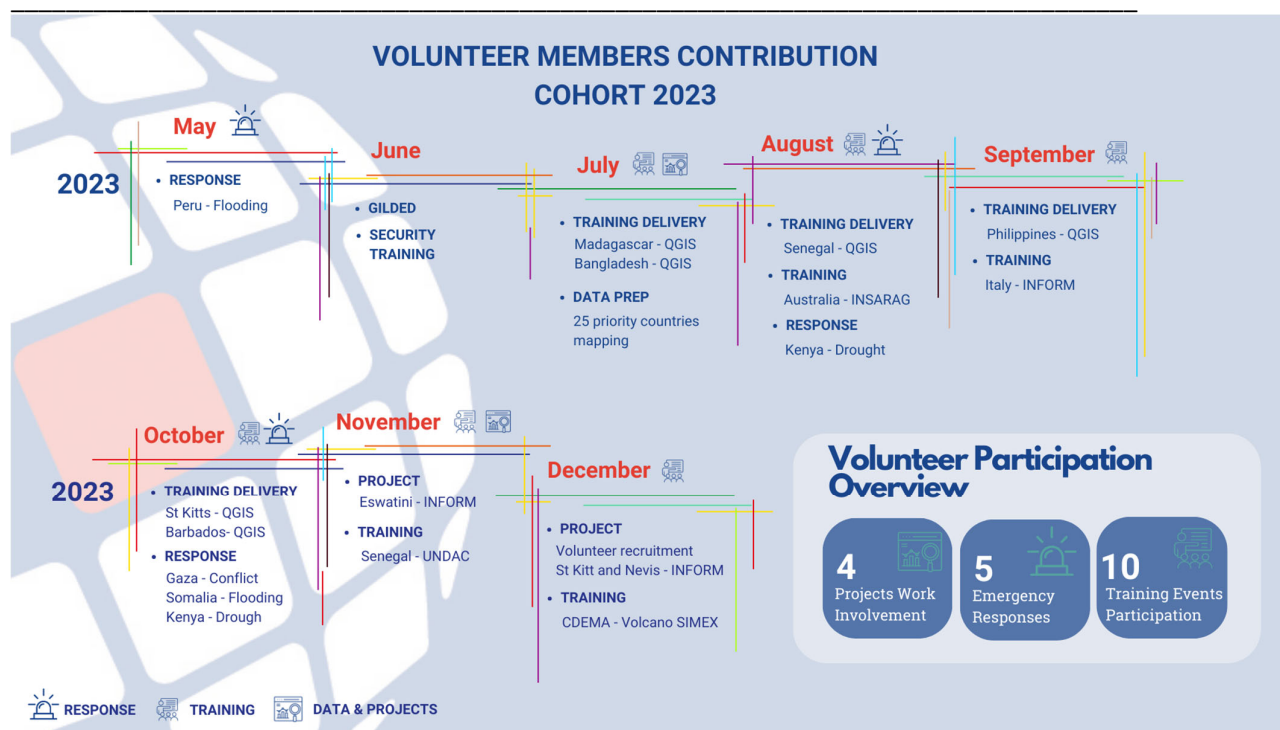
In 2023 MapAction delivered 6 Training Weekends, 4 Development Days, an Induction Training for new volunteers, an Operational Readiness Training and of course our annual simulation exercise.

MapAction's 2023 training programme covered topics, preparing attendees to contribute to our evolving work across emergency response, GIS and GIM training, anticipatory action and disaster preparedness and risk reduction. 10 new volunteers, who joined the organisation in March, were successfully brought on stream.

Examples of the sort of topics that were covered include technical training on Arc Pro and 345W data analysis, presentation of a new flood extent detection tool developed by the MapAction Data Science Lab, presentations from visiting partners sessions on Gender and Safeguarding in humanitarian action, and briefings on recent deployments.

MapAction's annual preparedness exercise 'Gilded' took place in May in Scotland, focusing on a volcanic eruption simulation. In total, 36 volunteers participated in the simulation phase of the exercise, facilitated by a further 5 volunteers and 16 staff. The attendance at this year's exercise represented an almost 100% increase on the previous year's exercise. 97% of participants reported that they were satisfied with the exercise and 80% reported that it significantly increased their confidence in being part of a team for MapAction operations.

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Infographic - shows contribution from our new volunteers who joined MapAction in 2023

Partner Training

A series of training activities were delivered to MapAction partners during 2023. All courses include elements of presentation, live demonstrations, practical exercise, mentoring support and a simulation exercise. Partner training activities included:

Two training events were completed with CESDRR in Uzbekistan and Kazakhstan, aimed at increasing the capacity of officers of the respective Ministries of Emergency Situations in humanitarian and emergency mapping. In Kazakhstan, an advanced level training course was delivered to participants from previous MapAction courses and developed an awareness of the emergency mapping product cycle through exposure to the MapAction Example Product Catalogue (EPC). Over 300 individuals in the region have been trained by MapAction since the beginning of our partnership.

In partnership with CDEMA, four country-level humanitarian mapping courses were delivered in Dominica, Grenada, Barbados and St Kitts for a total of 54 participants. The training aimed at building on the basic training delivered by MapAction previously, and at bringing participants to the next level of data management and problem solving for small emergencies. Targeted participants were primarily from NDMAs and aimed to provide the foundation for a resource of trained personnel to progress to a roster ready training course and sign up to the Rapid Needs Assessment Team (RNAT) and other Regional Response Mechanism teams.

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MapAction worked in partnership with Start Network to build capacity with local partners in Nepal, Bangladesh, Philippines, Zimbabwe, DRC, Senegal and Madagascar. In 2023, MapAction trained approximately 150 people in GIM (over 60% belonging to local level organisations and the remaining 40% representing NGOs and government agencies responsible for AA and DRR).

Finally, MapAction supported the following training events through delivery of workshops as part of a wider training event, or as a participant in simulation exercises.

- ASEAN Emergency Response and Assessment Team (ERAT) Induction - Vietnam
- UNDAC Operational Partners Course - Luxembourg
- INSARAG (International Search and Rescue Advisory Group) ERE (Earthquake Response Exercise) - Australia
- UNDAC Assessment & Analysis (A&A) Cell course - Luxembourg
- UNDAC Induction Course - Senegal

"Thanking once more the great MapAction team for deploying to support the United Nations OCHA #UNDAC Induction in Senegal. Mapping and supporting humanitarians when needed. Big thanks!" Robert Colombo
Llimona - Head of Unit at UN Office for Coordination of Humanitarian Affairs.

Data Science Lab

We created a tool that is able to estimate flood extents during emergencies using radar satellite imagery. The tool was created by two of our data science volunteers and the entire code is open-source and available on GitHub. By the end of the year we started collaborating with 510 (Netherlands Red Cross) on the use of this tool.

Since 2021, MapAction has been collaborating with [HeiGIT](#) (Heidelberg Institute for Geoinformation Technology) to produce tools and workflows that can constitute a resource for MapAction's deployed or remote team members during emergency response. Our first joint project focused on assessing OpenStreetMap data quality. In addition, we have also been working to develop a Proximity Tool to automate road network analysis identifying remote communities and particularly those potentially cut off during an emergency. This tool can also be used for health accessibility analysis (assessing populations not covered by health facilities within a given road distance).

Partnerships

Supporting partners in their use of data for emergency response and early action remains a key focus for us. We will continue to develop and expand our work in partnership with a broad range of organisations, with an increasing focus on regional and national disaster management authorities, and local civil society organisations.

Regional Disaster Management Agencies

MapAction has continued nurturing its important partnerships with regional disaster management agencies. Capacity building remains an important part of our programmes as we build awareness of how geospatial data, analysis, visualisation and services can support across the disaster management cycle.

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Caribbean Disaster Emergency Management Agency (CDEMA) We attended CDEMA's top level Technical Advisory Committee meeting for the first time: a key opportunity to discuss information management with the heads of so many of the disaster management agencies across the member states and territories.

Training sessions were held in St Kitts and Nevis, Grenada, Dominica and Barbados supporting each disaster management agency develop integrated information management procedures and good practice especially for rapid response, tested in a 1-day hurricane simulation. While in St Kitts an actual tropical storm occurred while trainees were doing their exercises. We were able to refocus attention to provide maps of the real storm for the national disaster coordinator.

Center for Emergency Situations and Disaster Risk Reduction (CESDRR)

A similar maturity in training continued in the Central Asia region where our training courses have supported over 300 trainees complete our courses with the Center for Emergency Situations and Disaster Risk Reduction (CESDRR), in Uzbekistan and Kazakhstan. As a result, we have seen an increase in the application of mapping for emergencies this year.

Greater levels of skills and understanding by our partners are now enabling MapAction to support these agencies to address better policy and operational instruments. For CDEMA this has been in working out how better to coordinate their partners' flows of information, with the establishment of an Information Management Working Group made up of a range of IM specialists from United Nations, regional organisations, and NGOs including MapAction.

In Central Asia, as a result of the ongoing engagement. CESDRR now has approval from the various Ministers of Emergency Situations in each country to proceed with sharing of information across member states. Better data availability and quality will allow those with GIS skills to make better and more useful information products going forward, facilitating decision making by senior officials.

Southern African Development Community (SADC)

We also started to work more closely in a new region, as the Southern African Development Community (SADC) were able to launch their programme to enhance disaster risk reduction, staff a SADC Humanitarian Operations Centre (SHOC) and plan to build an emergency response team which will include information management capacity. MapAction's experience with different regions is helping to promote good practice and case studies to help those regions and countries initiate work on data analysis and mapping.

The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)

We continued our long-standing engagement with the AHA Centre.

Four MapAction volunteers supported two existing ASEAN-Emergency Response and Assessment Team (ASEAN-ERAT) training events in Malaysia and Thailand in GIS and IM.

The AHA Centre invited MapAction to support a new team leaders' course in Indonesia that looks to develop the leadership capacity of the ERAT team. The AHA Centre also invited MapAction to the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) workshop in the Philippines, to contribute specifically on information management in an emergency operations centre. ASCEND is an initiative of the ASEAN Member States (AMS) that provides regionally recognised competency standards and a certification process for disaster management professionals across ASEAN.

Start Network National Partner Support

MapAction is providing a range of support to local civil society organisations, through national Start Network Partnerships, as part of the Insurance Development Forum funded project. These are bespoke programmes, based upon initial scoping workshops in which local partners say what they need, and MapAction identifies in which ways it can support those needs. Following the scoping meetings programmes of work are planned and delivered. Progress depends on the availability of local partners to accommodate the work, but has picked up momentum over the year. For example, with Start Fund (Nepal), two workshops took place. The first looked at “the art of the possible” of GIS and established user requirements for the project. The second workshop trained 20 Start Network members in the basics of GIS for 4 days in Kathmandu.

OCHA Centre for Humanitarian Data

2023 also saw the continuation of our collaboration with OCHA [Centre for Humanitarian Data](#). Under the new GFFO grant we will be evaluating the quality of drought predictions and creating data pipelines for Anticipatory Action triggers.

United Nations initiative on Global Geospatial Information Management (UN-GGIM)

We have continued our engagement with the United Nations initiative on Global Geospatial Information Management (UN-GGIM), which is the apex intergovernmental mechanism for making joint decisions and setting directions with regard to the production, availability and use of geospatial information within national, regional and global policy frameworks. Building on several years of networking at their annual session in August in New York and being an active member within its Working Group on Geospatial Information and Services for Disasters, MapAction are seen as trusted enablers in disaster risk reduction. At the 13th Session in New York, we sat on a panel on authoritative data usage in emergencies, that good data, whether provided by governments or others, should be the best, most accurate, complete, up to date and trusted. We were amongst many voices adding to this list that it needs to be fit for purpose, timely for usage in the rapidly changing environment of a hurricane or earthquake, evolve to take advantage of new technology and innovation, and that unless it is visible to those who need it most – not just governments but first responders, the surge of international support that comes up, and communities themselves – it is not helping.

In the main session of the meeting at the UN’s Headquarters in New York, was given the floor to emphasise the importance of aligning geospatial policy and direction with that of the Sendai Framework for Disaster Risk Reduction (DRR), the equivalent global policy framework in the field of humanitarian, emergency response and resilience building. Only by aligning these two frameworks more closely, identifying the ways each can support each other and identifying synergies, good case studies where the application of geospatial services have made a difference in DRR and understanding how evolving climate impacts and the nature of humanitarian crises can be matched by innovative geospatial solutions and application of new technology and data sources, can geospatial information policy be truly supportive to fragile populations.

Support to the Global Humanitarian Coordination

Early in 2024 our Head of Geospatial Services joined the team of co-chairs for the Global Information Management Working Group - GIS sub-group. Co-chairing has provided an opportunity for MapAction to be more closely involved in keeping up to date with progress in the sector and to influence priorities for sessions, including opening up opportunities to share our own work with the humanitarian GIS community.

Monitoring, Evaluation, Accountability and Learning

During 2023 we have been embedding learning within our approach at MapAction. We have ensured there is a debrief after each deployment/ emergency response mission or project intervention. We have formalised a debrief template to support gathering of lessons. This process also allows individuals to raise issues which are captured on open Confluence pages for transparency.

We also finalised MapAction's Project Management framework with a focus on project planning, continuous learning and documentation. MapAction now has standard Project Management operational and administrative procedures, ensuring that all our projects and programmes follow the same standards and are carefully conceived, planned and implemented. The associated Project Management tools like Risk/Issue and Change logs have been vital in capturing the trends during project implementation and possible learning outcomes which can be applied to future projects.

An important element in accountability is hearing feedback. MapAction's policy on accountability makes sure it is now easier for all people we work with to provide feedback or raise concerns and complaints via our website should they need to do so.

<https://mapaction.org/contact-us/>

Our plans for 2024 and beyond

During 2024 we will continue to build our programming supporting the wider humanitarian community use data effectively across the DRR Cycle.

By 2028, we aim to have reduced vulnerability to emergencies for those at greatest risk in 25 countries across five regions. We also aim to have enhanced decision-making so that humanitarian interventions are more effective and limited resources stretch further. We will have supported local leadership and the use of local technologies to achieve this, and will have promoted the exchange of well analysed data as early and as quickly as possible. 25 highly vulnerable countries will be able to exchange data relating to development, humanitarian response and peace-building quickly and easily via improved communication systems, making best use of automation, innovation and learning.

We have already identified 25 countries in which to support anticipatory action, disaster risk reduction and/or health microplanning over the next five years whilst also retaining our capability to respond to an emergency anywhere in the world.

During 2024, we will:

- Develop and strengthen partnerships with networks, governmental and civil society organisations across Africa and Central & South Americas to promote locally led humanitarian information management in emergency response. We will continue to work with our current partners in Asia Pacific, the Caribbean and Central Asia,
- Establish an annual partner consultation and feedback process to ensure we are able to continuously learn from feedback and ensure we align with the Core Humanitarian Standard on Quality & Accountability.
- Continue to develop our work with Start Network and its members through 2024, building on previous work.
- Grow our volunteer pool with a specific focus on volunteers based outside of the UK and EU. An annual volunteer engagement survey will be established ensuring volunteers have a mechanism to provide constructive feedback, and that we provide the support needed.

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- Refine our approach to locally led humanitarian action, supporting local and regional organisations as a priority. An advisory group composed of individuals from disaster affected countries will be established to support our work around locally led humanitarian action.
 - Build our policy and practice work, seeking to influence change within the humanitarian sector.
 - Build our health programme through the development of integrated datasets, a mapping and analysis toolkit, and materials to support in-country capacity and sustainability.
 - Consolidate and document our urban work to share findings with others.
 - Grow our work to secure funding from a broader range of donors, specifically trusts and foundations.
 - Apply our innovation labs to Data Science, Software Development and other challenges exploring ways to work with the corporate sector.
 - Offer Monitoring Evaluation Accountability & Learning (MEAL) as a valuable service to our partners and to document and publish lessons for the sector.
 - Recognizing that there are many new staff, an offsite team building retreat is planned for January 2024.

Our new Strategy, launched in 2023 is a step change for MapAction, requiring changes in our personnel model and an increase of our budget to succeed. These changes will require us: to shift the focus of our work towards proactive projects that enable others to respond; expand our partnerships; and ensure we have volunteers based in countries and regions at risk of disasters to support strengthened speed of response.

Income and Communications

The array of achievements elsewhere in this report, and the broadening of our offer across the disaster risk reduction spectrum feels a little at odds with the challenges that MapAction faces in finding funds for its work. Surely with so much demand for our work, more funding will follow? It is not so straightforward, and 2023 was a challenging income year. MapAction is particularly sensitive to funding from many of the humanitarian donor governments who are perfectly positioned to appreciate our work becoming unable to fund us as their resources become concentrated towards larger agencies, and often reducing in scale.

In this light it was particularly pleasing for MapAction to sign an agreement with the German Federal Foreign Office, funding exciting developments in support of anticipatory action and disaster response. It was also very welcome to see USAID BHA increase funding to MapAction for 2023/24, in support of our deployable team capability.

Support from governments to specialist humanitarian service providers is on a downward trend. It is a trend that we have been anticipating and working to adapt to. A significant development in this direction was the start of the UNICEF Reach the Unreached project, with MapAction working to provide support for final mile vaccinations in six West African countries. With MapAction providing GIS support in partnership with CartONG, this was an important milestone in MapAction's offer of support to the Health sector. MapAction's health capability emerged from the initial work funded by long term supporters, The Calleva Trust, whose support has been transformative. It is likely that there will be significant further demand for our data and geospatial capabilities.

The UNICEF Reach the Unreached Project was also significant because providing specialist support as a part of larger consortium projects will be a growing element of MapAction's income going forwards, as we proactively offer and seek such partnerships.

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We will also continue our push to increase income from philanthropic sources and corporate partnerships. As a part of that, it was heartening to receive our first significant donations from MapAction USA, who provided funding for work in response to the earthquake in Turkey. The donations to MapAction USA came from the Center for Disaster Philanthropy, and Trimble Foundation. MapAction has now recruited a staff member in the US, to build a wider range of partnerships, with individuals, foundations, and corporates. MapAction USA is a 501(c)(3), wholly independent of MapAction's UK registered entity reporting here. MapAction USA is in regular contact with MapAction UK and sympathetic to its aims, so supporters wishing to support our work can do so via MapAction USA, as long as their board approves such support.

Communications

MapAction has always targeted its limited communications resources - usually less than one full time person - by only focusing on selected target audiences. Primarily the current and prospective operational and funding partners with whom we work. As MapAction seeks to offer its skills and knowledge across the whole range of disaster risk reduction activities, we must also widen and improve the way we communicate that offer, to many more prospective partners. In 2023 we saw several important steps in that direction.

Alongside the regular updates, news releases, and maps, 2023 saw several significant steps: -

- MapAction's first short animated film, explaining the work of the organisation in an accessible new format. More will follow.
- The start of 'rolling live blogs' for higher interest events. This started with the MapAction response to the Turkey/Syria earthquake.
- Unprecedented media coverage of MapAction's annual simulation exercise.
- The start of a series of short video introductions for new staff and volunteers.
- Several collaborative features in external publications and podcasts, to relevant audiences, including radio interviews, an article in the Royal Institute of Chartered Surveyors house magazine, and a Geomob podcast exploring MapAction's decade-long relationship with the [Caribbean Disaster Emergency Management Agency \(CDEMA\)](#)
- The MapAction website underwent a thorough review and revision of content, including a restructuring to ensure content is current and engaging, as a prelude to a more thorough redesign in 2024. 2023 also saw the appointment of a new Head of Communications, Alex Macbeth.

People and accountability

The MapAction team - volunteers and staff - worked amazingly hard and amazingly well in 2023 despite many challenges delivering on many priorities and doing so with the collegial and collaborative spirit we are known for.

We saw considerable movement of personnel in 2023 reflecting the pattern across both charity and technology sectors since Covid-19. As a result, we needed to manage gaps in coverage and some delays to projects. We addressed those gaps, by bringing in volunteer capacity on a paid basis, and using our standby roster of consultants to cover priority projects. Whilst not a long-term solution it does provide much needed flexibility in a difficult labour market. Technical appointments have been especially difficult to make, given the much higher salaries available in the corporate sector, or the better terms and conditions available in the public sector, despite MapAction's family friendly and flexible environment.

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A review carried out towards the end of 2022 to identify what additional capacities might be required for the strategy and the optimum structure for the organisation was implemented in 2023. We launched our annual volunteer recruitment round in the latter part of the year, targeting a wider range of roles and successfully recruited inducted 10 new volunteers the induction of which will take place in Q1 2024

We reached a full complement of paid personnel by the end of 2023, with considerable change in the office team. Most notably Liz Hughes stepped down as Chief Executive in September 2023 and Colin Rogers assumed the role. Colin not only brings a wealth of experience in the humanitarian sector but a fresh energy and sense of purpose which has served to reinvigorate the team and put us in a strong position to drive the strategy forward in 2024.

How we work - standards, safeguarding and responsibility

MapAction demands a very high standard of conduct from everyone involved with the organisation. As an organisation that sends personnel into emergency situations, we have always, of necessity, had a very detailed set of protocols that is rigorously drilled, continuously reviewed and meticulously applied. This encompasses the safeguarding of everyone within our sphere of action, the procurement of goods and services and the consistent high quality of our work. We equip our personnel with the skills and knowledge to recognise different types of situations and respond appropriately. Every team member and anyone representing MapAction must not only sign our Code of Conduct but reread and recommit to it regularly.

These internal processes are in addition to the robust due diligence requirements of our various government funding partners and the engaged oversight of our independent Board of Trustees.

Our Partners & Supporters in 2023

Disaster Management Authorities

- *CDEMA (Caribbean Disaster Emergency Management Agency)*
- *CESDRR (Center for Emergency Situations and Disaster Risk Reduction)*
- *SADC (Southern African Development Community)*
- *AHA Centre (The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management)*
- *Eswatini National Disaster Management Agency*

Civil Society Networks and Organisations

- *Start Network and national partners in Nepal, Bangladesh, Philippines, Zimbabwe, DRC, Senegal and Madagascar*
- *PDRF (Philippines Disaster Resilience Foundation)*
- *ADRRN (Asian Disaster Reduction and Response Network)*

Technical Partners

- *INFORM Partnership*
- *CartONG*
- *HOT OSM*
- *Heidelberg Institute for Geoinformation Technology (HeiGIT)*
- *Newcastle University*

UN Agencies

- *UN OCHA UNDAC (Disaster Assessment & Coordination Team)*
- *UN OCHA CHD (Centre for Humanitarian Data)*
- *UNICEF*
- *WHO (World Health Organisation)*
- *UNGGIM (United Nations Committee of Experts on Global Geospatial Information Management)*
- *UNDP (United Nations Development Programme)*

Our work was only made possible through our supporters

Institutional/Government

USAID BHA (United States Bureau of Humanitarian Assistance)
German Federal Foreign Office

Foundations/ Trusts and Community Organisations

Calleva Trust
Dulverton Trust
Fulmer Trust
Christadelphian Trust
Hydrographic Society of UK and Ireland - Scotland Branch
Tonbridge Rotary

Corporate Funders

Insurance Development Forum (IDF)
Swiss Re Foundation
Renaissance Re

Corporate In-Kind Support

Arup Community Engagement Fund
Leica Systems
RICS (Royal Institute of Chartered Surveyors)
Royal Geographical Society

Financial Review

The charity funds its activities through institutional (government) donors, private foundations, individual donations, and some mission related contracts. Total income raised in the period was £1,597,472 (2022: £1,777,519), of which £1,159,813 was restricted (2022: £ 1,229,697).

During the year, MapAction spent £1,935,993 (2021: £1,651,992) of which £1,116,175 was restricted (2022: £1,068,204). The charity's unrestricted reserve at the end of the reporting period were £463,330 (2022: £692,798). Refer to Statement of Financial Activity on page 31 for more details.

At the financial year end MapAction had decreased its income by 10%, with our costs growing by 22%. An unrestricted deficit of £229,465 (2022: £87,199) was achieved in the year. A deficit for the year was expected as our GFFO grant came to an end in December 2022 and we were only able to secure a replacement grant in July of 2023. With 2024 looking set to be another challenging year it is imperative that MapAction continue to diversify its funding sources

In the year we continued working on our multi-year USD 2.4M programme from USAID Bureau of Humanitarian Assistance, which supports regional and national organisations to better prepare for and manage geospatial information for emergencies.

Our work with the START Network Early Action Project, funded by 7 corporate members of the Insurance Development Forum [1], progressed well and we will be looking to extend this program with additional funding in 2024. Following the success of our vaccine rollout programme in 2022 completed 2023 we have initiated an exciting project alongside our long-term collaboration partner CartOng and UNICEF entitled 'reach the unreached' the initial phases of a 6 country project in west Africa will commence Q2 2024

In December 2022 we completed our two-year EUR 1,224,996 programme funded by the German Federal Foreign Office. We secured a new 2-year funding pipeline from the (GFFO) in July 2023, which will fund our emergency deployments and the development of a range of data science and data preparation projects through June 2025.

It was another challenging year for Income as we suffered from more delays to planned fundraising activity, mainly related to resourcing issues.

We have made significant talent acquisitions at the end of 2023 which put us on a more secure footing as we enter 2024.

[1] Contributing companies were Aon, AXA Group, Axis Capital, Milliman, Swiss Re Foundation, WTW and Zurich

Principal Risks and uncertainties

Key risks identified	Mitigation
Insufficient new funding: uncertainty over future funding and cash flow shortfalls necessitating liquidation of reserves.	This risk was managed through the delivery of a sustained fundraising plan and close relationship building with donors and potential donors. The risk was also mitigated through close monitoring of our financial position by both the Executive and Board of Trustees and timely decision making to make cost savings. We have also invested in growing our income staffing, enabling us to diversify the portfolio and engage with a broader range of funding sources.
Succession planning: loss of key roles may cause disruption and additional costs to secure replacements.	Changes in the management team did occur during the year and a cover plan was put in place. There were vacancies in all departments during the year, which were filled or cover plans put in place. Policies are in place to cover all aspects of the business. We made progress with our knowledge management platforms and whilst improvements can still be made, our ways of working continue to promote a single source of truth for key information.
Partnership: ability to maintain relevant and successful partnerships to access emergencies.	MapAction signed new agreements with two of its three regional partners and agreed with all three the plans for the next phase of our work together. We extended the number and type of partnerships we held during the year.

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Emergence of one or more 'competing' services offering in-country mapping in the emergency environment.	MapAction had dialogue with most mapping partners during the year to ensure there was no duplication of effort. We worked closely with mapping partners to develop a tool to support vaccine roll out. We continue to monitor and assess our contribution and complementarity with other providers. Our Data Scientist role in the Hague and our Moonshot project continues to enable interoperability as a key element of collaborative work.
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Reserves

In the trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future, considering the level of risk exposure at the time.

MapAction's operating reserves policy relates to general funds, i.e. unrestricted funds and those not subject to commitments, planned expenditure or other restrictions. Funds that have been designated by the trustees are not included in general funds.

Considering risk factors and with reference to the current budgeted income streams, expenditure forecast and cash flow projections, the target operating reserve on a going-concern basis has been determined within a range:

- The minimum level of that range is set at six months of budgeted planned costs excluding those costs which are funded by confirmed restricted funds.
- At the upper end, MapAction would require three months of the overall expenditure needed to deliver all contractual and non-contractual obligations planned for the financial period.

At 31 December 2023, the Charity held general funds of £463,330 (2022: £692,795).

With the policy range set between £221,378 and £538,970, based on the 2024 budget, this result is close to the higher end of the range.

In the trustees' view, this level of reserves provides a reasonable level of protection for the charity for the future periods, especially considering the uncertain landscape for fundraising in 2024 and our operational budget more than ever relying on the availability of the general funds.

The Trustees have carefully considered the level of reserves held and are satisfied that, given current operating conditions, the level of reserves held is appropriate. In the coming year, the Trustees intend to reassess the current reserves policy to assess its continued appropriateness for MapAction.

Grant-making policy

MapAction does not generally make grants to downstream partners, and in 2023 did not make any downstream grants.

Investment policy and objectives

The charity seeks to produce the best financial return on its investments, within an acceptable level of risk. As the charity is involved in rapid-response humanitarian emergencies, assets are held to supplement any shortage of funding. As such, maintenance of capital and liquidity are of paramount importance.

The charity holds assets to fund planned expenditure over and above the immediate available funding. Capital volatility is accepted at a moderate level and assets are invested to reflect a moderate level of risk. The charity's assets should be held in cash or near cash investments, denominated in sterling or operational currencies such as US dollars or Euros.

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The charity's cash balances should be deposited with institutions with a minimum rating of A- or invested in a diversified money market fund. Deposits should be spread by counterparty, subject to a maximum exposure of 25% of the total cash balance per institution and with regard to the FSCS limits.

The cash holding constitutes 68% of net assets at the year end. 38% of these cash assets are held within an investment portfolio with Cazenove Capital, a wealth management company, but are not invested at present. In line with our Investment Policy - which balances investment return with access to funds to manage cash flow, and therefore stipulates a low to medium risk appetite - and given the impact of Brexit and Covid-19 global pandemic, the Board determined that there was no benefit in re-investing our cash holdings for the time being, to achieve a more stable situation in relation to losses and gains. As there is no benefit to holding this cash portfolio we will likely liquidate this in early 2024

Funds in deficit

At the end of the year, there were no funds in deficit.

How our activities deliver public benefit

The trustees, in exercising their powers and duties, have complied with their duty in Section 17 of the Charity Act 2011. In shaping our objectives for the year and planning our activities, the trustees have had due regard to the Charity Commission's guidance on public benefit, including the guidance 'public benefit; running a charity (PB2)'. The work MapAction does in support of the public benefit is explained within this report.

Structure, Governance and Management

Governing document

MapAction was founded under the name Aid for Aid in 1997 and has provided a continuous operational service since 2003. The charity completed a change in 2009 from a charitable trust structure (charity number 1075977) to a company limited by guarantee (charity number 1126727). Through that change, the charity also became a membership organisation.

Members of the charity comprise people who are actively engaging in its work but are not paid members of staff, and numbered 106 at the end of 2023 (31 December 2022: 102).

The accounts reflect the in-kind donations made by organisations and people outside the membership who volunteer their time or provide assistance in kind. This includes consultants, staff, and pro bono support from specialists such as Human Resource Advisors, Management Consultants and companies providing for example software licences for free.

Company status

The company is limited by guarantee and all members have agreed to contribute a sum not exceeding £1 in the event of a winding-up. The number of guarantees at 31 December 2023 was 106.

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Recruitment and appointment of trustees

The Memorandum of Association first approved in 2008 sets out term lengths for trustees. The Board refreshes membership, therefore, on a regular basis. Trustees are elected at each Annual General Meeting (AGM). The Board can also co-opt new trustees (identified through an open selection process ideally), pending formal election, prior to the AGM. 2 Trustees stepped down during the 2023 AGM having served their full time as pre the Memorandum of Association. Two new trustees were both appointed during the same meeting. All biographies are available on the MapAction website www.mapaction.org.

Induction and training of trustees

New trustees receive an internal induction into the organisation and trustee roles and responsibilities from the Chair and the office team. Following the Board Effectiveness Review, the onboarding procedure for trustees was amended to ensure it is comprehensive in covering the roles and responsibilities of trustees. As a result new trustees are required to attend a training course open to third sector organisations as well as review a number of key internal and external documents.

Organisational structure

The Board meets on a quarterly basis and in addition to the AGM. Minutes of the meetings are available to the membership if requested.

The Board retains a Trustees Roles and Responsibilities paper which is updated before each meeting. This highlight's key areas of Board responsibility and any new action undertaken under these different areas in the period since the last meeting. The Board is mindful of the need to ensure an appropriate mix of skills and experience amongst the trustees.

A declaration of interest statement is made by Board members at the beginning of each meeting on request by the Chair, if relevant. This is minuted at each meeting.

The Directors, who are also the charity trustees, are responsible for the overall direction and performance of the charity. They delegate day-to-day implementation of this to the executive personnel. The office-based management team comprise the key management personnel in charge of directing, controlling and operating the charity on a day to day basis. The management team meets twice monthly and provides the Board of Trustees with reports against key performance indicators on a quarterly basis.

All Directors at trustee level give their time freely and no Director received remuneration in the year for trustee activities.

The pay of the senior staff is reviewed annually, and approved by the trustees. It is normally increased in accordance with average earnings and with reference to the Index of Labour Costs per Hour (ILCH).

In the spring of 2023 MapAction made a cost of living package payment to all staff to help with the ongoing cost of living crisis.

Remuneration policy

There were no changes to the remuneration policy in 2023.

Reporting

MapAction ensured its members were aware of its safeguarding policy through training. All mission briefs and debriefs include a discussion on safeguarding. There were no reported breaches of the organisation's Code of Conduct. This was monitored routinely through the Executive Management Team and through the Board of Trustees. An annual safeguarding audit concluded good progress on areas of policy and their implementation with some recommendations in certain areas.

MapAction had no serious incidents during 2023.

This report has been prepared in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Second Edition) and in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006. The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have taken advantage of the exemption available to smaller companies and have not prepared a strategic report.

Statement of Trustees' responsibilities

The trustees (who are also the Directors of MapAction for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charitable company will continue in business.

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

MAPACTION

REPORT OF THE TRUSTEES for the Year Ended 31 December 2023

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of trustees and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'N. Moody', with a long horizontal stroke extending to the right.

Nicholas Moody

1st May 2024

Report of the Independent Auditors to the Trustees of MapAction

Opinion

We have audited the financial statements of MapAction (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

REPORT OF THE INDEPENDENT AUDITORS
for the Year Ended 31 December 2023

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We have made enquiries of management, and directors, regarding the procedures relating to identifying, evaluating and complying with

1. *laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;*
2. *the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;*

MAPACTION

REPORT OF THE INDEPENDENT AUDITORS for the Year Ended 31 December 2023

Discussion among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas:

1. *Management override of the controls in place*
2. *Revenue Recognition*

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the rationale in relation to any significant, unusual transactions and transactions entered outside of the normal course of operation. Journals were reviewed for appropriate authorisation.

Revenue recognition was also identified as a significant risk which could lead to a material misstatement due to fraud or error. Audit procedures performed included but were not limited to performing walk through tests to identify the control procedures in place and once an understanding of the income process was gained, a substantive test was carried out using a sample basis to ensure all income existed and was complete in the accounts. Cut off testing was also performed to ensure income was recorded in the correct period.

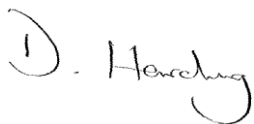
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Place Dobson Services Limited, Statutory Auditor Chartered Accountants

1-7 Station Road
Crawley
West Sussex
RH10 1HT



Darren Harding
Audit Partner

Date: 6 August 2024

Richard Place Dobson Services Limited are eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

MAPACTION
REGISTERED COMPANY NUMBER: 06611408
STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
for the Year Ended 31 December 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	2	436,665	-	436,665	519,594
Charitable activities	3	-	1,159,813	1,159,813	1,229,697
Other income	4	375	-	375	28,019
Investments	5	619	-	619	208
Total income		437,659	1,159,813	1,597,472	1,777,519
Expenditure on:					
Raising funds	6	79,110	15,776	94,886	82,130
Charitable activities:	7	740,708	1,100,399	1,841,107	1,569,862
Total expenditure		819,818	1,116,175	1,935,993	1,651,992
Net income/(expenditure) before net gains/(losses) on investments		(382,159)	43,638	(338,521)	125,527
Net gains/(losses) on investments		8,163	-	8,163	2,255
Net income/(expenditure) for the year	9	(373,996)	43,638	(330,358)	127,782
Transfer between funds	19	144,531	(144,531)	-	-
Net movement in funds for the year		(229,465)	(100,893)	(330,358)	127,782
Reconciliation of funds					
Total funds brought forward		692,795	100,893	793,688	665,905
Total funds carried forward		463,330	-	463,330	793,687

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

MAPACTION
REGISTERED COMPANY NUMBER: 06611408
BALANCE SHEET
at 31 December 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	14	-	-
Investments	15	121,437	213,275
Total fixed assets		121,437	213,275
Current assets			
Debtors	16	308,507	310,637
Cash at bank and in hand		202,599	490,396
Total current assets		511,106	801,033
Liabilities			
Creditors: amounts falling due in less than one year	17	(169,213)	(220,621)
Net current assets		341,893	580,412
Total assets less current liabilities		463,330	793,686
Creditors: amounts falling due after more than one year		-	-
Net assets		463,330	793,686
The funds of the charity:			
Restricted income funds		-	100,889
Unrestricted income funds	20	463,330	692,792
Total charity funds		463,330	793,680

The notes on pages 30 to 50 form part of these accounts.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies, subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 1st of May 2023 and were signed on their behalf by:



Nicholas Moody
Chair

MAPACTION
REGISTERED COMPANY NUMBER: 06611408
CASHFLOW STATEMENT
for the Year Ended 31 December 2023

	Note	2023 £	2022 £
Cash provided by/(used in) operating activities	1	(388,417)	147,547
<i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		-	-
Dividends, interest, and rents from investments		619	208
Gross sale of investments		100,000	-
Gross purchase of investments		-	-
Cash provided by/(used in) investing activities		100,619	208
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		-	-
Cash inflows from new borrowing		-	-
Cash provided by/(used in) financing activities		-	-
Increase/(decrease) in cash and cash equivalents in the year		(287,797)	147,755
Cash and cash equivalents at the beginning of the year		490,396	342,641
Change in cash and cash equivalents due to exchange rate			
Cash and cash equivalents at the end of the year		202,599	490,396

1 Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income/(expenditure) for the year	(330,358)	127,782
Adjustments for:		
Depreciation charge	-	5,267
Loss/(profit) on sale of fixed assets	-	-
(Gains)/losses on investments	(8,163)	(2,128)
Dividends, interest and rents from investments	(619)	(208)
Decrease/(increase) in stock		(39,108)
Decrease/(increase) in debtors	2,130	)
Increase/(decrease) in creditors	(51,407)	55,943
Net cash provided by/(used in) operating activities	(388,417)	147,547

2 Analysis of changes in net funds

	At 01.01.23 £	Cashflow £	At 31.12.23 £
Net cash			
Cash at bank	490,396	(287,798)	202,599

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The registered office address for the Charitable Company is Unit 2, Douglas Court, Seymour Business Park, Station Road, Chinnor, Oxfordshire. OX39 4HA

The accounts are prepared in sterling and all amounts are rounded to the nearest £.

Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

With a strong level of reserves at the end of the reporting period and a number of strong funding proposals for the period 2024 onwards, the trustees remain satisfied that there is no material uncertainty about the charitable company's ability to continue as a going concern. This assessment has been made having considered forward forecasts, and in particular the expected future cash flows. In making this assessment, the trustees have considered a period of at least one year from the date of approval of these financial statements.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Preparation of consolidated financial statements

The financial statements contain information about MapAction as an individual charity and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The directors do not consider that at this time there are any material accounting judgements or key estimation uncertainty to be disclosed within the financial statements.

1. Accounting policies - CONTINUED

Income

Voluntary income is received by way of donations or grants and is included in full in the statement of financial activities when receivable.

Revenue grants are credited to the SOFA when there is evidence of entitlement, receipt is probable, and its amount can be measured reliably.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

Event income is recognised when received after the event has taken place.

Donated services and facilities

It is the policy of the Directors to reflect gifts in kind in relation to the support of skilled volunteers used in fulfilment of paid consultancy work. Gifts in kind are also reflected where a professional service was provided to MapAction on a pro-bono or reduced fee basis. In accordance with the requirements of the Charities SORP (FRS 102) such income is recognised at the value to the charity with a corresponding entry in expenditure.

As set out in the Trustees' Report, MapAction is fortunate to benefit from volunteer time in other areas of its work. The Directors consider that attempting to attribute monetary values to this assistance in the charity's accounts would involve disproportionate effort whilst contributing little to the interpretation of the accounts and therefore such time has not been recognised within the financial statements though the Directors recognise the valuable contribution such time makes to our work. In accordance with the Charities SORP (FRS 102), general volunteer time is also not recognised; refer to the trustees' annual report for more information about their contribution.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

Charitable activity costs are costs incurred in delivering the charitable objects.

Governance costs

These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

1. Accounting policies - CONTINUED

Irrecoverable VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs are reported on the statement of financial activities after departmental allocations using the mission days basis and staff days' basis.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The assets and liabilities of the charity all fall under Section 11 of FRS 102, Basic Financial Instruments. Listed investments are measured at fair value through the statement of financial activity, taken as the traded price in an active market. Other financial assets and liabilities are initially measured at transaction price and subsequently amortised using the effective interest method.

