



GOAL

2019  
ANNUAL REPORT





Young child drinking clean water from charity:water-built water point as part of WaterShare collaboration in Kenema, Sierra Leone.

# ACRONYMS

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ALNAP	Active Learning Network for Accountability and Performance
ARC	Audit & Risk Committee
ARC-D	Analysis of Resilience in Communities to Disaster
BPRM	Bureau of Population, Refugees, and Migration
CD	Country Director
CDC	Foundation National Foundation for the Centers for Disease Control and Prevention, Inc.
CEO	Chief Executive Officer
CHS	Core Humanitarian Standard
COI	Conflict of Interest
COSUDE	Agencia suiza para el Desarrollo y la Cooperación
CRG	Complaints Response Group
CRM	Complaints Response Mechanism
CIMMYT	International Maize and Wheat Improvement Center
DfID	United Kingdom Department for International Development
FHIS	Honduras Social Investment Fund
EU	European Union
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
GDPR	General Data Protection Regulation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOAC	Guernsey Overseas Aid Commission
GWP	Global Water Partnership
HAP	Humanitarian Accountability Partnership
HDI	Human Development Index
HQAI	Humanitarian Quality Assurance Initiative
HR	Human Resources
IOM	International Organisation for Migration
IRC	International Rescue Committee
IUCN	International Union for Conservation of Nature and Natural Resources
MEAL	Monitoring, Evaluation, Accountability, and Learning
NLW	Nächstenliebe Weltweit
OCHA	United Nations Office for the Coordination for Humanitarian Affairs
PCAD	Programme Context Analysis and Design
PIA	People in Aid
PSEA	Protection from Sexual Exploitation and Abuse
R4S	Resilience for Systems
RD	Regional Director
RILH	Resilience Innovation and Learning Hub
SDG	Sustainable Development GOAL
SIDA	Swedish International Development Agency
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WFP	World Food Programme

**Credit:** This Annual Report was completed by Miriam Donohoe, Paul Gallagher, Caroline Lavelle and David Coveney.

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GOAL teams distributing hygiene kits to families in Gawilan Refugee Camp in northern Iraq. The beneficiaries included Khanna Abdulrahman (11) and her family.

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# A MESSAGE FROM THE CHAIRPERSON



CEO of Vodafone Ireland and GOAL Chairperson Anne O' Leary visiting Berhale refugee camp in Afar, Ethiopia.

**It is a unique honour to be entrusted as Chairperson of this organisation, performing a vital role for so many vulnerable communities across the world. From providing the most basic health services, to optimising agricultural practices, from championing social & behavioural change to instilling resilience, and from alleviating emergencies to making Internally Displaced People (IDP) camps less intolerable, it is an incredible privilege to lead such a global mission.**

As Chairperson, a key objective for me is to ensure that the decision-making apparatus of the agency is intimately acquainted with the detail of our programming and operating contexts. Our effectiveness and efficiency depends on this critical convergence. To this end, I was heartened to again see a number of my fellow Directors travel to our

countries of programme operations this year to further immerse themselves in the daily challenges encountered in delivering programmes, and the solutions derived to counter them. Having availed of such visits to the field myself over a number of years, I can testify that there is no substitute for the perspective gained from first-hand exposure to the field, first-hand conversations with our staff, and first-hand stories of the plight of those we support. One of our Directors, Jimmy Deenihan recently trekked to the base-camp of Mount Everest, raising over €10,000 to support our water programmes in Uganda. We were also delighted to have Christopher Clinch and Captain Brian Fitzgerald join our Board. Their contributions will supplement the Board's already considerable expertise.

I would like to commend all my fellow Board members for so proactively, enthusiastically,

and consistently engaging in the governance and execution of the mission of GOAL. This commitment is fundamental to charting a course for GOAL as an agile and relevant agency at the vanguard of humanitarian practice.

Partnership, in the broadest possible sense, is the most valuable tool we have in arriving at better outcomes for the most vulnerable: *Partnership* with the communities we serve; *partnership* with Government; *partnership* with those who offer solutions beyond our expertise, including partnerships with local and other International NGOs; and *partnership* with those who so generously fund this vital work. From conflict to climate change, no one community, no one agency, no one donor, even no one government houses the vast array of expertise and experience necessary to stymie the myriad challenges we encounter. In this regard, 2019 has seen us deepen our engagement with a number of committed private-sector partners. Our skills-sharing platform with the Dropbox Foundation for example, in addition to their generous programme donations, has enabled us to unearth new ways of working, as well as optimising the rich streams of data so vital for our agility, efficiency and effectiveness as an agency.

Another innovative partnership currently developing is that with Water-Share Ireland, an umbrella group of Irish public and private sector water actors, who will support our vital potable water and sanitation programmes in Syria, Sierra Leone and Uganda initially, before being brought to scale in further programme countries. This exciting collaboration has the potential to stave off so many of the downstream humanitarian health-related problems derived from unsafe or inadequate water and sanitation provision.

Partnership also, with those who so generously fund our work. With heartfelt gratitude, I would like to acknowledge the steadfast commitment of our donors and supporters. Both institutional and private, you are partners who, in the most fundamental sense, enable our work. In particular, it is not lost on GOAL that, attached with the support so kindly given by Irish Aid, the United States Agency for International Development (USAID), the United Kingdom Department for International Development (DfID), the European Union (EU), and

others, comes the implied trust of the people those venerable institutions represent. To be endowed with this trust, is a humbling responsibility we are determined to fulfil.

