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Unit 2, Douglas Court  
Seymour Business Park  
Station Road  
Chinnor  
Oxfordshire  
OX39 4HA  
United Kingdom  
Registered charity number: 1126727

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Annual Report  
and Audited Accounts  
2020

# MapAction annual report and financial statements

For the year ended 31 December 2020

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“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.



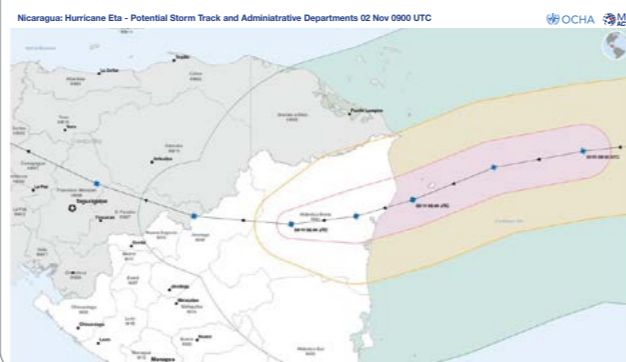
OCHA Americas @UNOCHA\_Americas · Nov 4, 2020

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...



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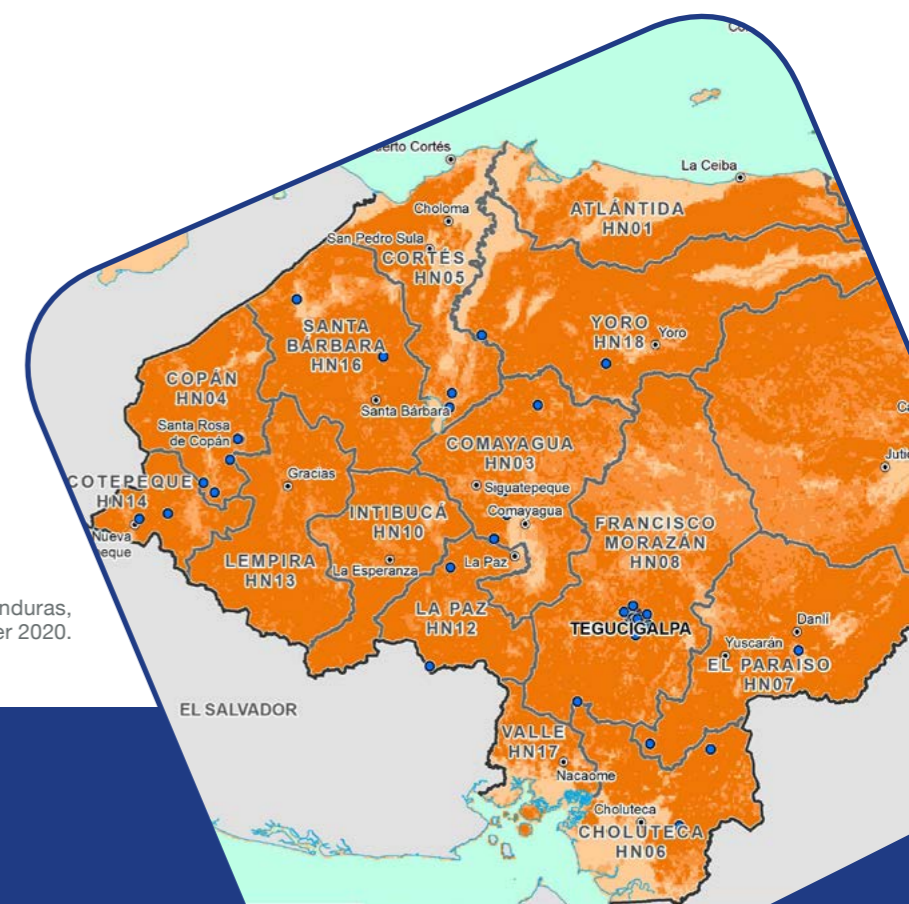
REGISTERED COMPANY NUMBER:  
06611408 (England and Wales)

REGISTERED CHARITY NUMBER:  
112672

MAPACTION  
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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](https://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.

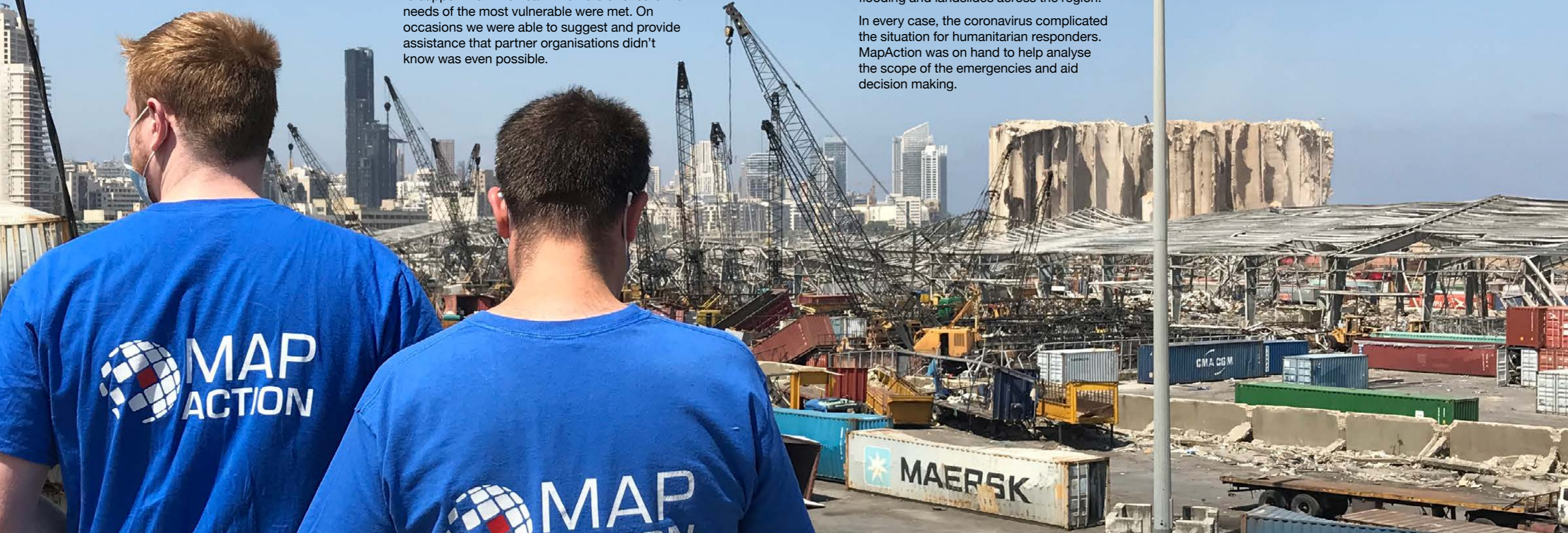
Sometimes we helped to rapidly design and implement new information systems, for example to support frontline health workers or ensure the needs of the most vulnerable were met. On occasions we were able to suggest and provide assistance that partner organisations didn't know was even possible.