Tangible fixed assets

Leasehold improvements are capitalised and depreciated over the period to the first break clause in the lease. All other assets, primarily computers and communication equipment, are fully expended in the year of purchase. Equipment sometimes has to be left in situ or donated to local charities at the end of a deployment.

Fixed Asset Investments

Fixed asset investments represent investments held in a managed portfolio and share held in a dormant subsidiary company.

Fixed asset investments held in a managed portfolio are initially measured at cost and then revalued at the year end using the traded price in an active market. Unrealised gains and losses on the investment are recognised in the statement of financial activities.

Investment in group companies are recognised at cost less any provision for impairment in value.

1. Accounting policies - CONTINUED

Debtors, Cash at Bank and in hand

Debtors, cash at bank and short term highly liquid investments are recognised at the settlement amount due after any discounts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are usually recognised at their settlement amount after allowing for any discounts due.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies

In certain instances, where permitted by the donors, foreign exchange transactions are accounted for on the basis of budgeted rates or the rates effective at the date of the claim. In all other instances, and in particular where the transactions are not funded by grant funding, assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership remain with the lessor. Rental charges are charged on a straight-line basis over the term of the lease.

2 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2023 £	Unrestricted £	Restricted £	Total 2022 £
Donations	363,970	-	363,970	418,474	-	418,474
Gifts in kind	72,695	-	72,695	101,120	-	101,120
Total	436,665	-	436,665	519,594	-	519,594

3 Income from charitable activities

	2023 £	2022 £
BHA	716,470	534,907
GFFO	308,503	533,540
Government and Institutional	1,024,973	1,068,447
Calleva Vaccine Rollout project	-	66,000
Renaissance RE Ukraine crisis response	-	15,000
Disaster Response	-	81,000
IDF	87,000	67,000
CartONG	47,840	13,250
Disaster Preparedness	134,840	80,250
Total	1,159,813	1,229,697

All income from charitable activities is restricted, both this year and previously.

4 Other income

	2023 £	2022 £
Humanitarian Innovation Hub Consultancy	-	16,019
Volcanic Hazard Mapping Consultancy	375	12,000
	375	28,019

All other income is unrestricted, both this year and previously.

5 Investment income

	2023 £	2022 £
Deposit account income and bank interest	619	208
	<u>619</u>	<u>208</u>

All investment income is unrestricted, both this year and previously.

6 Cost of raising funds

	Unrestricted £	Restricted £	2023 £	Unrestricted £	Restricted £	2022 £
Staff costs	71,909	14,142	86,050	51,300	13,725	65,025
Fundraising support	2,137	-	2,137	11,806	-	11,806
Marketing	5,064	1,634	6,698	5,300	-	5,300
	<u>79,110</u>	<u>15,776</u>	<u>94,886</u>	<u>68,405</u>	<u>13,725</u>	<u>82,130</u>

7 Analysis of expenditure on charitable activities

	Direct £	Support £	Total 2023 £	Total 2022 £
Restricted expenditure	945,304	155,095	1,100,399	1,054,479
Unrestricted expenditure	292,600	448,108	740,708	515,383
	<u>1,237,905</u>	<u>603,203</u>	<u>1,841,107</u>	<u>1,569,862</u>

7 Analysis of expenditure on charitable activities

SUP costs allocation %'s		18%	14%	18%	8%	30%	12%		
	Cost of raising funds	Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	2023	Total 2022
		£	£	£	£	£	£	£	£
Direct cost:									
Direct programme	8,835	45,327	160,664	106,891	-	8,092	10,113	331,087	327,495
Direct staff costs	86,050	-	-	-	-	-	-	-	432,958
Direct consultant	-	-	-	-	-	-	-	-	348,367
Support costs:									
Support staff costs		-	-	-	-	-	-	-	203,756
Support consultant		-	-	-	-	-	-	-	20,360
Premises		6,120	4,760	6,120	2,720	10,200	4,080	33,999	32,519
Administration		19,489	15,158	19,489	8,662	32,482	12,993	108,272	51,140
IT		28,330	22,035	28,330	12,591	47,217	18,887	157,390	129,584
Governance costs		2,054	1,598	2,054	913	3,424	1,369	11,412	7,836
Other support costs		-	-	-	-	-	-	40,216	15,846
Total	94,886	101,320	204,215	162,884	24,886	101,413	47,442	682,375	1,569,862
Total 2022	82,130	507,623	245,016	162,991	133,716	437,881	66,788	1,554,015	(1,158,732)

MAPACTION
REGISTERED COMPANY NUMBER: 06611408
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2023

7B Analysis of expenditure on charitable activities

Mission days allocation		Direct costs total	of which:		Attributable support costs total	of which:		Non- attributable support costs	of which:		Total	Total 2022
			UNR	RES		UNR	RES		UNR	RES		
Cost of raising funds	£	8,835	7,201	1,634	86,050	71,909	14,142	-	-	-	94,886	82,130
Disaster Response	£	45,327	28,222	17,105	55,993	46,769	9,224	-	-	-	101,320	507,623
Disaster Preparedness	£	160,664	7,642	153,022	43,550	36,376	7,174	-	-	-	204,215	245,016
Capacity Building	£	106,891	6,225	100,667	55,993	46,769	9,224	-	-	-	162,884	162,991
M&E	£	-	-	-	24,886	20,786	4,100	-	-	-	24,886	133,716
Technical Innovation &	£	8,092	8,092	-	93,322	77,948	15,374	-	-	-	101,413	437,881
Development &	£	10,113	10,113	-	37,329	31,179	6,149	-	-	-	47,442	66,788
Non-attributable	£	-	-	-	-	-	-	40,216	40,216	-	40,216	15,846
Total 2023	£	331,087	60,294	270,794	311,072	259,827	51,245	40,216	40,216	-	682,375	1,569,862
Total 2022	£	1,108,820	197,185	911,634	445,196	339,033	106,163	15,846	(20,836)	36,682	1,569,862	(1,158,732)

8 Analysis of governance costs

	2023 £	2022 £
Trustee business, meetings & travel	875	126
Audit fees	9,960	7,710
	<u>10,835</u>	<u>7,836</u>

Governance costs are apportioned to charitable activities using the same method of allocation as support costs.

9 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2023 £	2022 £
Depreciation	-	5,267
Operating lease rentals on property	18,841	18,841
Foreign exchange gains/losses	5,983	(15,846)
Auditor's remuneration - audit fees	9,960	7,380
Auditor's remuneration - taxation services	-	330
		<u> </u>

10 Staff costs

Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	740,960	609,862
Social security costs	80,741	77,570
Pension costs	17,513	14,307
Consultant costs	415,682	379,112
	<u>1,254,895</u>	<u>1,080,851</u>

Allocated as follows:

Cost of raising funds	86,050	75,410
Charitable activities	1,168,845	1,005,441
	<u>1,254,895</u>	<u>1,080,851</u>

The number of employees whose benefits exceeded £60,000 fell within the following ranges:

	2023	2022
£60,001 - £70,000	-	1

The number of staff employed during the period, excluding consultants, was 30 (2022: 29). The average full time equivalent for 2023 was 19.5 (2022: 15.3)

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and members of the Senior Management Team. The trustees are not remunerated and the total employee benefits of the Chief Executive Officer and members of the Senior Management Team were £276,342 (2022: £238,895).

11 Trustee remuneration and expenses, and related party transactions

There were no trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the prior year.

During the year consultancy fees were paid to 2 Trustees of the Charity (2022: 1 Trustee, £20,300). Consultancy fees totalling £5,600 were paid to CIJ Holdings Ltd for work undertaken to deliver an anti-malaria programme in South Sudan, funded by the Calleva Foundation. Christopher Jarvis, a trustee of the Charity is a director of CIJ Holdings Ltd. £42,780 was paid to 55 North Consulting, for the interim running of the GFFO program for the period July - December 2023 while we hired and on boarded a program and partnerships director which was finalised in December. Anne-Marie Frankland a trustee of the charity is a director of 55 North Consulting.

Aggregate donations from Trustees were £350 (2022: £350).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

13 Fixed assets: tangible assets

	Leasehold improvements	Total
Cost	£	£
At 1 January 2023	40,852	40,852
Additions	-	-
Disposals	-	-
At 31 December 2023	40,852	40,852
Depreciation		
At 1 January 2023	40,852	40,852
Charge for the year	-	-
Disposals	-	-
At 31 December 2023	40,852	40,852
Net book value		
At December 2023	-	-
At December 2022	-	-

14 Investments

	2023 £	2023 £	2023 £	2022 £
	<i>Shares in group undertakings</i>	<i>Cash investments</i>	<i>TOTAL</i>	<i>TOTAL</i>
Market value at the start of the year	100	213,175	213,274	211,146
Revaluations	-	8,163	8,163	2,255
Bank fees	-	-	-	(127)
Withdrawals	-	(100,000)	(100,000)	-
Market value at the end of the year	100	121,337	121,437	213,275

**Investments at fair value
comprised:**

	2023 £	2022 £
Shares in subsidiary undertaking	100	100
Cash held within the cash investment fund	121,337	213,174
	<u>121,437</u>	<u>213,274</u>

The company's investments at the balance sheet date in the share capital of companies include the following:

MapAction Services Limited

Registered office: Registered in England, Company No: 6611472

Nature of business: Dormant

Class of share	% holding	31.12.23 £	31.12.22 £
Ordinary	100	100	100
Aggregate capital and reserves			

17 Debtors

	2023 £	2022 £
Trade debtors	52,096	4,184
Other debtors	-	30,133
Prepayments and accrued income	252,247	272,156
Rent deposit	4,163	4,163
	<u>308,507</u>	<u>310,637</u>

18 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	40,068	90,258
Other creditors and accruals	16,470	14,177
Deferred income	82,725	100,000
Taxation and social security costs	29,951	16,186
	169,213	220,621

Contributions paid to pension schemes in the year are shown in note 10.

Deferred income

	As at 1 January 2023 £	Grant received £	Released in year £	As at 31 December 2023 £
Start Network Early Action Project	50,000	87,000	(107,000)	30,000
Volcanic Hazard Mapping Consultancy	3,100	-	(375)	2,725
Calleva Health Project	50,000	-	-	50,000
	103,100	87,000	(107,375)	82,725

	2023 £	2022 £
Deferred grant brought forward	100,000	82,000
Grant received	87,000	97,000
Released to income from charitable activities	(107,375)	(79,000)
Deferred grant carried forward	79,625	100,000

19 Analysis of movements in restricted funds

2023:

	<i>Balance at 1 January 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers *</i>	<i>Balance at 31 December 2023</i>
	£	£	£	£	£
<i>Institutional funders:</i>					
BHA	-	716,470	(651,876)	(64,593)	-
GFFO	-	308,503	(287,703)	(20,801)	-
<i>Projects:</i>					
Calleva Vaccine Rollout project	48,825	-	(52,779)	3,954	-
Renaissance Re	-	-	-	-	-
Start Network Early Action Project	52,067	87,000	(91,160)	(47,907)	-
CartONG	-	47,840	(32,656)	(15,185)	-
Total	100,892	1,159,813	(1,116,175)	(144,531)	-

2022:

	<i>Balance at 1 January 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers *</i>	<i>Balance at 31 December 2022</i>
	£	£	£	£	£
<i>Institutional funders:</i>					
BHA	-	534,907	(490,154)	(44,753)	-
GFFO	-	533,540	(498,636)	(34,905)	-
<i>Projects:</i>					
Calleva Vaccine Rollout project	20,039	66,000	(37,217)	-	48,825
Renaissance Re	-	15,000	(15,000)	-	-
<i>Start Network Early Action Project</i>	35,000	67,000	(21,933)	(28,000)	52,067
CartONG	-	13,250	(5,264)	(7,986)	-
Total	55,039	1,229,697	(1,068,204)	(115,643)	100,889

*The amounts transferred during the year relate to donor contributions to cover support costs, recoveries of pre-agreed charges, funding shortfalls or surpluses on programmes closed in 2020. Transfers are made if allowed under the terms of the grant.

Name of restricted fund	Description, nature and purposes of the fund
BHA 2017-2021	United States Agency for International Development (USAID) support received through Bureau for Humanitarian Assistance (BHA) grant funding for the programme, "More than words - Improving the impact of GIS products in humanitarian response" and awarded through to September 2021.
BHA 2021-2024	United States Agency for International Development (USAID) support received through Bureau for Humanitarian Assistance (BHA) grant funding for the programme, "Building sector wide capacity for geospatial analysis and other technologies to deepen the impact and effectiveness of humanitarian information management in humanitarian action" and awarded through to September 2024.
GFFO 2021-2022	Grant funding provided by the German Federal Foreign office (GFFO) for the programme "Enhancing timely and effective application of geospatial data and technologies to improve the effectiveness of humanitarian response" and awarded from 01/01/2021 to 31/12/2022
GFFO 2023-2025	Grant funding provided by the German Federal Foreign office (GFFO) for the programme "Enhancing timely and effective application of geospatial data and technologies to improve the effectiveness of humanitarian response" and awarded from 01/07/2023 to 30/06/2025
Start Network Early Action Project	Funding provided by 7 corporate members of the Insurance Development Forum (Aon, AXA Group, Axis Capital, Milliman, Swiss Re Foundation, WTW and Zurich) for MapAction to provide data, visualisations, information and implementation support to the Start Network to enable early action in 8 target countries. The project began in November 2021 and will run until September 2023.
CartONG	2022: Funds related to three projects: Support to MSF GIS Centre on Ukraine Crisis Response; Data Analysis and Visualisation Toolkit and Evaluation of Information Management; and a provision of a GIS coordinator on UNICEF OPSCEN project 2021: Funds Received to collaborate with CartONG to provide a Data Analysis and Visualization dashboard to facilitate decision making processes linked to COVID 19 in Mexico for the Mexican Government's Ministry of Education
Calleva Foundation	The Calleva Foundation for MapAction's integrated data package for vaccine micro-planning in South Sudan and Burundi, and working with partners in the COVAX GIS working group.
Renaissance RE	CSR programme Renaissance RE committed to support MapAction's emergency deployments. Funds were used in 2022 on activities carried out for the Ukraine crisis

20 Analysis of movement in unrestricted and designated funds

2023:

	<i>Balance at 1 January 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>Balance at 31 December 2023</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
General fund	692,795	437,659	(811,655)	144,531	463,330
Fixed assets	-	-	-	-	-
	<u>692,792</u>	<u>437,659</u>	<u>(811,655)</u>	<u>144,531</u>	<u>463,330</u>

2022:

	<i>Balance at 1 January 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>Balance at 31 December 2022</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
General fund	605,592	547,822	(576,266)	115,643	692,792
Fixed assets	5,267	-	(5,267)	-	-
	<u>610,859</u>	<u>547,822</u>	<u>(581,533)</u>	<u>115,643</u>	<u>692,792</u>

Income in the note above incorporates gains on investments and expenditure incorporates losses on investments.

21 Analysis of net assets between funds

	<i>General fund £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total 2023 £</i>	<i>Total 2022 £</i>
Tangible fixed assets		-	-	-	-
Fixed asset investments	121,437	-	-	121,437	213,274
Net current assets/(liabilities)	341,891	-	-	341,890	580,411
Creditors of more than one year	-	-	-	-	-
Total	<u>463,327</u>	<u>-</u>	<u>-</u>	<u>463,327</u>	<u>793,680</u>

22 Operating leases

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

Property	2023 £	2022 £
Less than one year	16,651	16,651
One to five years	18,039	18,039
	<u>34,690</u>	<u>34,690</u>

MAPACTION

England & Wales - Charity number 1126727

Accounts

REGISTERED COMPANY NUMBER:
06611408 (England and Wales)
REGISTERED CHARITY NUMBER:
1126727

MAPACTION
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND AUDITED STATEMENTS 2022



"Investing in MapAction is a great way to support humanitarian operations and those volunteers that help with time and dedication in the field in a fantastic way. Supporting Mapaction is supporting response directly".

Robert Colombo Llimona, Head of UN OCHA Assessment & Analysis Cell, Turkiye Earthquake

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for the Year Ended 31 December 2022

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Who we are and what do we do

Our Strategic Objectives

Our strategy to 2023 defines how we are working to make our aims come to reality. We have defined them as follows:

result 1 *The right to life*

More lives are saved and livelihoods protected, recovered and strengthened through the provision of timely and relevant geospatial analysis in humanitarian responses.

result 2 *Greater resilience to emergencies*

Vulnerable people are better prepared for and more resilient to emergencies. Those assisting them can access and use relevant data to make decisions.

result 3 *Increased technical capability and a more collaborative environment*

Aid delivery is more effective and more efficient through the collective development and adoption of appropriate technological advances, research and learning. This enhances data management, data visualisation and geospatial analysis, ultimately strengthening humanitarian decision making.

MapAction is a non-profit organisation that knows that applying geographic analysis and data expertise to humanitarian situations can greatly improve outcomes for the people affected by them. Yes, we do make maps, but also much, much more.

We collaborate with partners around the world to help anticipate, prepare for and respond to humanitarian emergencies. We strive to ensure that governments, regional and local disaster management agencies, local and national non-government organisations, and international humanitarian responders have access to the information and analysis that they need to make key decisions, at the right times, to save lives and alleviate suffering.

We are a team of around 100 people, 75% of them specialist technical volunteers, a small roster of standby consultants and a team of staff making sure the organisation is well run, that volunteers are well supported with kit, logistics, funds, technology and information and everything else that is essential. Combining the passion of volunteerism with the rigour and reliability of professional standards, the 'MapAction spirit' is something we work hard to maintain and the willingness of our team to go the extra mile is often fed back to us.

With more than 20 years of experience and learning gleaned from attending well over 100 different humanitarian emergency situations and supporting countless more remotely, we have developed a unique and continually requested range of capacities.

We freely share the knowledge we have acquired and help put in place the systems, resources and data required to build resilience to disasters and protect vulnerable communities.

Always seeking improvement, we're developing new technologies and approaches to ensure the data, maps and tools that are essential in humanitarian crises are made available as quickly as possible, and prepared ahead of time.

And when major emergencies happen, we can still provide surge support to our partners at just 24 hours-notice, enabling them to make sense of chaotic, dangerous and rapidly evolving situations and coordinate the most effective response.

Our combination of wide-ranging expertise in geospatial information and data analysis, allied with extensive knowledge and experience, hard earned from the heart of so many humanitarian emergencies uniquely positions MapAction to continue improving the impact and effectiveness of humanitarian aid now and in a future where such improvements are going to be vital.

Message from Nick Moody - Chair of MapAction

Twenty years ago, MapAction was born out of the pressing need to make sense of chaos during the onset of humanitarian crises. That need for emergency response remains, but at CoP27 and other forums it has become very clear that humanitarians must also help the most vulnerable communities get ahead of climate risk and build resilience. Climate change and conflict are driving questions of survival, where the choices are to adapt or to migrate. The scale of this need requires ambitious thinking.

The UN forecasts 228 million people in need of humanitarian assistance in 2023 alone, requiring \$51.5 billion in funding. How is it possible to meet those needs at a time when nations are facing post-pandemic costs, cost of living increases, global energy insecurities and uncertainty in so many areas of public life? There is a deepening gap between humanitarian need and the funding available, yet closing that gap has never been more important.

There is no easy answer. More money for humanitarian programming is certainly needed and MapAction is no exception. Yet, another way to tackle the gap is to make humanitarian response ever more efficient and more effective and here MapAction can be part of the solution.

For the past 20 years MapAction has been helping do just that, ensuring that support is directed to the people who need it the most. We have done that through creatively, energetically but professionally and quietly applying geospatial thinking, data and mapping analysis to humanitarian systems. Over those 20 years, the need for MapAction's services has grown and evolved and we have grown modestly to meet it, opting to invest more in relationships and reputation than marketing.

During 2022, we reviewed our place and our purpose. Are we doing enough to help? We concluded that the world needs much more from MapAction and it needs it now. To help communities adapt and build resilience to extreme events, we must be more ambitious – and be very clear on how we will do it. To that end, we have developed an exciting new strategy that strengthens our own operational capabilities, but more importantly multiplies the benefit by helping those who live closest to the risk to do what we do. This takes us into a new world of exciting global and local partnerships that can – and must – make for a

We have faith in our mission, our team, our partners and of course our supporters. Please join us in whatever way you can, as we work towards 'A world where no one is left behind where data can help'.

more resilient world.

Nick Moody

Chair of Trustees
January 2023

Report from Liz Hughes - Chief Executive

20 Years of saving lives, reducing suffering and improving recovery by making a difference to humanitarian situations through geospatial, data and mapping analysis is worthy of celebration. We celebrated modestly, with a book of memories of the organisation's activities, which captured beautifully the evolution of MapAction, and its ever-changing approach and never changing hunger for improvement. Central to our approach throughout this time has been our volunteer ethic and our professionalism, our independence and our willingness to collaborate, our desire for continuous innovation and a willingness to be transparent. In recent years we have added to that list of values, a desire to promote diversity and inclusion.

These values have seen us through the ups and downs that are inevitable over 20 years of history. As we emerged from the challenges of Covid-19 and lockdown, 2022 was something of an inflection year for the organisation and we drew on that value set many times.

We explored and agreed a **new strategic direction** around two goals: firstly to **reduce vulnerability** to those at risk, and secondly to **enhance decision making** in response.

We agreed to make innovation a deliberate feature of our work; to build and promote communities of practice to deliver better humanitarian information with others rather than directly; and we decided to set up a unit that could influence the sector more widely through our learning. Finally we agreed thematic areas of focus to explore how we could further bring MapAction's knowledge and skills to improve the situation.

We reviewed our people structure to deliver that new direction, recognising that we need to put more emphasis on programme and partnerships and maintain a dedicated space for innovation. We also recognised the need to systematise and develop our monitoring, evaluation, accountability and learning (MEAL) function. Whilst still a new capability this has already delivered dividends in ways that we could not have predicted. We now seek to extend this service to partners wrestling with similar MEAL challenges.

We continued to adjust how we operate, with part of our new strategy focusing on supporting decision making at national and at local authority levels, where the decisions made elsewhere in emergency responses are most keenly felt.

We reviewed our business model and looked at how we could make efficiencies identifying the pain points for the organisation in growth and working out how to address them. Fundraising remains a challenge, with big changes in the humanitarian funding picture but equally seeing new doors opening with the generosity and support of others. We reached the end of the year in surplus despite those challenges.

Our progression through 2022 has been exciting, as we build towards new areas of activity. Our energy levels are high, and we are motivated to make change in the world. With an important mission in front of us, the excellent people that we have, and a strong Board of Trustees we are set to scale our work in 2023. But of course we recognise that this mission can only happen, regardless of importance and impact if we can persuade, enthuse and involve enough supporters to make it possible. We owe it to everyone not to be shy in our invitations to join us.

I will be moving on after ten amazing years with MapAction. There is never an easy time to do this but there is a right time and that is now. A personal thanks to everyone who has supported MapAction and me over the years, I hope the organisation can count on you for the future we are mapping out.

Liz Hughes OBE

Chief Executive
January 2023

Progressing towards our Strategic Objectives

Achieving our three Strategic Objectives informs everything that we do so it was good to reflect that on all three we have made significant headway. This report details that progress as well as some of the lessons we learnt along the way.

Result 1

We responded to 13 emergencies in 2022, from the Ukraine conflict and Madagascar storms to the food crises in Afghanistan and East Africa to drought in Paraguay and floods in Democratic Republic of Congo and Gambia and more. We also worked with partners to support them in emergencies when they provided the response directly.

Result 2

We carried out 18 preparedness projects during the year working with regional partners, national authorities and the United Nations to ensure better use of data to make decisions. We also worked with the START Network, to support their NGO members to anticipate and prepare for emergencies, helping to make people at risk more resilient.

Result 3

We continued to build partnerships for innovation and are now making our application of innovative capability much more targeted, through the establishment of specific field focused 'Labs' by the end of the year. We launched new initiatives including a gender disaggregation project, and a project to improve the quality of OpenStreetMap (OSM) data with the Geomatics Institute at the University of Heidelberg.

We aimed to reduce vulnerability for those at risk and enhance decision making in an emergency or indeed, beforehand by improving collaboration across organisations and using data science and other technologies to help.

Making a difference with data

- 13 emergency responses covering conflict, floods, cyclones, food insecurity and drought. 53% of those delivered in-country and 46% remotely.
- 18 preparedness/anticipatory action projects. 61 % delivered in-country, helping regional and national authorities prepare for and anticipate emergencies.
- 9 training projects, 88% delivered in-country to train national, regional and global partners in humanitarian information management for response.
- 4 innovation projects pushing the boundaries on data management and analysis.
- 12 influencing opportunities bringing lessons from our experience of disaster response to global and regional networks and policy making forums.
- 13 internal training and development weekends ensuring we are ready to respond.

During the year we responded to 13 requests for assistance in emergencies alongside many preparedness and development projects. The emergency responses covered a wide range of types of events with thousands of people affected. For example we provided a large multi-country response to the onset of conflict in Ukraine and an unusual request by a regional governor in Paraguay to assist with a drought response in his region. We saw the continuing impact of climate change with flood responses in The Gambia, South Sudan, Pakistan and the Democratic Republic of Congo and 4 major storms in a row striking Madagascar. The growing range of partners we worked with demonstrates the complexity of the humanitarian environment and the value of the products and services we provided at short notice.

We undertook more preparedness projects in 2022 seeing a shift to these projects with an emphasis on using data in different ways to facilitate partners in their response to emergencies either occurring in real time or in the future.

Case study: critical planning in a conflict

The Ukraine conflict saw one of the fastest and largest displacements of people since the Second World War. 6 million¹ people moved across borders in four months whilst many more sought refuge in safer parts of the Ukraine. Such a widespread movement requires a well planned response at many levels if limited resources are to stretch far.

MapAction worked with several partners to support this. In mid March, when the UN Office for the Coordination of Humanitarian Affairs called us from Poland and asked for a mapping team, we had one on the ground within 24 hours. They worked on identifying the best way to get aid into Ukraine as well as ensuring response teams had a better idea of the humanitarian situation and how it was changing.

Another team member went to Geneva to provide updated analysis across the region, and support the longer term planning that UN agencies were doing to ensure continuity and coordination of assistance in a complicated situation.

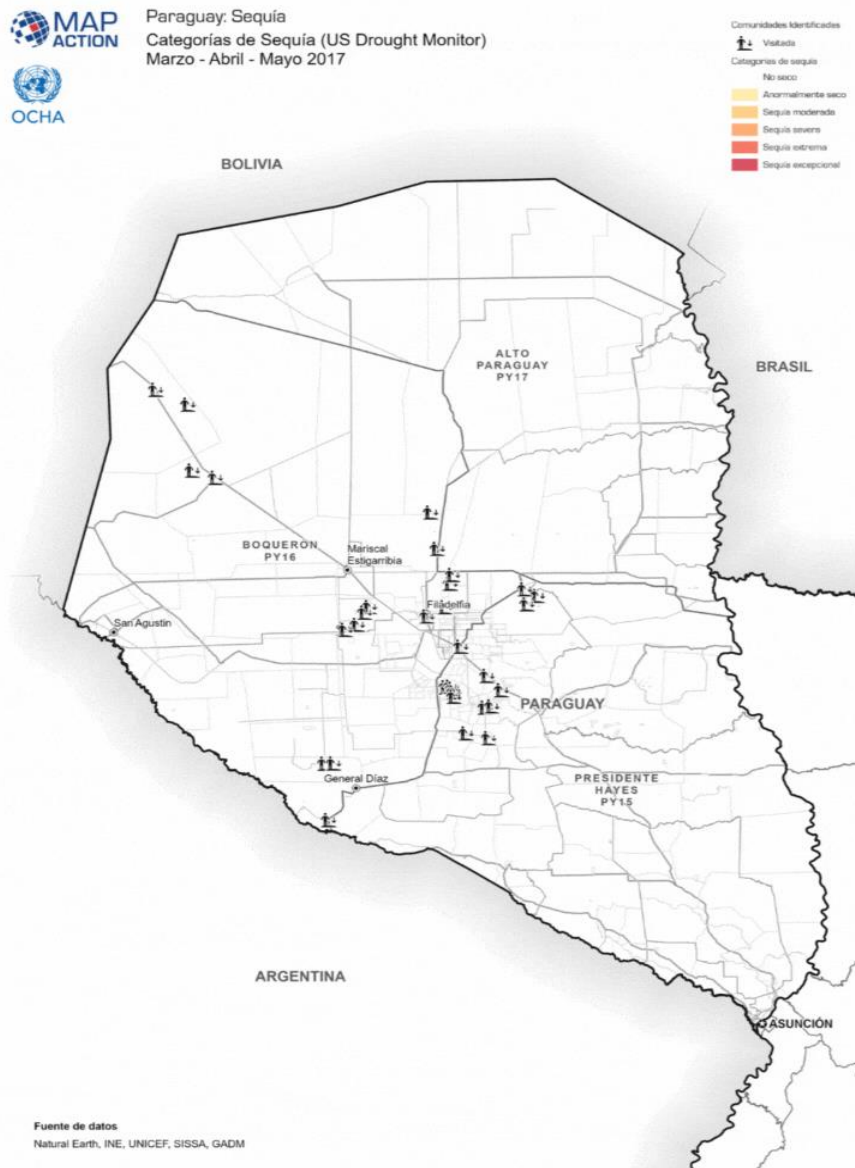
We worked with the International Federation of Red Cross and Red Crescent Societies and UN Humanitarian Country team to support the needs of Ukrainians in Moldova through the national authorities and Moldova Red Cross.

¹ https://www.eeas.europa.eu/eeas/ukraine-war-pushes-global-displacement-numbers-new-record-high_en

Using data analytics to respond to an emergency

Whilst Ukraine raged, climate driven emergencies engulfed many countries in Africa, South America and Central Asia. MapAction provided support remotely to NGOs in the Horn of Africa and Afghanistan as the full extent of these slow onset emergencies became apparent.

An unusual response for MapAction was to The Western region or Chaco zone in Paraguay. An extended period of drought followed two previous years of rain deficits. The National Meteorological Service predicted serious implications in terms of access to water, health, food and income for many families due to reduced farm production and already fragile conditions. Information was needed to quantify the current state of the situation for 6 municipalities in order to work out priorities for assistance. MapAction worked with the United Nations and local authorities to design a multisector rapid assessment, collecting data to demonstrate the evolving situation and its level of seriousness and producing infographics and a dashboard that could be used by the UN Country team in responding to this emergency.



Using data to understand risk better

2022 witnessed climate and weather related events around the world through heat waves, floods, storms and droughts. But the impact of these events is not evenly felt as some people and locations have less resilience than others, some are more vulnerable than others, some take longer to recover than others and some have more resources than others. These inequalities have long been recognised but only recently have the benefits of data been better understood in terms of analysing who is at risk, and how best to reduce those risks.

"By connecting data, analytics and delivery we will create a new powerhouse for country-focused health information that makes a measurable difference to lives and livelihoods, addresses inequalities and delivers measurable health impacts for all"

Dr Tedros Adhanom Ghebreyesus, Director-General, WHO (<https://www.who.int/>)

In 2022, MapAction set about understanding where and who in the world is more at risk from the impacts of emergencies. We did this in several different ways.

We initiated a gender project to understand better how emergencies differently impact men and women, gathering data from humanitarian and academic literature and interviewing people working in a range of humanitarian organisations. This involved understanding the importance of taking gender into account in data collection and analysis, and exploring the challenges and barriers to this effectively happening in practice. This is not a new topic in the humanitarian sector but it continues to be one that is difficult to grasp in the middle of a major emergency.

We wanted to understand what more MapAction could do through our preparedness work to facilitate access to disaggregated data by age and sex. We are in the process now of developing an online publication summarising lessons from this initial study, and highlighting recommendations. We will also be updating our Example Product Catalogue, both to share the learning and to reflect it in our own work, and are developing a checklist for use when planning new projects.

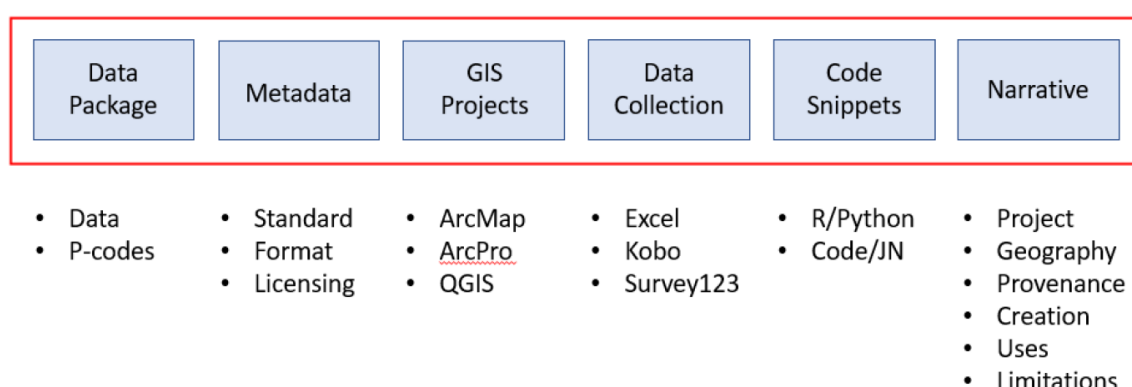
In another significant Data programme for Disaster Risk Reduction, we extended our partnership with the Start Network (<https://startnetwork.org/>) with the support of the Insurance Development Forum (<https://www.insdevforum.org/>). The objective of this work is to enable Start Network members to anticipate emerging crises and start interventions earlier.

We assisted Start Network members in Bangladesh to manage data for risk forecasting, explored the data architecture members used in Bangladesh and advised on streamlining and strengthening the management of data. For example, we created draft atlases including hazard and vulnerability data and incorporating disaggregated and country specific vulnerable group data. These are being documented into Geo reports and further populated with data for future use of the atlases. During this coming year we will be continuing to develop the data management systems with each country expanding work to Nepal, Madagascar, and the Philippines amongst others.

Using data for health programme microplanning

We continued to expand our work on health microplanning using the Integrated Health Data Package or IHDP, a tool developed in 2021 to help roll out Covid-19 vaccine delivery. The IHDP can significantly reduce time spent planning a locally delivered health programme whilst improving coverage. The IHDP ensures data is cleaned and checked and selected to be of most use for the specific need. It also ensures a consistent approach in file naming and modelling so that others can use the same data for later programmes so reducing duplication and supporting interagency collaboration and more effective and efficient programmes as a result. We know this all sounds very technical, even geeky, but it is understanding these details that makes a huge difference in e.g. swift vaccine delivery, so it really matters! Look at the diagram below and then say you're not excited!

Integrated Humanitarian Data Package contents:



Strengthening our partners' use of data

Over the year we worked with long standing partners to build on their use of data for emergency response and early action.

Working with the Center for Emergency Situations and Disaster Risk Reduction (CESDRR), we carried out basic and advanced training courses for government representatives from National Disaster Management agencies in Kazakhstan, Kyrgyzstan and Uzbekistan. These courses aimed at building surge capacity within the region to provide the authorities with mapping capability during an emergency. As preparation, all relevant data was identified and translated leaving datasets as resources after the courses. The courses were developed based on previous experience, using open source mapping software presentations, practicals and key concept materials as pre-course reading or as videos that could be revisited after the course. All training was presented in Russian as the common language in the region.

Alongside this we developed a data repository structure for CESDRR, to enable access to critical data. This reflected that while international data portals and sharing mechanisms exist they are not presented in the languages of the region, and do not provide a single source for data discovery for all aspects of a disaster e.g. topographical and baseline data, hazard and risk information, infrastructure and response, early warning and anticipatory action. This project was provided as a prototype to help explore the issues of providing a stable platform, understand the needs for data and the basics of data management, and provide a tried and tested structure and data naming convention for a "ready to deploy" rapid response folder - i.e. a folder prepared and ready for mapping in an emergency. Future phases of the project will look at how CESDRR might develop a signposting facility on the data repository leading to other information repositories and data feeds supporting disaster management in the region. It will also consider the need for more user-friendly information to help not just trained personnel use the data but less specialist disaster managers and staff to discover data and services.

REPORT OF THE TRUSTEES for the Year Ended 31 December 2022

Lastly it will look at how basic data, useful in all emergency situations can be maintained and up kept, saving valuable time in life threatening situations.

Partnership as a journey

Lessons from our work with a range of partners regionally, including member state interstate bodies like CESDRR, the Caribbean Disaster Emergency Management Agency and the ASEAN Humanitarian Assistance Center, as well as civil society networks like the Asian Disaster Reduction and Response Network, show us that partnership is a journey that evolves over time. Whilst it is an opportunity to build capacity, generate new solutions like data repositories and surge capacity, it is much more a meeting of minds and a joining together of different perspectives to ensure the best outcomes for people affected by disaster and conflict. We are as much shaped by and benefit from the partnerships as our partners.

"Partnering with MapAction over the years, MapAction has enforced how data is shared and passed on. CDEMA recognised this value and added its own dedicated GIS resource as a result. MapAction illustrated how GIS is critical in response and the importance of GIS through the entire Disaster Management cycle"
Member of CDEMA

Innovation to improve the quality of data

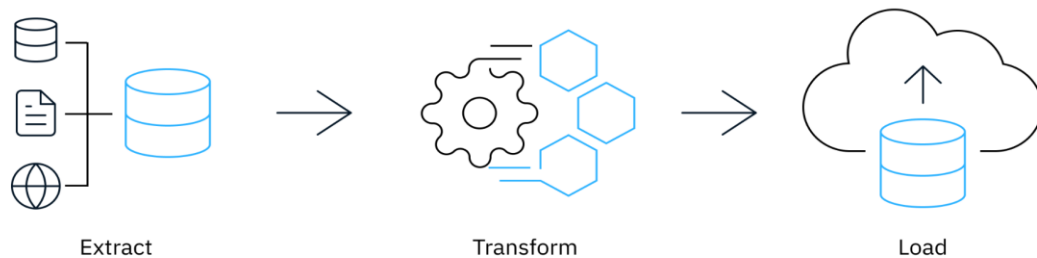
Settlement data, transport data and health infrastructure data are needed for all emergencies. OpenStreetMap (<https://www.openstreetmap.org/>) crowd sources this data and is being used more and more widely, meaning data quality and fitness-for-purpose is important. MapAction completed a project in 2022 that looked at how to improve the quality of this data.

MapAction joined forces with the Heidelberg Institute of Geoinformation Technology (HeiGIT) to test software HeiGIT had developed that could analyse the quality of a dataset related to a specific geographical area. MapAction carried out this testing for areas in the Caribbean, Central Asia and Southern Africa, providing benefits in identifying data gaps, and enhancing information around critical infrastructure. Knowing the status of the data in this way, means that responders can plan better. For example, in relation to hospitals, the analysis could demonstrate how many beds there are in the hospital, how many maternal care units exist, what was there before the emergency and what is usable after the event, all helping responders know where to provide supplementary services.

Data driven decision making in an emergency

Sourcing, acquiring and processing data are important but time consuming tasks for any emergency response. Preparing the data ahead of time is much more efficient and effective than trying to do it in the heat of a response.

In 2021 MapAction established a project that would enable the automation of this process, developing a 'Data Pipeline'. In 2021 we gathered core data like administrative boundaries, population and roads for 40 countries. In 2022, we looked at how to connect up the dots linking the collection of data, with its end use to inform decisions. This was aimed at Information Officers who might use the data to make different types of products for emergency decision makers. We worked with Kontur to focus on the necessary datasets for response based on our experience of over 130 emergencies. This pipeline will now be released for public use on an open source basis ensuring the benefits of well prepared data can be utilised by a wide range of organisations.



KONTUR

Launching our Data Science Lab

MapAction has developed an expertise in Humanitarian Data Science over the past few years with the support of the German Federal Foreign Office. In 2022, we launched our Data Science Lab as a space where our staff, Data Scientist and a growing team of specialist Data Science Volunteers could create new solutions and experiment. Working in collaboration with the United Nation's Office for the Coordination of Humanitarian Affairs Center for Humanitarian Data, (<https://centre.humdata.org/>) we have used data science in several projects anticipating and responding to emergencies. Our interest is how we can use analytics and data science to bring more insights to our partners about humanitarian needs. In practice, this might look like identifying appropriate datasets, rigorously evaluating data quality, performing statistical analysis, and/or generating visualisations.

Several projects were launched including a project to automate road network analysis to identify remote communities potentially cut off during an emergency from facilities like health, water points, cash distribution points, or major urban centres. Another aims to quickly estimate flood extent. With MapAction's emphasis on speed and quality, in emergency response, these tools are being developed to meet those two requirements. Once both tools have been successfully tested in an emergency we will make them available.

Monitoring, Evaluation, Accountability and Learning

Unanticipated benefits

We continued to develop our MEAL capability with the addition of new tools for evaluation. An Outcome Harvesting workshop drilled down into our Data and Technologies programme to understand the outcomes better. Whilst we had gathered data systematically using indicators set at the beginning of the programme, we wanted to understand the outcomes that were perhaps less visible or were not planned, to understand all of the programme's benefits.

Unexpected outcomes included new donors using data prepared in the programme for their own response to the Madagascar floods; health actors in South Sudan having access to bespoke data packages with clean core datasets and documentation for health planning; and the National Disaster Management Agency in one country in which we worked creating their own response map products subsequently.

Continuous learning

Learning is a big part of what we do at MapAction. We think marginal gains can add up to giant steps forward so we reflect on each deployment and project to see what we could do better. And we move quickly to put right the things that need changing. One lesson that emerged last year is that we are really good at reacting to the demands of an emergency but we need to strengthen our project management. Our strength in emergency response, lies in listening to debriefs, tightening procedures, applying discipline and drill in monthly training and adapting our tools. We are now applying the same approach to our project management capability, and recruiting personnel to help with this.

Being accountable

MapAction uses the results of monitoring and evaluation to ensure we are accountable to those we support and to our supporters. We also use these results to assess whether the plans we made were effective in delivering the strategy and for forward planning. Our MEAL was important to the development of our strategy for 2023 onwards, mapping the stakeholders for our strategy and developing our ideas on how we can make change to strengthen humanitarian response and reduce vulnerability for those at risk.

An important element in accountability is hearing feedback. MapAction developed its policy on accountability last year, making sure it is now easier for all people we work with to provide feedback or raise concerns and complaints via our website should they need to do so.

<https://mapaction.org/contact-us/>

Our plans for 2023 and beyond

During 2023 we will continue to build. The foundations to our new strategy were laid in 2022 focusing on **our vision to leave no one behind where data can help**, by reducing people's vulnerability to climate change and conflict and ensuring decision-making in humanitarian response is more effective.

By 2028, we aim to have reduced vulnerability to emergencies for those at greatest risk in 25 countries across five regions. We also aim to have enhanced decision-making so that humanitarian interventions are more effective and limited resources stretch further. We will have supported local leadership and the use of local technologies to achieve this, and will have promoted the exchange of well analysed data as early and as quickly as possible. 25 highly vulnerable countries will be able to exchange data relating to development, humanitarian response and peace-building quickly and easily via improved communication systems, making best use of automation, innovation and learning.

We have already identified 25 countries in which to support anticipatory action, disaster risk reduction and/or health micro planning over the next five years whilst also retaining our capability to respond to an emergency anywhere in the world.

During 2023, we will:

- Develop partnerships with networks, governmental and civil society organisations in Africa to promote locally led humanitarian information management in emergency response whilst also continuing to work with those in Asia Pacific, the Caribbean and Central Asia
- Complete the current programme with the Start Network in 8 countries and define a second stage of this partnership.
- Consolidate and document our urban work to share findings with others.
- Roll out our IHDP (data packaging) tools in health planning and other purposes in an exciting anticipated new programme.
- Apply our innovation labs to Data Science, Software Development and other challenges, for humanitarian activities, exploring ways to work with the corporate sector as well as humanitarian partnerships to do this.
- Offer MEAL as a valuable service to our partners and to document and publish lessons for the sector.
- Establish an agenda to influence policy and practice for humanitarian information management, drawing on our lessons from many years and working with partners to generate change.

Strategy 2023 is a step change for MapAction, requiring changes in our personnel model and an increase of our budget to succeed. These changes will require us: to shift the focus of our work towards proactive projects that enable others to respond; expand our partnerships; and ensure we have focal points in each region to generate collaboration with national, regional and international stakeholders.

Income and Communications

The impact of the Ukraine conflict, the cost of living rises and the post Covid-19 impact on national budgets, has meant that resources are more limited for everyone. For MapAction, this also combined with staff absence and changes during the year, following on from the cumulative restrictions of lockdown collectively and meant that there was less in the pipeline than there might normally have been. Fortunately, MapAction was able to enjoy continued support from a number of committed partners, seeing the organisation through to the end of the year and generating a surplus that provided a small buffer as we came into 2023. This was extremely important due to delays on funding applications and has enabled us to already respond to three emergencies this year, including Turkey using these reserves initially.

Towards the end of 2022, we expanded our Income Team with a focus on philanthropy. This role will work closely with our sister organisations in the US, Germany and the Netherlands to expand our network of philanthropic support over this year, which must be a key area in the changing humanitarian donor landscape.

Our priorities for 2023 remain very similar to 2022 in terms of fundraising, with a focus on

- Prioritising remaining humanitarian government donors, as they remain best placed to see first-hand the impact of MapAction's contributions, as they have a good view across the details of a wide range of humanitarian activity.
- Building existing and new long-term relationships with those foundations and philanthropists who understand and value the importance and impact of applied information and data techniques.
- Engaging more corporate partners as we remain a standard bearer for both the geospatial and increasingly the data sectors in humanitarian response.
- Beginning to build in an individual supporter base, in a cost-effective way, by engaging with the large online audiences we have grown in the past five years.

The planned update on the website was not completed last year so will be a priority this year, along with a brand update, and the development of new marketing materials. We will develop our communications strategy to be more affecting and to build out our influencing networks. Additional capacity will be included in the MEAL unit to generate programme documentation for policy influencing, whilst additional capacity will also be required in the Income team to cover a range of communication opportunities.

People and accountability

The MapAction team - volunteers and staff - worked amazingly hard and amazingly well in 2022 delivering on many priorities and doing so with the collegial and collaborative spirit we are known for.

We saw considerable movement of personnel in 2022 reflecting the pattern across the charity sector since Covid-19. As a result, we experienced gaps in coverage and some delays to projects. We addressed those gaps, by bringing in volunteer capacity on a paid basis, and using our standby roster of consultants to cover priority projects. Technical appointments have been especially difficult to make, given the much higher salaries available in the corporate sector, or the better terms and conditions available in the public sector, despite MapAction's family friendly and flexible environment.

A review of human resources was carried out to identify what additional capacities might be required for strategy 2023 as well as what might be the optimum structure for the organisation. As a result of that a restructure was implemented (without job losses), ensuring clear roles and responsibilities for new areas of work under the strategy as well as maintenance of ongoing work. We launched our annual volunteer recruitment round in the latter part of the year, targeting a wider range of roles (including a project manager role profile) with the aim of recruiting 12 new volunteers by March 2023.

Our diversity working group reformed, reviewing progress on our plans with diversity and inclusion monitoring being introduced into recruitment. We reached a full complement of paid personnel by the end of 2022, with considerable change in the office team. Team building exercises were carried out at the Management team level, whilst a Leadership team was launched to ensure that middle management had a formal way to help shape the organisation. A schedule of monthly in-person meet ups has been introduced, as well as monthly team training, to offset some of the down sides of remote working. On the whole however, people report preferring this method of working.

How we work - standards, safeguarding and responsibility

MapAction demands a very high standard of conduct from everyone involved with the organisation. As an organisation that sends personnel into emergency situations, we have always, of necessity, had a very detailed set of protocols that is rigorously drilled, continuously reviewed and meticulously applied. This encompasses the safeguarding of everyone within our sphere of action, the procurement of goods and services and the consistent high quality of our work. We equip our personnel with the skills and knowledge to recognise different types of situations and respond appropriately. Every team member and anyone representing MapAction must not only sign our Code of Conduct but reread and recommit to it regularly.

These internal processes are in addition to the robust due diligence requirements of our various government funding partners and the engaged oversight of our independent Board of Trustees.

Environmental Policy

Whilst the implementation of the Environment Policy we approved in 2020 was interrupted by Covid-19, we have been able to make significant further inroads into our carbon footprint. Reduced travel, remote working and reduction in the footprint of our office have all contributed. Now, as it becomes possible to travel more, we need to reset how we maintain the gains we have made. We now plan to appoint an Environment Volunteer to help us baseline our current carbon footprint and plan with a working group of volunteers and staff, how we move forward.

Financial Review

The charity funds its activities through institutional (government) donors, private foundations, individual donations, and some mission related contracts. Total income raised in the period was £1,777,519 (2021: £1,653,975), of which £1,229,697 was restricted (2021: £1,311,824).

REPORT OF THE TRUSTEES for the Year Ended 31 December 2022

During the year, MapAction spent £1,651,992 (2021: £1,521,150) of which £1,068,204 was restricted (2021: £1,187,797). The charity's unrestricted reserves at the end of the reporting period were £692,798 (2021: £605,599). Refer to Statement of Financial Activity on page 27 for more details.

At the financial year end MapAction had increased its income by 7.5%, with our costs growing by 5.5%. An unrestricted surplus of £87,199 (2021: £55,039) was achieved in the year, thanks to careful cost control and the generosity and support of donors. This surplus gives MapAction a greater degree of stability going into 2023, which looks set to be another challenging year from traditional institutional income sources. In 2022, the Calleva Foundation generously underwrote what at one point looked likely to be a significant anticipated income shortfall.

In the year we continued working on our multi-year USD 2,165,757 programme from USAID Bureau of Humanitarian Assistance, which supports regional and national organisations to better prepare for and manage geospatial information for emergencies.

Our work with the START Network Early Action Project, funded by 7 corporate members of the Insurance Development Forum¹, progressed well in 2 countries, building a good foundation for 6 more in-country programmes in 2023. We carried out an ambitious programme of activity under the Health Vaccine Project. In Burundi, this saw a scoping project to support digital health mirco-planning and delivering advanced kobo training to Burundi's Malaria Control Programme staff. In South Sudan it involved continuing the Integrated Humanitarian Data Package work through remote attendance at forums such as the Covid-19 National Steering Committee and the Health Cluster Knowledge Sharing Initiative.

By 31 December 2022 we completed our two-year EUR 1,224,996 programme funded the German Federal Foreign Office, which funded our emergency deployments and the development of a range of data science and data preparation projects. The programme sought to enable personnel to make more effective decisions in humanitarian emergencies, by providing more reliable information, presented in more easily interpreted formats, at earlier points in emergencies.

We are grateful for all in-kind support received in 2022. In particular we wanted to express our gratitude to:

- All our valued volunteers who contributed to all of MapAction's activity in 2022
- Roger Wedge for his regular donated time and support on our emergency deployments
- Rhian Cadvan-Jones for her pro-bono HR support
- Google, Microsoft, Salesforce, Slack and more for our technical software and licences
- ESRI, our long time supporter, for the software licences and AGOL hosting, which are essential to our charitable work.

In-kind donations represented 6% of our annual income (2021: 10%). This decrease reflected completion of strategy and business development projects in 2021.

It was a yet another challenging year for income as we suffered from more delays to planned fundraising activity, mainly related to resourcing issues. Despite this, thanks to strong and growing partnerships and supportive donors we brought in the required income for the year and built good foundations for the future period, which may again see some challenges on securing new funding avenues.

¹ Contributing companies were Aon, AXA Group, Axis Capital, Milliman, Swiss Re Foundation, WTW and Zurich

Principal Risks and uncertainties

Key risks identified	Mitigation
Insufficient new funding: uncertainty over future funding and cash flow shortfalls necessitating liquidation of reserves. Covid-19 uncertainty making expenditure planning difficult	This risk was managed through the delivery of a sustained fundraising plan and close relationship building with donors and potential donors. The risk was also mitigated through close monitoring of our financial position by both the Executive and Board of Trustees and timely decision making to make cost savings. New donors were identified and funds were received.
Succession planning: loss of key roles may cause disruption and additional costs to secure replacements.	The MapAction management team is well established, meeting regularly to review the management requirements of the charity including covering an unplanned absence of the CEO or other directors for a period. Changes in the management team did occur towards the end of the year and a cover plan was put in place. There were vacancies in all departments except finance during the year, which were filled or cover plans put in place. Policies are in place to cover all aspects of the business. We made progress with our knowledge management platforms and whilst improvements can still be made, our ways of working continue to promote a single source of truth for key information.
Partnership: ability to maintain relevant and successful partnerships to access emergencies.	MapAction signed new agreements with two of its three regional partners and agreed with all three the plans for the next phase of our work together. We extended the number and type of partnerships we held during the year.
Emergence of one or more 'competing' services offering in-country mapping in the emergency environment.	MapAction had dialogue with most mapping partners during the year to ensure there was no duplication of effort. We worked closely with mapping partners to develop a tool to support vaccine roll out. We continue to monitor and assess our contribution and complementarity with other providers. Our Data Scientist role in the Hague and our Moonshot project continues to enable interoperability as a key element of collaborative work.

Reserves

In the trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future, considering the level of risk exposure at the time.

MapAction's operating reserves policy relates to general funds, i.e. unrestricted funds and those not subject to commitments, planned expenditure or other restrictions. Funds that have been designated by the trustees are not included in general funds.

Considering risk factors and with reference to the current budgeted income streams, expenditure forecast and cash flow projections, the target operating reserve on a going-concern basis has been determined within a range:

- The minimum level of that range is set at six months of budgeted planned costs excluding those costs which are funded by confirmed restricted funds.
- At the upper end, MapAction would require three months of the overall expenditure needed to deliver all contractual and non-contractual obligations planned for the financial period.

At 31 December 2022, the Charity held general funds of £692,798 (2021: £605,599).

With the policy range set between £361,743 and £480,935, based on the 2023 budget, this result was 44% above the higher end of the range (2021: range £323,944 - £411,642; 55%).

In the trustees' view, this level of reserves provides a good level of protection for the charity for the future periods, especially considering the uncertain landscape for fundraising in 2023 and our operational budget more than ever relying on the availability of the general funds.

The Trustees have carefully considered the level of reserves held and are satisfied that, given current operating conditions, the level of reserves held is appropriate. In the coming year, the Trustees intend to reassess the current reserves policy to assess its continued appropriateness for MapAction.

RESERVES – RISK FACTORS

The trustees specifically consider risks associated to the following key areas when assessing the level of reserves necessary:

- ◆ Ability to fulfil charitable objectives and preserve MapAction's operational capability, including:
 - The need to react to emergency deployments
- ◆ Nature and stability of income streams:
 - The inherent instability of institutional donor funding-programme renewal, allied with MapAction's relative reliance on this income stream.
 - MapAction's ability to raise new funds and secure work from partners, especially in an uncertain fundraising environment which is particularly challenging following the emergence of the Covid19 pandemic post year end.
 - Efficient working capital management.
 - Impact of foreign exchange fluctuations and the need to protect MapAction's budgeting ability from currency volatility.
 - Performance of the charity's listed investments.
- ◆ Organisational needs:
 - The contractual obligations of the organisation, such as the cost of staff redundancies and office lease, in the event of a cessation of activities.
 - The need to cover critical technical and support-based staff roles in the event of long-term absence.

REPORT OF THE TRUSTEES
for the Year Ended 31 December 2022

Grant-making policy

MapAction does not generally make grants to downstream partners, and in 2022 did not make any downstream grants.

Investment policy and objectives

The charity seeks to produce the best financial return on its investments, within an acceptable level of risk. As the charity is involved in rapid-response humanitarian emergencies, assets are held to supplement any shortage of funding. As such, maintenance of capital and liquidity are of paramount importance.

The charity holds assets to fund planned expenditure over and above the immediate available funding. Capital volatility is accepted at a moderate level and assets are invested to reflect a moderate level of risk. The charity's assets should be held in cash or near cash investments, denominated in sterling or operational currencies such as US dollars or Euros.

The charity's cash balances should be deposited with institutions with a minimum rating of A- or invested in a diversified money market fund. Deposits should be spread by counterparty, subject to a maximum exposure of 25% of the total cash balance per institution and with regard to the FSCS limits.

The cash holding constitutes 89% of net assets at the year end. 30% of these cash assets are held within an investment portfolio with Cazenove Capital, a wealth management company, but are not invested at present. In line with our Investment Policy - which balances investment return with access to funds to manage cash flow, and therefore stipulates a low to medium risk appetite - and given the impact of Brexit and Covid-19 global pandemic, the Board determined that there was no benefit in re-investing our cash holdings for the time being, to achieve a more stable situation in relation to losses and gains. This will be kept under review in 2023.

Funds in deficit

At the end of the year, there were no funds in deficit.

How our activities deliver public benefit

The trustees, in exercising their powers and duties, have complied with their duty in Section 17 of the Charity Act 2011. In shaping our objectives for the year and planning our activities, the trustees have had due regard to the Charity Commission's guidance on public benefit, including the guidance 'public benefit; running a charity (PB2)'. The work MapAction does in support of the public benefit is explained within this report.

Structure, Governance and Management

Governing document

MapAction was founded under the name Aid for Aid in 1997 and has provided a continuous operational service since 2003. The charity completed a change in 2009 from a charitable trust structure (charity number 1075977) to a company limited by guarantee (charity number 1126727). Through that change, the charity also became a membership organisation.

Members of the charity comprise people who are actively engaging in its work but are not paid members of staff, and numbered 102 at the end of 2022 (31 December 2021: 102).

The accounts reflect the in-kind donations made by organisations and people outside the membership who volunteer their time or provide assistance in kind. This includes consultants, staff, and pro bono support from specialists such as Human Resource Advisors, Management Consultants and companies providing for example software licences for free.

Company status

The company is limited by guarantee and all members have agreed to contribute a sum not exceeding £1 in the event of a winding-up. The number of guarantees at 31 December 2022 was 102.

Recruitment and appointment of trustees

The Memorandum of Association first approved in 2008 sets out term lengths for trustees. The Board refreshes membership, therefore, on a regular basis. Trustees are elected at each Annual General Meeting (AGM). The Board can also co-opt new trustees (identified through an open selection process ideally), pending formal election, prior to the AGM. Towards the end of 2022, 3 trustees were re-elected. There were no new trustees identified and there is one vacancy on the Board. All biographies are available on the MapAction website mapaction.org.

Induction and training of trustees

New trustees receive an internal induction into the organisation and trustee roles and responsibilities from the Chair and the office team. Following the Board Effectiveness Review, the onboarding procedure for trustees was amended to ensure it is comprehensive in covering the roles and responsibilities of trustees. As a result new trustees are required to attend a training course open to third sector organisations as well as review a number of key internal and external documents.

Organisational structure

The Board meets on a quarterly basis and in addition to the AGM. Minutes of the meetings are available to the membership if requested.

The Board retains a Trustees Roles and Responsibilities paper which is updated before each meeting. This highlights key areas of Board responsibility and any new action undertaken under these different areas in the period since the last meeting. The Board is mindful of the need to ensure an appropriate mix of skills and experience amongst the trustees.

A declaration of interest statement is made by Board members at the beginning of each meeting on request by the Chair, if relevant. This is minuted at each meeting.

The Directors, who are also the charity trustees, are responsible for the overall direction and performance of the charity. They delegate day-to-day implementation of this to the executive personnel. The office-based management team comprise the key management personnel in charge of directing, controlling and operating the charity on a day to day basis. The management team meets weekly and provides the Board of Trustees with reports against key performance indicators on a quarterly basis.

All Directors at trustee level give their time freely and no Director received remuneration in the year for trustee activities.

REPORT OF THE TRUSTEES
for the Year Ended 31 December 2022

The pay of the senior staff is reviewed annually, and approved by the trustees. It is normally increased in accordance with average earnings and with reference to the Index of Labour Costs per Hour (ILCH).

In October 2022 MapAction made a cost of living package payment to all staff. There is another support package planned in the spring 2023 to help with the ongoing cost of living crisis.

Remuneration policy

There were no changes to the remuneration policy in 2022. The professional development fund made no disbursement to staff for training courses.

Reporting

MapAction ensured its members were aware of its safeguarding policy through training. All mission briefs and debriefs include a discussion on safeguarding. There were no reported breaches of the organisation's Code of Conduct. This was monitored routinely through the Executive Management Team and through the Board of Trustees. An annual safeguarding audit concluded good progress on areas of policy and their implementation with some recommendations in certain areas.

MapAction had no serious incidents during 2022.

This report has been prepared in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Second Edition) and in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006. The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have taken advantage of the exemption available to smaller companies and have not prepared a strategic report.

Statement of Trustees' responsibilities

The trustees (who are also the Directors of MapAction for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charitable company will continue in business.

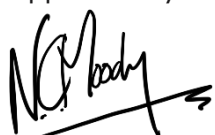
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of trustees and signed on its behalf by:



Nicholas Moody
20 April 2023

TRUSTEES

Peter Richard Kerrod Beaumont
Barbara Ann Bond

*resigned 19 Jan 22

Christopher Ronald Ewing
Anne-Marie Frankland
Steven James Harper
Gaye Anne Yvonne Hudson
Hosham Ali Khogali Ismail
Nicholas Crispin Moody (Chair)
Flemming Scholer Nielsen
Sophie Evans
Christopher Ian Jarvis
Frederick Powys Broke Carver

COMPANY SECRETARY

R E Wedge CBE

CHIEF EXECUTIVE

Liz Hughes OBE

REGISTERED OFFICE

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Station Road
Chinnor
Oxfordshire
OX39 4HA

REGISTERED COMPANY NUMBER

06611408 (England and Wales)

REGISTERED CHARITY NUMBER

1126727

INDEPENDENT AUDITORS

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Chartered Accountants
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Crawley
West Sussex
RH10 1HT

SOLICITORS

LGP
Lacemaker House, 5 - 7 Chapel Street
Marlow, Buckinghamshire, SL7 3HN

BANKERS

CAF Bank Ltd
25 Kings Hill Avenue, Kings Hill, West
Malling, Kent ME19 4JQ

HSBC

1 Corn Market, High Wycombe, HP11
2AY

Cazenove Capital

Report of the Independent Auditors to the Trustees of MapAction

Opinion

We have audited the financial statements of MapAction (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are

REPORT OF THE INDEPENDENT AUDITORS
for the Year Ended 31 December 2022

required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We have made enquiries of management, and directors, regarding the procedures relating to identifying, evaluating and complying with

1. *laws and regulations and whether they were aware of any instances of non-compliance;*
2. *detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;*
3. *the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;*

Discussion among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas:

MAPACTION

REPORT OF THE INDEPENDENT AUDITORS for the Year Ended 31 December 2022

1. *Management override of the controls in place*
2. *Revenue Recognition*

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the rationale in relation to any significant, unusual transactions and transactions entered outside of the normal course of operation. Journals were reviewed for appropriate authorisation.

Revenue recognition was also identified as a significant risk which could lead to a material misstatement due to fraud or error. Audit procedures performed included but were not limited to performing walk through tests to identify the control procedures in place and once an understanding of the income process was gained, a substantive test was carried out using a sample basis to ensure all income existed and was complete in the accounts. Cut off testing was also performed to ensure income was recorded in the correct period.

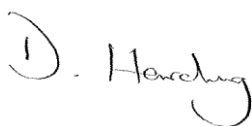
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Place Dobson Services Limited, Statutory Auditor Chartered Accountants

1-7 Station Road
Crawley
West Sussex
RH10 1HT



Darren Harding
Audit Partner
20 April 2023

Richard Place Dobson Services Limited are eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

MAPACTION

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) for the Year Ended 31 December 2022

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income from:						
Donations and legacies	2	519,595	-	-	519,595	346,134
Charitable activities	3	-	-	1,229,697	1,229,697	1,303,824
Other income	4	28,019	-	-	28,019	4,000
Investments	5	208	-	-	208	17
Total income		547,822		1,229,697	1,777,519	1,653,976
Expenditure on:						
Raising funds	6	68,405	-	13,725	82,130	165,775
Charitable activities:	7	510,116	5,267	1,054,479	1,569,862	1,355,375
Total expenditure		578,521	5,267	1,068,204	1,651,992	1,521,150
Net income/(expenditure) before net gains/(losses) on investments		(30,699)	(5,267)	161,493	125,527	132,825
Net gains/(losses) on investments		2,255	-	-	2,255	15
Net income/(expenditure) for the year	9	(28,444)	(5,267)	161,493	127,782	132,840
Transfer between funds	19	115,643	-	(115,643)	-	-
Net movement in funds for the year		87,199	(5,267)	45,850	127,782	132,840
Reconciliation of funds						
Total funds brought forward		605,599	5,267	55,039	665,905	533,065
Total funds carried forward		692,798	-	100,889	793,687	665,905

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

MAPACTION

BALANCE SHEET at 31 December 2022

	Note	2022	2021
		£	£
Fixed assets			
Tangible assets	14	-	5,267
Investments	15	213,275	211,146
Total fixed assets		213,275	216,413
Current assets			
Debtors	16	310,637	271,528
Cash at bank and in hand		490,396	342,641
Total current assets		801,033	614,169
Liabilities			
Creditors: amounts falling due in less than one year	17	(220,621)	(164,677)
Net current assets		580,412	449,492
Total assets less current liabilities		793,687	665,905
Net assets		793,687	665,905
The funds of the charity:			
Restricted income funds	19	100,889	55,039
Unrestricted income funds	20	692,798	610,866
Total charity funds		793,687	665,905

The notes on pages 30 to 50 form part of these accounts.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies, subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 20 April 2023 and were signed on their behalf by:



Nicholas Moody
Chair

MAPACTION

CASHFLOW STATEMENT for the Year Ended 31 December 2022

	Note	2022 £	2021 £
Cash provided by/(used in) operating activities	1	147,547	140,047
<i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		-	(10,534)
Dividends, interest, and rents from investments		208	17
Gross sale of investments		-	-
Gross purchase of investments		-	-
Cash provided by/(used in) investing activities		208	(10,517)
Increase/(decrease) in cash and cash equivalents in the year		147,755	129,530
Cash and cash equivalents at the beginning of the year		342,641	213,109
Change in cash and cash equivalents due to exchange rate			
Cash and cash equivalents at the end of the year		490,396	342,641

NOTES TO THE CASHFLOW STATEMENT
for the Year Ended 31 December 2022

1 Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income/(expenditure) for the year	127,782	132,840
Adjustments for:		
Depreciation charge	5,267	15,373
Loss/(profit) on sale of fixed assets	-	-
(Gains)/losses on investments	(2,129)	111
Dividends, interest and rents from investments	(208)	(17)
Decrease/(increase) in debtors	(39,109)	(128,549)
Increase/(decrease) in creditors	55,944	120,289
Net cash provided by/(used in) operating activities	147,547	140,047

2 Analysis of changes in net funds

	At 01.01.2022 £	Cashflow £	At 31.12.2022 £
Net cash			
Cash at bank	342,641	147,755	490,396

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2022

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The registered office address for the Charitable Company is Unit 2, Douglas Court, Seymour Business Park, Station Road, Chinnor, Oxfordshire. OX39 4HA

The accounts are prepared in sterling and all amounts are rounded to the nearest £.

Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

With a strong level of reserves at the end of the reporting period and a number of strong funding proposals for the period 2023 onwards, the trustees remain satisfied that there is no material uncertainty about the charitable company's ability to continue as a going concern. This assessment has been made having considered forward forecasts, and in particular the expected future cash flows. In making this assessment, the trustees have considered a period of at least one year from the date of approval of these financial statements.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Preparation of consolidated financial statements

The financial statements contain information about MapAction as an individual charity and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The directors do not consider that at this time there are any material accounting judgements or key estimation uncertainty to be disclosed within the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2022

1. Accounting policies - CONTINUED

Income

Voluntary income is received by way of donations or grants and is included in full in the statement of financial activities when receivable.

Revenue grants are credited to the SOFA when there is evidence of entitlement, receipt is probable, and its amount can be measured reliably.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

Event income is recognised when received after the event has taken place.

Donated services and facilities

It is the policy of the Directors to reflect gifts in kind in relation to the support of skilled volunteers used in fulfilment of paid consultancy work. Gifts in kind are also reflected where a professional service was provided to MapAction on a pro-bono or reduced fee basis. In accordance with the requirements of the Charities SORP (FRS 102) such income is recognised at the value to the charity with a corresponding entry in expenditure.

As set out in the Trustees' Report, MapAction is fortunate to benefit from volunteer time in other areas of its work. The Directors consider that attempting to attribute monetary values to this assistance in the charity's accounts would involve disproportionate effort whilst contributing little to the interpretation of the accounts and therefore such time has not been recognised within the financial statements though the Directors recognise the valuable contribution such time makes to our work. In accordance with the Charities SORP (FRS 102), general volunteer time is also not recognised; refer to the trustees' annual report for more information about their contribution.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

Charitable activity costs are costs incurred in delivering the charitable objects.

Governance costs

These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2022

1. Accounting policies - CONTINUED

Irrecoverable VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs are reported on the statement of financial activities after departmental allocations using the mission days basis and staff days' basis.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The assets and liabilities of the charity all fall under Section 11 of FRS 102, Basic Financial Instruments. Listed investments are measured at fair value through the statement of financial activity, taken as the traded price in an active market. Other financial assets and liabilities are initially measured at transaction price and subsequently amortised using the effective interest method.

Tangible fixed assets

Leasehold improvements are capitalised and depreciated over the period to the first break clause in the lease. All other assets, primarily computers and communication equipment, are fully expended in the year of purchase. Equipment sometimes has to be left in situ or donated to local charities at the end of a deployment.

Fixed Asset Investments

Fixed asset investments represent investments held in a managed portfolio and share held in a dormant subsidiary company.

Fixed asset investments held in a managed portfolio are initially measured at cost and then revalued at the year end using the traded price in an active market. Unrealised gains and losses on the investment are recognised in the statement of financial activities.

Investment in group companies are recognised at cost less any provision for impairment in value.

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2022

1. Accounting policies - CONTINUED

Debtors, Cash at Bank and in hand

Debtors, cash at bank and short term highly liquid investments are recognised at the settlement amount due after any discounts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are usually recognised at their settlement amount after allowing for any discounts due.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies

In certain instances, where permitted by the donors, foreign exchange transactions are accounted for on the basis of budgeted rates or the rates effective at the date of the claim. In all other instances, and in particular where the transactions are not funded by grant funding, assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership remain with the lessor. Rental charges are charged on a straight-line basis over the term of the lease.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

2 Income from donations and legacies

	Unrestricted	Restricted	Total 2022	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total 2021</i>
	£	£	£	£	£	£
Donations	418,475	-	418,475	176,120	8,000	184,120
Gifts in kind	101,120	-	101,120	162,014	-	162,014
Total	519,595	-	519,595	338,134	8,000	346,134

3 Income from charitable activities

	2022 £	2021 £
FCDO	-	160,000
BHA	534,907	311,076
Dutch MFA	-	200,000
GFFO	533,540	490,802
Government and Institutional	1,068,447	1,161,878
Calleva Vaccine Rollout project	66,000	90,000
Renaissance RE Ukraine crisis response	15,000	-
Disaster Response	81,000	90,000
IDF	67,000	35,000
CartONG	13,250	16,946
Disaster Preparedness	80,250	51,947
Total	1,229,697	1,303,824

All income from charitable activities is restricted, both this year and previously.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

4 Other income

	2022 £	2021 £
Humanitarian Innovation Hub Consultancy	16,019	-
Volcanic Hazard Mapping Consultancy	12,000	4,000
	<u>28,019</u>	<u>4,000</u>

All other income is unrestricted, both this year and previously.
Humanitarian Innovation Hub Consultancy related to work requested by
Satellite Applications Catapult Limited and Volcanic Hazard Mapping
Consultancy is a collaboration agreement with the University of Edinburgh.

5 Investment income

	2022 £	2021 £
Deposit account income and bank interest	208	17
	<u>208</u>	<u>17</u>

All investment income is unrestricted, both this year and previously.

6 Cost of raising funds

	Unrestricted £	Restricted £	2022 £	Unrestricted £	Restricted £	2021 £
Staff costs	51,300	13,725	65,025	3,071	90,731	93,802
Fundraising support	11,805	-	11,805	66,038	-	66,038
Marketing	5,300	-	5,300	5,898	37	5,935
	<u>68,405</u>	<u>13,725</u>	<u>82,130</u>	<u>75,007</u>	<u>90,768</u>	<u>165,775</u>

7a Analysis of expenditure on charitable activities

	Direct £	Support £	Total 2022 £	Direct £	Support £	2021 £
Restricted expenditure	911,634	142,845	1,054,479	843,273	253,756	1,097,029
Unrestricted expenditure	197,186	318,197	515,383	73,622	184,724	258,346
	<u>1,108,820</u>	<u>461,042</u>	<u>1,569,862</u>	<u>916,895</u>	<u>438,480</u>	<u>1,355,375</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

7b Analysis of expenditure on charitable activities - continued

		Direct costs total	<i>of which:</i> UNR	RES	Attribut able support costs total	<i>of which:</i> UNR	RES	Non- attribut able support costs	<i>of which:</i> UNR	RES	Total 2022	Total 2021
Disaster Response	£	378,443	57,846	320,597	129,181	99,010	30,171				507,623	315,480
Disaster Preparedness	£	207,243	15,282	191,961	37,773	28,930	8,843				245,016	280,178
Capacity Building	£	134,264	39,155	95,109	28,726	21,092	7,634				162,991	78,280
M&E	£	82,882	35,482	47,400	50,834	38,898	11,936				133,716	122,734
Technical Innovation & Data Science	£	270,313	22,729	247,584	167,569	127,406	40,163				437,881	471,783
Development & Research	£	35,675	26,692	8,983	31,113	23,697	7,416				66,788	78,946
Other support costs								15,846	(20,836)	36,682	15,846	7,975
Total	£	1,108,820	197,186	911,634	445,196	339,033	106,163	15,846	(20,836)	36,682	1,569,862	1,355,375

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

7c Analysis of expenditure on charitable activities - continued

	Disaster Response	Disaster Preparednes s	Capacity Building	M&E	Technic al Innovat ion	Development & Research	Total 2022 £	Total 2021 £
	£	£	£	£	£	£		
Direct cost:								
Direct programme costs	50,185	81,201	57,604	35,929	101,659	917	327,495	262,526
Direct staff costs	117,158	34,534	38,411	46,953	165,693	30,209	432,958	375,909
Direct consultant costs	211,101	91,508	38,250	-	2,960	4,549	348,368	278,460
Support costs:								
Support staff costs	55,136	16,251	18,077	22,097	77,978	14,217	203,756	153,440
Support consultant costs	5,509	1,624	1,806	2,208	7,792	1,421	20,360	12,616
Premises	10,081	2,927	1,301	3,902	12,032	2,276	32,519	82,204
Administration	15,853	4,603	2,046	6,137	18,922	3,579	51,140	44,939
IT	40,171	11,663	5,183	15,550	47,946	9,071	129,584	129,902
Governance costs	2,429	705	313	940	2,899	549	7,835	7,404
Other support costs							15,847	7,975
Total	507,623	245,016	162,991	133,716	437,881	66,788	1,569,862	1,355,375

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

8 Analysis of governance costs

	2022 £	2021 £
Trustee business, meetings & travel	126	204
Auditors remuneration	7,710	7,200
	<u>7,836</u>	<u>7,404</u>

Governance costs are apportioned to charitable activities using the same method of allocation as support costs.

9 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2022 £	2021 £
Depreciation	5,267	15,373
Operating lease rentals on property	18,841	55,706
Foreign exchange gains/(losses)	(15,846)	147
Auditor's remuneration - audit fees	7,380	6,900
Auditor's remuneration - taxation services	330	300

10 Staff costs

Staff costs during the year were as follows:

	2022 £	2021 £
Wages and salaries	609,862	546,754
Social security costs	77,570	61,052
Pension costs	14,307	15,345
Consultant costs	379,112	353,094
	<u>1,080,851</u>	<u>976,245</u>
Allocated as follows:		
Cost of raising funds	75,409	155,822
Charitable activities	1,005,442	820,423
	<u>1,080,851</u>	<u>976,245</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

The number of employees whose benefits exceeded £60,000 fell within the following ranges:

	2022	2021
£60,001 - £70,000	1	1
£70,001 - £80,000	-	-

The number of staff employed during the period, excluding consultants, was 22 (2021: 22). The average full time equivalent for 2022 was 15.3 (2021: 14.1)

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and members of the Senior Management Team. The trustees are not remunerated and the total employee benefits of the Chief Executive Officer and members of the Senior Management Team were £238,895 (2021: £261,395).

11 Trustee remuneration and expenses, and related party transactions

There were no Trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the prior year.

During the year consultancy fees were paid to 1 Trustee of the Charity (2021: 1 Trustee, £1,470). Consultancy fees totalling £20,300 were paid to CIJ Holdings Ltd for work undertaken to deliver an anti-malaria programme in Burundi, funded by the Calleva Foundation, two emergency deployments funded by GFFO and a planned mission in Ghana funded by BHA. Christopher Jarvis, a trustee of the Charity is a director of CIJ Holdings Ltd.

3 trustees received reimbursed travel and subsistence expenses during the year of £16,871 (2021: 2 Trustees, £3,819). £12,405 of this total related to being deployed on emergency or planned missions in Poland and Moldova for the Ukraine crisis, flooding in Gambia, anti-malarial programme in Burundi and a planned mission in Ghana. The remaining sum related to other partner related work of the charity, internal training or trustee meetings.