### 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.

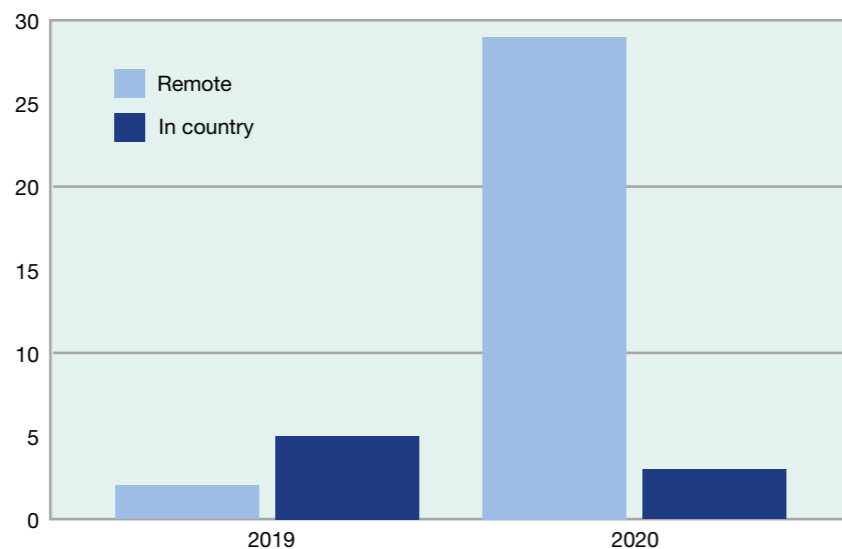


“Despite the challenges of contributing to a complex health response in Libya, MapAction provided support which was relevant, sustainable and impactful. This has resulted in permanent national capacity with additional competencies. People can still use the system MapAction set up and taught them to use.”

**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.

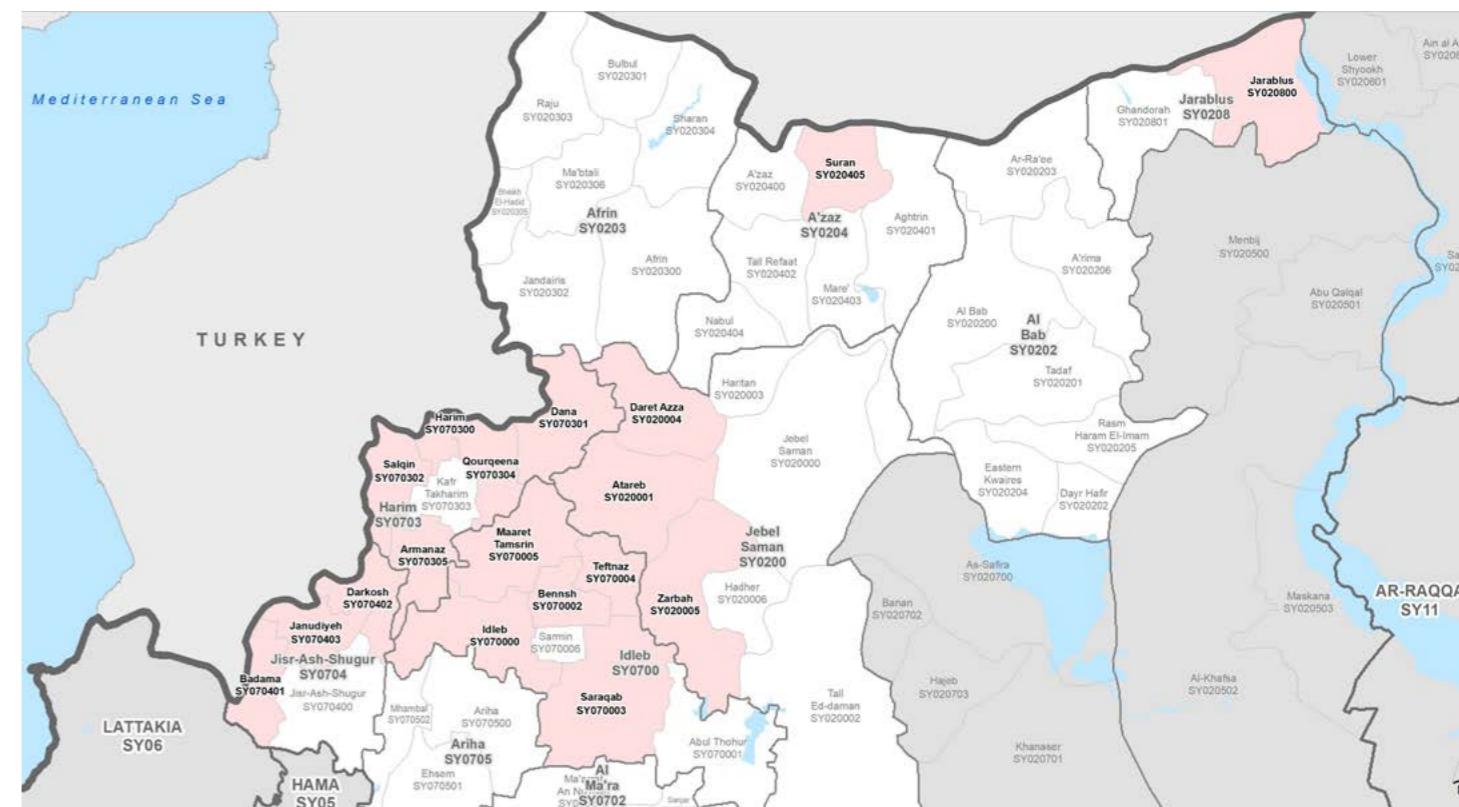
Camp data is collected by people with varying levels of training, network connectivity and other obstacles. Working remotely due to lockdown restrictions, MapAction created tools to clean the data, creating a 'single source of truth' for humanitarian teams to coordinate their activities and those of 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.