Aggregate donations from Trustees were £350 (2021: £628).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

13. Comparative financial statements for 2021

Statement of Financial Activity 2021

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2021 £
Income from:					
Donations and legacies	2	338,134		8,000	346,134
Charitable activities	3	-		1,303,824	1,303,824
Other income	4	4,000		-	4,000
Investments	5	17		-	17
Total income		342,151		1,311,824	1,653,975
Expenditure on:					
Raising funds	6	75,007		90,768	165,775
Charitable activities:	7	253,507	4,839	1,097,029	1,355,375
Total expenditure		328,514	4,839	1,187,797	1,521,150
Net gains/(losses) on investments		15	-	-	15
Net income/(expenditure) for the year	9	13,652	(4,839)	124,027	132,840
Transfer between funds	18	76,852		(76,852)	
Net movement in funds for the year		90,504	(4,839)	47,175	132,840
Reconciliation of funds					
Total funds brought forward		515,095	10,106	7,864	533,065
Total funds carried forward		605,599	5,267	55,039	665,905

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

13. Comparatives tables for 2021 - continued

Analysis of expenditure on charitable activities - continued

		Direct costs total	<i>of which: UNR</i>	<i>RES</i>	Attributable support costs total	<i>of which: UNR</i>	<i>RES</i>	Non- attributable support costs	<i>of which: UNR</i>	<i>RES</i>	Total 2021
Disaster Response	£	205,271	5,306	199,965	110,209	55,404	54,805				315,480
Disaster Preparedness	£	219,844	20,047	199,797	60,333	15,482	44,851				280,177
Capacity Building	£	61,060	(13,650)	74,710	17,220	7,085	10,135				78,280
M&E	£	69,413	25,546	43,867	53,321	21,219	32,102				122,734
Technical Innovation & Data Science	£	309,175	12,187	296,988	162,608	65,465	97,143				471,783
Development & Research	£	52,132	24,186	27,946	26,814	12,469	14,345				78,946
Other support costs								7,975	7,600	375	7,975
Total	£	916,895	73,622	843,273	430,505	177,124	253,381	7,975	7,600	375	1,355,375

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

13. Comparatives tables for 2021 – continued

Analysis of expenditure on charitable activities - continued

	Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	Total 2021
	£	£	£	£	£	£	£
Direct cost:							
Direct programme costs	46,693	10,595	22,417	25,546	157,582	(307)	262,526
Direct staff costs	64,861	85,587	15,805	43,867	137,843	27,946	375,909
Direct consultant costs	93,717	123,663	22,837	-	13,750	24,493	278,460
Support costs:							
Support staff costs	26,085	33,757	6,138	19,947	59,841	7,672	153,440
Support consultant costs	2,145	2,775	505	1,640	4,920	631	12,616
Premises	25,483	7,399	3,288	9,864	30,416	5,754	82,204
Administration	13,931	4,044	1,798	5,393	16,627	3,146	44,939
IT	40,270	11,691	5,196	15,588	48,064	9,093	129,902
Governance costs	2,295	666	296	889	2,740	518	7,404
Other support costs							7,975
Total	315,480	280,177	78,280	122,734	471,783	78,946	1,355,375

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

14 Fixed assets: tangible assets

Cost	Leasehold improvements £	Total £
At 1 January 2022	40,852	40,852
Additions	-	-
Disposals	-	-
At 31 December 2022	<u>40,852</u>	<u>40,852</u>
Depreciation		
At 1 January 2022	35,585	35,585
Charge for the year	5,267	5,267
Disposals	-	-
At 31 December 2022	<u>40,852</u>	<u>40,852</u>
Net book value		
At 31 December 2022	<u>-</u>	<u>-</u>
At 31 December 2021	<u>-</u>	<u>5,267</u>

15 Investments

	2022 £	2022 £	2022 £	2021 £
	<i>Shares in group undertakings</i>	<i>Cash investment</i>	<i>TOTAL</i>	<i>TOTAL</i>
Market value at the start of the year	100	211,046	211,146	211,257
Revaluations		2,256	2,256	15
Bank fees		(127)	(127)	(126)
Market value at the end of the year	<u>100</u>	<u>213,175</u>	<u>213,275</u>	<u>211,146</u>
Investments at fair value comprised:	2022 £	2021 £		
Equities	100	100		
Cash held within the cash investment fund	213,175	211,046		
	<u>213,275</u>	<u>211,146</u>		

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

There were no investments assets outside of the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

MapAction Services Limited

Registered office: Registered in England, Company No: 6611472

Nature of business: Dormant

Class of share	% holding		
Ordinary	100		
		31.12.22	31.12.21
		£	£
Aggregate capital and reserves		100	100

16 Debtors

	2022	2021
	£	£
Trade debtors	4,184	64,832
Other debtors	30,134	-
Prepayments and accrued income	272,156	192,769
Rent deposit	4,163	13,927
	310,637	271,528

17 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	90,258	56,653
Other creditors and accruals	14,177	13,148
Deferred income	100,000	82,000
Taxation and social security costs	16,186	12,876
	220,621	164,677

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

18 Deferred income

	As at 1 January 2022 £	Grant received £	Released in year £	As at 31 December 2022 £
Start Network Early Action Project	70,000	47,000	(67,000)	50,000
Volcanic Hazard Mapping Consultancy	12,000	12,000	(12,000)	-
Calleva Health Project		50,000		50,000
	82,000	97,000	(79,000)	100,000

	2022 £	2021 £
Deferred grant brought forward	82,000	-
Grant received	97,000	82,000
Other income received	-	-
Released to income from charitable activities	(79,000)	-
Deferred income carried forward	100,000	82,000

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

19 Analysis of movements in restricted funds

2022:

	<i>Balance at 1 January 2022</i>	Income	Expenditure	Transfers*	<i>Balance at 31 December 2022</i>
	£	£	£	£	£
<i>Institutional funders:</i>					
BHA	-	534,907	(490,154)	(44,753)	
GFFO	-	533,540	(498,636)	(34,904)	
<i>Projects:</i>					
Calleva Vaccine Rollout project	20,039	66,000	(37,217)		48,822
Renaissance Re	-	15,000	(15,000)		-
Start Network Early Action Project	35,000	67,000	(21,933)	(28,000)	52,067
CartONG	-	13,250	(5,264)	(7,986)	-
Total	55,039	1,229,697	(1,068,204)	(115,643)	100,889

2021:

	<i>Balance at 1 January 2021</i>	Income	Expenditure	Transfers*	<i>Balance at 31 December 2021</i>
	£	£	£	£	£
<i>Institutional funders:</i>					
BHA	92	311,076	(283,670)	(27,497)	
Dutch MFA	-	200,000	(200,000)		-
GFFO	-	490,802	(458,693)	(32,109)	()
FCDO	-	160,000	(160,000)		-
H2H	7,772	-	(7,264)	(508)	()
<i>Projects:</i>					
Calleva Foundation	-	98,000	(77,961)		20,039
Start Network Early Action Project	-	35,000	-		35,000
CartONG	-	16,947	(209)	(16,738)	-
Total	7,864	1,311,824	(1,187,797)	(76,852)	55,039

*The amounts transferred during the year relate to donor contributions to cover support costs, recoveries of pre-agreed charges, funding shortfalls or surpluses on programmes closed in 2022. Transfers are made if allowed under the terms of the grant.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

Name of restricted fund	Description, nature and purposes of the fund
BHA 2017-2021	United States Agency for International Development (USAID) support received through Bureau for Humanitarian Assistance (BHA) grant funding for the programme, "More than words - Improving the impact of GIS products in humanitarian response" and awarded through to September 2021.
BHA 2021-2024	United States Agency for International Development (USAID) support received through Bureau for Humanitarian Assistance (BHA) grant funding for the programme, "Building sector wide capacity for geospatial analysis and other technologies to deepen the impact and effectiveness of humanitarian information management in humanitarian action" and awarded through to September 2024.
GFFO 2021-2022	Grant funding provided by the German Federal Foreign office (GFFO) for the programme "Enhancing timely and effective application of geospatial data and technologies to improve the effectiveness of humanitarian response" and awarded from 01/01/2021 to 31/12/2022
Start Network Early Action Project	Funding provided by 7 corporate members of the Insurance Development Forum (Aon, AXA Group, Axis Capital, Milliman, Swiss Re Foundation, WTW and Zurich) for MapAction to provide data, visualisations, information and implementation support to the Start Network to enable early action in 8 target countries. The project began in November 2021 and will run until September 2023.
CartONG	2022: Funds related to three projects: Support to MSF GIS Centre on Ukraine Crisis Response; Data Analysis and Visualisation Toolkit and Evaluation of Information Management; and a provision of a GIS coordinator on UNICEF OPSCEN project 2021: Funds Received to collaborate with CartONG to provide a Data Analysis and Visualization dashboard to facilitate decision making processes linked to COVID 19 in Mexico for the Mexican Government's Ministry of Education
Calleva Foundation	The Calleva Foundation for MapAction's integrated data package for vaccine micro-planning in South Sudan and Burundi, and working with partners in the COVAX GIS working group.
Renaissance RE	CSR programme Renaissance RE committed to support MapAction's emergency deployments. Funds were used in 2022 on activities carried out for the Ukraine crisis
Dutch MFA	Grant funding provided by the Dutch Government towards the operational budget of the organisation. A decision in November 2018 awarded funds for the period 30 September 2018 until December 2021.
FCDO	Funding received under an accountable grant agreement with the UK Government Foreign, Commonwealth and Development Office (FCDO). The grant is awarded until 31 December 2021 towards the Charity's Emergency Deployments Team (EDT) Programme.
H2H	Funding Received in response to Covid-19, for the support of the 'Global Hub Support Centre'. Grant Awarded 21/5/2020 - 20/1/2021.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

20 Analysis of movement in unrestricted and designated funds

2022:

	<i>Balance at 1 January 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>Balance at 31 December 2022</i>
	£	£	£	£	£
General fund	605,599	547,822	(576,266)	115,643	692,798
Fixed assets	5,267	-	(5,267)		-
	<u>610,866</u>	<u>547,822</u>	<u>(581,533)</u>	<u>115,643</u>	<u>692,798</u>

2021:

	<i>Balance at 1 January 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>Balance at 31 December 2021</i>
	£	£	£	£	£
General fund	515,095	342,151	(328,499)	76,852	605,599
Fixed assets	10,106	-	(4,839)		5,267
	<u>525,201</u>	<u>342,151</u>	<u>(333,338)</u>	<u>76,852</u>	<u>610,866</u>

Income in the note above incorporates gains on investments and expenditure incorporates losses on investments.

21 Analysis of net assets between funds

2022:

	<i>General fund</i>	<i>Designated funds</i>	<i>Restricted funds</i>	<i>Total 2022</i>
	£	£	£	£
Tangible fixed assets	-	-	-	-
Fixed asset investments	213,275	-	-	213,275
Net current assets/(liabilities)	479,523	-	100,889	580,412
Total	<u>692,798</u>	<u>-</u>	<u>100,889</u>	<u>793,687</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2022

2021:

	General fund £	Designated funds £	Restricted funds £	Total 2021 £
Tangible fixed assets		5,267	-	5,267
Fixed asset investments	211,146	-	-	211,146
Net current assets/(liabilities)	394,453	-	55,039	449,492
Total	605,599	5,267	55,039	665,904

22 Operating leases

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2022 £	2021 £
Less than one year	16,651	19,132
One to five years	18,039	1,388
	34,690	20,520

23 Related party disclosures

There were no related party transactions for the year ended 31 December 2022 (2021: none), other than disclosed in note 11.

MAPACTION

England & Wales - Charity number 1126727

Accounts

REGISTERED COMPANY NUMBER:
06611408 (England and Wales)
REGISTERED CHARITY NUMBER:
1126727

MAPACTION
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND AUDITED STATEMENTS 2021

"In Guatemala the team went beyond expectations. Support on assessments and reaching back to the UK team for analysis was a very impressive piece of work that was applied to cut off communities".

*Brenda Erikson, Information Management Officer,
Office for the Coordination of Humanitarian Affairs
Regional Office for Latin America and the
Caribbean, Panama*



**MAP
ACTION**

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for the Year Ended 31 December 2021

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Who we are and what do we do

MapAction is a non-profit organisation that believes that applying geographic analysis and data expertise to humanitarian situations can greatly improve outcomes for the people affected by them.

Many geospatial and data analysis professionals want to donate their energy and skills to achieve this and MapAction is the bridge which enables them to do so effectively.

We collaborate with partners around the world to help anticipate, prepare for and respond to humanitarian emergencies. We strive to ensure that governments, regional and local disaster management agencies, local and national non-government organisations, and international humanitarian responders have access to the information and analysis that they need to make key decisions, at the right times, to save lives and alleviate suffering.

We are a team of around 100 people, 75% of them expert volunteers, plus a small roster of standby consultants. Combining the passion of volunteerism with the rigour and reliability of professional standards, the 'MapAction spirit' is something we work hard to maintain and the willingness of our team to go the extra mile is often fed back to us.

With more than 20 years of experience and learning gleaned from attending well over 100 different humanitarian emergency situations and supporting countless more remotely, we have developed a unique and continually requested range of capacities.

We freely share the knowledge we have acquired by teaching and training humanitarian coordinators to use maps and other geospatial products to help them make better decisions. We also help put in place the systems, resources and data required to build resilience to disasters and protect vulnerable communities.

Always seeking improvement, we're developing new technologies and approaches to ensure the data, maps and tools that are essential in humanitarian crises are made available as quickly as possible, and prepared ahead of time.

And when major emergencies happen, we can still provide surge support to our partners at just 24 hours notice, enabling them to make sense of chaotic, dangerous and rapidly evolving situations and coordinate the most effective response.

Our combination of wide-ranging expertise in geospatial information and data analysis, allied with extensive knowledge and experience from the heart of humanitarian emergencies uniquely positions MapAction to continue improving the impact and effectiveness of humanitarian aid now and in the future.

Our Strategic Objectives

Our strategy to 2023 defines how we are working to make our aims come to reality. We have defined them as follows:

Result 1

The right to life

More lives are saved and livelihoods protected, recovered and strengthened through the provision of timely and relevant geospatial analysis in humanitarian responses.

Result 2

Greater resilience to emergencies

Vulnerable people are better prepared for and more resilient to emergencies. Those assisting them can access and use relevant data to make decisions.

Result 3

Increased technical capability and a more collaborative environment

Aid delivery is more effective and more efficient through the collective development and adoption of appropriate technological advances, research and learning. This enhances data management, data visualisation and geospatial analysis, ultimately strengthening humanitarian decision making.

Message from Nick Moody - Chair of MapAction

It is difficult to reflect on a year past when we are in the midst of so many current emergencies, not least the Covid-19 pandemic and Ukraine. These major crises are shaping our thinking now and will continue to do so. But we must remember just how much change there was in 2021 and make sure we lock in the learning from a most extraordinary year.

As you will see in this report, the adverse winds of the pandemic and economic uncertainty dominated last year's work yet despite that, the permanent staff and volunteers continued to deliver to the charity's purpose at high levels of quality and intensity. They are to be congratulated for that. As you might hope, this meant that the Board could spend time working on the implications of the seismic changes under way in the global humanitarian and development systems, and the strategy required to address them.

These changes start with questions of where decision-making power should sit, particularly in the context of climate change and policy currents concerning climate justice. We are justifiably proud of MapAction's many emergency deployments over the years, but as CoP26 showed, vulnerable countries are increasingly assertive about taking local responsibility for their own humanitarian action and for building resilience. We are clear that the charity needs to support them in doing so.

At the same time, we are seeing increasing convergence between the development and humanitarian sectors, a long overdue change which means that organisations traditionally working within the humanitarian sector are learning to work alongside new partners with different priorities, bringing new opportunities for innovation. This is especially the case for data, which must be sourced, interrogated and deployed in more inventive ways than ever if we are to identify more clearly those in greatest need. Since data is the bedrock of geographical analysis, this means MapAction.

Our vision is for 'A world where no one is left behind where data could have helped'. If you share it, please join us in working towards it, in whatever way you can.

For a relatively small organisation like ours, responding to these changes seems a tall order, but we have the opportunity to bring rare insights through the unique and diverse range of partners that we have, through our experience of being on the ground and through our diverse and highly skilled team. Combining our specialist efforts with others to help them deliver humanitarian benefit is a core capability for the charity, and it's clear that we'll need that if we are to help vulnerable communities build the resilience that is so clearly required.

Consequently, I was very pleased to see MapAction forming new strategic partnerships during the year. To take one example, Start Network is on the leading edge of many of these changes, and MapAction's partnership with this admirable group of front-line NGOs centres not only on local empowerment, but also on using data to get ahead of risk through anticipatory action. The fact of this work being funded by the Insurance Development Forum is also an exciting step, and again demonstrates convergence of interests across sectors.

Growing relationships with several civil society networks is also hugely welcome and exciting. Working more closely with locally based partners in long-term collaborations is essential if we are to see real change in people's lives and we look forward to growing these partnerships in a meeting of equals, standing shoulder to shoulder to build a more resilient world.

Our vision is for a world where no one is left behind when data could have helped. If you share that vision, join us in working towards it, in whatever way you can.

Report from Liz Hughes - Chief Executive

This year has already been deeply marked by the devastating conflict in Ukraine displacing millions of people so quickly and for many, so unexpectedly. But in less visible ways in other parts of the world 2021 was also quite a year for human suffering.

It was a year that will be remembered for different things in different places. Amongst other things it was the second year of Covid-19 still impacting millions who did not have fair access to a vaccine; a year where drought and near famine conditions affected multiple countries at the same time because of a climate change problem created by many of us a long way from these countries; the year of COP 26; and a year where considerable political uncertainty and insecurity around the world continued to impact aid efforts. Millions of people died and suffered.

For a small organisation like MapAction, I sometimes wonder what difference we can possibly make. But I also know that we have the ability to bring our experience, our knowledge and our creativity to provide geographic information and data that can enable humanitarian action around the world. 2021 was a year where we continued to do that, another year when MapAction proved its value time and again.

For MapAction 2021 it was a defining year. On one level we did what we always do - our exceptional team of volunteers, staff and trustees helped out, provided products and services, came up with technical solutions, listened and solved problems. This report will tell you more about that, but this was a defining year for MapAction for a different reason. We continued what we had started in 2021, building on the agility of the organisation to look at how we can use data and geospatial analysis to go beyond response and to work on how to anticipate emergencies and reach those most vulnerable, making more impact with better preparedness and earlier action, and more impact by being clearer who the most vulnerable are.

We started bringing to life our intention to support locally led action, working with civil society organisations to achieve that. We shifted gear on our technical development, automating more predictable data and mapping tasks and practices, ensuring better quality data prepared well in advance of any emergency.

2021 also saw us make real progress on our aim to apply MapAction's capabilities to Anticipatory Action. Consider for a moment why anticipating an emergency and acting early enough to predict its worst effects is better than just responding to one and trying to rebuild everything. If you had known in 2019 what you know now about living through a pandemic, how would you have planned 2020? What decisions might you have made differently?

If we can reliably forecast the more predictable events, how much easier is it to take measured actions, to protect communities, lives and assets and to ensure their sustainability in the path of devastating events. And how much more likely it will be that people will accelerate out of that emergency to resume their daily lives, sooner and in need of less support.

Partnership and donor support were the other two defining elements of MapAction's 2021. We were pleased to renew our agreements with the SouthEast Asian Nations Humanitarian Assistance Centre (AHA), the Caribbean Disaster Emergency Management Agency (CDEMA) and the Centre for Emergency Situations and Disaster Risk Reduction in Kazakhstan. We also forged new agreements with the Insurance Development Forum, the START Network and the Asian Disaster Reduction and Response Network. Other already existing partnerships blossomed, such as that with the Calleva Foundation who supported MapAction

MAPACTION

REPORT OF THE TRUSTEES for the Year Ended 31 December 2021

in multiple and invaluable ways during 2021. It was a good year for envisioning better futures for the world, together.

"The outcome of the partnership with MapAction is a difference in the capacity of AHA Centre and the ASEAN-ERAT. In previous responses, the AHA operations were heavily supported by MapAction. The partnership with MapAction was about transferring knowledge and capacity to the ASEAN-ERAT. It has now got to a point where the ASEAN-ERAT are now able to perform their role supported by MapAction, if necessary. MapAction's direct role throughout the years has shifted from directly responding to enhancing capacities. This is, for me, a very strategic direction".

Arnel Capili, former Deputy Executive Director, AHA Centre

To our supporters I say a heartfelt thank you. 2021 was perhaps the most challenging financial year I can remember for MapAction and there was a moment when it looked as if we might need to take some difficult actions, but some of our wonderful supporters and partners came through when it mattered most.

It is inevitable that as we adapt and evolve what we do to meet the world's humanitarian needs the donors with whom our priorities match will change from time to time as well. Some donor partnerships came to an end in 2021 as their priorities shifted and we thank all the friends we made in those organisations - they helped to make MapAction what it is, and achieve what it has. Of course we are also very grateful for those who remain with us and for the many new friends who have joined us on our mission.

In 2022 we will finalise plans for new activities from 2023 onwards. It is an inspiring future where MapAction will build on these new areas of work as we seek to do more, better.

In MapAction we know that data can lead to knowledge and knowledge is power. And that power can change the world.

2021 – A defining year for MapAction

26

26 disaster response and support activities in
17 countries

30

30 preparedness/anticipatory action activities
with 9 different partners

40

40 automated data collection activities with 40
countries at risk of disaster or conflict

93

11 training activities with 8 partners comprising
93 training days

Using local information in the Haiti earthquake

On the 14th August a major earthquake registering 7.2 magnitude occurred in southern Haiti. The earthquake caused widespread damage especially in the cities of Jérémie and Les Cayes, and affected the departments of Nippes, Grand Anse and Sud, in the Southern peninsula of the country.

Over 800,000 people were affected and an estimated 650,000 people – 40 per cent of the 1.6 million people living in the affected departments – needed emergency humanitarian assistance. The earthquake impacted an already precarious humanitarian situation.

MapAction provided a team of two volunteers with the United Nations Disaster Assessment and Coordination team, supported by volunteers working remotely on assessment and analysis findings. We helped provide a picture of the needs and most affected areas. Through having a team on the ground, one of whom was based in the coordination centre in the most affected region, we were able to work closely with local church organisations supported by Tearfund. They had valuable information from a household survey that was fed back to our Data Scientist. She was able to provide insights into the specific needs of the affected regions.

This in turn helped the UN Assessment and Coordination team identify where markets were working so that people, if provided with cash, could prioritise their needs themselves and make their own purchases. It also helped determine where relief supplies might be needed, helping other relief providers make decisions where to target their assistance.

How we made a difference

Emergency Response

In 2021 we continued to respond to major emergencies around the world, completing 26 response activities. Most of these were carried out remotely but required a MapAction presence in country - St Vincent and Grenadines, Haiti and South Sudan. The work was very different for each response, reflecting the different requirements users of our services and products had. For example, we supported the revision of country plans by UN Humanitarian Country Teams as plans were updated in the light of Covid. Working alongside colleagues in the Global Information Management, Assessment and Analysis Cell on Covid-19, we supported Afghanistan, Cameroon, Chad, Niger, Somalia, South Sudan and Sudan to update their plans to incorporate how they would respond to Covid.

As a separate initiative in South Sudan we developed a tool to manage and use data to plan vaccine delivery and following a visit, are working remotely with colleagues in the government, UN agencies and with national non-government organisations in the county to support its use. This built on a very successful collaboration with afrimapr, CartONG, esri, Humanitarian OpenStreetmap Team, mapbox and OpenMap Development Tanzania to identify the data requirements for vaccine distribution planning with a deliberate focus on countries where the roll out of the vaccine has been slow. We looked at data related to population to enable targeting and logistics data to plan deliveries amongst other areas. The tool is simple to use and does not require a lot of background technical knowledge meaning we can hand it on for each country to those in the country who may require it.

We continued to support our regional partners in response, providing CDEMA and the AHA Centre with support for emergencies occurring within their regions. During the Philippines response to Super Typhoon Rai, we supported both the AHA Centre and the Asia Disaster Reduction and Response Network (ADRRN), a network of national civil society organisations across Asia.

Other civil society initiatives included work with the Arid and Semi Arid Lands Network (ASAL) in East Africa on drought and local organisations in Southern Africa working with Oxfam and its local partners.

"Like to regard MapAction IM products as the standard when it comes to good maps. When MapAction IM products are needed in our own IM products, MapAction provides the kind of calibre which we then try to follow"
Keith Paolo Landicho, Disaster Monitoring and Analysis Officer, AHA Centre

Anticipatory action and preparedness

During 2021 our preparedness work developed through our technical innovation capacity and through new partnerships. With the support of the German Federal Foreign Office, we completed an automation programme that enabled us to identify, improve and automate the use of basic data in 40 countries. Countries were selected based on vulnerability criteria using indices of exposure. This initiative was important for two reasons. First of all, it meant we could respond more quickly to requirements. And by making the data available on open platforms, in our case the Humanitarian Data Exchange, then others could do that too. Secondly, the process of assessing the quality of this

REPORT OF THE TRUSTEES for the Year Ended 31 December 2021

data, and where necessary improving it, meant we have a better foundation for the analysis we or others then want to apply as more information about a situation is gathered.

Our preparedness programme funded by USAID Bureau for Humanitarian Assistance involved a variety of activities from identifying the value of building a data repository with the Centre for Emergency Situations and Disaster Risk Reduction in Kazakhstan, to carrying out remote simulation exercises in the Caribbean and supporting a mentoring scheme for emergency responders in Asia with the AHA Centre.

We continued to explore how we could use data science in operations and worked with the Predictive Analytics team on this at the UN's Office for the Coordination of Humanitarian Affairs Centre for Humanitarian Data through our seconded Data Scientist.

Other projects included working with the Global Network of Civil Society Organisations for Disaster Reduction, another civil society network with members drawn from 120 countries. GNDR's focus is to advocate for risk-informed development and localisation, alongside capacity strengthening for civil society organisations. Our work involved supporting geospatial analysis to make displacement in urban centres safer. The results of this work carried out by national civil society organisations, were used for advocacy with decision makers on the location of displaced people's sites as well as identifying risks people were facing related to their location. We are now looking at how we might build on this to explore how location analysis in urban settings can enable better targeted assistance.

Through ADRRN, we have been able to realise a dream to work more collaboratively with partners from the contexts we work in. In this case we worked together to develop a community of practice exploring the value of geospatial analysis in partners' work. Partners bring examples of how they are using this analysis and explore and exchange improvements that can be made, lessons learned and new approaches. MapAction is as much a recipient of these lessons and ideas as it is a provider and in many ways it amplifies the way MapAction's own team already work, as a group of peers learning together. It was therefore a great pleasure to sign an agreement with ADRRN. Our intention is to use the partnership to make civil society contributions to response and preparedness work more visible to international actors, as well as to develop ways that data and mapping can be used to enable partner programmes.

Last but by no means least, we finished the year with an agreement with the START network, a network made up of more than 50 humanitarian agencies across five continents, ranging from large international organisations to national NGOs. Their aim is to transform humanitarian action through innovation, fast funding, early action, and locally led action. Our partnership will focus on how data can support anticipatory action - taking action early in order to release funds that can help prepare for and mitigate a disaster. This work is funded by members of the Insurance Development Forum.

Technical Innovation

MapAction is often asked to try out new tools and software designed for emergency response. Sometimes we are able to do that, but many times we are not because the context of an emergency often precludes that. Our approach to innovation has always been based on focusing on the needs of our service users and preparing new applications in advance so there are no surprises in the heat of an emergency. We always want to ensure that what we develop is useful and usable for our service users so in 2021 we were able to commission a Design Thinking consultancy to help us do that more systematically. This work is still in progress, but is already bringing benefit in unpacking the different dynamics that our service users face, particularly in how we can identify obstacles for their work and help amplify positives. We now need to translate that into standardised protocols for assessing and delivering innovative services.

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Alongside the work completed to identify data for 40 countries, MapAction also made progress in establishing a pipeline to process data as well as ensuring we could publish data in such a way that partners could readily use it. This along with the data discovery work (our Rolling Data Scramble) in 40 countries, was strenuous work, involving a huge amount of our volunteer time behind the scenes. We established a partnership with the Heidelberg Institute for GeoInformation Technology to develop a confidence index around OpenStreetMap data - critical data that is used by multiple organisations and sectors as the baseline for analytical mapping. Our aim was to provide qualitative judgements and where required add value to the data.

Our technical work was supported last year by a group established by our Board of Trustees, to explore technical opportunities that we can incorporate into our work. The technical landscape is always changing, yet we still find that very basic practical assistance is often the missing piece that we can add. So we are ready for everything and anything and always focused on our user requirements.

Training and capacity building

2021 saw a significant change in our training work as we resumed programmes of activities that had been put on hold during 2020. Much of this activity continued to be remote but both we and our partners were better able to work within this constraint in 2021, and indeed saw it as an opportunity to roll training out further than otherwise might have happened.

We were pleased to work with the UN Office for the Coordination of Humanitarian Affairs Centre for Humanitarian Data on a series of online modules aimed at humanitarian information officers. This was a considerable piece of work but worthwhile given its reach. It also provided us with some valuable insights into what works with online training and how we need to adapt some of our traditional approaches to ensure training is effective and meets the learning requirements of course participants.

The AHA Centre coaching clinic aimed at humanitarian response personnel involved structured sessions to look at the kind of mapping relevant to emergency response, and how dashboards can provide useful management data amongst other topics. The approach of coaching is one that MapAction personnel are well placed to carry out and one that we hope to repeat in the future.

Our partner in the Caribbean, CDEMA established a new data repository during 2021 with the support of the World Bank and Humanitarian OpenStreetMap team. MapAction provided inputs into this work and also training on its use. This culminated with two very successful simulation exercises held remotely.

Whilst we carried out less training than we have done in other years (with the exception of 2020) the training we have been involved in has been more in depth and focused within a programme of work that is ensuring a much wider use of humanitarian information management in preparedness and response. We were also able to carry out some of our traditional support to training for the UN's International Search and Rescue Advisory Group, the UN's Disaster Assessment and Coordination team, the European Union and the Finnish Civil Contingencies agency.

Evaluation and continuous improvement

Our monitoring and evaluation work went from strength to strength in 2021. We improved our ability to assess the value of our work during a mission, with intended use surveys and with post mission monitoring. In addition we assessed the outcomes of our multi-year grant with USAID's Bureau for Humanitarian Assistance with our Head of Monitoring, Evaluation, Accountability and Learning (MEAL) and two volunteers carrying out stakeholder interviews and completing the analysis together.

The evaluation looked at the four components of the programme - training, remote support, external influence and partnerships. Findings indicated that we formed extremely strong mutually beneficial partnerships with trusted organisations and where we did this, it was easy to adapt activities as needed. Our training was highly valued by our partners, and was a good foundation to build longer term and more complex programme partnerships on. The evaluation found that there was evidence of change in the use of humanitarian information management and specifically geospatial analysis as a result of the programme. Our external influence was visible in some settings but could have been stronger in others. Much of the shortfall on this was in having sufficient personnel to represent MapAction in different fora. Our training, whilst valued, was often of itself insufficient to bring about change, requiring additional accompaniment and support over the longer term. One off trainings were seen to be of limited value, and when entering into a new partnership, the evaluation highlighted the length of time it may take for programmes to be established.

The value of having a stronger MEAL function has meant that we can build other internal 6 month reviews into our 18 month budgeting cycle, bringing learning from the past 6 months into each iteration of the 18 month budget.

Lastly, we introduced a new information capture system for our monitoring data last year which will be used for internal analysis, donor reporting and as a basis for external review in the future.

Over the past year it has been really exciting to see the lessons from MEAL feeding back into the organisation's work and to draw from these, relevant points related to our stakeholders' requirements, our theory of change, and our value to our partners. All of this learning is useful and essential as we consider our next strategy. There are indeed many paths we could take, but having the opportunity to reflect as we are doing through this capacity is helping us steer our course towards the next stage of the organisation's work.

Our plans for 2022 and beyond

2022 will be another important and busy year for MapAction as we already know we will be;

- entering the second year of the grant with the German Federal Foreign Office which has enabled us to transform much of our technical offering amongst other things;
- commencing a new grant with USAID's Bureau for Humanitarian Assistance;
- taking forward our new anticipatory action programme with the Insurance Development Forum and the START network;
- developing new initiatives on urban settings with civil society organisations;
- continuing to work on the roll out of vaccines and development and promotion of the Integrated Humanitarian Data Package.

Our overall programme of work is to maintain an emergency surge capacity to the United Nations and our Regional partners as needed and the associated internal training programme for our volunteers and staff to keep this service capability sharp. We anticipate maintaining a focus on in-person training and meetings but will continue to provide hybrid training to be as inclusive and versatile as possible.

As our work has become more complex and now with the introduction of hybrid responses, we need to update our internal procedures consolidating many new initiatives that we brought in during 2020 and 2021, to respond to Covid. This is a good opportunity to look at how we might further extend and expand our work.

We will relaunch our diversity and environment working groups to ensure that we move forward as an organisation on these two key areas.

By the end of 2022 we will have developed a new strategy which we already expect will be a step change for MapAction, if we are to respond to the enormous need we identify in the world today and also seize the many opportunities we see to enhance humanitarian response using data.

Partnership will continue to be the cornerstone of our work along with a laser focus on the purpose of what we do and the requirements of those we work for.

Fundraising and Communications

MapAction continued to be accompanied by many loyal and committed partners through 2021. Those partners recognise and value the difference that MapAction can make.

Our fundamental model of enabling skilled and willing expert geospatial and data volunteers to apply their abilities in a focused way to humanitarian situations, but also the value of our organisational knowledge and technical capability base, our data provision and our ability as a thought leader are all important in niche areas. For example our work on preparation of data for vaccine distribution, which in turn led to the Integrated Humanitarian Data Package, a product with much wider humanitarian application.

We know how important it is to recognise this support because MapAction is and becomes an ever more technical cause to explain. Our work in the areas of disaster data preparedness and anticipatory action is arguably some of the most impactful we have ever done, but it is also some of the hardest to explain in a few words. Simple analyses of inputs to outcomes, cause to effect are harder than ever to precisely state or visualise.

Our donors are expected to have an unusually sophisticated understanding of humanitarian systems and response. Because of this, the field of potential donors is limited and only a few people are in a position to easily understand what MapAction does, we must cherish those that not only understand but then choose to support the work. In readiness to make engagement with MapAction easier we have in recent years established MapAction USA, a tax recognised 501c3 which saw its first income in 2021 as well as MapAction Netherlands.

On the platform of existing positioning with donors and track record of achievements we will continue to:

- Prioritise humanitarian government donors, who see in most detail the impact of MapAction's contributions, as they have a good view across a wide range of humanitarian activity.
- Increasingly seek out and work with those foundations and philanthropists who understand and value, importance and impact of applied information and data techniques.
- Focus on engaging more corporate partners, as we remain a standard bearer for both the geospatial and increasingly the data sectors in humanitarian response.
- Begin to invest in an individual supporter base, in a cost effective way, by engaging with the large online audiences we have grown in the past five years.

We will continue to be very disciplined with our fundraising and communications activities and time investments, avoiding pursuing less cost effective channels at the cost of more promising ones.

Communications - The growing complexity of MapAction's activities, and the challenges in describing them simply is also why communications has become an ever more critical part of MapAction's fundraising mix. It is also a vital way for us to attract new partners, volunteers and other supporters.

We continue to explore new ways to get our messages across and 2021 saw us using podcasts, video and talking heads clips as well as the traditional web page and social media posts, media interviews and blogs. This will continue to be an area of experimentation going forwards.

A review of our social media practice and performance suggested that our key channels and approach are correct, whilst identifying several ways we could increase reach and impact. The way people absorb their news and information is changing rapidly and we will work hard to ensure the correct messages are received by the people that need to hear them in a way they will be engaged by. The redesign of the MapAction website was postponed in 2021 but getting this underway as part of an integrated communications strategy will be a critical activity in 2022.

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In summary, we anticipate that whilst we are confident in our record of successfully doing so, securing the income and other resources we require to effectively undertake our mission will continue to be a challenge for us, as it is for many smaller humanitarian organisations. As our work becomes more sophisticated it achieves greater outcomes but becomes more complex and challenging to explain.

That communications challenge is one we are ready to meet and ultimately MapAction still only needs a small fraction of the income many organisations need. Our mission is as timely as it is important and there are many potential donors who have never heard of us or have not looked at us closely. It will be a critical strand of our work in 2022 and beyond to make sure that many more such potential donors not only know MapAction but understand it enough to join us on the mission.

MapAction takes its responsibilities as an ethical fundraiser very seriously. We are a member of the Fundraising Regulator and adhere to its standards. We are pleased to report we had no fundraising complaints in 2021.

People and accountability

MapAction's team of extraordinary people came into their own again in 2021. Despite the difficulties of working remotely - making it hard to sometimes distinguish the day job from volunteering, or the challenges of carrying out work on the ground, 50 of our professional volunteers delivered over 800 people-days throughout the year. Alongside emergency response both remote and on the ground, the team wrote and delivered online training modules for our partners in the Caribbean, supported data discovery activities in 40 countries, developed a tool to support vaccine delivery, represented the organisation at conferences, and helped recruit new staff and volunteers.

During the year we expanded the technical skills we required for the organisation and recruited volunteer data scientists and a data engineer alongside geospatial and software specialists. We increased our volunteer team by 5 people bringing the total to 74 people. We were able to bring the team together in person for the first time since the pandemic was declared in May. In September we held our annual simulation exercise and in December held our Annual General Meeting and Christmas weekend in person. We have continued to run training in hybrid form enabling those with special reasons not to meet in person, the possibility of participating in the training.

We did not make as much progress on diversity as we would have liked but do plan to launch our diversity working group again to restart this work this year much of it impacted last year by the competing priorities of Covid and fundraising.

Our Board of Trustees was also very active with the launch of two sub groups and the continued activities of a third. A Finance and Audit working group was established to give our Finance Director more support in the day to day administration of our finance function whilst a Tech Horizon working group was established to ensure MapAction stays current on new technical opportunities. The Business Model sub-group continued to research new funding models making recommendations to the Board in January this year.

As many organisations are currently experiencing, especially in technical sectors, our staff turnover was higher in 2021 than previously. We believe this to be partly associated with the changes remote working has generated and partly with the process we outlined in the summer of 2021 to make cost savings. Fortunately we were able to cancel this process thanks to the generosity and support of the Calleva Foundation, but inevitably even the outlining of such a process causes change.

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How we work - standards, safeguarding and responsibility

MapAction demands a very high standard of conduct from everyone involved with the organisation. As an organisation that sends personnel into emergency situations, we have always, of necessity, had a very detailed set of protocols that is rigorously drilled, continuously reviewed and meticulously applied. This encompasses the safeguarding of everyone within our sphere of action, the procurement of goods and services and the consistent high quality of our work. We equip our personnel with the skills and knowledge to recognise different types of situations and respond appropriately. Every team member and anyone representing MapAction must not only sign our Code of Conduct but reread and recommit to it regularly.

These internal processes are in addition to the robust due diligence requirements of our various government funding partners and the engaged oversight of our independent Board of Trustees.

Environmental Policy

Whilst the implementation of the Environment Policy we approved in 2020 was interrupted by Covid-19, we have been able to make significant further inroads into our carbon footprint. Reduced travel, remote working and reduction in the footprint of our office have all contributed. Now, as it becomes possible to travel more, we need to reset how we maintain the gains we have made. We now plan to appoint an Environment Volunteer to help us baseline our current carbon footprint and plan with a working group of volunteers and staff, how we move forward.

Financial Review

The charity funds its activities through institutional (government) donors, private foundations, individual donations, and some mission related contracts. Total income raised in the period was £1,653,975 (2020: £1,183,103), of which £1,311,824 was restricted (2020: £1,045,310).

During the year, MapAction spent £1,521,150 (2020: £1,116,865) of which £1,187,797 was restricted (2020: £1,013,969). The charity's unrestricted reserves at the end of the reporting period were £605,599 (2020: £515,095). Refer to Statement of Financial Activity on page 26 for more details.

Despite continuing to experience the impact of Covid-19 during 2021, we were able to put back on track much of the work that had been delayed in 2020. However, Covid measures in different countries delayed or prevented deployment in some cases, whilst also increasing the cost of travel arrangements. We were able to provide excellent remote support further embedding our recently evolved hybrid model of remote work combined with work in person for overseas trips, team training and the office team. Overall, this reduced travel costs. It further allowed us to downsize our office footprint with savings to be realised from January 2022.

It was a challenging year for income, we suffered from delays to planned fundraising activity in 2020, with greater uncertainty throughout 2021. Despite this, due to strong financial management we delivered an ambitious programme of activities as intended and ended the year with a small unrestricted surplus. As mentioned in the Chief Executive's Report, there was one period of particular income uncertainty during which a cost saving change process was prepared and outlined to staff. Due to the timely insight and generosity of some of our partners we were able to cancel this change process before making any roles redundant, making a huge difference to our confidence going forwards.

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MapAction increased its income by 40%, which saw some exciting new partnerships start and some longer ones grow.

A significant increase of in-kind donations contributed to the income growth in 2021 (10.6% of total income raised in 2021 compared to 1.2% in 2020).

Seven Members of the Insurance Development Forum funded MapAction to initiate a programme with the START Network (a global network of non-government organisations) to use data to trigger early action and the release of funding for preparedness and disaster risk reduction.

MapAction secured its largest ever single grant programme and second multi-year grant from USAID Bureau of Humanitarian Assistance, worth USD 1,978,465 to support regional and national organisations to better prepare for and manage geospatial information for emergencies.

MapAction also secured a further EUR 386,987 increasing our second year funding from the German Federal Foreign Office, which will fund the development of a range of data science and preparation projects work and how we publish data in 2022. The total two year award is EUR 1,224,996

MANY THANKS TO OUR VALUED VOLUNTEERS AND
SUPPORTERS FOR THEIR TIME IN KIND:

- ◆ All our valued volunteers who contributed to all of MapAction's activity in 2021
- ◆ Worshipful Company of Management Consultants (represented by Bob Harris and Malcolm Green) for their consultancy support on our business model
- ◆ Verace (represented by Mark Wilton-Patrick and Adam Patrick) for their consultancy support with our strategy
- ◆ Roger Wedge for his regular donated time and support on our emergency deployments
- ◆ Rhian Cadvan-Jones for her pro-bono HR support
- ◆ Sarah Hilchie for her work on US fundraising
- ◆ Technical software and licences from Google, Microsoft, Salesforce, Slack and more
- ◆ ESRI, our long time supporter, for the software licences and AGOL hosting, which are essential to our charitable work.

As forecast in the 2020 Annual accounts, we anticipated 2021 being a challenging year. Despite that, through successful fundraising, excellent programme design and delivery, strong and growing partnerships, supportive donors and judicious savings on expenditure the MapAction team has delivered another successful year concluding with a surplus of £132,840, of which £90,504 was unrestricted, whilst continuing to deliver significant humanitarian benefit around the globe.

Principal Risks and uncertainties

Key risks identified	Mitigation
Insufficient new funding: uncertainty over future funding and cash flow shortfalls necessitating liquidation of reserves. Covid-19 uncertainty making expenditure planning difficult	This risk was managed through the delivery of a sustained fundraising plan and close relationship building with donors and potential donors. The risk was also mitigated through close monitoring of our financial position by both the Executive and Board of Trustees and timely decision making to make cost savings. New donors were identified and funds were received.
Succession planning: loss of key roles may cause disruption and additional costs to secure replacements.	The MapAction management team is well established, meeting regularly to review the management requirements of the charity including covering an unplanned absence of the CEO or other directors for a period. Changes in the management team did occur towards the end of the year and a cover plan was put in place. There were vacancies in all departments except finance during the year, which were filled or cover plans put in place. Policies are in place to cover all aspects of the business. We made progress with our knowledge management platforms and whilst improvements can still be made, our ways of working continue to promote a single source of truth for key information.
Partnership: ability to maintain relevant and successful partnerships to access emergencies.	MapAction signed new agreements with two of its three regional partners and agreed with all three the plans for the next phase of our work together. We extended the number and type of partnerships we held during the year.
Emergence of one or more 'competing' services offering in-country mapping in the emergency environment.	MapAction had dialogue with most mapping partners during the year to ensure there was no duplication of effort. We worked closely with mapping partners to develop a tool to support vaccine roll out We continue to monitor and assess our contribution and complementarity with other providers. Our Data Scientist role in the Hague and our Moonshot project continues to enable interoperability as a key element of collaborative work.