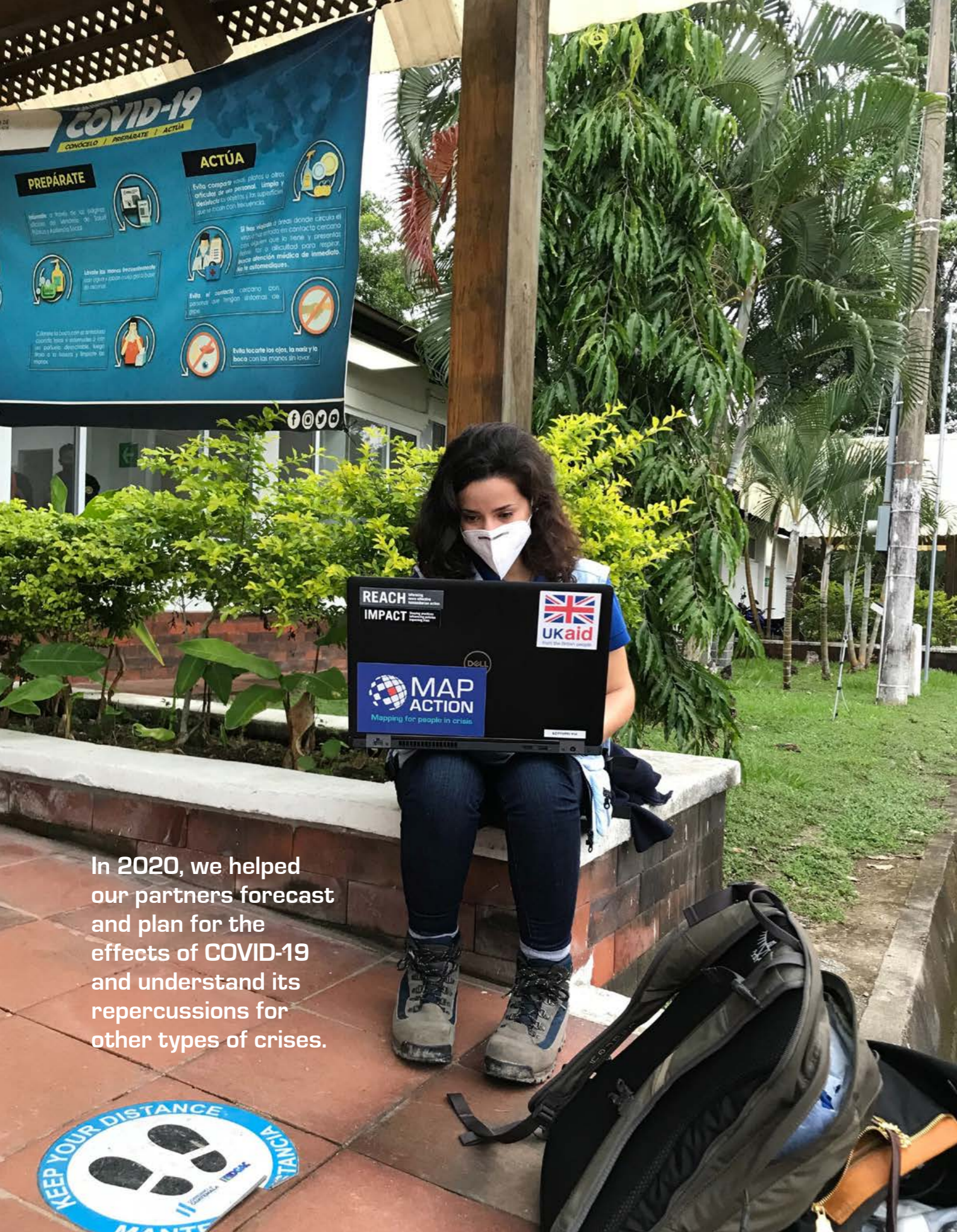
This major task, involving creating digital maps of most of Northwest Syria, hadn't been done before and was described as 'fantastically helpful'.

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.

“ 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

### 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.

## 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.

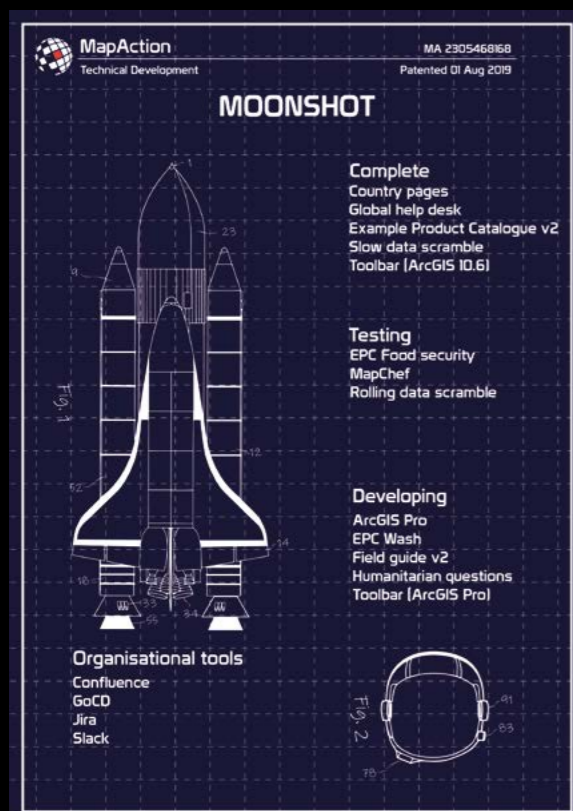
## Technical innovation

Even before COVID-19, the ever-increasing scale and complexity of global humanitarian need demanded that we apply new and originitive 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.

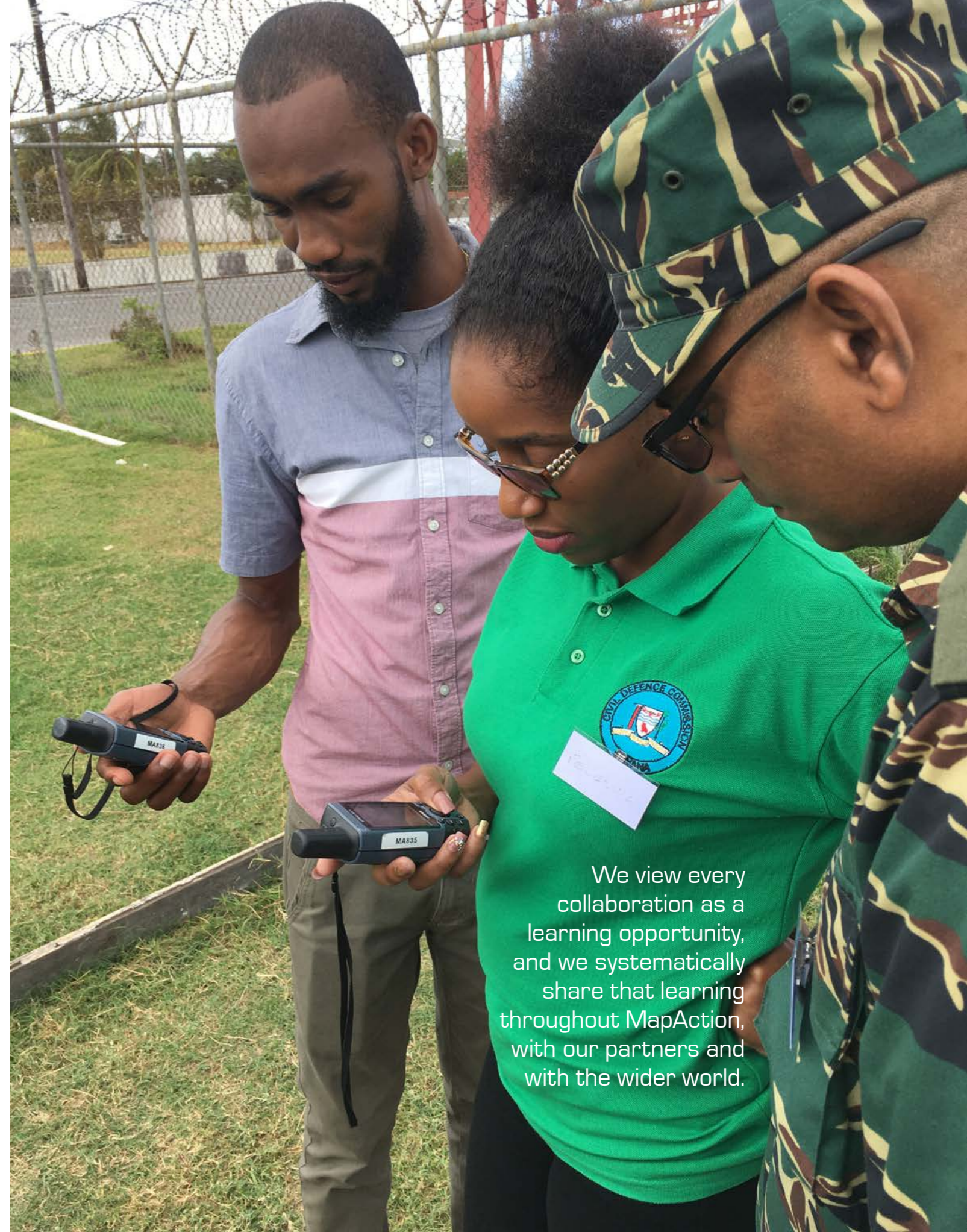
We view every collaboration with colleagues and partners as a learning opportunity, and we systematically share that learning throughout MapAction, via our team training programme, knowledge management platform, reporting systems and MEAL activities. We also share it with our partners through our training 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.