Reserves

In the trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future, considering the level of risk exposure at the time.

MapAction's operating reserves policy relates to general funds, i.e. unrestricted funds and those not subject to commitments, planned expenditure or other restrictions. Funds that have been designated by the trustees are not included in general funds.

Considering risk factors and with reference to the current budgeted income streams, expenditure forecast and cash flow projections, the target operating reserve on a going-concern basis has been determined within a range:

- The minimum level of that range is set at six months of budgeted planned costs excluding those costs which are funded by confirmed restricted funds.
- At the upper end, MapAction would require three months of the overall expenditure needed to deliver all contractual and non-contractual obligations planned for the financial period.

At 31 December 2021, the Charity held general funds of £605,599 (2020: £515,095).

With the policy range set between £323,944 and £411,642, based on the 2022 budget, this result was 55% above the higher end of the range.

In the trustees' view, this level of reserves provides a good level of protection for the charity for the future periods, especially considering the uncertain landscape for fundraising in 2022 and our operational budget more than ever relying on the availability of the general funds

The Trustees have carefully considered the level of reserves held and are satisfied that, given current operating conditions, the level of reserves held is appropriate. In the coming year, the Trustees intend to reassess the current reserves policy to assess its continued appropriateness for MapAction.

RESERVES – RISK FACTORS

The trustees specifically consider risks associated to the following key areas when assessing the level of reserves necessary:

◆ Ability to fulfil charitable objectives and preserve MapAction's operational capability, including:

- The need to react to emergency deployments

◆ Nature and stability of income streams:

- The inherent instability of institutional donor funding-programme renewal, allied with MapAction's relative reliance on this income stream.
- MapAction's ability to raise new funds and secure work from partners, especially in an uncertain fundraising environment which is particularly challenging following the emergence of the Covid19 pandemic post year end.

- Efficient working capital management.
- Impact of foreign exchange fluctuations and the need to protect MapAction's budgeting ability from currency volatility.

- Performance of the charity's listed investments.

◆ Organisational needs:

- The contractual obligations of the organisation, such as the cost of staff redundancies and office lease, in the event of a cessation of activities.
- The need to cover critical technical and support-based staff roles in the event of long-term absence.

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Grant-making policy

MapAction does not generally make grants to downstream partners, and in 2021 did not make any downstream grants.

Investment policy and objectives

The charity seeks to produce the best financial return on its investments, within an acceptable level of risk. As the charity is involved in rapid-response humanitarian emergencies, assets are held to supplement any shortage of funding. As such, maintenance of capital and liquidity are of paramount importance.

The charity holds assets to fund planned expenditure over and above the immediate available funding. Capital volatility is accepted at a moderate level and assets are invested to reflect a moderate level of risk. The charity's assets should be held in cash or near cash investments, denominated in sterling or operational currencies such as US dollars or Euros.

The charity's cash balances should be deposited with institutions with a minimum rating of A- or invested in a diversified money market fund. Deposits should be spread by counterparty, subject to a maximum exposure of 25% of the total cash balance per institution and with regard to the FSCS limits.

The cash holding constitutes 83% of net assets at the year end. 38% of these cash assets are held within an investment portfolio with Caznove Capital, a wealth management company, but are not invested at present. In line with our Investment Policy - which balances investment return with access to funds to manage cash flow, and therefore stipulates a low to medium risk appetite - and given the impact of Brexit and Covid-19 global pandemic, the Board determined that there was no benefit in re-investing our cash holdings for the time being, to achieve a more stable situation in relation to losses and gains. This will be kept under review in 2023.

Funds in deficit

At the end of the year, there were no funds in deficit.

How our activities deliver public benefit

The trustees, in exercising their powers and duties, have complied with their duty in Section 17 of the Charity Act 2011. In shaping our objectives for the year and planning our activities, the trustees have had due regard to the Charity Commission's guidance on public benefit, including the guidance 'public benefit; running a charity (PB2)'. The work MapAction does in support of the public benefit is explained within this report.

Structure, Governance and Management

Governing document

MapAction was founded under the name Aid for Aid in 1997 and has provided a continuous operational service since 2003. The charity completed a change in 2009 from a charitable trust structure (charity number 1075977) to a company limited by guarantee (charity number 1126727). Through that change, the charity also became a membership organisation.

Members of the charity comprise people who are actively engaging in its work but are not paid members of staff, and numbered 102 at the end of 2021 (31 December 2020: 102).

The accounts reflect the in-kind donations made by organisations and people outside the membership who volunteer their time or provide assistance in kind. This includes consultants, staff, and pro bono support from specialists such as Human Resource Advisors, Management Consultants and companies providing for example software licences for free.

Company status

The company is limited by guarantee and all members have agreed to contribute a sum not exceeding £1 in the event of a winding-up. The number of guarantees at 31 December 2021 was 102.

Recruitment and appointment of trustees

The Memorandum of Association first approved in 2008 sets out term lengths for trustees. The Board refreshes membership, therefore, on a regular basis. Trustees are elected at each Annual General Meeting (AGM). The Board can also co-opt new trustees (identified through an open selection process ideally), pending formal election, prior to the AGM. Towards the end of 2021, 5 trustees were re-elected. There were no new trustees identified. All biographies are available on the MapAction website mapaction.org.

Induction and training of trustees

New trustees receive an internal induction into the organisation and trustee roles and responsibilities from the Chair and the office team. Following the Board Effectiveness Review, the onboarding procedure for trustees was amended to ensure it is comprehensive in covering the roles and responsibilities of trustees. As a result new trustees are required to attend a training course open to third sector organisations as well as review a number of key internal and external documents.

Organisational structure

The Board meets on a quarterly basis and in addition to the AGM. Minutes of the meetings are available to the membership if requested.

The Board retains a Trustees Roles and Responsibilities paper which is updated before each meeting. This highlights key areas of Board responsibility and any new action undertaken under these different areas in the period since the last meeting. The Board is mindful of the need to ensure an appropriate mix of skills and experience amongst the trustees.

A declaration of interest statement is made by Board members at the beginning of each meeting on request by the Chair, if relevant. This is minuted at each meeting.

The Directors, who are also the charity trustees, are responsible for the overall direction and performance of the charity. They delegate day-to-day implementation of this to the executive personnel. The office-based management team comprise the key management personnel in charge of directing, controlling and operating the charity on a day to day basis. The management team meets weekly and provides the Board of Trustees with reports against key performance indicators on a quarterly basis.

MAPACTION

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All Directors at trustee level give their time freely and no Director received remuneration in the year for trustee activities.

The pay of the senior staff is reviewed annually, and approved by the trustees. It is normally increased in accordance with average earnings and with reference to the Index of Labour Costs per Hour (ILCH).

Remuneration policy

There were no changes to the remuneration policy in 2021. The professional development fund made one disbursement to staff for training courses.

Reporting

MapAction ensured its members were aware of its safeguarding policy through training. All mission briefs and debriefs include a discussion on safeguarding. There were no reported breaches of the organisation's Code of Conduct. This was monitored routinely through the Executive Management Team and through the Board of Trustees. An annual safeguarding audit concluded good progress on areas of policy and their implementation with some recommendations in certain areas.

MapAction had no serious incidents during 2021.

This report has been prepared in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Second Edition) and in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006. The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have taken advantage of the exemption available to smaller companies and have not prepared a strategic report.

Statement of Trustees' responsibilities

The trustees (who are also the Directors of MapAction for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charitable company will continue in business.

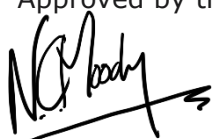
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of trustees and signed on its behalf by:



Nicholas Moody
20 April 2022

TRUSTEES

Peter Richard Kerrod Beaumont
Barbara Ann Bond

*resigned 19 Jan 22

Christopher Ronald Ewing
Anne-Marie Frankland
Steven James Harper
Gaye Anne Yvonne Hudson
Hosham Ali Khogali Ismail
Nicholas Crispin Moody (Chair)
Flemming Scholer Nielsen
Sophie Evans
Christopher Ian Jarvis
Frederick Powys Broke Carver

*appointed 21 April 21

COMPANY SECRETARY

R E Wedge

CHIEF EXECUTIVE

Liz Hughes

REGISTERED OFFICE

Unit 2, Douglas Court
Seymour Business Park
Station Road
Chinnor
Oxfordshire
OX39 4HA

REGISTERED COMPANY NUMBER

06611408 (England and Wales)

REGISTERED CHARITY NUMBER

1126727

INDEPENDENT AUDITORS

Richard Place Dobson Services Limited
Chartered Accountants
1 - 7 Station Road
Crawley
West Sussex
RH10 1HT

SOLICITORS

LGP
Lacemaker House, 5 - 7 Chapel Street
Marlow, Buckinghamshire, SL7 3HN

BANKERS

CAF Bank Ltd
PO Box 289aa, West Malling, Kent
ME19 4TA

HSBC

1 Corn Market, High Wycombe, HP11
2AY

Cazenove Capital

1 London Wall Place London, EC2Y 5AU

Report of the Independent Auditors to the Trustees of MapAction

Opinion

We have audited the financial statements of MapAction (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet, cashflow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work

MAPACTION

REPORT OF THE INDEPENDENT AUDITORS for the Year Ended 31 December 2021

we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatements due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud, the audit engagement team made enquiries of management, and those charged with governance, regarding the procedures relating to identifying, evaluating and complying with;

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REPORT OF THE INDEPENDENT AUDITORS for the Year Ended 31 December 2021

1. *laws and regulations and whether they were aware of any instances of non-compliance;*
2. *detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;*
3. *the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;*

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Companies Act 2006, Charities Act, Charities SORP, employment and tax law and regulations and data protection regulations. We performed audit procedures to detect non-compliance, which may have a material impact on the financial statements. These included reviewing financial statement disclosures and evaluating advice received from internal management. There were no significant laws and regulations we deemed as having an indirect impact on the financial statements.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside of the normal course of business.

Revenue recognition was also identified as a significant risk which could lead to a material mis-statement due to fraud or error. Audit procedures performed included but were not limited to performing walk through tests to identify the control procedures in place and once an understanding of the income process was gained, a substantive tests were carried out using a sample basis to ensure all income existed and was included within the correct accounts period and in the correct fund in the accounts. Cut off testing was also performed to ensure grants were recorded in the correct period.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

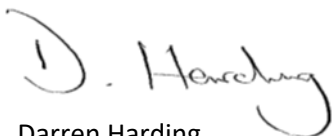
Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Place Dobson Services Limited

Chartered Accountants

1-7 Station Road
Crawley
West Sussex
RH10 1HT



Darren Harding
Audit Partner
20 April 2022

Richard Place Dobson Services Limited are eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

MAPACTION

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) for the Year Ended 31 December 2021

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from:						
Donations and legacies	2	338,134		8,000	346,134	147,222
Charitable activities	3	-		1,303,824	1,303,824	1,015,310
Other income	4	4,000		-	4,000	16,820
Investments	5	17		-	17	3,751
Total income		342,151		1,311,824	1,653,975	1,183,103
Expenditure on:						
Raising funds	6	75,007		90,768	165,775	147,259
Charitable activities:	7	253,507	4,839	1,097,029	1,355,375	969,606
Total expenditure		328,514	4,839	1,187,797	1,521,150	1,116,865
Net gains/(losses) on investments		15	-	-	15	(6,816)
Net income/ (expenditure) for the year	9	13,652	(4,839)	124,027	132,840	59,422
Transfer between funds	18	76,852		(76,852)		-
Net movement in funds for the year		90,504	(4,839)	47,175	132,840	59,422
Reconciliation of funds						
Total funds brought forward		515,095	10,106	7,864	533,065	473,643
Total funds carried forward		605,599	5,267	55,039	665,905	533,065

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

MAPACTION

BALANCE SHEET at 31 December 2021

	Note	2021	2020
		£	£
Fixed assets			
Tangible assets	14	5,267	10,106
Investments	15	211,146	211,257
Total fixed assets		216,413	221,363
Current assets			
Debtors	16	271,528	142,979
Cash at bank and in hand		342,641	213,111
Total current assets		614,169	356,090
Liabilities			
Creditors: amounts falling due in less than one year	17	(164,677)	(44,388)
Net current assets		449,492	311,702
Total assets less current liabilities		665,905	533,065
Net assets		665,905	533,065
The funds of the charity:			
Restricted income funds	19	55,039	7,864
Unrestricted income funds	20	610,866	525,201
Total charity funds		665,905	533,065

The notes on pages 28 to 49 form part of these accounts.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies, subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 20 April 2022 and were signed on their behalf by:



Nicholas Moody
Chair

MAPACTION

CASHFLOW STATEMENT for the Year Ended 31 December 2021

	Note	2021 £	2020 £
Cash provided by/(used in) operating activities	1	140,047	45,126
<i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		(10,534)	-
Dividends, interest, and rents from investments		17	3,751
Gross sale of investments		-	211,417
Gross purchase of investments		-	(211,157)
Cash provided by/(used in) investing activities		(10,517)	4,011
Increase/(decrease) in cash and cash equivalents in the year		129,530	(49,137)
Cash and cash equivalents at the beginning of the year		213,111	163,974
Change in cash and cash equivalents due to exchange rate			
Cash and cash equivalents at the end of the year		342,641	213,111

NOTES TO THE CASHFLOW STATEMENT
for the Year Ended 31 December 2021

1 Reconciliation of net movement in funds to net cash flow from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the year	132,840	(59,422)
Adjustments for:		
Depreciation charge	15,373	10,106
Loss/(profit) on sale of fixed assets	-	-
(Gains)/losses on investments	111	6,816
Dividends, interest and rents from investments	(17)	(3,751)
Decrease/(increase) in debtors	(128,549)	(21,140)
Increase/(decrease) in creditors	120,289	(6,327)
Net cash provided by/(used in) operating activities	140,047	45,126

2 Analysis of changes in net funds

	At 01.01.2021	Cashflow	At 31.12.2020
	£	£	£
Net cash			
Cash at bank	213,111	129,530	342,641

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2021

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The registered office address for the Charitable Company is Unit 2, Douglas Court, Seymour Business Park, Station Road, Chinnor, Oxfordshire. OX39 4HA

The accounts are prepared in sterling and all amounts are rounded to the nearest £.

Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

With a regular financial review related to the current Covid-19 situation, a strong level of reserves at the end of the reporting period and a number of strong funding proposals for the period 2022 onwards, the trustees remain satisfied that there is no material uncertainty about the charitable company's ability to continue as a going concern. This assessment has been made having considered forward forecasts, and in particular the expected future cash flows. In making this assessment, the trustees have considered a period of at least one year from the date of approval of these financial statements.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Preparation of consolidated financial statements

The financial statements contain information about MapAction as an individual charity and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The directors do not consider that at this time there are any material accounting judgements or key estimation uncertainty to be disclosed within the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2021

1. Accounting policies - CONTINUED

Income

Voluntary income is received by way of donations or grants and is included in full in the statement of financial activities when receivable.

Revenue grants are credited to the SOFA when there is evidence of entitlement, receipt is probable, and its amount can be measured reliably.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

Event income is recognised when received after the event has taken place.

Donated services and facilities

It is the policy of the Directors to reflect gifts in kind in relation to the support of skilled volunteers used in fulfilment of paid consultancy work. Gifts in kind are also reflected where a professional service was provided to MapAction on a pro-bono or reduced fee basis. In accordance with the requirements of the Charities SORP (FRS 102) such income is recognised at the value to the charity with a corresponding entry in expenditure.

As set out in the Trustees' Report, MapAction is fortunate to benefit from volunteer time in other areas of its work. The Directors consider that attempting to attribute monetary values to this assistance in the charity's accounts would involve disproportionate effort whilst contributing little to the interpretation of the accounts and therefore such time has not been recognised within the financial statements though the Directors recognise the valuable contribution such time makes to our work. In accordance with the Charities SORP (FRS 102), general volunteer time is also not recognised; refer to the trustees' annual report for more information about their contribution.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

Charitable activity costs are costs incurred in delivering the charitable objects.

Governance costs

These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

1. Accounting policies - CONTINUED

Irrecoverable VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs are reported on the statement of financial activities after departmental allocations using the mission days basis and staff days' basis.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The assets and liabilities of the charity all fall under Section 11 of FRS 102, Basic Financial Instruments. Listed investments are measured at fair value through the statement of financial activity, taken as the traded price in an active market. Other financial assets and liabilities are initially measured at transaction price and subsequently amortised using the effective interest method.

Tangible fixed assets

Leasehold improvements are capitalised and depreciated over the period to the first break clause in the lease. All other assets, primarily computers and communication equipment, are fully expended in the year of purchase. Equipment sometimes has to be left in situ or donated to local charities at the end of a deployment.

Fixed Asset Investments

Fixed asset investments represent investments held in a managed portfolio and share held in a dormant subsidiary company.

Fixed asset investments held in a managed portfolio are initially measured at cost and then revalued at the year end using the traded price in an active market. Unrealised gains and losses on the investment are recognised in the statement of financial activities.

Investment in group companies are recognised at cost less any provision for impairment in value.

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 December 2021

1. Accounting policies - CONTINUED

Debtors, Cash at Bank and in hand

Debtors, cash at bank and short term highly liquid investments are recognised at the settlement amount due after any discounts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are usually recognised at their settlement amount after allowing for any discounts due.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies

In certain instances, where permitted by the donors, foreign exchange transactions are accounted for on the basis of budgeted rates or the rates effective at the date of the claim. In all other instances, and in particular where the transactions are not funded by grant funding, assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership remain with the lessor. Rental charges are charged on a straight-line basis over the term of the lease.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

2 Income from donations and legacies

	Unrestricted	Restricted	Total 2021	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total 2020</i>
	£	£	£	£	£	£
Donations	176,120	8,000	184,120	102,401	30,000	132,401
Gifts in kind	162,014	-	162,014	14,821	-	14,821
Total	338,134	8,000	346,134	117,222	30,000	147,222

3 Income from charitable activities

	2021 £	2020 £
FCDO	160,000	86,570
BHA	311,076	219,007
Dutch MFA	200,000	195,000
GFFO	490,802	350,968
H2H	-	118,099
Government and Institutional	1,161,878	969,644
Calleva Vaccine Rollout project	90,000	
FCDO C-19 Support project	-	34,150
Disaster Response	90,000	34,150
IDF	35,000	-
CartONG	16,946	11,516
Disaster Preparedness	51,947	11,516
Total	1,303,824	1,015,310

All income from charitable activities is restricted, both this year and previously.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

4 Other income

	2021 £	2020 £
Volcanic Hazard Mapping Consultancy	4,000	16,820
	<u>4,000</u>	<u>16,820</u>

All other income is unrestricted, both this year and previously.

5 Investment income

	2021 £	2020 £
Deposit account income and bank interest	17	3,751
	<u>17</u>	<u>3,751</u>

All investment income is unrestricted, both this year and previously.

6 Cost of raising funds

	Unrestricted £	Restricted £	2021 £	Unrestricted £	Restricted £	2020 £
Staff costs	3,071	90,731	93,802	-	138,306	138,306
Fundraising support	66,038	-	66,038	7,512	9	7,521
Marketing	5,898	37	5,935	1,432	-	1,432
	<u>75,007</u>	<u>90,768</u>	<u>165,775</u>	<u>8,944</u>	<u>138,315</u>	<u>147,259</u>

7a Analysis of expenditure on charitable activities

	Direct £	Support £	Total 2021 £	Direct £	Support £	2020 £
Restricted expenditure	843,273	253,756	1,097,029	688,143	241,263	929,406
Unrestricted expenditure	73,622	184,724	258,346	27,692	12,508	40,200
	<u>916,895</u>	<u>438,480</u>	<u>1,355,375</u>	<u>715,834</u>	<u>253,771</u>	<u>969,606</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

7b Analysis of expenditure on charitable activities - continued

		Direct costs total	<i>of which: UNR</i>	<i>RES</i>	Attribut able support costs total	<i>of which: UNR</i>	<i>RES</i>	Non- attribu table suppo rt costs	<i>of which: UNR</i>	<i>RES</i>	Total 2021	Total 2020
Disaster Response	£	205,271	5,306	199,965	110,209	55,404	54,805				315,480	487,448
Disaster Preparedness	£	219,844	20,047	199,797	60,333	15,482	44,851				280,177	75,186
Capacity Building	£	61,060	(13,650)	74,710	17,220	7,085	10,135				78,280	22,877
M&E	£	69,413	25,546	43,867	53,321	21,219	32,102				122,734	46,495
Technical Innovation & Data Science	£	309,175	12,187	296,988	162,608	65,465	97,143				471,783	308,819
Development & Research	£	52,132	24,186	27,946	26,814	12,469	14,345				78,946	41,214
Other support costs								7,975	7,600	375	7,975	(12,433)
Total	£	916,895	73,622	843,273	430,505	177,124	253,381	7,975	7,600	375	1,355,375	969,606

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

7c Analysis of expenditure on charitable activities - continued

	Disaster Response	Disaster Preparednes s	Capacity Building	M&E	Technic al Innovat ion	Development & Research	Total 2021	Total 2020
	£	£	£	£	£	£	£	£
Direct cost:								
Direct programme costs	46,693	10,595	22,417	25,546	157,582	(307)	262,526	99,736
Direct staff costs	64,861	85,587	15,805	43,867	137,843	27,946	375,909	410,717
Direct consultant costs	93,717	123,663	22,837	-	13,750	24,493	278,460	205,382
Support costs:								
Support staff costs	26,085	33,757	6,138	19,947	59,841	7,672	153,440	74,797
Support consultant costs	2,145	2,775	505	1,640	4,920	631	12,616	7,402
Premises	25,483	7,399	3,288	9,864	30,416	5,754	82,204	69,018
Administration	13,931	4,044	1,798	5,393	16,627	3,146	44,939	60,776
IT	40,270	11,691	5,196	15,588	48,064	9,093	129,902	46,761
Governance costs	2,295	666	296	889	2,740	518	7,404	7,450
Other support costs							7,975	(12,433)
Total	315,480	280,177	78,280	122,734	471,783	78,946	1,355,375	969,606

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

8 Analysis of governance costs

	2021 £	2020 £
Trustee business, meetings & travel	204	550
Auditors remuneration	7,200	6,900
	<u>7,404</u>	<u>7,450</u>

Governance costs are apportioned to charitable activities using the same method of allocation as support costs.

9 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2021 £	2020 £
Depreciation	15,373	10,106
Operating lease rentals on property	55,706	50,407
Foreign exchange gains/losses	147	(12,433)
Auditor's remuneration - audit fees	6,900	6,600
Auditor's remuneration - taxation services	300	300

10 Staff costs

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	546,754	542,108
Social security costs	61,052	67,880
Pension costs	15,345	13,832
Consultant costs	353,094	212,784
	<u>976,245</u>	<u>836,604</u>

Allocated as follows:

Cost of raising funds	155,822	138,306
Charitable activities	820,423	698,298
	<u>976,245</u>	<u>836,604</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

The number of employees whose benefits exceeded £60,000 fell within the following ranges:

	2021	2020
£60,001 - £70,000	1	-
£70,001 - £80,000	-	1

The number of staff employed during the period, excluding consultants, was 22 (2020: 22). The average full time equivalent for 2021 was 14.1 (2020: 15.1)

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and members of the Senior Management Team. The total employee benefits of the key management personnel of the charity were £261,395 (2020: £251,420).

11 Trustee remuneration and expenses, and related party transactions

There were no Trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the prior year.

During the year consultancy fees totalling £1,470 (2020: £0) were paid to 55 North Consulting, the consulting firm employing Anne-Marie Frankland for a Calleva Foundation's funded IHDP Covax response mission in South Sudan. Anne-Marie Frankland is a Trustee of the Charity for which she is not paid and a volunteer for the Charity, for which she is also not paid.

2 trustees received reimbursed travel and subsistence expenses during the year of £3,819 (2020: 1 Trustee, £488). £3,244 of this total related to being deployed on emergency or planned missions in Haiti and South Sudan.

Aggregate donations from Trustees were £628 (2020: £452).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

13. Comparative financial statements for 2020

Statement of Financial Activity 2020

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2020 £
Income from:					
Donations and legacies	2	117,222		30,000	147,222
Charitable activities	3	-		1,015,310	1,015,310
Other trading activities	4	16,820		-	16,820
Investments	5	3,751		-	3,751
Total income		137,793		1,045,310	1,183,103
Expenditure on:					
Raising funds	6	8,944		138,315	147,259
Charitable activities:	7	83,846	10,106	875,654	969,606
Total expenditure		92,790	10,106	1,013,969	1,116,865
Net income/(expenditure) before net gains/(losses) on investments		45,003	(10,106)	31,341	66,238
Net gains/(losses) on investments		(6,816)			(6,816)
Net income/(expenditure) for the year	9	38,187	(10,106)	31,341	59,422
Transfer between funds	18	53,017	53,752		(53,752)
Net movement in funds for the year		91,939	(10,106)	(22,411)	59,422
Reconciliation of funds					
Total funds brought forward		423,156	20,212	30,275	473,643
Total funds carried forward		515,095	10,106	7,864	533,065

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

13. Comparatives tables for 2020 - continued
Analysis of expenditure on charitable activities - continued

Mission days allocation	Direct costs total		of which:		Attributable support costs total	of which:		Non-attributable support costs	of which:		Total	Total 2019
			UNR	RES		UNR	RES		UNR	RES		
Disaster Response	£	370,318	18,459	351,859	117,130	10,898	106,232				487,448	260,579
Disaster Preparedness	£	59,214	3,312	55,902	15,972	1,486	14,486				75,186	255,469
Capacity Building	£	20,215	258	19,957	2,662	248	2,414				22,878	187,163
M&E	£	30,523	320	30,202	15,972	1,486	14,486				46,495	104,430
Technical Innovation	£	204,999	3,917	201,081	103,820	9,659	94,161				308,818	135,407
Development & Research	£	30,566	1,425	29,141	10,648	991	9,657				41,214	104,821
Other support costs								(12,433)	(12,258)	(174)	(12,433)	7,025
Total 2020	£	715,834	27,692	688,143	266,204	24,767	241,437	(12,433)	(12,258)	(174)	969,606	1,054,895

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

13. Comparatives tables for 2020 - continued
Analysis of expenditure on charitable activities - continued

	Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	Total 2020	Total 2019
	£	£	£	£	£	£	£	£
Direct cost:								
Direct programme costs	23,246	6,749	16,180	8,575	42,642	2,343	99,736	291,300
Direct staff costs	170,444	25,765	1,982	21,948	162,356	28,222	410,717	271,394
Direct consultant costs	176,628	26,700	2,054	-	-	-	205,382	109,137
Support staff costs	32,911	4,488	748	4,488	29,171	2,992	74,797	169,980
Support consultant costs	3,257	444	74	444	2,887	296	7,402	15,520
Premises	30,368	4,141	690	4,141	26,917	2,761	69,018	101,576
Administration	26,742	3,647	608	3,647	23,703	2,431	60,776	47,302
IT	20,575	2,806	468	2,806	18,237	1,870	46,761	32,978
Governance costs	3,278	447	75	447	2,906	298	7,450	8,683
Other support costs							(12,433)	7,025
Total	487,448	75,186	22,878	46,495	308,818	41,214	969,606	1,054,895
<i>Total 2020</i>	<i>260,579</i>	<i>255,469</i>	<i>187,163</i>	<i>104,430</i>	<i>135,407</i>	<i>104,821</i>	<i>1,054,895</i>	

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

14 Fixed assets: tangible assets

Cost	Leasehold improvements £	Total £
At 1 January 2021	30,318	30,318
Additions	10,534	10,534
Disposals	-	-
At 31 December 2021	<u>40,852</u>	<u>40,852</u>
Depreciation		
At 1 January 2021	20,212	20,212
Charge for the year	15,373	15,373
Disposals	-	-
At 31 December 2021	<u>35,585</u>	<u>35,585</u>
Net book value		
At 31 December 2021	<u>5,267</u>	<u>5,267</u>
At 31 December 2020	<u>10,106</u>	<u>10,106</u>

15 Investments

	2021 £	2021 £	2021 £	2020 £
	<i>Shares in group undertakings</i>	<i>Cash investment</i>	<i>TOTAL</i>	<i>TOTAL</i>
Market value at the start of the year	100	211,157	211,257	218,833
Revaluations		15	15	(6816)
Bank fees		(126)	(126)	(260)
Market value at the end of the year	<u>100</u>	<u>211,046</u>	<u>211,146</u>	<u>211,257</u>
Investments at fair value comprised:	2021 £	2020 £		
Equities	100	100		
Cash held within the cash investment fund	211,046	211,157		
	<u>211,146</u>	<u>211,257</u>		

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

There were no investments assets outside of the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

MapAction Services Limited

Registered office: Registered in England, Company No: 6611472

Nature of business: Dormant

Class of share	% holding	31.12.21 £	31.12.20 £
Ordinary	100		
Aggregate capital and reserves		100	100

16 Debtors

	2021 £	2020 £
Trade debtors	64,832	-
Other debtors	-	-
Prepayments and accrued income	192,769	129,052
Rent deposit	13,927	13,927
	271,528	142,979

17 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	56,653	14,948
Other creditors and accruals	13,148	11,328
Deferred income	82,000	-
Taxation and social security costs	12,876	18,112
	164,677	44,388

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

18 Deferred income

	As at 1 January 2021 £	Grant received £	Released in year £	As at 31 December 2021 £
Start Network Early Action Project		70,000		70,000
Volcanic Hazard Mapping Consultancy		12,000		12,000
	-	82,000	-	82,000
		2021 £	2020 £	
Deferred grant brought forward		-	-	
Grant received		70,000		
Other income received		12,000		
Released to income from charitable activities			-	
Deferred income carried forward		82,000	-	

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

19 Analysis of movements in restricted funds

2021:

	Balance at 1 January 2021	Income	Expenditure	Transfers*	As at 31 December 2021
	£	£	£	£	£
<i>Institutional funders:</i>					
BHA	92	311,076	(283,670)	(27,498)	
Dutch MFA	-	200,000	(200,000)		-
GFFO	-	490,802	(458,693)	(32,109)	-
FCDO	-	160,000	(160,000)		-
H2H	7,772	-	(7,264)	(508)	-
<i>Projects:</i>					
Calleva Foundation	-	98,000	(77,961)		20,039
Start Network	-	35,000	-		35,000
CartONG	-	16,946	(209)	(16,737)	-
Total	7,864	1,311,824	(1,187,797)	(76,852)	55,039

2020:

	Balance at 1 January 2020	Income	Expenditure	Transfers*	As at 31 December 2020
	£	£	£	£	£
BHA	(2,095)	219,007	(199,619)	(17,201)	92
Dutch MFA	-	195,000	(195,000)		-
GFFO	11,221	350,968	(341,318)	(20,871)	-
FCDO	-	86,570	(86,578)	8	-
FCDO C-19 Support project	-	34,150	(23,836)	(10,314)	-
H2H	-	118,099	(103,109)	(7,218)	7,772
Calleva Foundation	-	30,000	(30,000)		-
UNICEF 2019 project	21,149	-	(22,993)	1,844	-
CartONG		11,516	(11,516)		-
Total	30,275	1,045,310	(1,013,969)	(53,752)	7,864

*The amounts transferred during the year relate to donor contributions to cover support costs, recoveries of pre-agreed charges, funding shortfalls or surpluses on programmes closed in 2021. Transfers are made if allowed under the terms of the grant.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

Name of restricted fund	Description, nature and purposes of the fund
BHA 2017-2021	United States Agency for International Development (USAID) support received through Bureau for Humanitarian Assistance (BHA) grant funding for the programme, "More than words - Improving the impact of GIS products in humanitarian response" and awarded through to September 2021.
BHA 2021-2024	United States Agency for International Development (USAID) support received through Bureau for Humanitarian Assistance (BHA) grant funding for the programme, "Building sector wide capacity for geospatial analysis and other technologies to deepen the impact and effectiveness of humanitarian information management in humanitarian action" and awarded through to September 2024.
CartONG	2021: Funds Received to collaborate with CartONG to provide a Data Analysis and Visualization dashboard to facilitate decision making processes linked to COVID 19 in Mexico for the Mexican Government's Ministry of Education 2020: Funds Received to collaborate with CartONG to provide services for UNICEF in relation to remote response work connected to Covid 19 Pandemic.
Calleva Foundation	2021: The Calleva Foundation for MapAction's COVID-19 response, by developing an integrated data package for vaccine micro-planning in South Sudan, and working with partners in the COVAX GIS working group. 2020: Donations made by the trustees of The Calleva Foundation in response to COVID 19 appeal to support the set up and work of the Help Centre. "
Dutch MFA	Grant funding provided by the Dutch Government towards the operational budget of the organisation. A decision in November 2018 awarded funds for the period 30 September 2018 until December 2021.
FCDO	Funding received under an accountable grant agreement with the UK Government Foreign, Commonwealth and Development Office (FCDO). The grant is awarded until 31 December 2021 towards the Charity's Emergency Deployments Team (EDT) Programme.
FCDO C-19 Support project	MapAction were asked to provide a secondment on a consultancy basis to deliver humanitarian advice, analysis, information management services and support to Humanitarian Advisers in order to guide the Foreign, Commonwealth and Development Office (FCDO) humanitarian response to COVID 19.
GFFO	Grant funding provided by the German Federal Foreign office (GFFO) for the programme "Enhancing timely and effective application of geospatial data and technologies to improve the effectiveness of humanitarian response" and awarded from 01/01/2021 to 31/12/2022

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

GFFO	Grant funding provided by the German Federal Foreign office (GFFO) for the programme "Improving Mapping and Geospatial Analysis for First Phase Emergency Response, Preparedness and Local Capacity Building" and awarded from 31/07/2019 to 31/12/2020
H2H	Funding Received in response to Covid-19, for the support of the 'Global Hub Support Centre'. Grant Awarded 21/5/2020 - 20/1/2021.
Start Network Early Action Project	Funding for MapAction to provide data, visualisations, information and implementation support to the Start Network to enable early action in 8 target countries. The project began in November 2021 and will run until September 2023.
UNICEF 2019 Project	Funds received to collaborate with UNICEF Guyana and provide, "Information Management Surge Support in Response to the Venezuelan Migrant Crisis".

20 Analysis of movement in unrestricted and designated funds

2021:

	Balance at 1 January 2021	Income	Expenditure	Transfers	As at 31 December 2021
	£	£	£	£	£
General fund	515,095	342,151	(328,499)	76,852	605,599
Fixed Assets	10,106	-	(4,839)		5,267
	<u>525,201</u>	<u>342,151</u>	<u>(333,338)</u>	<u>76,852</u>	<u>610,866</u>

2020:

	Balance at 1 January 2020	Income	Expenditure	Transfers	As at 31 December 2020
	£	£	£	£	£
General fund	423,156	137,793	(99,606)	53,752	515,095
Office move	20,212	-	(10,106)		10,106
	<u>443,368</u>	<u>137,793</u>	<u>(109,712)</u>	<u>53,752</u>	<u>525,201</u>

Income in the note above incorporates gains on investments and expenditure incorporates losses on investments.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 December 2021

21 Analysis of net assets between funds

2021:

	General fund £	Designated funds £	Restricted funds £	Total 2021 £
Tangible fixed assets		5,267	-	5,267
Fixed asset investments	211,146	-	-	211,146
Net current assets/(liabilities)	394,453	-	55,039	449,492
Total	605,599	5,267	55,039	665,904

2020:

	General fund £	Designated funds £	Restricted funds £	Total 2020 £
Tangible fixed assets		10,106	-	10,106
Fixed asset investments	211,257	-	-	211,257
Net current assets/(liabilities)	303,838	-	7,864	311,702
Total	515,095	10,106	7,864	533,065

22 Operating leases

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2021 £	2020 £
Less than one year	19,132	46,422
One to five years	1,388	3,869
	20,520	50,291

23 Related party disclosures

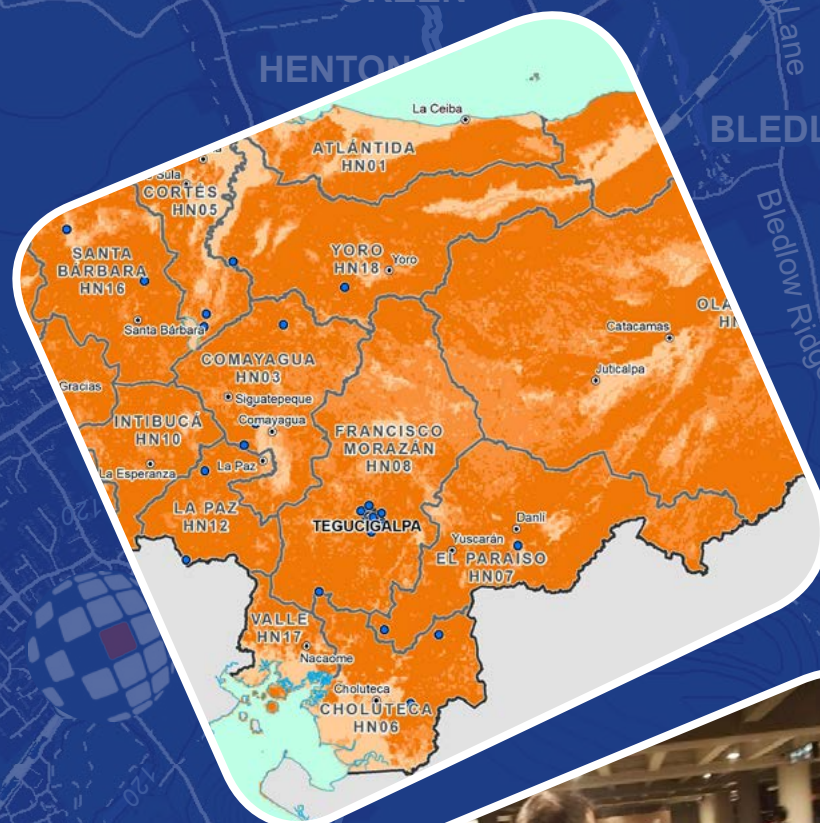
There were no related party transactions for the year ended 31 December 2021 (2020: none), other than disclosed in note 11.