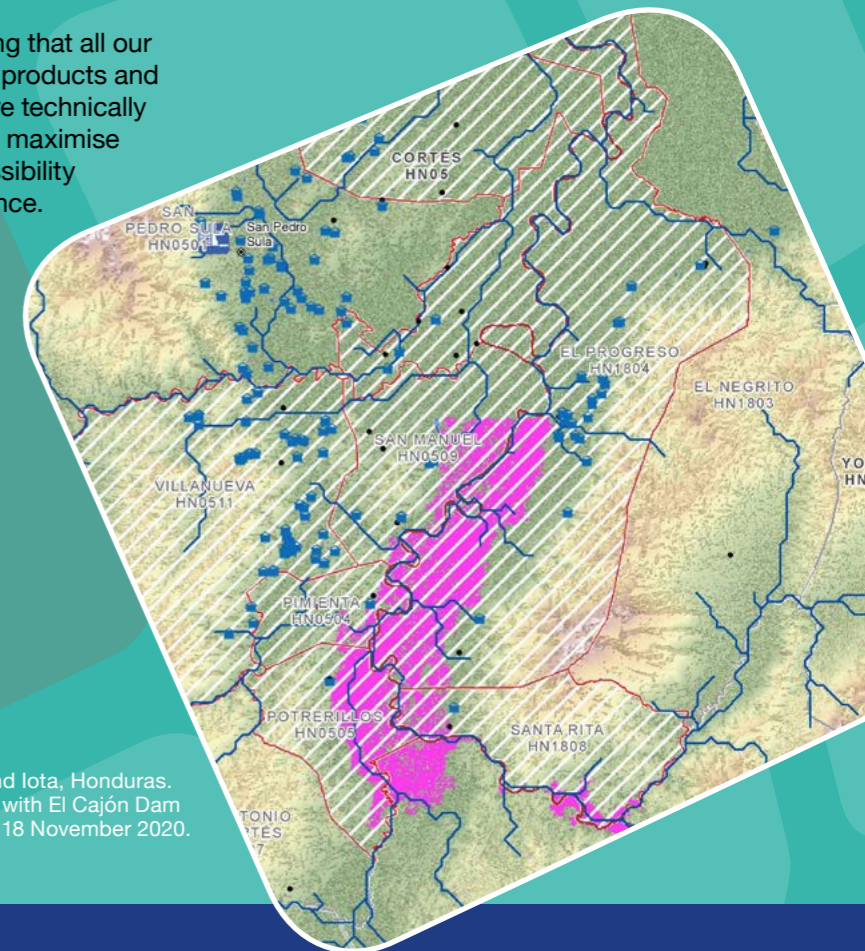
### This includes:

- ◆ 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. Ulúa Basin: areas evacuated for Hurricane Iota, with El Cajón Dam overflowing 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.

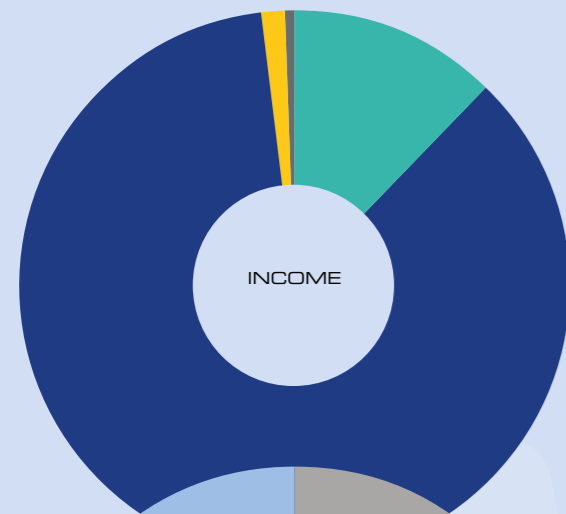
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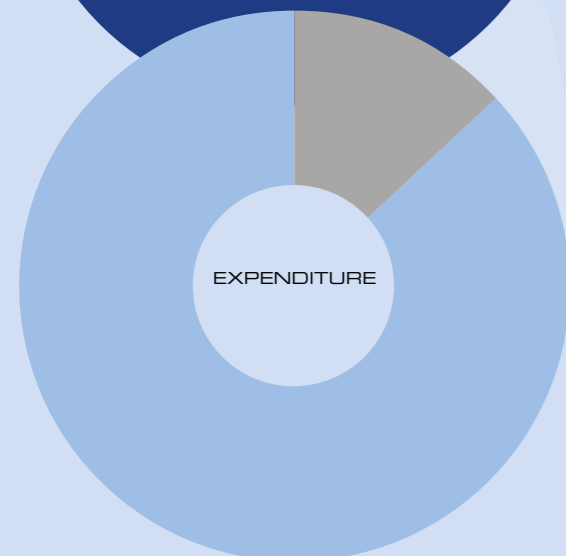
# Financial review

MapAction funds its activities through institutional donors, private foundations, individual donations, and some mission-related contracts.