MAPACTION

England & Wales - Charity number 1126727

Accounts

For more information about how you can support MapAction's work, please call us on +44 (0) 1494 568 899 or email fundraising@mapaction.org



Unit 2, Douglas Court
Seymour Business Park
Station Road
Chinnor
Oxfordshire
OX39 4HA
United Kingdom
Registered charity number: 1126727

mapaction.org

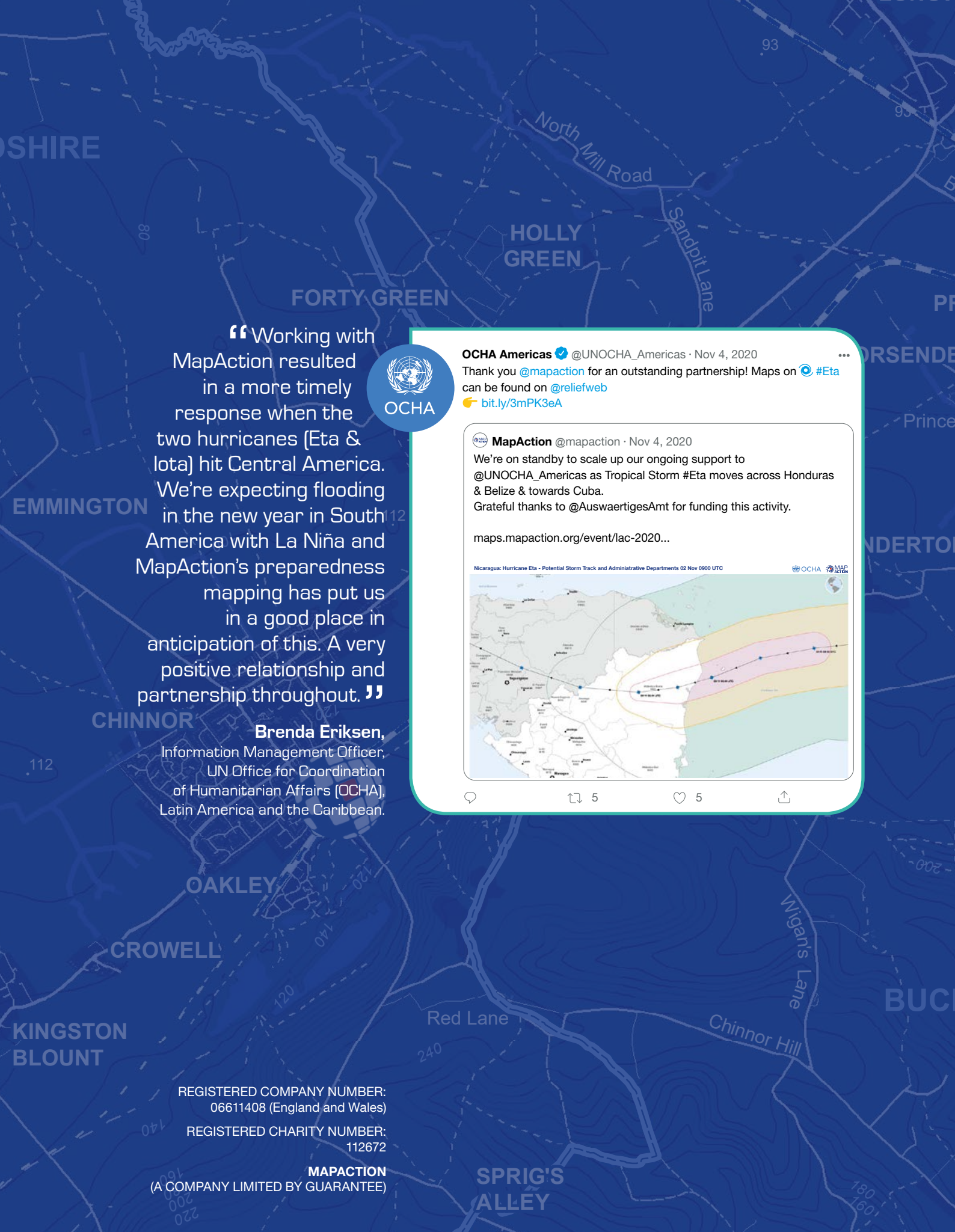
twitter.com/mapaction

facebook.com/mapaction

linkedin.com/company/mapaction

Annual
Report
and
Audited Accounts
2020





“Working with MapAction resulted in a more timely response when the two hurricanes (Eta & Iota) hit Central America. We’re expecting flooding in the new year in South America with La Niña and MapAction’s preparedness mapping has put us in a good place in anticipation of this. A very positive relationship and partnership throughout.”

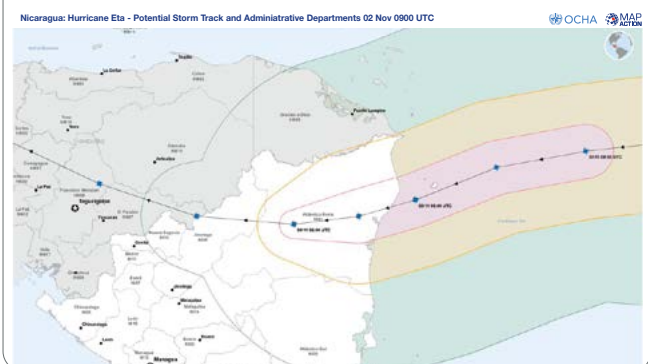


Brenda Eriksen,
Information Management Officer,
UN Office for Coordination
of Humanitarian Affairs (OCHA),
Latin America and the Caribbean.

OCHA Americas @UNOCHA_Americas · Nov 4, 2020
Thank you @mapaction for an outstanding partnership! Maps on #Eta can be found on @reliefweb
bit.ly/3mPK3eA

MapAction @mapaction · Nov 4, 2020
We're on standby to scale up our ongoing support to @UNOCHA_Americas as Tropical Storm #Eta moves across Honduras & Belize & towards Cuba.
Grateful thanks to @AuswaertigesAmt for funding this activity.

maps.mapaction.org/event/lac-2020...



5 5

REGISTERED COMPANY NUMBER:
06611408 (England and Wales)
REGISTERED CHARITY NUMBER:
112672

MAPACTION
(A COMPANY LIMITED BY GUARANTEE)



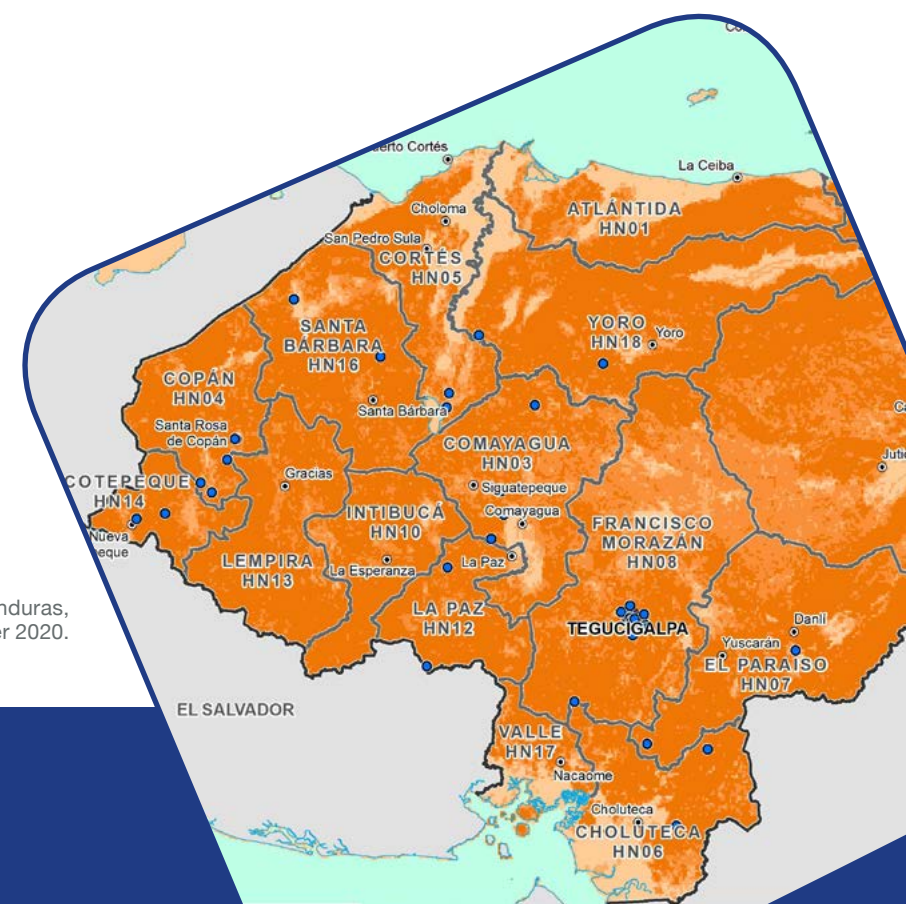
MapAction annual report and financial statements

For the year ended 31 December 2020

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Map detail of Hurricane Eta and Iota, Honduras, showing landslide susceptibility. 28 November 2020.



Who we are and what we do

Mediterranean Sea

MapAction believes that applying geospatial expertise to humanitarian situations can greatly improve outcomes for the people affected.

We are a team of around 100 people, 75% of them expert volunteers, plus a small roster of standby consultants.

Global humanitarian needs outstrip resources. Expert geospatial and data analysis can help stretch those resources for maximum impact. Many professionals want to donate their energy and skills to help. MapAction is the bridge which enables them to do so effectively.

We are a non-profit organisation that collaborates with partners around the world to help anticipate, prepare for and respond to humanitarian emergencies. We strive to ensure governments, regional and local disaster management agencies and humanitarian responders have access to the information and analysis that they need to make key decisions, at the right times, to save lives and alleviate suffering.

We are a team of around 100 people, 75% of them expert volunteers, plus a small roster of standby consultants. Combining the passion of volunteerism with the rigour and reliability of professional standards, the 'MapAction spirit' is something we work hard to maintain and the willingness of our team to go the extra mile is often fed back to us.

With more than 20 years of experience and learning gleaned from attending well over 100 different humanitarian emergency situations and supporting countless more remotely, we have developed a unique and continually requested range of capacities.

We freely share the knowledge we have acquired by teaching and training humanitarian coordinators to use maps and other geospatial products to help them make better decisions. We also help put in place the systems, resources and data required to build resilience to disasters and protect vulnerable communities.

Always seeking improvement, we're developing new technologies and approaches to ensure the data, maps and tools that are essential in humanitarian crises are made available as quickly as possible, or even prepared ahead of time.

And when major emergencies happen, we can still provide surge support to our partners at just 24 hours' notice, enabling them to make sense of chaotic, dangerous and rapidly evolving situations and coordinate the most effective response.

Our combination of wide-ranging expertise in geospatial information and data analysis, allied with extensive knowledge and experience from the heart of humanitarian emergencies uniquely positions MapAction to continue improving the impact and effectiveness of humanitarian aid, now and into the future.

Our strategic objectives

Our strategy to 2023 defines how we are working to make our aims come to reality. We have defined them as follows:

Result 1

The right to life

More lives are saved and livelihoods protected, recovered and strengthened through the provision of timely and relevant geospatial analysis in humanitarian responses.

Result 2

Greater resilience to emergencies

Vulnerable people are better prepared for and more resilient to emergencies. Those assisting them can access and use relevant data to make decisions.

Result 3

Increased technical capability and a more collaborative environment

Aid delivery is more effective and more efficient through the collective development and adoption of appropriate technological advances, research and learning. This enhances data management, data visualisation and geospatial analysis, ultimately strengthening humanitarian decision making.



Message from Nick Moody

Chair of MapAction

In December 2019, when I was honoured to accept the position of Chair of MapAction, little did we know of the challenges that 2020 would present, nor how rapidly they would arrive.

“MapAction enters 2021 in better shape than it entered 2020.

The team didn't just cope, but successfully introduced, assessed and adapted many new systems and approaches for constantly improved service delivery.”



This report tells how the MapAction team navigated and, indeed, developed through a year of turbulence and change. Looking back, I am struck by how we managed to remain true to our mission, our values and, to a remarkable degree, our strategic plan.

MapAction's structure and operating model helped make this possible. But, most of all, it was the dedication of our people. Recruiting, training and supporting experienced geospatial and information management professionals as humanitarian volunteers is an approach that has long proved invaluable. We can match appropriate skills to any situation requiring humanitarian insight from data, and can provide depth for surge support when needed. The model also provides exceptional value for money to the humanitarian system, and 2020 has shown its inherent resilience.

To understand that resilience, it helps to see MapAction as an integrated unit centred on the volunteers who make up the vast majority of the charity's members. No matter what the situation, they are driven to apply their time and skills. MapAction provides the structure for them to do this, but they don't sit back and wait for the staff team to find a way – they help to adapt the organisation and its various capacities too.

One of our first projects in 2020 was with our long-standing partner ACAPS, providing a dashboard for humanitarians to see at a glance what measures were being applied by governments worldwide to tackle the looming threat of COVID-19. With travel restrictions proliferating fast, it soon became apparent that much of our support in 2020 would need to be provided remotely. By March, our office team switched to remote working, as did our wider team training and organisational development events – all significant technical challenges.

Lockdowns also meant that our volunteers would often operate from the same home workstation they worked at every day, but now in their evenings and holidays, to support humanitarian situations. It would be easy to imagine a waning of enthusiasm – but the opposite was true. In fact, in 2020, MapAction conducted an extraordinary 32 crisis responses and committed more volunteer days than in any previous year. At the UN's request, teams travelled to support two emergency responses (in Beirut and Guatemala), but the rest were conducted entirely remotely.

Operationally, MapAction enters 2021 in better shape than it entered 2020. The team didn't just cope, but successfully introduced, assessed and adapted many new systems and approaches for constantly improved service delivery. Responses were frequently delivered with new partners, or executed using technology and processes introduced since the onset of COVID-19. But all were conducted with the same adherence to quality and to identifying what the situation and our partners really needed that mark out MapAction's approach. You will read much more in this report about the stories behind the numbers, but the numbers themselves convey the incredible effort and commitment right across MapAction.

Financially, the challenges of raising funds in a pandemic, when many income-generating activities are impaired, were significant. However, through tight fiscal management, energetic and targeted fundraising, and excellent relationships with donors, we were able to adjust programmes to meet evolving and growing humanitarian priorities. We did this within budget, and even added slightly to reserves.

As the disclaimers say, past performance is no guarantee of future results. We remain very mindful of the increasingly difficult funding environment and shifts of emphasis in the humanitarian system. This requires us to work even harder to secure the institutional support on which we depend, while seeking to add more diverse sources for the future.

Finally, it is a pleasure to congratulate long-standing MapAction volunteer and former Board member Alan Mills for his MBE, and MapAction's Chief Executive Liz Hughes for her OBE. Both were awarded in the 2021 New Year Honours List, and, typically, both said they were receiving them on behalf of colleagues and the organisation. As someone privileged to know both Alan and Liz, I can say these honours were also richly deserved individually.

I am personally grateful to and proud of the entire MapAction team - volunteers, staff, supporters, and my colleagues on the Board - as we strive collectively to ameliorate humanitarian crises around the world. This jewel of an organisation, MapAction, is what brings us together and makes it all possible.

www.gov.uk/government/collections/the-new-year-honours-2021



“I am personally grateful to and proud of the entire MapAction team - volunteers, staff, supporters, and my colleagues on the Board - as we strive collectively to ameliorate humanitarian crises around the world. This jewel of an organisation, MapAction, is what brings us together and makes it all possible.”

Report from Liz Hughes

Chief Executive

2020 will be remembered around the world as a challenging year, yet for many people, long troubled by humanitarian crises, it may not have seemed so very different.

“COVID-19 didn't change everything, but we had to adjust both our services and the way we delivered them, keeping an eye on strategy to ensure that measures put in place were not just for now, but investments for the future. The entire team worked tirelessly all year long. In spring and early summer, it felt as if MapAction was straining every sinew, but, thankfully, things gradually steadied. It wasn't easy, but it needed to be done, so we did it.”

That's why, as soon as we saw that COVID-19 was going to land heavily, we kept front of mind that, whilst MapAction would need to adapt, acute humanitarian challenges would continue and our maps, analysis and tools remain as vital as ever. Our challenge would remain how best to use the geospatial and data capacity of our team for optimal humanitarian outcomes.

I make no apology for highlighting below MapAction's efforts to adapt to the pandemic, because the team - volunteers, staff, donors, everyone - deserve my thanks. COVID-19 didn't change everything, but we had to adjust both our services and the way we delivered them, keeping an eye on strategy to ensure that measures put in place were not just for now, but investments for the future.

The entire team worked tirelessly all year long. In spring and early summer, it felt as if MapAction was straining every sinew, but, thankfully, things gradually steadied. It wasn't easy, but it needed to be done, so we did it.

We redefined our technical offer and developed and embedded several significant new Information Management systems, years ahead of schedule and at pace. With personnel across time zones from New Zealand on down (or up), a growing flow of requests came in from around the world, some traditional, many different.

With multiple new systems, contexts and partners emerging, training and support for the wider MapAction team was critical. But this, too, needed adaptation. The spectacle of 50 to 60 team members on my monitor during plenary sessions on a weekend morning or a midweek evening never lost its excitement. It felt such a statement of commitment and it told me, all of this effort is working!

Budgets and risk-mitigation plans, too, needed revision, and dialogue with all donors was critical, as was keeping the team and partners informed. The incredible efforts and generosity of MapAction's donors, supporters and patrons can't be emphasised enough here. It made everything else possible.

Yet, 2020 was not just about coping and adapting. MapAction made big steps forwards. The Global Help Centre saw us working with many new partners - relationships that I'm confident will last long into the future. Our standby paid-staff capacity, which offers partners longer-term support in protracted emergencies, came into its own, enabling several secondments to strategic partners, including UN OCHA regional offices (both Asia and Latin America and Caribbean). MEAL (Monitoring, Evaluation, Accountability and Learning) also took on a new dimension in 2020 and will shape the organisation from here.

Our support for anticipatory action has already contributed to crises being predicted and preemptive action taken, and will be another growth area for us. The MapAction Data Scientist seconded to the UN Centre for Humanitarian Data enabled us to contribute innovatively across several aspects of the global pandemic response, and we've now started to increase our volunteer capacity in this area. Meanwhile, our major project on data preparedness and mapping automation continued at pace, building foundations for faster and more effective responses in the future.

I have two final reflections. The pandemic was not the only issue of 2020. The Black Lives Matter movement was also prominent and highlighted the great societal challenges that remain around the issues of racial justice, diversity and equality. There is of course no single 'fix' for these issues and all individuals and organisations will need to play their part, so I was pleased to see MapAction's Diversity Policy adopted during 2020, fruit of the Diversity Working Group which had been mapping a better pathway since 2019. Similarly, the threat posed by climate change must be addressed, and 2020 saw us adopt an Environmental Policy, again, created by a working group drawn from across the organisation.

The other reality that 2020 underlined is that no non-profit can assume that resources will appear, as donors will have ever more causes to support. We must continue to demonstrate exceptional impacts for every Euro, Dollar or Pound invested in us. Strong relationships with established donors were critical in 2020, but support from far beyond our traditional supporters will be equally vital to us remaining at the heart of humanitarian response in the coming years. With economic clouds gathering globally we must work ever harder, especially to secure the essential underpinning funds that allow us to steward MapAction with excellent governance, financial controls and management.

Yet, I look to the future confident that MapAction has not only risen to the considerable challenges of 2020, but positioned itself to have even more impact on the humanitarian problems that the future will undoubtedly bring. Whether you're reading this as a donor, volunteer, staff team or board member or partner of any kind, I thank you for everything you did through MapAction in 2020, and look forward to continuing to work together into 2021 and beyond.



“I look to the future confident that MapAction has not only risen to the considerable challenges of 2020, but positioned itself to have even more impact on the humanitarian problems that the future will undoubtedly bring.”

2020

MapAction's busiest year to date

- 43 missions and support projects
- 11 anticipatory action, preparedness and training projects
- 32 response missions
- 23 projects relating to COVID-19
- 5 team-member secondments to partners
- 2 major data preparedness and mapping automation milestones
- 547.5 team training days

Innovation
New Services WASH
Automation Expertise
Geospatial Locust swarms
Response Collaboration
Hurricanes Flood modelling
Knowledge sharing
Learning COVID-19 Refugees
Healthcare Predictive analysis
Complex emergencies
Partnership Secondments
Anticipatory action
Information management
Preparedness
Food security
Data

Helping hurricane survivors in Central America

When two catastrophic hurricanes, Eta and Iota, hit Central America in a single fortnight in November 2020, MapAction had already been working for several months with the UN's Latin America and the Caribbean (ROLAC) Office for the Coordination of Humanitarian Affairs (OCHA) to respond to a higher case load caused by COVID-19 and prepare the region for hurricane season. This enabled us to provide vital early support when high winds and torrential rains caused cataclysmic flooding and landslides in Guatemala, Nicaragua, Honduras and El Salvador.

In late November, we received an additional request from the UN's Disaster Assessment and Coordination (UNDAC) team to send a three-person team to Guatemala.

Deep valleys had caused severe flooding and landslides there, destroying roads and cutting off communities. Supported by a remote team of nine MapAction volunteers and three staff members, the in-country team provided printed and online maps, data management and consultancy. This was a great example of MapAction's versatility, with different modes of emergency response working in unison.

Extracting data from aerial surveys and other sources, we mapped thousands of locations, pinpointing cut-off communities and identifying those at risk of further hazards. Through a combination of long-term collaboration, rapid in-country emergency response and sustained remote support, MapAction played a critical role in the response across the whole region, as well as improving systems for the long term.

How we made a difference...

Photo: Hurricane Iota.

Emergency response

In a year when COVID-19 caused rapidly evolving, multi-layered and life-threatening humanitarian challenges, the scope, scale and configuration of the assistance needed from MapAction were new and exceptional.

Organisations everywhere needed urgent help to understand the impacts of the coronavirus to react effectively. This required capturing, processing and analysing geospatial and other types of information, at speed. There was a global shortage of people with the right combination of technical, health and humanitarian expertise, and many organisations looked to us for help.

To triage the unprecedented volume of requests for assistance we received as the pandemic took hold, and to apply our resources where they would be most impactful, we established a global COVID-19 online Help Centre in April 2020.

In total, we provided support 32 times in 2020. Thirty of these missions were conducted remotely

(by teams of people working from home). Several lasted for multiple months. More unusually, five team members were seconded to provide dedicated support to partners for similar periods.

Understanding what partners need

Part of the value MapAction provided in 2020 was in helping partners clarify their support needs when faced with novel and formidable circumstances. Our explicit focus on this vital soft skill during our team training over many years was invaluable, as was the experience of previous epidemics such as the 2014 Ebola outbreak.

Sometimes we helped to rapidly design and implement new information systems, for example to support frontline health workers or ensure the needs of the most vulnerable were met. On occasions we were able to suggest and provide assistance that partner organisations didn't know was even possible.

Beyond COVID-19

While COVID-19 grabbed most of the headlines in 2020, sadly it didn't mean other crises went away, and they were often exacerbated by the pandemic. Large parts of Africa faced the combined impacts of locust swarms, floods and drought, causing wide-ranging food insecurity. An influx of refugees into Northwest Syria and Turkey early in the year put strain on the humanitarian networks attempting to support them. In Beirut, an enormous explosion devastated the main port and part of the city. And Central America was hit by two powerful and destructive hurricanes in quick succession in November, causing flooding and landslides across the region.

In every case, the coronavirus complicated the situation for humanitarian responders. MapAction was on hand to help analyse the scope of the emergencies and aid decision making.

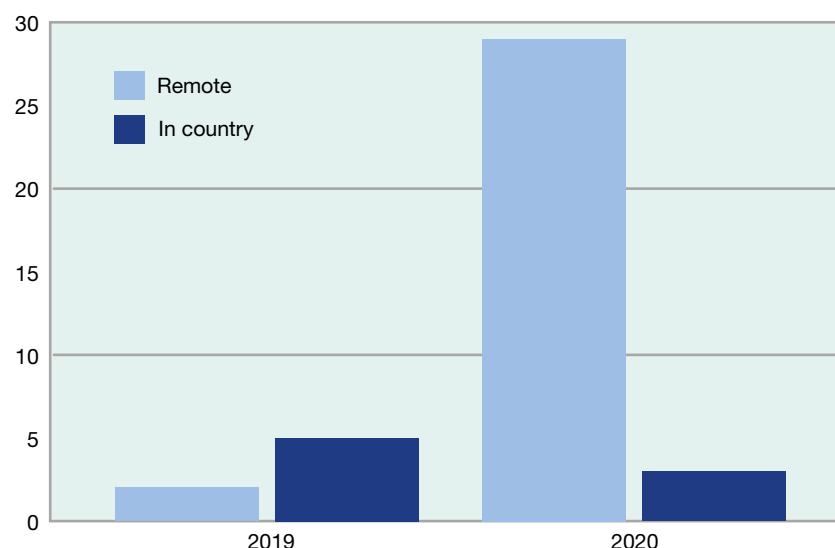
Part of the value MapAction provided in 2020 was in helping partners clarify their support needs when faced with novel and formidable circumstances.

“Despite the challenges of contributing to a complex health response in Libya, MapAction provided support which was relevant, sustainable and impactful. This has resulted in permanent national capacity with additional competencies. People can still use the system MapAction set up and taught them to use.”

Naomi Morris,

Information Management Officer,
WHO/Global Health Council
(Naomi is also a long-standing
MapAction volunteer)

Emergency responses



Map detail of Lebanon showing rapid damage assessment of Beirut docks through remote observation. 5 August 2020.



Getting aid to Syrian refugees

■ In March 2020, MapAction was asked by the UN's Office for the Coordination of Humanitarian Affairs (OCHA) to help humanitarian teams in Turkey and Northwest Syria. Almost one million people – 60% of them children – had recently arrived in the region as a result of an upsurge in fighting in Aleppo.

With the added threat of COVID-19 looming, humanitarian organisations needed to rapidly ascertain the location, size and status of around 1,000 temporary and long-term encampments to ensure people had enough food, water, shelter and access to sanitation, healthcare and other essential services.

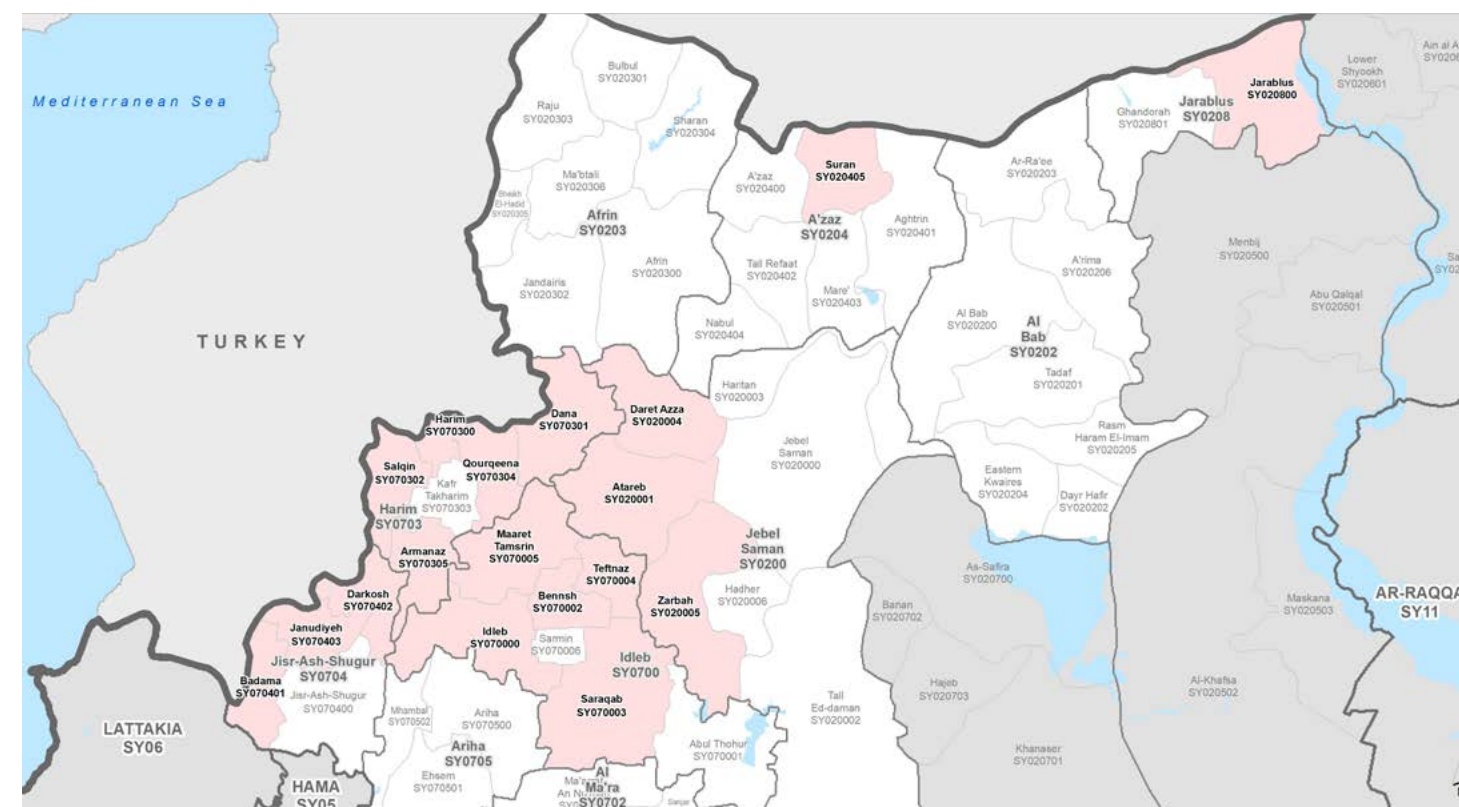
Camp data is collected by people with varying levels of training, network connectivity and other obstacles. Working remotely due to lockdown restrictions, MapAction created tools to clean the data, creating a 'single source of truth' for humanitarian teams to coordinate their activities and those of agencies on the ground.

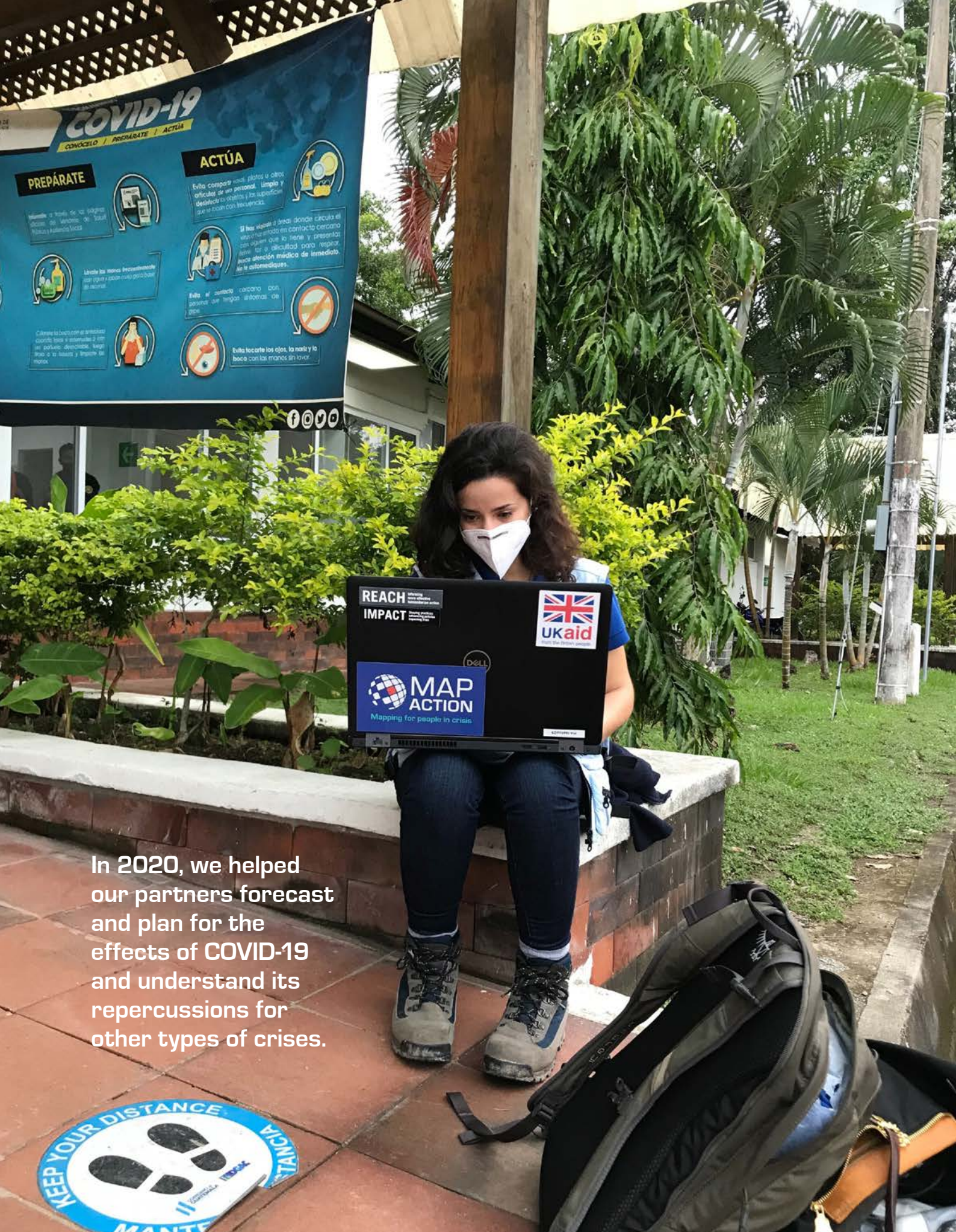
The tools we created saved up to 70% of the time usually taken to clean and assess camp location data – around half to one day of a team member's time once or twice a week – which sped up the delivery of aid to people in need. The MapAction team then took the initiative to map the size and extent of the camps.

This major task, involving creating digital maps of most of Northwest Syria, hadn't been done before and was described as 'fantastically helpful'.

With the added threat of COVID-19 looming, humanitarian organisations needed to rapidly ascertain the location, size and status of around 1,000 temporary and long-term encampments to ensure people had enough food, water, shelter and access to sanitation, healthcare and other essential services.

Map of Northwest Syria migration crisis showing most affected sub-districts. 28 April 2020.





In 2020, we helped our partners forecast and plan for the effects of COVID-19 and understand its repercussions for other types of crises.

Anticipatory action and preparedness

Collaborating to apply the right technology, data and expertise to help anticipate and prepare for emergencies is an increasingly important part of our work.

■ In 2020, we helped our partners forecast and plan for the effects of COVID-19 and understand its repercussions for other types of crises.

We seconded a team member to help the UN's Office for the Coordination of Humanitarian Affairs (OCHA) Regional Office for Latin America and the Caribbean (ROLAC) to help 48 territories prepare for and respond to the pandemic while also getting ready for hurricane season. This served well when Hurricanes Eta and Iota struck, two weeks apart.

Working with the Predictive Analytics Team at the UN's Centre for Humanitarian Data, as well as other partners, we helped to model the scale, severity and duration of the coronavirus outbreak within specific countries, including its likely effects on vulnerable groups. Also with the Centre, we collaborated to develop anticipatory methodologies for food-insecurity and flood mapping, designed to release funds in preparation for imminent crises. The latter was used to help validate a model being piloted in Bangladesh and we were then able to test it further in the responses to Hurricanes Eta and Iota.

Supporting local and regional networks and organisations

■ We worked with networks of civil society organisations to solve problems together, sharing and leveraging their collective knowledge in order to anticipate and prepare for emergencies.

We developed a new relationship with the Asian Disaster Risk Reduction Network (ADRRN), a group of 46 NGOs in 20 countries across the Asia Pacific region. We're helping ADRRN develop and maintain a knowledge-sharing platform for its members and a community of interest to solve problems together. We're also working with the Myanmar Community Development Association (CDA) to support operations by mapping their activities.

In Kenya and Somalia, we worked with Oxfam and its local partners to improve information sharing around projects related to clean water and sanitation, and cash and voucher schemes delivering food security for vulnerable people, while protecting local businesses.

We supported the Capacity for Disaster Reduction Initiative (CADRI), a global partnership of 20 organisations focused on reducing climate and disaster risk, to develop a digital assessment tool for assessing national and local preparedness and capacity to adapt to climate change.

“This tool gives stakeholders concerned with the protection of health care global insight into COVID-related incidents of threats and violence against healthcare providers to support better protection of health workers.”

Christina Wille,
Managing Director,
Insecurity Insight

Protecting health workers during COVID-19

◆ The number of security incidents affecting healthcare workers has increased due to the COVID-19 pandemic. These include the arson of testing facilities, the targeting of health workers on their way home from clinics, and violent responses to mask requirements.

MapAction and Insecurity Insight, a non-profit which works to examine threats facing those living and working in dangerous environments, collaborated to create an interactive web map that provides a summary of the number of incidents by country and type and how they affect health workers. The aim was to support humanitarian decision making and protect the safety of healthcare workers.

To achieve this, MapAction needed to consolidate incident data – which is often in indigestible formats and from multiple sources – to help people to understand the geographical context and visualise it through interactive mapping. MapAction brought its considerable experience in solution design to help Insecurity Insight understand what was possible and ensure the information architecture was stable and suitable for its team to manage on an ongoing basis, allowing for future adaptations and enhancements.

We helped our regional partner the Caribbean Disaster Emergency Management Agency (CDEMA) to design and build the Caribbean Risk Information System (CRIS), an important new platform for geospatial data, disaster risk management and climate change adaptation information.

Plugging the gaps

◆ The installation of our Data Scientist at the Centre for Humanitarian Data has enhanced our active role in the development and improvement of humanitarian data sets, enabling essential information and maps to be rapidly and reliably accessible to those responding to humanitarian crises.

A major programme of work, referred to internally as our 'Moonshot' shifts the focus from reactive to proactive data sourcing and map production. Our aim is to prepare good quality data so we can provide the best maps possible even



faster than before, in order to facilitate the most effective humanitarian responses – not just the best maps given the time and data available and the prevailing circumstances in the midst of a humanitarian emergency.

Also in 2020, we began a substantial project to work with our partners to identify and rectify gaps in the different types of geospatial information available across the humanitarian sector to aid food security and the provision of water, sanitation and hygiene (WASH) services essential in any crisis situation.

Much of the preparedness work planned for the year had to change shape and focus to accommodate the challenges caused by COVID-19, following open dialogue with our partners. We are now poised to restart activities that were put on hold, either remotely or as soon as travel restrictions allow.

Preventing food shortages in Ethiopia

◆ In 2020, our Data Scientist based at the UN's Centre for Humanitarian Data in the Hague and a group of MapAction volunteers collaborated with the Centre's Predictive Analytics Team to test an early-warning system for drought-related food insecurity, particularly in Ethiopia and Somalia. This consists of a series of indicators designed to trigger the release of funding so that anticipatory action can be taken to avoid major food shortages.

The MapAction team provided recommendations for data sources that could be used, and curated data for Ethiopia and Somalia. Soon after the project began, an activation was triggered for Ethiopia when long-term forecasts predicted a below-average rainy season for March-May 2021. This meant that there was a significant risk that an already severe situation could be made worse because of a poor spring harvest. The team was able to make the case that if action was taken early, the impacts could be reduced.

MapAction's participation had a major impact on the Centre's ability to trigger anticipatory action based on drought indicators. We are working with Insecurity Insight to expand the map's functionality and develop a similar tool for the education sector and other areas, as well as a map on security incidents affecting aid operations in Mozambique.



“Your input leap-frogged us forward. It is amazing to me how quickly we were able to do this together. A round of applause for your work and its contribution to unlocking critically needed aid for Ethiopians.”

Josee Poirier,
Predictive Analytics
Technical Specialist,
Centre for Humanitarian Data

Above: Ethiopian girl carrying food aid.
Left: Ethiopian child given food aid.
Photos ©EU ECHO Anouk Delafortrie.

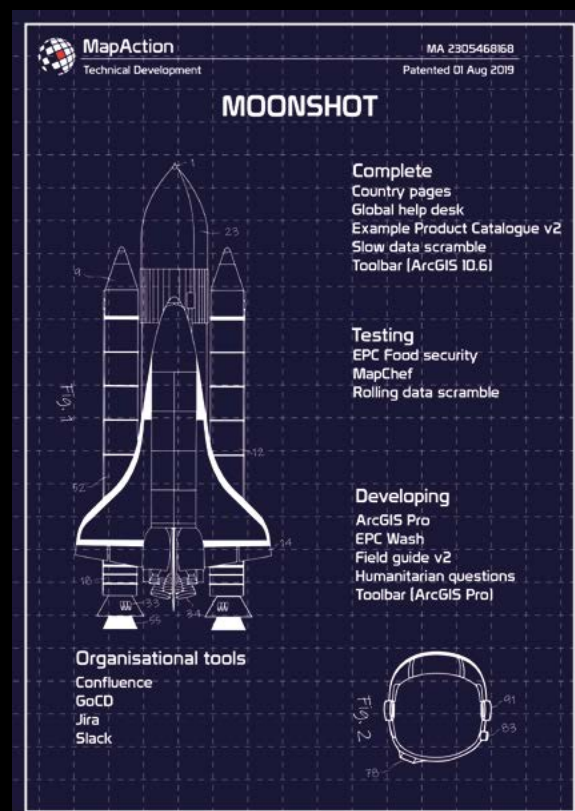
Technical innovation

Even before COVID-19, the ever-increasing scale and complexity of global humanitarian need demanded that we apply new and originaive approaches to help address gaps in coverage and protect the most vulnerable. In 2020, we took big strides forward in developing systems that will positively impact humanitarian operations for years to come.

Since MapAction first started to offer disaster mapping in 2003, many other humanitarian organisations have also started to use geospatial tools and develop their mapping capacities. We actively support this, but we see an urgency to do more.

Modern data science opens up great possibilities for anticipating different types of disasters and modelling their likely scope, geographic spread and impacts in order to trigger preventative measures and reduce or avoid negative outcomes. There is a growing and welcome shift across the sector from responsive to anticipatory humanitarian action.