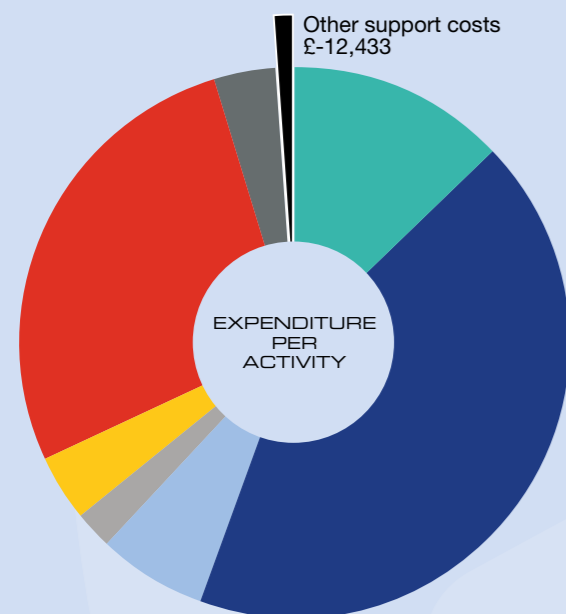
## Income 2020

Donations and legacies	147,222
Charitable activities	1,015,310
Other trading activities	16,820
Investments	3,751
<b>TOTAL</b>	<b>1,183,103</b>



## Expenditure 2020

Raising funds	147,259
Charitable activities	969,606
<b>TOTAL</b>	<b>1,116,865</b>



## 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
<b>TOTAL 2020</b>	<b>1,116,865</b>

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.

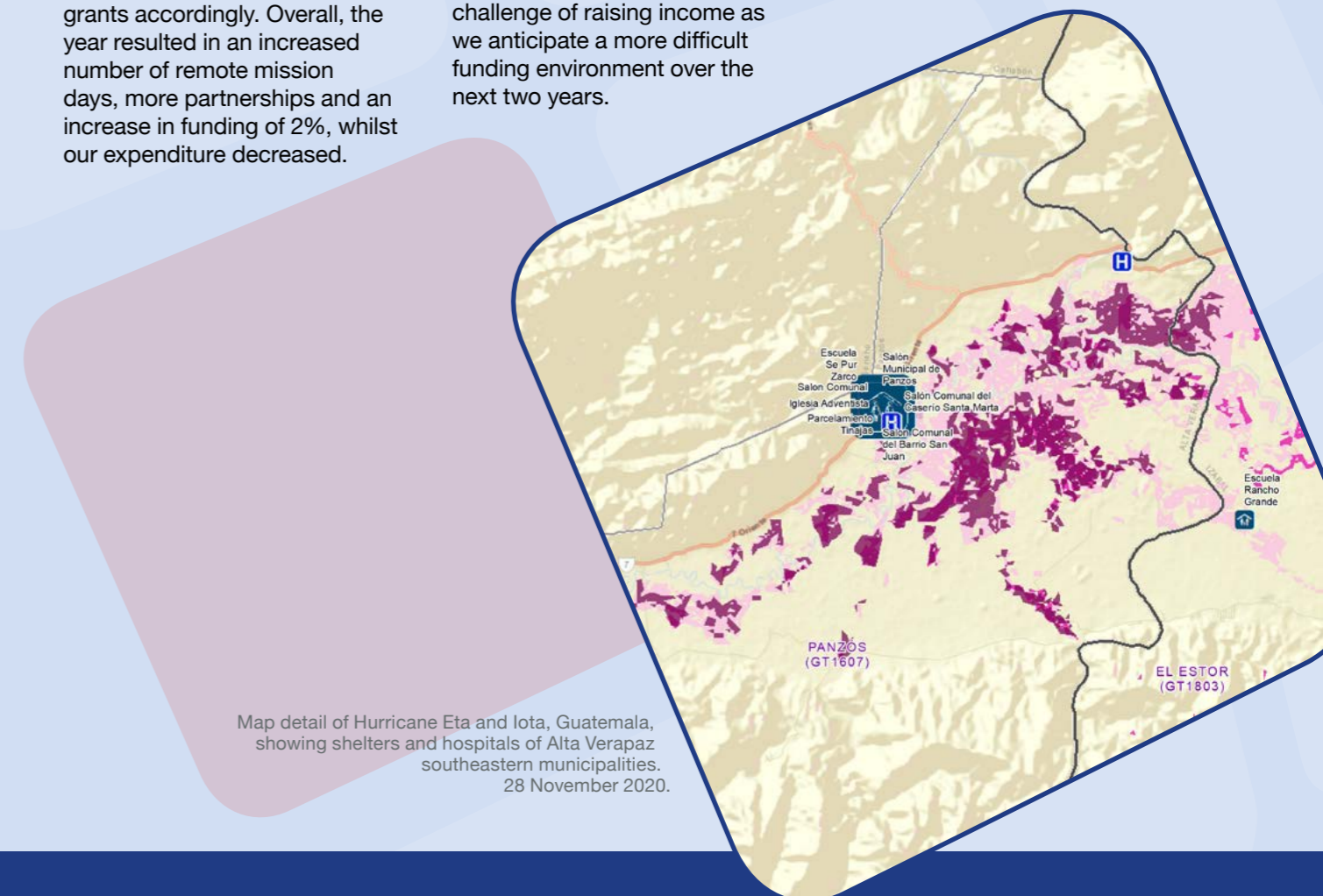
Many longer-term plans were accelerated by the situation, requiring new models and approaches.

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.



Map detail of Hurricane Eta and Iota, Guatemala, showing shelters and hospitals of Alta Verapaz southeastern municipalities. 28 November 2020.

## Principal risks and uncertainties

Key risks identified	Mitigation
<p><b>Insufficient new funding:</b> uncertainty over future funding and cash flow shortfalls necessitating liquidation of investments.</p> <ul style="list-style-type: none"> <li>Continued uncertainty related to Brexit and how this might impact on the financial markets and impacts on investments.</li> <li>COVID-19 uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>This risk was managed through early consultation with our donors, and rapid adaptation of plans both for fundraising and for delivering our mission.</li> <li>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.</li> <li>New donors were identified and funds received.</li> <li>During the year we moved our investments to cash holdings to reduce the impact of the volatility anticipated with COVID-19 and Brexit.</li> </ul>
<p><b>Succession planning:</b> loss of key roles may cause disruption and additional costs to secure replacements.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>Policies are in place to cover all aspects of the business and our business continuity plan was also reviewed during the year.</li> <li>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.</li> </ul>
<p><b>Partnership:</b> ability to maintain relevant and successful partnerships to access emergencies.</p>	<ul style="list-style-type: none"> <li>MapAction was able to renegotiate plans with our regional partners, as well as carry out joint work with them and several other key partners.</li> <li>We extended the number and type of partnerships we held during the year meaning MapAction was involved in more emergencies than ever before.</li> <li>MapAction also joined a new partnership, the Risk-Informed Early Action Partnership (REAP) and co-initiated work with peer organisations on vaccine rollout plans.</li> </ul>
<p>Emergence of one or more 'competing' services offering in-country mapping in the emergency environment.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>

## 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.

## Structure, governance and management

### 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.

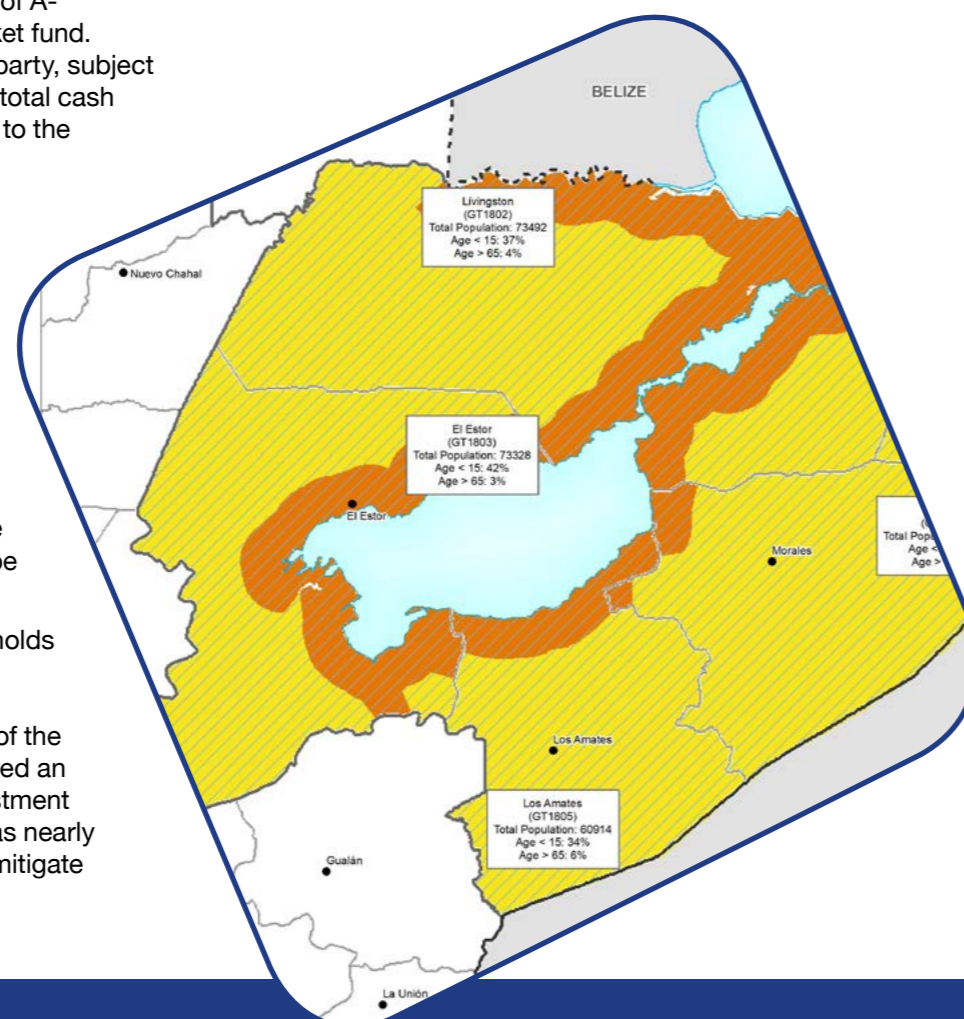
At 31 December 2020, this amounted to £211,257 (2019: £218,333).

### 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.



### 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](http://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  
Gayle 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](http://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 £
<b>Income from:</b>						
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
<b>Total income</b>		<b>137,793</b>	<b>-</b>	<b>1,045,310</b>	<b>1,183,103</b>	<b>1,159,534</b>
<b>Expenditure on:</b>						
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
<b>Total expenditure</b>		<b>92,790</b>	<b>10,106</b>	<b>1,013,969</b>	<b>1,116,865</b>	<b>1,191,356</b>
<b>Net income/(expenditure) before net gains/(losses) on investments</b>		<b>45,003</b>	<b>(10,106)</b>	<b>31,341</b>	<b>66,238</b>	<b>(31,822)</b>
Net (losses)/gains on investment		(6,816)	-	-	(6,816)	8,149
<b>Net income/(expenditure) for the year</b>	<b>9</b>	<b>38,187</b>	<b>(10,106)</b>	<b>31,341</b>	<b>59,422</b>	<b>(23,673)</b>
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)
<b>Reconciliation of funds</b>						
Total funds brought forward		423,156	20,212	30,275	473,643	497,316
<b>Total funds carried forward</b>		<b>515,095</b>	<b>10,106</b>	<b>7,864</b>	<b>533,065</b>	<b>473,643</b>

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 £
<b>Fixed assets</b>					
Tangible assets	14	-	10,106	-	20,212
Investments	15	-	211,257	-	218,333
<b>Total fixed assets</b>		<b>-</b>	<b>221,363</b>	<b>-</b>	<b>238,545</b>
<b>Current assets</b>					
Debtors	16	142,979	-	121,839	-
Cash at bank and in hand		213,111	-	163,974	-
<b>Total current assets</b>		<b>356,090</b>	<b>-</b>	<b>285,813</b>	<b>-</b>
<b>Liabilities</b>					
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
<b>Net assets</b>		<b>-</b>	<b>533,065</b>	<b>-</b>	<b>473,643</b>
<b>The funds of the charity:</b>					
Restricted	18	-	7,864	-	30,275
Unrestricted	19	-	515,095	-	423,156
Designated	19	-	10,106	-	20,212
<b>Total charity funds</b>		<b>-</b>	<b>533,065</b>	<b>-</b>	<b>473,643</b>

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 £
<b>Cash provided by/(used in) operating activities</b>	<b>1</b>	<b>45,126</b>	<b>3,542</b>
<b>Cash flows from investing activities:</b>			
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)
<b>Cash provided by/(used in) investing activities</b>		<b>4,011</b>	<b>(77,351)</b>
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			
<b>Cash and cash equivalents at the end of the year</b>		<b>213,111</b>	<b>163,974</b>

## 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)
<b>Adjustments for:</b>		
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)
<b>Net cash provided by/(used in) operating activities</b>	<b>45,126</b>	<b>3,542</b>

### 2. Analysis of changes in net funds

	at 01.01.2020 £	Cashflow £	at 31.12.2020 £
<b>Net cash</b>			
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	-	-	-
<b>Total</b>	<b>117,222</b>	<b>30,000</b>	<b>147,222</b>	<b>208,521</b>	<b>13,500</b>	<b>222,021</b>

## 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	-
<b>Government and Institutional</b>	<b>969,644</b>	<b>822,440</b>
UNICEF	-	31,199
FCDO C-19 Support	34,150	26,857
<b>Disaster Response</b>	<b>34,150</b>	<b>58,056</b>
ECHO - MapAction	-	29,023
CartONG	11,516	-
<b>Disaster Preparedness</b>	<b>11,516</b>	<b>29,023</b>
<b>Total</b>	<b>1,015,310</b>	<b>909,519</b>