With our technical and data science expertise and extensive knowledge of humanitarian information requirements, MapAction is very well-placed to help move things forward quickly and in the right direction as a catalyst, a connector and a 'doer'.



With the recruitment of data scientists to our staff and volunteer teams, 2020 saw us substantially increasing our activities in the areas of data preparedness and anticipatory action. In 2021, we aim to further expand our team capacity in the field of data analytics.

Better quality and more timely data

Recognising significant challenges in obtaining data that is good enough to provide reliable analysis in emergency situations, in 2020, we launched a multi-year, multi-track programme to greatly improve the quality and speed of access to essential humanitarian geospatial information.

Our 'Moonshot' is a body of work that includes the development of tools to automatically detect and address data quality issues. It is enabling us to actively and collaboratively curate and develop those humanitarian data sets that we know are needed in any disaster or emergency. This in turn will allow core maps of a very high quality to be generated instantaneously.

As well as making reliable, life-saving information available faster, by automating repetitive tasks in this way, we are freeing up geospatial experts for important mapping work that only humans can do. Thus, we are fulfilling two of our strategic objectives: to build communities' resilience to emergencies by improving the quality of aid, and harnessing technologies to build humanitarian capabilities. Our hope is that, with this emphasis on data analysis, we will be able to provide meaningful contributions to a wide array of humanitarian data sets.

During 2020, we identified in great detail the data processes needed to generate core maps and introduced the first iteration of a 'pipeline' system to download, transform and check data quality. Our new automated map generation tool was pilot-tested on water and sanitation mapping in Kenya as well as our responses to the Beirut explosion and Central American hurricanes.

Online approaches

MapAction has long provided remote support to partners to help them prepare for and respond to different types of emergencies, alongside and underpinning the in-country services we offer. In recent years, we have been expanding this approach with the creation of, for example, web mapping tools, information dashboards, and blended and fully online humanitarian mapping courses. However, COVID-19 accelerated this paradigm shift, with remote, online collaboration becoming the dominant approach for all our services and many of our internal operating procedures, as well as our team training.

This change has presented an opportunity to expand the types of products and services we offer, improve their efficiency and multiply their reach and, potentially therefore, their impact. It has also enabled us to collaborate in new ways across international borders, work with new people and participate in previously out-of-reach conversations, activities and events.

The establishment in April 2020 of our online Help Centre for COVID-19, supported by an agile approach to project management based on the Jira platform, is a good example of this. The Help Centre provides an easy-to-use entry point for organisations of all kinds to ask for our assistance, steering them through the information they need to supply to enable us to rapidly triage and appropriately respond to their request, as well as manage the ensuing project.

This was essential during the busiest months of 2020 when we received a very high volume of requests, making it even more necessary to evaluate how best to apply our limited resources to areas of greatest need and impact. It also enables our team to keep track of complex tasks as projects evolve and will become a key tool to capture metrics for monitoring and evaluation purposes.

“ Moonshot: an extremely ambitious project or mission undertaken to achieve a monumental goal. ”

Merriam-Webster

Training and capacity building

Our training offer continued to evolve in 2020 as COVID-19 precipitated the planned expansion of our online learning programmes.

 MapAction is a learning organisation – we train rigorously and regularly in order to keep abreast of new technologies and contextual developments, share knowledge, develop and practice skills and maintain our continual readiness to assist our partners however they need us.

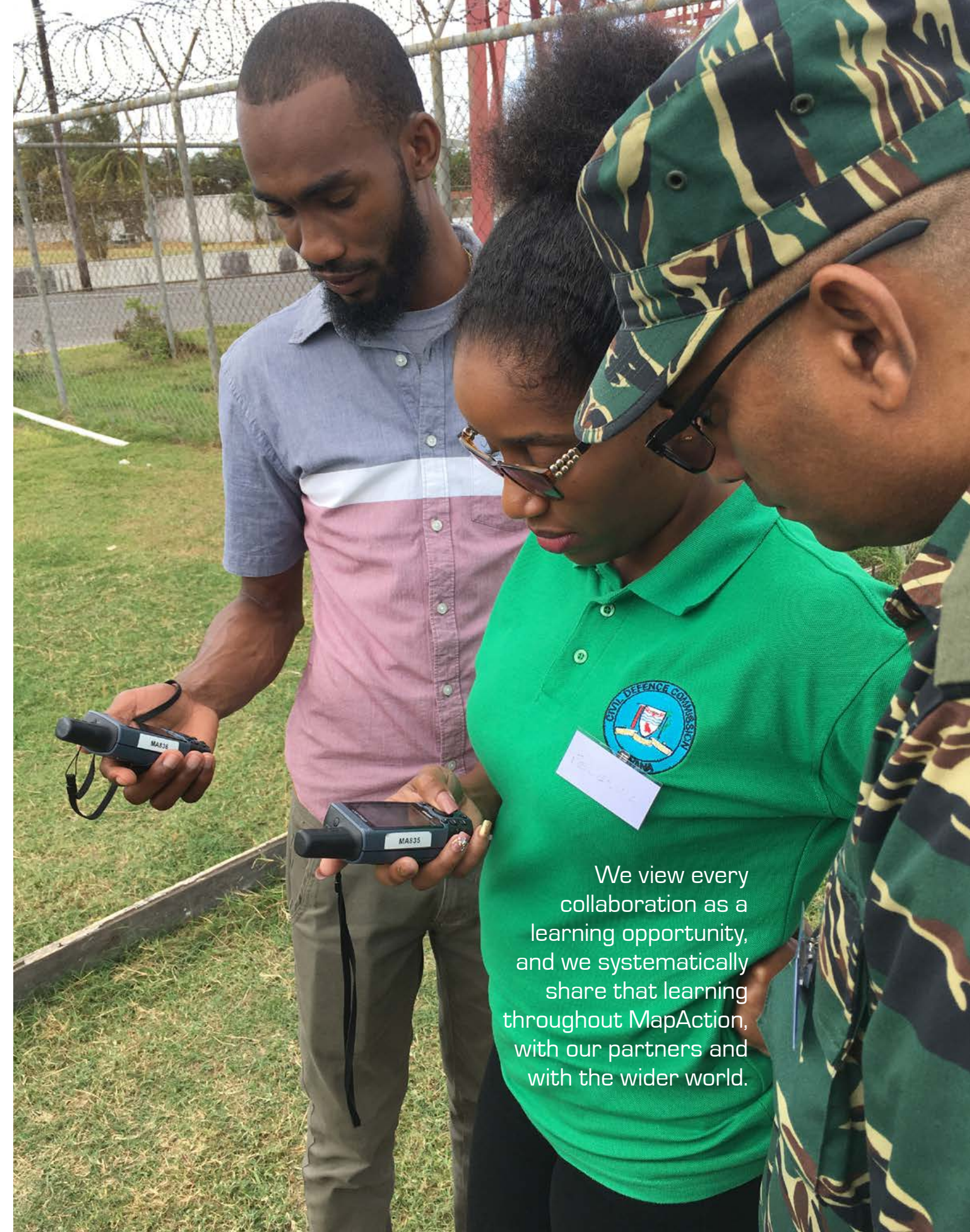
We view every collaboration with colleagues and partners as a learning opportunity, and we systematically share that learning throughout MapAction, via our team training programme, knowledge management platform, reporting systems and MEAL activities. We also share it with our partners through our training courses and collaborative working methods. And we share it with the wider world by participating in events, engaging with discussions on policies and standards and publishing and contributing to guides and manuals.

While much of our training up until 2020 was conducted in person, we were already creating bespoke online training modules for partners and scoping out the development of an online version of our Humanitarian Mapping Course to be available publicly.

Being online makes our training more accessible. It lowers cost barriers and allows our partners to learn, even when it's not possible for us to be there in person. Individuals can study at their own pace and convenience, the material can be translated into other languages, and it can remain available to participants for reference indefinitely.

In 2020, many of our planned face-to-face partner training activities were cancelled or postponed while all of our team training – including our annual disaster simulation exercise and monthly training and organisational development weekends – moved fully online. This gave us the added opportunity to practice and hone some new remote working protocols and review and consolidate all our online learning modules.

We also ran online humanitarian mapping courses for the Emergency Services Academy Finland and Unicef Guyana, the latter building on an earlier online course we provided at the end of 2019, and we participated in a TU Delft Humanitarian Technology Lab workshop on decision making for disaster response.



We view every collaboration as a learning opportunity, and we systematically share that learning throughout MapAction, with our partners and with the wider world.

Evaluation and continuous improvement

In order to achieve the ambitious goals we set ourselves in our strategy from 2019 to 2023, and ensure we are fully transparent and accountable, we've been strengthening the identification and communication of lessons learned in the course of our work – both internally and with the wider humanitarian community.

■ An established strand within the humanitarian sector, Monitoring, Evaluation, Accountability and Learning (MEAL) involves assessing the outcomes of activities and making adjustments to enhance their impacts.

For 'tier two' organisations such as MapAction, which exist to help other organisations work better, grappling with MEAL can be a challenge because we are reliant on the evaluation and feedback capacities of our partners.

Fortunately, with a long history of applying a lot of energy and effort into sharing learning and

knowledge across and beyond our team, MapAction is a little ahead of the curve in this area.

In October 2020, we appointed a full-time monitoring and evaluation specialist, Tom Nelson, to the newly created role of Head of MEAL.

With Tom in post, last year also saw a major milestone in the drafting of a cross-organisational MEAL framework designed to translate our strategic vision into something that is useful to measure, in order to better understand our progress and create productive learning loops.



Focusing on enabling

■ Working on the premise that high quality data enables good decisions, our monitoring and evaluation efforts focus on MapAction's enabling role – helping partners identify their information needs and working with them to provide good quality, timely data. We don't evaluate the outcomes of the decisions those partners go on to make – those are beyond our control, influenced by many factors, and don't contribute to our own learning.

Work has now begun on capturing feedback in line with the MEAL framework to validate it, put in place the appropriate underlying systems and feed into our next half-yearly planning and organisational-learning cycle. The fact that we've been able rapidly to gather feedback from partners is a testament to the strength of our relationships.

We are also exploring how our MEAL work stacks up against the Core Humanitarian Standard on Quality and Accountability (CHS) as it provides a robust, externally recognised structure for accountability.

All this activity is in addition to the monitoring and evaluation we conduct as part of our accountability to our funding partners, and will bolster and support those reporting processes.

2021 will also see us using data and evidence to test our training and knowledge-sharing activities, and the assumptions behind them, in order to close the learning loop and put our learning into practice.

“We don't learn anything until a lesson has been applied. People can talk about what's working well and what's not, but it's not actually learning until it's been put into practice.”

Tom Nelson,
Head of Monitoring, Evaluation,
Accountability and Learning (MEAL),
MapAction



Map detail showing some of the humanitarian coordination locations after the Beirut explosion.
10 August 2020.

2021

The compound impacts of COVID-19, climate change and economic insecurity mean the scale of humanitarian need around the world – and associated demand for geospatial information – are only set to increase. We're scaling and strengthening our activities to meet the challenge.

Nicaragua after Hurricanes Eta and Iota swept through in November 2020.
© European Union, 2020 (photographer: D. Membreño).



Our plans for 2021 and beyond

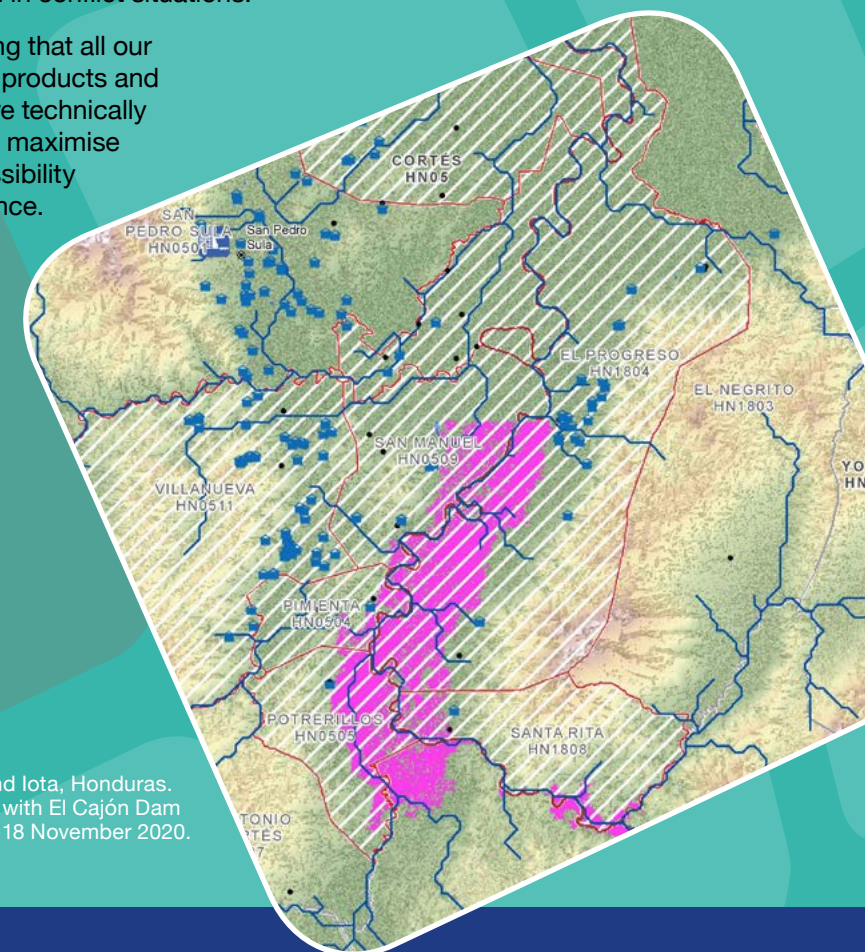
As well as continuing to give our existing partners the help they rely on us to provide, whenever, wherever and however they need it, we are developing new projects, relationships and networks in areas where we see a need and an opportunity to add value.

Among other things:

- ◆ We're collaborating with GIS specialists across the humanitarian sector to put in place the right supports for the global rollout of COVID-19 vaccines.
 - ◆ We're partnering with academia to test approaches to predicting, preparing for and averting disasters.
 - ◆ We're working with partners to ensure data is used responsibly by advocating for change at country level on data availability, interoperability, ethics and standards.
 - ◆ Through the Asian Disaster Risk Reduction Network, we're strengthening information management and knowledge sharing and developing our collective understanding of how disasters impact cities.
- Internally, we're adapting and evolving how we work to bolster and extend the services we provide.

This includes:

- ◆ Continuing to develop tools to automatically detect and address quality issues in data we know is needed in most humanitarian emergencies.
 - ◆ Automating the production of core maps that give humanitarian coordinators the information they need immediately, freeing up GIS specialists for the mapping tasks that only humans can do.
 - ◆ Exploring how the needs of women and girls are represented in humanitarian mapping and investigating missing data that could help us understand their unique vulnerabilities, as well as other at-risk groups such as young men in conflict situations.
 - ◆ Ensuring that all our geospatial products and services are technically bilingual to maximise their accessibility and relevance.
 - ◆ Redeveloping our website and the resources available through it.
- To deliver on all these undertakings and more, we are sharing the expertise we have within our team by combining, sharing and decentralising our excellent technical and professional skills and building in monitoring, evaluation, accountability and learning into everything we do.



Right: Map detail of Hurricane Eta and Iota, Honduras. Uluá Basin: areas evacuated for Hurricane Iota, with El Cajón Dam overspilling discharge inundation modelling. 18 November 2020.

Fundraising

MapAction's fundraising held up well in 2020, thanks to the flexibility and commitment of our donors, some exciting new relationships and the intelligent adaptation of fundraising resources. However, vital steps to secure income for future plans were delayed.

While income in 2020 was strong, our longer-term fundraising plans were significantly impacted. These must now be prioritised to keep pace with the demands of a humanitarian sector eager for the improvements and impacts that MapAction can help deliver.

Most of our funding comes from those governments that contribute most to humanitarian relief. Their extensive experience of humanitarian aid delivery and preparedness means they have either seen at first hand, or can easily understand, how MapAction can increase the impact of the resources they and others give.

Government donors to MapAction in 2020 were the German Federal Foreign Office; USAID's Bureau for Humanitarian Assistance; the Ministry of Foreign Affairs of the Netherlands; and the UK Foreign, Commonwealth & Development Office. In early 2020, dialogue with our main donors was imperative to establish which pre-agreed activities could still be achieved, which should be postponed and where funds could be reallocated to meet new requests for support. All conversations were very positive – a testament to the supportive and engaged relationships MapAction enjoys with its funding partners.

However, additional income to ensure we could quickly respond to the new humanitarian context was vital. A combination of grants made through the H2H Network and from long-term MapAction backers Caroline and Stephen Butt through The Calleva Foundation helped to enable this.

Our grants income was once again supplemented by the unstinting work of another long-term MapAction supporter, Farhad Vladi, through MapAction Germany. In fact, MapAction Germany's enduring success contributed to our decision to establish MapAction USA and MapAction Netherlands, both legally independent organisations. In 2020, MapAction USA, was awarded exemption from federal income tax by the US Inland Revenue Service, making US donations even more impactful. The US will be a major focus of our fundraising efforts in future.

A vital part of MapAction's funding comes from clubs and societies (including Rotary Clubs), private individuals, companies, trusts and other sources.

In 2020, support also came from donors to the 2.6 Challenge and additional grants from charitable foundations. Such income is often unrestricted, enabling us to meet the costs of a well-run organisation. These include good administration and technical support, to ensure we maximise what we achieve with all donations received, and good governance, such as independently audited accounts. Without these, it is doubtful MapAction could be effective or continue to exist for long.

MapAction's intended 2020 priority of seeking new funders to resource our future plans was revised by February as the new fundraising environment became clearer. This period has underlined how vital it is to diversify funding sources and particularly to make unrestricted income more resilient. These are turbulent times, economically and climatically. They will demand versatility and agility to meet the needs of people who are most vulnerable and worst affected. MapAction must develop more income sources to apply resources where strategy and need require, with minimum delay.

Our growing communications activities will be a considerable asset in the building of a sustainable supporter base. Our social media followings continued to grow in 2020. Focus remained on Twitter, LinkedIn, Facebook and Instagram, which are most relevant to MapAction's target audiences.

Fundraising and communications both rely on stories – of achievements and of challenges faced – and there were many of these to talk about in 2020.

MapAction takes its responsibilities as an ethical fundraiser very seriously. We are a member of the Fundraising Regulator and adhere to its standards. We are pleased to report we had no fundraising complaints in 2020.

People and accountability

MapAction's unique human resourcing model, blending expert volunteers, specialist stand-by personnel, and staff came into its own in 2020.

In their day jobs, MapAction members work in fields from Antarctic surveying to engineering, from public health and epidemiology to insurance, and much more besides. They come to us with expertise and experience in areas including mapping, geospatial analysis, data science and software development.

■ This approach gives many benefits: flexibility, cost effectiveness, depth and breadth of capability. It also conserves the culture of 'professional volunteerism' for which MapAction is rightly celebrated, while guaranteeing capacity and avoiding 'burn out' of our volunteers in exceptional times - and 2020 was definitely an exceptional time!

In their day jobs, MapAction members work in fields from Antarctic surveying to engineering, from public health and epidemiology to insurance, and much more besides. They come to us with expertise and experience in areas including mapping, geospatial analysis, data science and software development. Our training programme then equips them with all the skills they need to effectively apply their energy, commitment and passion to humanitarian situations.

MapAction volunteers also participate in many aspects of organisational development, including information system design, recruitment, product development, communications and peer-to-peer training. We try to ensure that their spirit of commitment and goodwill permeates every activity.

We generally recruit MapAction volunteers once a year to cost-effectively provide all recruits with a comprehensive induction programme and ongoing support. Six new recruits joined in 2020. Places are sought after and our selection process remains demanding, to keep standards high. Once on board, despite the significant commitment, volunteers tend to stay engaged for many years – even decades.

Our commitment to diversity

■ Across the entire MapAction team, diversity and inclusion are essential to enable us to apply a range of experiences and perspectives in all our activities. This helps us respond in the most appropriate and effective way to the challenges we face in our work.

The issues highlighted by the Black Lives Matter movement reminded us all of the need to keep moving forwards on diversity. MapAction's Diversity Policy, published in 2020, was developed over the previous year by a working group made up of staff, volunteers and trustees. It recognises our responsibility to promote and protect diversity, inclusion and equity. We have committed to creating a culture that does this and putting these values at the heart of our organisational planning, work programmes, recruitment, team activities and our monitoring, evaluation, accountability and learning (MEAL) framework.

How we work

■ MapAction demands a very high standard of conduct from everyone involved with the organisation. As an organisation that sends personnel into 'disaster zones', we have always, out of necessity, had a thoroughly detailed set of protocols that is rigorously drilled, continuously reviewed and meticulously applied. This encompasses the safeguarding of everyone within our sphere of activity, the procurement of goods and services and the consistent high quality of our work. We equip our personnel with the skills and knowledge to recognise different types of situations and respond appropriately.

Every team member and anyone representing MapAction must sign our Code of Conduct and reread and recommit to it regularly.

These internal processes are in addition to the robust due diligence requirements of our various government funding partners and the engaged oversight of our independent Board of Trustees.

Environmental Policy

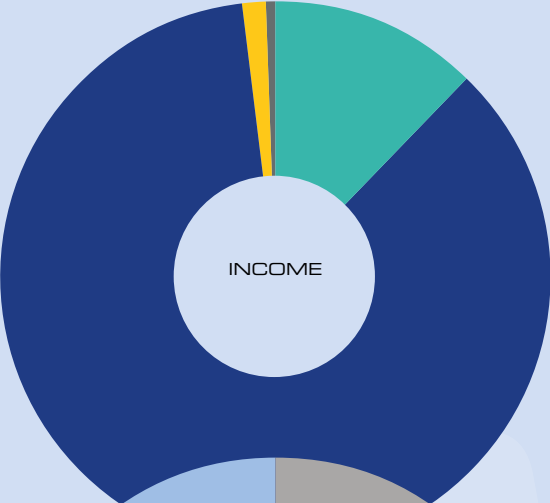
■ In July 2020, the MapAction Board approved and adopted an Environmental Policy forged by a working group drawn from across MapAction. The policy commits MapAction to continual improvement in its environmental performance, across all its activities. Now part of our Standard Administrative Procedures, it will be led by the Management Team, reporting to the Board.

Across the entire MapAction team, diversity and inclusion are essential to enable us to apply a range of experiences and perspectives in all our activities. This helps us respond in the most appropriate and effective way to the challenges we face in our work.



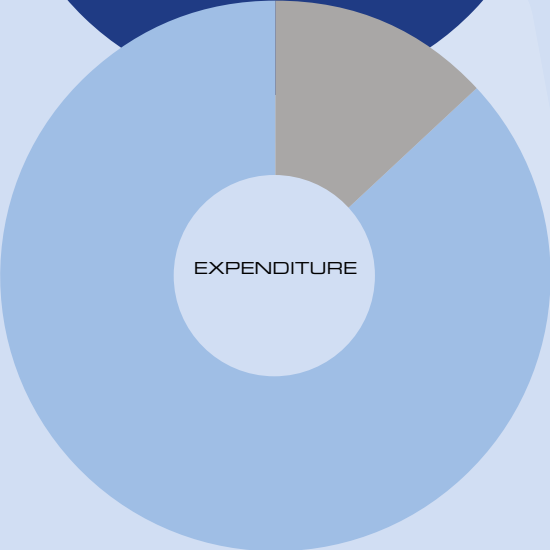
Financial review

MapAction funds its activities through institutional donors, private foundations, individual donations, and some mission-related contracts.



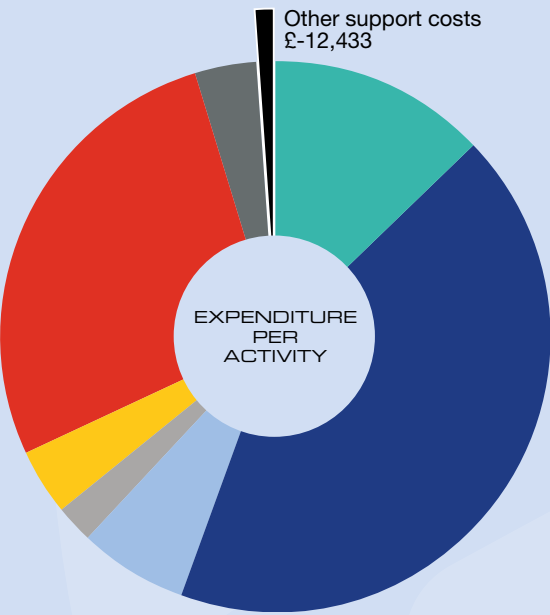
Income 2020

Donations and legacies	147,222
Charitable activities	1,015,310
Other trading activities	16,820
Investments	3,751
TOTAL	1,183,103



Expenditure 2020

Raising funds	147,259
Charitable activities	969,606
TOTAL	1,116,865



Expenditure per activity

Cost of raising funds	147,259
Disaster response	487,448
Disaster preparedness	75,186
Capacity building	22,878
M&E	46,495
Technical innovation	308,818
Development and research	41,214
Other support costs	-12,433
TOTAL 2020	1,116,865

Total income raised in 2020 was £1,183,103 (2019: £1,159,534), of which £1,045,310 was restricted (2019: £923,019). During the year, MapAction spent £1,116,865 (2019: £1,191,358), of which £1,013,969 was restricted. The charity's unrestricted reserves at the end of the reporting period were £515,095 (2019: £423,156).

The impact of COVID-19 meant that some work needed to be delayed, whilst other activities became more important. We were able to have honest conversations with our donors about this and renegotiated our spending plans within the grants accordingly. Overall, the year resulted in an increased number of remote mission days, more partnerships and an increase in funding of 2%, whilst our expenditure decreased.

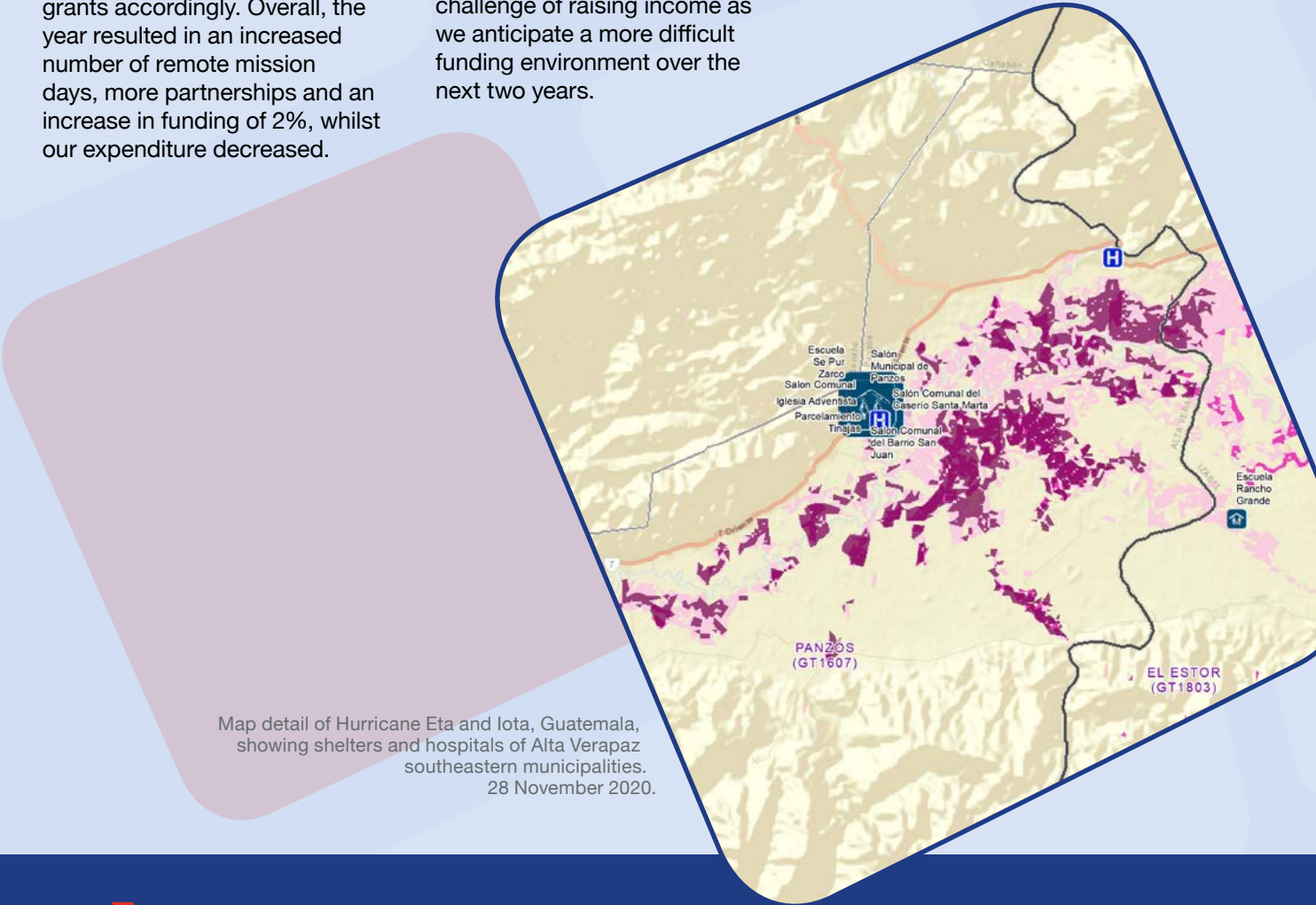
Many longer-term plans were accelerated by the situation, requiring new models and approaches.

Savings were made on in-country mission costs and on some of the office overhead costs arising from COVID-related requirements to work from home.

During the year, the value of our investments decreased as the impacts of COVID-19 were felt, but by year end their value had recovered to 96% of 2019 levels.

Although income for 2020 was maintained and income for 2021 looks on target, a major impact of COVID-19 is the ongoing challenge of raising income as we anticipate a more difficult funding environment over the next two years.

Thanks to a successful fundraising year, generous and adaptable donors, and prudent savings on expenditure due to delivering the majority of our work remotely, we concluded 2020 with a surplus of £59,422, whilst achieving strong mission results. We consider this a remarkable success given the circumstances.



Principal risks and uncertainties

Key risks identified	Mitigation
Insufficient new funding: uncertainty over future funding and cash flow shortfalls necessitating liquidation of investments. - Continued uncertainty related to Brexit and how this might impact on the financial markets and impacts on investments. - COVID-19 uncertainty	- This risk was managed through early consultation with our donors, and rapid adaptation of plans both for fundraising and for delivering our mission. - The risk was also mitigated by close monitoring of our financial position by both the Executive and Board of Trustees, including an extraordinary Board meeting at the beginning of the pandemic. - New donors were identified and funds received. - During the year we moved our investments to cash holdings to reduce the impact of the volatility anticipated with COVID-19 and Brexit.
Succession planning: loss of key roles may cause disruption and additional costs to secure replacements.	- The MapAction management team is well established, meeting regularly to review the management requirements of the charity including covering an unplanned absence of the CEO for a period. - Policies are in place to cover all aspects of the business and our business continuity plan was also reviewed during the year. - As a result of a Board Effectiveness Review, a document was produced codifying the roles and responsibilities vis-à-vis the Board of Trustees and the Executive.
Partnership: ability to maintain relevant and successful partnerships to access emergencies.	- MapAction was able to renegotiate plans with our regional partners, as well as carry out joint work with them and several other key partners. - We extended the number and type of partnerships we held during the year meaning MapAction was involved in more emergencies than ever before. - MapAction also joined a new partnership, the Risk-Informed Early Action Partnership (REAP) and co-initiated work with peer organisations on vaccine rollout plans.
Emergence of one or more 'competing' services offering in-country mapping in the emergency environment.	- MapAction had dialogue with most mapping partners during the year to ensure there was no duplication of effort. MapAction was one of three geospatial organisations that collaborated to set out their different contributions around an H2H Network funding programme. - We continue to monitor and assess our contribution and complementarity with other providers. Our Data Scientist role in the Hague and our Moonshot project continues to enable interoperability as a key element of collaborative work.

Reserves

In the trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future, considering the level of risk exposure at the time.

At 31 December 2020, MapAction held total funds of £533,065 (2019: £473,643). Of the total funds held at the year end, £7,864 were restricted and not available for the general purposes of the charity (2019: £30,275).

At 31 December 2020, a designated fund retained to reflect the value of leasehold improvements over a three-year period following an office relocation in 2019 stood at £10,106.

The trustees specifically consider risks associated to the following key areas when assessing the level of reserves necessary:

Ability to fulfil charitable objectives and preserve MapAction's operational capability, including:

- The need to react to emergency deployments.

Nature and stability of income streams:

- The inherent instability of institutional donor funding-programme renewal, allied with MapAction's relative reliance on this income stream.
- MapAction's ability to raise new funds and secure work from partners, especially in a uncertain fundraising environment which is particularly challenging following the emergence of the COVID-19 pandemic post year end.
- Efficient working capital management.
- Impact of foreign exchange fluctuations and the need to protect MapAction's budgeting ability from currency volatility.
- Performance of the charity's listed investments.

Organisational needs:

- The contractual obligations of the organisation, such as the cost of staff redundancies and office lease, in the event of a cessation of activities.
- The need to cover critical technical and support-based staff roles in the event of long-term absence.

Considering the factors above and with reference to the current budgeted income streams, expenditure forecast and cash flow projections, the target operating reserve on a going-concern basis has been determined within a range. The minimum level of that range is set at six months of budgeted planned costs excluding those costs which are funded by confirmed restricted funds. At the upper end, MapAction would require three months of the overall expenditure needed to deliver all contractual and non-contractual obligations planned for the financial period.

The reserves policy relates to general funds, i.e. unrestricted funds and those not subject to commitments, planned expenditure or other restrictions. Funds that have been designated by the trustees are not included in general funds.

At 31 December 2020, the charity held general funds of £515,095 (2019: £423,156). With the policy range set between £201,830 and £374,031, based on the 2020 budget, this result was 38% above the higher end of the range. Whilst MapAction is above the upper end of the reserves policy, the trustees are conscious of the challenging funding landscape resulting from Brexit, COVID-19 and particularly in the context of several significant donor agreements ending later in 2021 which have not yet been renewed. Whilst the trustees consider that their review of future budgets and forecasts provides them with an appropriate basis on which to conclude that the charity is a going concern, the challenging landscape means that the trustees consider that the position of holding reserves in excess of the policy range is appropriate and provides the charity with a suitable level of financial resilience if required. This will be kept under regular review, giving due consideration to expected financial results.

Grant-making policy

MapAction does not generally make grants to downstream partners, and in 2020 did not make any downstream grants.

Investment policy and objectives

The charity seeks to produce the best financial return on its investments, within an acceptable level of risk. As the charity is involved in rapid-response humanitarian emergencies, assets are held to supplement any shortage of funding. As such, maintenance of capital and liquidity are of paramount importance.

The charity holds assets to fund planned expenditure over and above the immediate available funding. Capital volatility is accepted at a moderate level and assets are invested to reflect a moderate level of risk. The charity's assets should be held in cash or near cash investments, denominated in sterling or operational currencies such as US dollars or Euros.

The charity's cash balances should be deposited with institutions with a minimum rating of A- or invested in a diversified money market fund. Deposits should be spread by counterparty, subject to a maximum exposure of 25% of the total cash balance per institution and with regard to the FSCS limits.

The cash holding constitutes 40% of net assets at the year end. In line with our Investment Policy – which balances investment return with access to funds to manage cash flow, and therefore stipulates a low to medium risk appetite – and given the uncertainties caused by Brexit negotiations and the COVID-19 global pandemic in 2020, the Board concluded that it was not the right time to make significant changes. This will be kept under review in 2021.

In addition to cash assets, the charity holds an investment portfolio with Cazenove. Following a significant volatility in the investment markets due to the impact of the COVID-19 global pandemic, we observed an initial decrease in the value of the investment of approximately 10%, however this was nearly recovered later in the year. In order to mitigate

against any further fluctuation in the value of the investments, the Board has decided to move the charity's investment from the Schroder MM Diversity Fund into a cash holding.

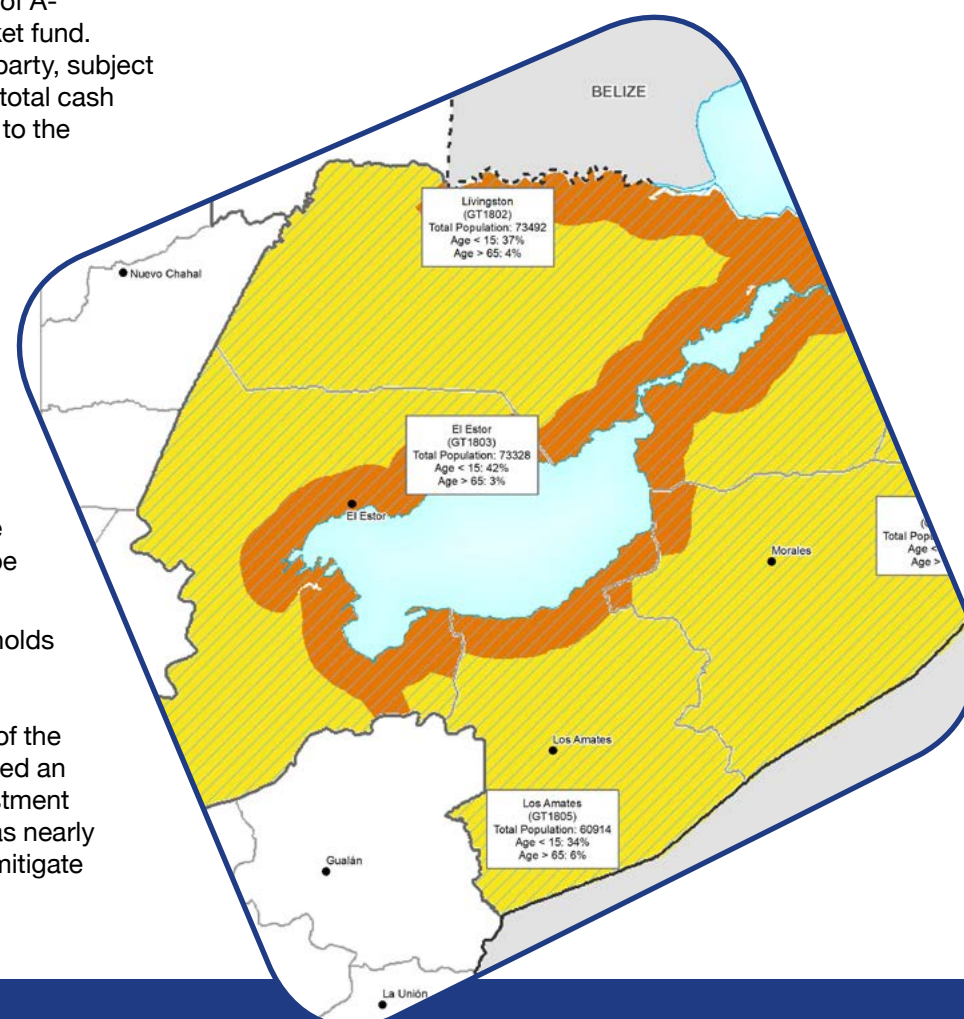
At 31 December 2020, this amounted to £211,257 (2019: £218,333).

Funds in deficit

At the end of the year, there were no funds in deficit.

How our activities deliver public benefit

The trustees, in exercising their powers and duties, have complied with their duty in Section 17 of the Charity Act 2011. In shaping our objectives for the year and planning our activities, the trustees have had due regard to the Charity Commission's guidance on public benefit, including the guidance 'public benefit; running a charity (PB2)'. The work MapAction does in support of the public benefit is explained within this report.



Structure, governance and management

Governing document

MapAction was founded under the name Aid for Aid in 1997 and has provided a continuous operational service since 2003. The charity completed a change in 2009 from a charitable trust structure (charity number 1075977) to a company limited by guarantee (charity number 1126727). Through that change, the charity also became a membership organisation.

Members of the charity comprise people who are actively engaging in its work but are not paid members of staff, and numbered 102 at the end of 2020 (31 December 2019: 90).

Company status

The company is limited by guarantee and all members have agreed to contribute a sum not exceeding £1 in the event of a winding-up. The number of guarantees at 31 December 2020 was 102.

Recruitment and appointment of trustees

The Memorandum of Association first approved in 2008 sets out term lengths for trustees. The Board refreshes membership, therefore, on a regular basis. Trustees are elected at each Annual General Meeting (AGM). The Board can also co-opt new trustees, pending formal election, prior to the AGM. Towards the end of 2020, trustees were re-elected, a new volunteer trustee elected and an open recruitment also carried out to recruit one new external member to the Board. All biographies are available on the MapAction website mapaction.org.