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

## 4. Other income

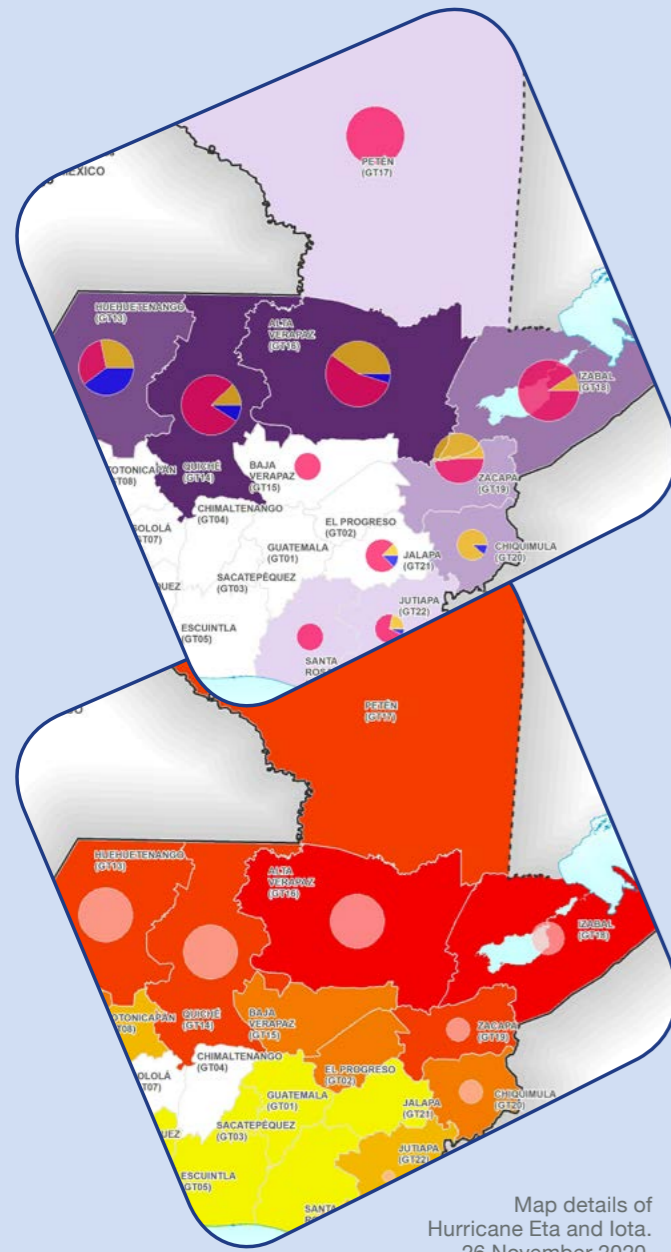
	2020 £	2019 £
Consultancy	16,820	25,027
<b>Total</b>	<b>16,820</b>	<b>25,027</b>

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
<b>Total</b>	<b>3,751</b>	<b>2,967</b>

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



Map details of Hurricane Eta and Iota. 26 November 2020.

Top: Number of homes at risk.

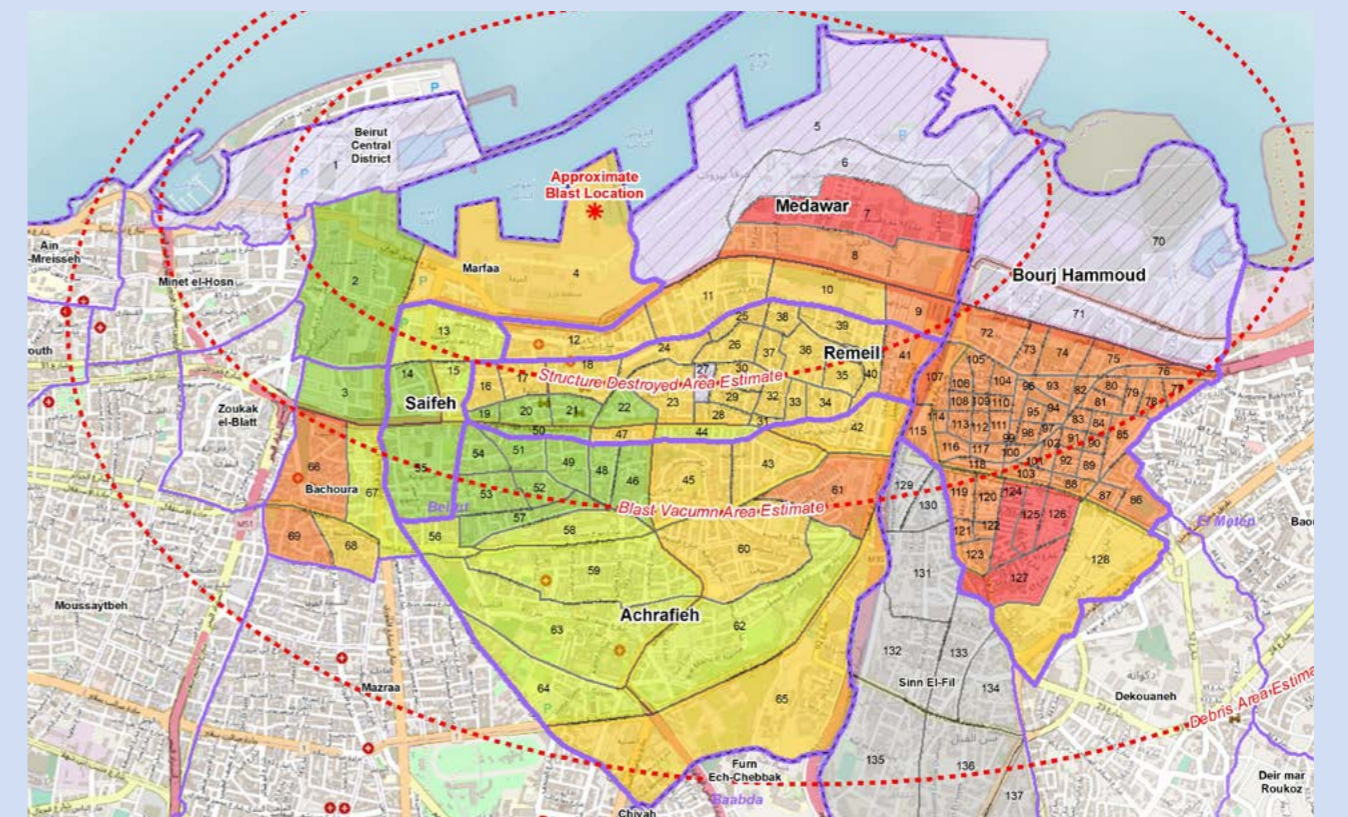
Bottom: Affected persons and people at risk per district.

## 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
<b>Total</b>	<b>8,944</b>	<b>138,315</b>	<b>147,259</b>	<b>33,889</b>	<b>102,571</b>	<b>136,460</b>

## 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
<b>Total</b>	<b>715,835</b>	<b>253,771</b>	<b>969,606</b>	<b>671,829</b>	<b>383,067</b>	<b>1,054,896</b>



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:			Total	Total 2019
		Direct costs	UNR	RES	Attributable support costs	UNR	RES	Non-attributable support costs total	UNR	RES	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	-	-	-	22,877	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	
<b>Total 2020</b>	<b>£</b>	<b>715,835</b>	<b>27,691</b>	<b>688,144</b>	<b>266,204</b>	<b>24,768</b>	<b>241,436</b>	<b>(-12,433)</b>	<b>(-12,258)</b>	<b>(-175)</b>	<b>969,606</b>	<b>1,054,895</b>	

## 7c. Analysis of expenditure on charitable activities

		Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	Total 2020	Total 2019
<b>Direct cost:</b>									
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
<b>Support costs:</b>									
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
<b>Total</b>	<b>£</b>	<b>487,448</b>	<b>75,186</b>	<b>22,878</b>	<b>46,495</b>	<b>308,818</b>	<b>41,214</b>	<b>969,606</b>	<b>1,054,895</b>
<b>Total 2019</b>	<b>£</b>	<b>260,580</b>	<b>255,471</b>	<b>187,163</b>	<b>104,428</b>	<b>135,407</b>	<b>104,821</b>	<b>1,054,894</b>	<b>-</b>

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
<b>Total</b>	<b>7,450</b>	<b>8,683</b>

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
<b>Total</b>	<b>936,604</b>	<b>695,507</b>

### Allocated as follows:

Cost of raising funds	138,306	129,476
Charitable activities	698,298	566,031
<b>Total</b>	<b>836,604</b>	<b>695,507</b>

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 £
<b>Income from:</b>				
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
<b>Total income</b>	<b>236,515</b>	<b>-</b>	<b>923,019</b>	<b>1,159,534</b>
<b>Expenditure on:</b>				
Raising funds	33,889	-	102,571	136,460
Charitable activities:	266,872	25,815	762,209	1,054,896
<b>Total expenditure</b>	<b>300,761</b>	<b>25,815</b>	<b>864,780</b>	<b>1,191,356</b>
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)
<b>Reconciliation of funds</b>				
Total funds brought forward	426,236	46,027	25,053	497,316
<b>Total funds carried forward</b>	<b>423,156</b>	<b>20,212</b>	<b>30,275</b>	<b>473,643</b>

### 13. Comparatives tables for 2019 - continued

Analysis of expenditure on charitable activities - continued

		of which:			of which:			of which:			Total	Total 2018
		Direct costs total	UNR	RES	Attributable support costs total	UNR	RES	Non-attributable support costs	UNR	RES		
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	-
<b>Total 2019</b>	<b>£</b>	<b>671,829</b>	<b>71,887</b>	<b>599,942</b>	<b>376,042</b>	<b>213,827</b>	<b>162,215</b>	<b>7,025</b>	<b>6,973</b>	<b>52</b>	<b>1,054,896</b>	<b>890,379</b>

		Disaster Response	Disaster Preparedness	Capacity Building	M&E	Technical Innovation	Development & Research	Total 2019	Total 2018
<b>Direct cost:</b>									
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
<b>Support costs:</b>									
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
<b>Total</b>	<b>£</b>	<b>260,581</b>	<b>255,471</b>	<b>187,163</b>	<b>104,428</b>	<b>135,407</b>	<b>104,821</b>	<b>1,054,896</b>	<b>890,379</b>
<b>Total 2018</b>	<b>£</b>	<b>320,273</b>	<b>125,185</b>	<b>395,556</b>	<b>10,377</b>	<b>-</b>	<b>38,988</b>	<b>890,379</b>	<b>-</b>

## 14. Fixed assets: tangible assets

	Leasehold £	Total improvements £
<b>Cost</b>		
At 1 January 2020	30,318	30,318
Additions	-	-
Disposals	-	-
<b>At 31 December 2020</b>	<b>30,318</b>	<b>30,318</b>
<b>Depreciation</b>		
At 1 January 2020	10,106	10,106
Charge for the year	10,106	10,106
Disposals	-	-
<b>At 31 December 2020</b>	<b>20,212</b>	<b>20,212</b>
<b>Net book value</b>		
<b>At 31 December 2020</b>	<b>10,106</b>	<b>10,106</b>
<b>At 31 December 2019</b>		<b>20,212</b>

## 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)	-
<b>Market value at the end of the year</b>	<b>100</b>	<b>-</b>	<b>211,157</b>	<b>211,257</b>	<b>218,333</b>

### Investments at fair value comprised:

	2019 £	2018 £
Equities	100	166,355
Cash held within the cash investment fund	211,157	51,978
<b>Total</b>	<b>211,257</b>	<b>218,333</b>

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	
<b>Ordinary</b>	<b>100</b>	
	31.12.20 £	31.12.20 £
<b>Aggregate capital and reserves</b>	<b>100</b>	<b>100</b>

## 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
<b>Total</b>	<b>142,979</b>	<b>121,839</b>

## 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
<b>Total</b>	<b>44,388</b>	<b>50,715</b>

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)	-	-
<b>Total</b>	<b>30,275</b>	<b>1,045,310</b>	<b>(1,013,969)</b>	<b>(53,752)</b>	<b>7,864</b>

### 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	-
<b>Total</b>	<b>25,053</b>	<b>923,019</b>	<b>(864,780)</b>	<b>(53,017)</b>	<b>30,275</b>

\*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
<b>BHA</b>	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.
<b>GFFO</b>	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.
<b>Dutch MFA</b>	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.
<b>FCDO</b>	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.
<b>FCDO C-19 Support project</b>	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.
<b>H2H</b>	Funding received in response to COVID-19, for the support of the 'Global Hub Support Centre'. Grant Awarded 21/5/2020 - 20/1/2021.
<b>CartONG</b>	Funds received to collaborate with CartONG to provide services for UNICEF in relation to remote response work connected to COVID-19 pandemic.
<b>Calleva Foundation</b>	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.
<b>UNICEF</b>	Funds received to collaborate with UNICEF Guyana and provide, "Information Management Surge Support in Response to the Venezuelan Migrant Crisis".
<b>ECHO / NRC</b>	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".
<b>Appeal</b>	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.
<b>FCDO Dorian Hurricane</b>	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
<b>Total</b>	<b>443,368</b>	<b>137,793</b>	<b>(109,712)</b>	<b>53,752</b>	<b>525,201</b>

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
<b>Total</b>	<b>472,263</b>	<b>244,664</b>	<b>(326,576)</b>	<b>53,017</b>	<b>443,368</b>

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
<b>Total</b>	<b>515,095</b>	<b>10,106</b>	<b>7,864</b>	<b>533,065</b>

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
<b>Total</b>	<b>423,156</b>	<b>20,212</b>	<b>30,275</b>	<b>473,643</b>

## 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
<b>Total</b>	<b>50,291</b>	<b>96,713</b>

## 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.