Induction and training of trustees

New trustees receive an internal induction into the organisation and trustee roles and responsibilities from the Chair and the office team. Following the Board Effectiveness Review, the onboarding procedure for trustees was amended to ensure it is comprehensive in covering the roles and responsibilities of trustees. As a result new trustees are required to attend a training course open to third sector organisations, as well as review a number of key internal and external documents.

Left: Map detail of Hurricane Eta and Iota, Guatemala, showing food security and flood threat by municipality in Izabal. 20 November 2020.

Organisational structure

The Board meets on a quarterly basis and in addition to the AGM. Minutes of the meetings are available to the membership if requested.

The Board retains a Trustees Roles and Responsibilities paper which is updated before each meeting. This highlights key areas of Board responsibility and any new action undertaken under these different areas in the period since the last meeting. The Board is mindful of the need to ensure an appropriate mix of skills and experience amongst the trustees.

A declaration of interest statement is made by Board members at the beginning of each meeting on request by the Chair, if relevant. This is minuted at each meeting.

The Directors, who are also the charity trustees, are responsible for the overall direction and performance of the charity. They delegate day-to-day implementation of this to the executive personnel. The office-based management team comprise the key management personnel in charge of directing, controlling and operating the charity on a day-to-day basis. The management team meets quarterly and provides the Board of Trustees with reports against key performance indicators.

All Directors at trustee level give their time freely and no Director received remuneration in the year for trustee activities.

The pay of the senior staff is reviewed annually, and approved by the trustees. It is normally increased in accordance with average earnings and with reference to the Index of Labour Costs per Hour (ILCH).

A Board Effectiveness study was completed in 2020, with a number of recommendations to strengthen the Board in carrying out its responsibilities. This included the development of a delegation document, a roles and responsibilities document, amendments to trustee induction and further consideration of diversity on the Board.

Remuneration policy

During 2020 a review of salary pay banding was carried out to benchmark roles within similar organisations considering the technical nature of the charity, and its peers in terms of size and budget. As a result it was decided to reband some roles to ensure that these were competitive to 75% of the market value in line with MapAction's policy aspiration. The Board of Trustees reviewed and approved these changes.

In line with these changes, a new Professional Development Funding Policy was introduced for rollout in 2021. Along with this, the Remuneration Policy was amended to consider how personnel might progress within a pay band, with a combination of annual increments and skills enhancement increments.

Related parties

There were no related party transactions during the year (2019: £0).

Reporting

MapAction ensured its members were aware of its Safeguarding Policy through training. All mission briefs and debriefs include a discussion on safeguarding. There were no reported breaches of the organisation's Code of Conduct. This was monitored routinely through the Executive Management Team and through the Board of Trustees. An annual safeguarding audit concluded good progress on areas of policy and their implementation with some recommendations in certain areas.

MapAction reported one critical incident event to the Charity Commission based on a server malware attack. We are satisfied that this represents a low level of risk to personal data and further steps have been taken to reduce the risk of such future incidents.

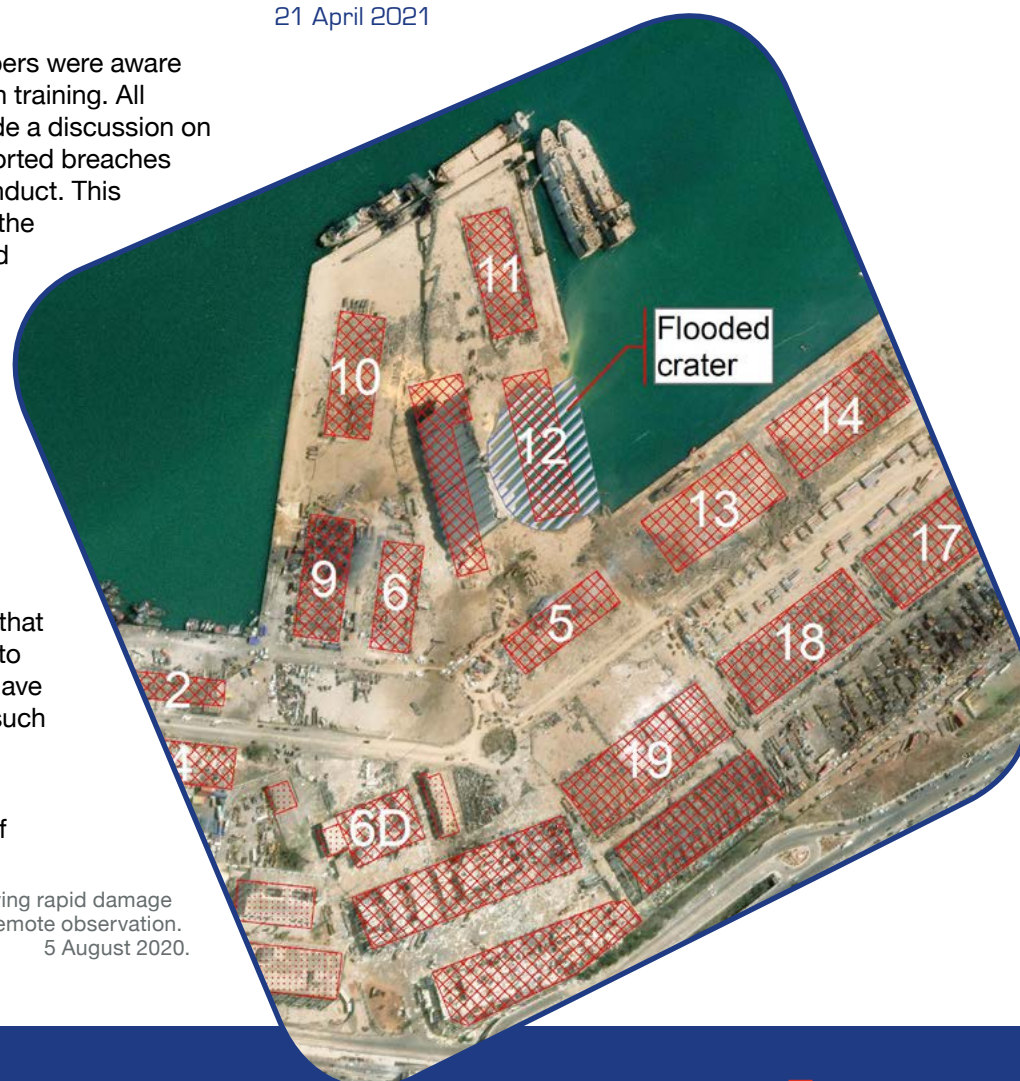
This report has been prepared in accordance with the provisions of

Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Second Edition) and in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006. The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have taken advantage of the exemption available to smaller companies and have not prepared a strategic report.

Approved by the Board of Trustees and signed on its behalf by:



Nicholas Moody
21 April 2021



Map: Enlarged detail of Lebanon showing rapid damage assessment of Beirut docks through remote observation. 5 August 2020.

Statement of trustees' responsibilities

The trustees (who are also the Directors of MapAction for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

TRUSTEES

Peter Richard Kerrod Beaumont
Barbara Ann Bond
Christopher Ronald Ewing
Anne-Marie Frankland
Steven James Harper
Gaye Anne Yvonne Hudson
Hosham Ali Khogali Ismail
Nicholas Crispin Moody (Chair)
Flemming Scholer Nielsen
Sophie Evans (appointed 1 Apr 2020)
Christopher Ian Jarvis (appointed 5 Dec 2020)

COMPANY SECRETARY

R E Wedge

CHIEF EXECUTIVE

Liz Hughes

REGISTERED OFFICE

Unit 2, Douglas Court
Seymour Business Park
Station Road
Chinnor
Oxfordshire
OX39 4HA

REGISTERED COMPANY NUMBER

06611408 (England and Wales)

REGISTERED CHARITY NUMBER

1126727

INDEPENDENT AUDITORS

Richard Place Dobson Services Limited
Chartered Accountants
1 - 7 Station Road
Crawley
West Sussex
RH10 1HT

SOLICITORS

LGP
Lacemaker House
5 - 7 Chapel Street
Marlow
Buckinghamshire
SL7 3HN

BANKERS

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

HSBC
1 Corn Market
High Wycombe
HP11 2AY

Cazenove Capital
1 London Wall Place
London
EC2Y 5AU

Report of the independent auditors to the trustees of MapAction

Opinion

We have audited the financial statements of MapAction (the 'charity') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to

events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We have made enquiries of management, and trustees, regarding the procedures relating to identifying, evaluating and complying with

- laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

Discussion among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas:

Claiming of expenses whilst on deployment;

We obtained an understanding of the legal and regulatory framework that the Charitable Company operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Charitable Company. The key laws and regulations we considered in this context included the UK Companies Act, Charities Act, data protection regulations, and employment legislation.

Discussion was had with management and the trustees and amongst the engagement team to gain an understanding of the entities current activities, authorisation procedures and effectiveness of the control environment. Our understanding was tested during the audit work and the systems and controls in place were found to be operating effectively.

The engagement partner has reviewed the team selected to undertake the engagement and ensure that they have sufficient competence and are capable of identifying and recognising non-compliance with laws and regulations. No non-compliance was identified.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Place Dobson Services Limited
Chartered Accountants
1 - 7 Station Road
Crawley
West Sussex
RH10 1HT

J. Harding

Darren Harding
Audit Partner
21 April 2021

Richard Place Dobson
Services Limited
are eligible to act as
an auditor in terms of
section 1212 of the
Companies Act 2006.

MapAction financial statements

For the year ended 31 December 2020



Statement of financial activities

(Incorporating an Income and Expenditure Account)
for the Year Ended 31 December 2020

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income from:						
Donations and legacies	2	117,222	-	30,000	147,222	222,021
Charitable activities	3	-	-	1,015,310	1,015,310	909,519
Other trading activities	4	16,820	-	-	16,820	25,027
Investments	5	3,751	-	-	3,751	2,967
Total income		137,793	-	1,045,310	1,183,103	1,159,534
Expenditure on:						
Raising funds	6	8,944	-	138,315	147,259	136,460
Charitable activities:	7	83,846	10,106	875,654	969,606	1,054,896
Total expenditure		92,790	10,106	1,013,969	1,116,865	1,191,356
Net income/(expenditure) before net gains/(losses) on investments		45,003	(10,106)	31,341	66,238	(31,822)
Net (losses)/gains on investment		(6,816)	-	-	(6,816)	8,149
Net income/(expenditure) for the year	9	38,187	(10,106)	31,341	59,422	(23,673)
Transfer between funds	18	53,752	-	(53,752)	-	-
Net movement in funds for the year		91,939	(10,106)	(22,411)	59,422	(23,673)
Reconciliation of funds						
Total funds brought forward		423,156	20,212	30,275	473,643	497,316
Total funds carried forward		515,095	10,106	7,864	533,065	473,643

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

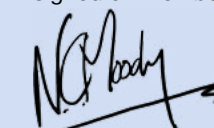
Balance sheet

for the Year Ended 31 December 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible assets	14	-	10,106	-	20,212
Investments	15	-	211,257	-	218,333
Total fixed assets		-	221,363	-	238,545
Current assets					
Debtors	16	142,979	-	121,839	-
Cash at bank and in hand		213,111	-	163,974	-
Total current assets		356,090	-	285,813	-
Liabilities					
Creditors: amounts falling due in less than one year	17	(44,388)	-	(50,715)	-
Net current assets		-	311,702	-	235,098
Total assets less current liabilities		-	533,065	-	473,643
Net assets		-	533,065	-	473,643
The funds of the charity:					
Restricted	18	-	7,864	-	30,275
Unrestricted	19	-	515,095	-	423,156
Designated	19	-	10,106	-	20,212
Total charity funds		-	533,065	-	473,643

The notes on pages 48 to 64 form part of these accounts.
The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2020, although an audit has been carried out under section 144 of the Charities Act 2011.
The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.
These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.
The financial statements were approved and authorised for issue by the trustees on 21 April 2021 and were signed on their behalf by:



Nicholas Moody [Chair]

REGISTERED COMPANY NUMBER: 06611408 (England and Wales)

Cashflow statement

for the Year Ended 31 December 2020

	Note	2020 £	2019 £
Cash provided by/(used in) operating activities	1	45,126	3,542
Cash flows from investing activities:			
Purchase of tangible fixed assets		-	(30,318)
Dividends, interest, and rents from investments		3,751	2,967
Gross sale of investments		211,417	-
Gross purchase of investments		(211,157)	(50,000)
Cash provided by/(used in) investing activities		4,011	(77,351)
Increase/(decrease) in cash and cash equivalents in the year		49,137	(73,809)
Cash and cash equivalents at the beginning of the year		163,974	237,783
Change in cash and cash equivalents due to exchange rate			
Cash and cash equivalents at the end of the year		213,111	163,974

Notes to the cashflow statement

for the Year Ended 31 December 2020

1. Reconciliation of net movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income/(expenditure) for the year	59,422	(23,673)
Adjustments for:		
Depreciation charge	10,106	10,106
Loss/(profit) on sale of fixed assets	-	-
Losses/(gains) on investments	6,816	(8,149)
Dividends, interest and rents from investments	(3,751)	(2,967)
(Increase)/decrease in debtors	(21,140)	49,003
(Decrease) in creditors	(6,327)	(20,778)
Net cash provided by/(used in) operating activities	45,126	3,542

2. Analysis of changes in net funds

	at 01.01.2020 £	Cashflow £	at 31.12.2020 £
Net cash			
Cash at bank	163,974	49,137	213,111

Notes to the financial statements

For the Year Ended 31 December 2020

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The registered office address for the Charitable Company is
Unit 2, Douglas Court,
Seymour Business Park, Station Road,
Chinnor, Oxfordshire OX39 4HA

The accounts are prepared in sterling and all amounts are rounded to the nearest £.

Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

With a regular financial review related to the current COVID-19 situation, a strong level of reserves at the end of the reporting period and a number of strong funding proposals for the period 2022 onwards, the trustees remain satisfied that there is no material uncertainty about the charitable company's ability to continue as a going concern. This assessment has been made having considered forward forecasts, and in particular the expected future cash flows. In making this assessment, the trustees have considered a period of at least one year from the date of approval of these financial statements.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Preparation of consolidated financial statements

The financial statements contain information about MapAction as an individual charity and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The directors do not consider that at this time there are any material accounting judgements or key estimation uncertainty to be disclosed within the financial statements.

Income

Voluntary income is received by way of donations or grants and is included in full in the statement of financial activities when receivable.

Revenue grants are credited to the SOFA when there is evidence of entitlement, receipt is probable, and its amount can be measured reliably.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, the income is deferred.

Event income is recognised when received after the event has taken place.

Donated services and facilities

It is the policy of the Directors to reflect gifts in kind in relation to the support of skilled volunteers used in fulfilment of paid consultancy work. In accordance with the requirements of the Charities SORP (FRS 102) such income is recognised at the value to the charity with a corresponding entry in expenditure.

As set out in the Trustees' Report, MapAction is fortunate to benefit from volunteer time in other areas of its work. The Directors consider that attempting to attribute monetary values to this assistance in the charity's accounts would involve disproportionate effort whilst contributing little to the interpretation of the accounts and therefore such time has not been recognised within the financial statements, though the Directors recognise the valuable contribution such time makes to our work. In accordance with the Charities SORP (FRS 102), general volunteer time is also not recognised; refer to the Trustees' Annual Report for more information about their contribution.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

Charitable activity costs are costs incurred in delivering the charitable objects.

Governance costs

These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Irrecoverable VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs are reported on the statement of financial activities after departmental allocations using the mission days basis.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The assets and liabilities of the charity all fall under Section 11 of FRS 102, Basic Financial Instruments. Listed investments are measured at fair value through the statement of financial activity, taken as the traded price in an active market. Other financial assets and liabilities are initially measured at transaction price and subsequently amortised using the effective interest method.

Tangible fixed assets

Leasehold improvements are capitalised and depreciated over the period to the first break clause in the lease. All other assets, primarily computers and communication equipment, are fully expended in the year of purchase. Equipment sometimes has to be left in situ or donated to local charities at the end of a deployment.

Fixed asset investments

Fixed asset investments represent investments held in a managed portfolio and share held in a dormant subsidiary company.

Fixed asset investments held in a managed portfolio are initially measured at cost and then revalued at the year end using the traded price in an active market. Unrealised gains and losses on the investment are recognised in the statement of financial activities.

Investment in group companies are recognised at cost less any provision for impairment in value.

Debtors, cash at bank and in hand

Debtors, cash at bank and short-term highly liquid investments are recognised at the settlement amount due after any discounts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are usually recognised at their settlement amount after allowing for any discounts due.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies

In certain instances, where permitted by the donors, foreign exchange transactions are accounted for on the basis of budgeted rates or the rates effective at the date of the claim. In all other instances, and in particular where the transactions are not funded by grant funding, assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership remain with the lessor. Rental charges are charged on a straight-line basis over the term of the lease.

2. Income from donations and legacies

	Unrestricted £	Restricted £	Total 2020 £	Unrestricted £	Restricted £	Total 2019 £
Donations	102,401	30,000	132,401	208,521	13,500	222,021
Gifts in kind	14,821	-	14,821	-	-	-
Total	117,222	30,000	147,222	208,521	13,500	222,021

3. Income from charitable activities

	2020 £	2019 £
FCDO	86,570	205,000
BHA	219,007	303,754
Dutch MFA	195,000	190,000
GFFO	350,968	123,686
H2H	118,099	-
Government and Institutional	969,644	822,440
UNICEF	-	31,199
FCDO C-19 Support	34,150	26,857
Disaster Response	34,150	58,056
ECHO - MapAction	-	29,023
CartONG	11,516	-
Disaster Preparedness	11,516	29,023
Total	1,015,310	909,519

All income from charitable activities is restricted, both this year and previously.

4. Other income

	2020 £	2019 £
Consultancy	16,820	25,027
Total	16,820	25,027

All other income is unrestricted, both this year and previously.

5. Investment income

	2020 £	2019 £
Deposit account income and bank interest	3,751	2,967
Total	3,751	2,967

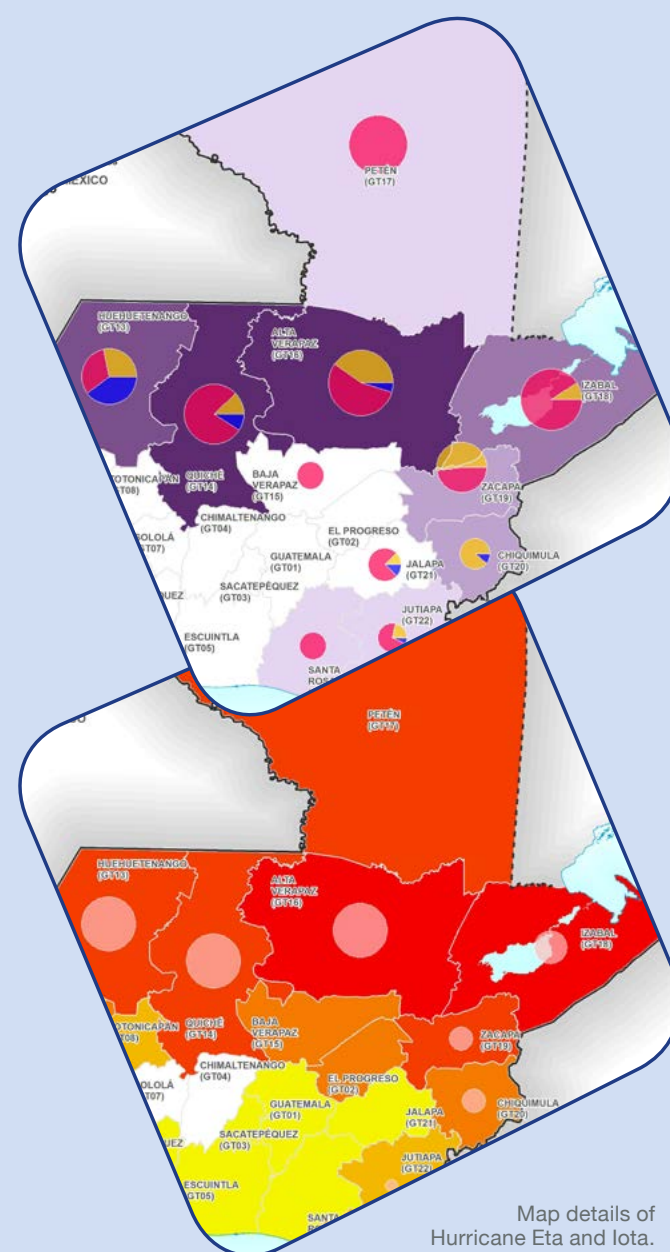
All investment income is unrestricted, both this year and previously.

6. Cost of raising funds

	Unrestricted £	Restricted £	2020 £	Unrestricted £	Restricted £	2019 £
Staff costs	-	138,306	138,306	27,179	102,297	129,476
Fundraising support	7,512	9	7,521	1,977	239	2,216
Marketing	1,432	-	1,432	4,733	35	4,768
Total	8,944	138,315	147,259	33,889	102,571	136,460

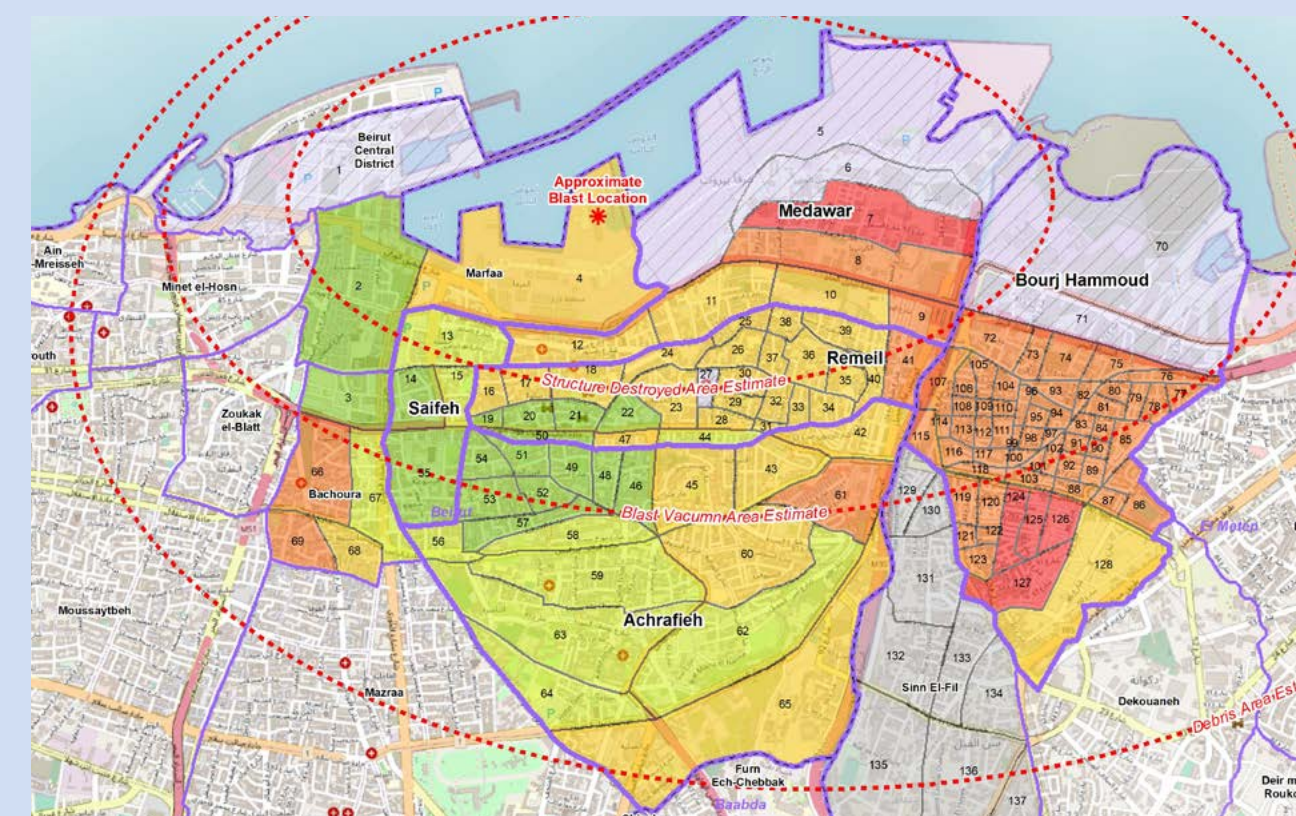
7a. Analysis of expenditure on charitable activities

	Direct £	Support £	Total 2020 £	Direct £	Support £	2019 £
Restricted expenditure	688,143	241,263	929,406	599,942	162,267	762,209
Unrestricted expenditure	27,692	12,508	40,200	71,887	220,800	292,687
Total	715,835	253,771	969,606	671,829	383,067	1,054,896



Top: Number of homes at risk.

Bottom: Affected persons and people at risk per district.



Map detail of the Beirut explosion, Lebanon, showing zone socio-economic vulnerability with ACAPS blast radius damage estimate. 21 August 2020.

7b. Analysis of expenditure on charitable activities - continued

			of which:			of which:			of which:			
		Direct costs	UNR	RES	Attributable support costs	UNR	RES	Non-attributable support costs total	UNR	RES	Total	Total 2019
Disaster Response	£	370,318	18,459	351,859	117,130	10,898	106,232	-	-	-	487,448	260,579
Disaster Preparedness	£	59,214	3,312	55,902	15,972	1,486	14,486	-	-	-	75,186	255,469
Capacity Building	£	20,215	258	19,957	2,662	248	2,414	-	-	-	22,877	187,163
M&E	£	30,523	320	30,203	15,972	1,486	14,486	-	-	-	46,495	104,430
Technical Innovation & Data Science	£	204,999	3,917	201,082	103,820	9,659	94,161	-	-	-	308,819	135,407
Development & Research	£	30,566	1,425	29,141	10,648	991	9,657	-	-	-	41,214	104,821
Other support costs		-	-	-	-	-	-	(-12,433)	(-12,258)	(-175)	(-12,433)	7,025
Total 2020	£	715,835	27,691	688,144	266,204	24,768	241,436	(-12,433)	(-12,258)	(-175)	969,606	1,054,895

7c. Analysis of expenditure on charitable activities

		Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	Total 2020	Total 2019
Direct cost:									
Direct programme costs	£	23,247	6,749	16,180	8,575	42,642	2,343	99,736	291,300
Direct staff costs	£	170,444	25,765	1,982	21,948	162,356	28,222	410,717	271,394
Direct consultant costs	£	176,628	26,700	2,054	-	-	-	205,382	109,137
Support costs:									
Support staff costs	£	32,910	4,488	748	4,488	29,171	2,992	74,797	169,980
Support consultant costs	£	3,257	444	74	444	2,887	296	7,402	15,520
Premises	£	30,368	4,141	690	4,141	26,917	2,761	69,018	101,576
Administration	£	26,741	3,646	608	3,647	23,703	2,431	60,776	47,302
IT	£	20,575	2,806	467	2,805	18,237	1,871	46,761	32,978
Governance costs	£	3,278	447	75	447	2,905	298	7,450	8,683
Other support costs	£	-	-	-	-	-	-	-12,433	7,025
Total	£	487,448	75,186	22,878	46,495	308,818	41,214	969,606	1,054,895
Total 2019	£	260,580	255,471	187,163	104,428	135,407	104,821	1,054,894	-

While income in 2020 was strong, our longer-term fundraising plans were significantly impacted. These must now be prioritised to keep pace with the demands of a humanitarian sector eager for the improvements and impacts that MapAction can help deliver.

8. Analysis of governance costs

	2020 £	2019 £
Trustee business, meetings & travel	550	1,783
Auditors remuneration	6,900	6,900
Total	7,450	8,683

Governance costs are apportioned to charitable activities using the same method of allocation as support costs.

9. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2020 £	2019 £
Depreciation	10,106	10,106
Operating lease rentals on property	50,407	50,407
Foreign exchange gains/losses	(12,433)	7,024
Auditor's remuneration - audit fees	6,600	6,600
Auditor's remuneration - taxation services	300	300

10. Staff costs

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	542,109	510,161
Social security costs	67,880	46,973
Pension costs	13,832	13,716
Consultant costs	212,784	124,657
Total	936,604	695,507

Allocated as follows:

Cost of raising funds	138,306	129,476
Charitable activities	698,298	566,031
Total	836,604	695,507

One employee has employee benefits in excess of £60,000 (2019: 1) The number of staff employed during the period, excluding consultants, was 22 (2019: 22). The average full-time equivalent for 2020 was 15.1 (2019:13.4).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and members of the Senior Management Team. The total employee benefits of the key management personnel of the charity were £251,420 (2019: £207,501).

11. Trustee remuneration and expenses, and related party transactions

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the prior year.

There were no consultancy fees paid to related parties for the year ended 31 December 2020 nor for the prior year.

One trustee received reimbursed travel and subsistence expenses during the year of £488 (2019: 3 trustees, £1,098). No members received team training and deployment expenses (2019: 2 trustees, £507).

Aggregate donations from trustees were £452 (2019: £826).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12. Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

13. Comparative financial statements for 2019

Statement of Financial Activity 2019

	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2019 £
Income from:				
Donations and legacies	208,521	-	13,500	222,021
Charitable activities	-	-	909,519	909,519
Other trading activities	25,027	-	-	25,027
Investments	2,967	-	-	2,967
Total income	236,515	-	923,019	1,159,534
Expenditure on:				
Raising funds	33,889	-	102,571	136,460
Charitable activities:	266,872	25,815	762,209	1,054,896
Total expenditure	300,761	25,815	864,780	1,191,356
Net income/(expenditure) before net gains/(losses) on investments	(64,246)	(25,815)	58,239	(31,822)
Net gains/(losses) on investments	8,149	-	-	8,149
Net income/(expenditure) for the year	(56,097)	(25,815)	58,239	(23,673)
Transfer between funds	53,017	-	(53,017)	-
Net movement in funds for the year	(3,080)	(25,815)	5,222	(23,673)
Reconciliation of funds				
Total funds brought forward	426,236	46,027	25,053	497,316
Total funds carried forward	423,156	20,212	30,275	473,643

13. Comparatives tables for 2019 - continued

Analysis of expenditure on charitable activities - continued

			of which:			of which:			of which:			
		Direct costs total	UNR	RES	Attributable support costs total	UNR	RES	Non-attributable support costs	UNR	RES	Total	Total 2018
Disaster Response	£	179,707	16,615	163,092	80,874	46,329	34,545	-	-	-	260,581	320,273
Disaster Preparedness	£	180,263	17,331	162,932	75,208	42,765	32,443	-	-	-	255,471	125,185
Capacity Building	£	128,852	12,657	116,195	58,311	33,499	24,812	-	-	-	187,163	395,556
M&E	£	57,598	5,036	52,562	46,830	24,235	22,595	-	-	-	104,428	10,377
Technical Innovation	£	62,104	6,268	55,836	73,303	41,340	31,963	-	-	-	135,407	-
Development & Research	£	63,305	13,980	49,325	41,516	25,659	15,857	-	-	-	104,821	38,988
Other support costs	£	-	-	-	-	-	-	7,025	6,973	52	7,025	-
Total 2019	£	671,829	71,887	599,942	376,042	213,827	162,215	7,025	6,973	52	1,054,896	890,379

		Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	Total 2019	Total 2018
Direct cost:									
Direct programme costs	£	89,893	97,538	65,038	8,783	1,350	28,699	291,301	313,019
Direct staff costs	£	48,342	44,526	34,348	48,817	60,755	34,606	271,394	191,057
		-	-	-	-	-	-	-	-
Direct consultant costs	£	41,472	38,198	29,467	-	-	-	109,137	53,728
Support costs:									
Support staff costs	£	35,696	33,996	25,497	27,197	33,996	13,598	169,980	122,152
Support consultant costs	£	3,259	3,104	2,328	2,483	3,104	1,242	15,520	7,327
Premises	£	22,347	20,315	16,252	9,142	19,299	14,221	101,576	45,836
Administration	£	10,407	9,461	7,568	4,257	8,987	6,622	47,302	83,910
IT	£	7,255	6,596	5,276	2,968	6,266	4,617	32,978	48,391
Governance costs	£	1,910	1,737	1,389	781	1,650	1,216	8,683	12,525
Other support costs	£	-	-	-	-	-	-	7,025	12,434
Total	£	260,581	255,471	187,163	104,428	135,407	104,821	1,054,896	890,379
Total 2018	£	320,273	125,185	395,556	10,377	-	38,988	890,379	-

14. Fixed assets: tangible assets

	Leasehold £	Total improvements £
Cost		
At 1 January 2020	30,318	30,318
Additions	-	-
Disposals	-	-
At 31 December 2020	30,318	30,318
Depreciation		
At 1 January 2020	10,106	10,106
Charge for the year	10,106	10,106
Disposals	-	-
At 31 December 2020	20,212	20,212
Net book value		
At 31 December 2020	10,106	10,106
At 31 December 2019		20,212

15. Investments

	2020 Shares in group undertakings £	2020 Listed investments £	2020 Cash investment £	2020 Total £	2019 Total £
Market value at the start of the year	100	218,233	-	218,833	160,184
Transfer from current assets	-	-	-	-	-
Disposals/Reinvestments	-	(211,417)	211,417	-	50,000
Revaluations	-	(6,816)	-	(6,816)	8,149
Bank fees	-	-	(260)	(260)	-
Market value at the end of the year	100	-	211,157	211,257	218,333

Investments at fair value comprised:

	2019 £	2018 £
Equities	100	166,355
Cash held within the cash investment fund	211,157	51,978
Total	211,257	218,333

There were no investments assets outside of the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

MapAction Services Limited

Registered office: Registered in England,
Company No: 6611472

Nature of business: Dormant

	%	
Class of share	holding	
Ordinary	100	
	31.12.20	31.12.20
	£	£
Aggregate capital and reserves	100	100

16. Debtors

	2020 £	2019 £
Trade debtors	-	6,077
Other debtors	-	419
Prepayments and accrued income	129,052	101,416
Rent deposit	13,927	13,927
Total	142,979	121,839

17. Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	14,948	22,250
Other creditors and accruals	11,328	14,783
Taxation and social security costs	18,112	13,682
Total	44,388	50,715

Contributions paid to pension schemes in the year are shown in note 10.

At the end of the year £3,290 was owed to the pension provider and is included in other creditors (2019: £7,164).

“Financially, the challenges of raising funds in a pandemic, when many income-generating activities are impaired, were significant. However, through tight fiscal management, energetic and targeted fundraising, and excellent relationships with donors, we were able to adjust programmes to meet evolving and growing humanitarian priorities. We did this within budget, and even added slightly to reserves.”

Nick Moody,
Chair of MapAction

18. Analysis of movements in restricted funds

2020:

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers* £	As at 31 December 2020 £
BHA	(2,095)	219,007	(199,619)	(17,201)	92
Dutch MFA	-	195,000	(195,000)	-	-
GFFO	11,221	350,968	(341,318)	(20,871)	-
FCDO	-	86,570	(86,578)	8	-
FCDO C-19 Support project	-	34,150	(23,836)	(10,314)	-
H2H	-	118,099	(103,109)	(7,218)	7,772
Calleva Foundation	-	30,000	(30,000)	-	-
UNICEF 2019 project	21,149	-	(22,993)	1,844	-
CartONG	-	11,516	(11,516)	-	-
Total	30,275	1,045,310	(1,013,969)	(53,752)	7,864

2019:

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers* £	As at 31 December 2019 £
ECHO / NRC	23,065	29,023	(33,411)	(18,677)	-
BHA	1,988	303,754	(280,468)	(27,369)	(2,095)
Dutch MFA	-	190,000	(190,000)	-	-
GFFO	-	123,686	(112,465)	-	11,221
FCDO	-	205,000	(204,152)	(848)	-
FCDO Dorian Hurricane	-	26,857	(25,261)	(1,596)	-
Calleva Foundation	-	13,000	(12,693)	(307)	-
UNICEF 2018 project	-	7,403	-	(7,403)	-
UNICEF 2019 project	-	23,796	(1,839)	(808)	21,149
Appeal	-	500	(4,491)	3,991	-
Total	25,053	923,019	(864,780)	(53,017)	30,275

*The amounts transferred during the year relate to donor contributions to cover support costs, recoveries of pre-agreed charges, funding shortfalls or surpluses on programmes closed in 2020. Transfers are made if allowed under the terms of the grant.

Name of restricted fund	Description, nature and purposes of the fund
BHA	United States Agency for International Development (USAID) support received through Bureau of Humanitarian Assistance (BHA) grant funding for the programme, "More than words - Improving the impact of GIS products in humanitarian response" and awarded through to September 2021.
GFFO	Grant funding provided by the German Federal Foreign Office (GFFO) for the programme "Improving Mapping and Geospatial Analysis for First Phase Emergency Response, Preparedness and Local Capacity Building" and awarded from 31/07/2019 to 31/12/2020.
Dutch MFA	Grant funding provided by the Dutch Government towards the operational budget of the organisation. A decision in November 2018 awarded funds for the period 30 September 2018 until December 2021.
FCDO	Funding received under an accountable grant agreement with the UK Foreign and Commonwealth Development Office (FCDO). The grant is awarded until 31 December 2021 towards the charity's Emergency Deployments Team (EDT) Programme.
FCDO C-19 Support project	MapAction was asked to provide a secondment on a consultancy basis to deliver information management services and product expertise to the Foreign and Commonwealth Development Office's (FCDO) humanitarian overview and reporting products during the initial phases of the UK Government's international response to COVID-19.
H2H	Funding received in response to COVID-19, for the support of the 'Global Hub Support Centre'. Grant Awarded 21/5/2020 - 20/1/2021.
CartONG	Funds received to collaborate with CartONG to provide services for UNICEF in relation to remote response work connected to COVID-19 pandemic.
Calleva Foundation	Donations made by the trustees of The Calleva Foundation in response to COVID-19 appeal to support the set up and work of the Help Centre.
UNICEF	Funds received to collaborate with UNICEF Guyana and provide, "Information Management Surge Support in Response to the Venezuelan Migrant Crisis".
ECHO / NRC	A grant agreement covering the period June 2017 to March 2019 with DG ECHO and working with the Norwegian Refugee Council (NRC) to deliver the project, "Strengthening effective, evidence-based humanitarian decision making through innovative products and capacity building in GIS services and needs analysis".
Appeal	Funds received following a public appeal made in October 2018 and used in response to the earthquake that struck in the province of Sulawesi, Indonesia.
FCDO Dorian Hurricane	MapAction were asked to deploy in support of the Caribbean Disaster Emergency Management Agency (CDEMA) leading the coordination of the international response to the Hurricane Dorian emergency in support of the Government of the Bahamas.

19. Analysis of movement in unrestricted and designated funds

2020:

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers £	As at 31 December 2020 £
General fund	423,156	137,793	(99,606)	53,752	515,095
Fixed Assets	20,212	-	(10,106)		10,106
Total	443,368	137,793	(109,712)	53,752	525,201

2019:

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers £	As at 31 December 2019 £
General fund	426,236	244,664	(300,761)	53,017	423,156
Office move	46,027	-	(25,815)	-	20,212
Total	472,263	244,664	(326,576)	53,017	443,368

Income in the note above incorporates gains on investments and expenditure incorporates losses on investments.

20. Analysis of net assets between funds

2020:

	General fund £	Designated funds £	Restricted funds £	Total 2020 £
Tangible fixed assets	-	10,106	-	10,106
Fixed asset investments	211,257	-	-	211,257
Net current assets/(liabilities)	303,838	-	7,864	311,702
Total	515,095	10,106	7,864	533,065

2019:

	General fund £	Designated funds £	Restricted funds £	Total 2019 £
Tangible fixed assets	20,212	-	20,212	-
Fixed asset investments	218,333	-	-	218,333
Net current assets/(liabilities)	204,823	-	30,275	235,098
Total	423,156	20,212	30,275	473,643

21. Operating leases

■ The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

Property	2020	2019
Less than one year	46,422	46,422
One to five years	3,869	50,291
Total	50,291	96,713

22. Related party disclosures

■ There were no related party transactions for the year ended 31 December 2020 (2019: none), other than disclosed in note 11.

As declared in the Trustees' Report, MapAction has established MapAction USA and MapAction Netherlands, which are both legally independent organisations and therefore not consolidated into these financial statements.

Map of the Lebanon explosion showing Beirut total population by Cadasters. March 2020.