The progress summarised in this report represents the progress we have made together, as partners with an unyielding commitment to making our world a less hostile place.

At the time of release of this Report, COVID-19 is rapidly engulfing most parts of the world, with many of our programme countries grimly poised for its onslaught. GOAL is preparing our teams and, in consultation with partners, adapting our existing programmes, as well as implementing dedicated COVID-19 initiatives, to best mitigate transmission and stave off the worst effects of the virus. As the full impact of COVID-19 unfolds, GOAL will live out its values - courage, resilience, and adaptiveness amongst them - to navigate the new paradigm ahead.

Finally, I will conclude by acknowledging the inspiring commitment of our circa 2500-strong team of dedicated GOAL workers. From our Board and Advisory Board members to our courageous programme staff on the ground, the unshakable conviction, compassion, and professionalism you bring to your role every day forms the lifeblood propelling the agency forward.

Thank you for continuing to stand with GOAL in pursuit of our mission and vision to create a better world for our global human family.

Sincerely,

**Anne O'Leary,**  
Chairperson, GOAL

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# A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

**2019 saw a year where GOAL continued to expand its programmatic reach, with 6m people across our 13 countries receiving assistance, representing an increase of nearly 1m people from last year.**

This expansion, however, is tempered by the fact that such numbers also speak to the worrying trend of heightened humanitarian needs across the globe. The nexus of conflict and climate change continues to ravage vulnerable communities across so many of the regions where we operate.

The tragedy of Syria sadly continues. As of May 2020, 900,000 newly displaced or re-displaced people have scrambled to avoid relentless aerial bombardment. This offensive has seen the roughly three million inhabitants of Idlib province hemmed into an ever-diminishing pocket adjoining the closed Turkish border, the other side of which hosts an additional 3 million Syrian refugees. With official, nominated IDP camps long since overwhelmed, large-scale unofficial camps have sprung up in their vicinity. These beleaguered communities have little indication of what the future holds, with lives, livelihoods, and learning perpetually suspended. A recent, tentative accord has halted the offensive, with joint Turkish and Russian forces patrolling a neutral zone just south of Idlib city. While this welcome development has offered some semblance of relief, the situation nonetheless remains precarious, and there are concerns as to how long this delicate ceasefire will hold. Climate change-related food security issues also continue to plague many of the countries we work in. From Niger to South Sudan, from Ethiopia to Malawi, emerges a common and recurrent theme: food systems that do not provide enough nutritious produce to sustain dependent populations.

Nowhere, however, is this issue more acute than in Zimbabwe. 2019 saw devastation unleashed on southern Africa with Cyclone Idai, the most destructive storm on record in the region. GOAL was on the ground in affected areas within 24 hours and witnessed whole communities submerged, with villages, assets, crops, and crucial topsoil washed away amid terrifying torrents. However, both before and after the storm, stifling drought coupled with hyperinflation, is resulting in a major food-security crisis. Indeed, only one month in the

last five years has rainfall reached average levels in Zimbabwe, resulting in the successive failure of harvests. The World Food Programme (WFP), has declared that up to 5m people could be at direct risk of starvation with malnutrition rates reaching alarming levels. GOAL's response so far reaches nearly 300,000 people each month in Chipinge, Mutare, and Marondera districts of Manicaland Province with food or cash transfers. This crisis, struggling to gain international traction amid the dominance of the pandemic, is on a scale bigger than the humanitarian community's current capacity to respond. Much more will need to be done by all stakeholders in the coming months.

More positively, 2019 saw our team in Honduras receive the prestigious "Green Virtue Award" from the Honduran government, in recognition of our dynamic *Blue Economy* programme along the northern coast of the country. This burgeoning work comprises a synergy of complementary marine programmes, including sustainable fisheries, conservation and biodiversity, climate change adaptation, and livelihoods and disaster preparedness. To date, it has been an important conduit for putting coastal communities throughout northern Honduras on a more viable and sustainable footing, and we are now migrating this integrated approach to other applicable programme countries.

Adherence to our values, and the behaviours that underpin them, continues to be a core tenet of the agency, and to this end, 2019 saw us deepen our commitment to a culture of continuous improvement. From the Board to front line managers, the veracity of our procedures and practices; among them, our workplace integrity framework, safeguarding, and partnership procedures, are constantly adapted to suit our changing contexts. Our Chair, Anne O'Leary, has been instrumental in driving this culture, and I would like to commend her and the Board's leadership in sustaining this approach. One such value has been GOAL's long insistence of the inclusion of women, and their acknowledgment as key interlocutors in brokering change. At GOAL, gender inclusivity is as organisational as it is programmatic, with key leadership positions occupied predominantly by women, a near 50/50 gender split at Board level, a majority of women on



CEO Siobhan Walsh at Berhale refugee camp, Ethiopia.



the Senior Management Team, and a majority of female staff at head office.

2019 represented a year where the generosity of our donors and partners must again be expressly recognised. From our enduring partnerships with USAID, DfID, Irish Aid, the EU, and the United Nations (UN) institutions, to our broad collection of conscientious private sector partners, and loyal individual supporters, thank you most sincerely for continuing to partner with GOAL. Your generous provision of funding and programmatic input is affecting real and lasting change in our world and most especially for 6m people in the last 12 months. Thank you!

At the time of writing, the unavoidable reality of COVID-19 is among us. GOAL is cascading the invaluable public health measures, now all too familiar to us, amid a range of programme adaptations and contingencies. GOAL will first re-orientate, supplement and scale-up public awareness campaigns regarding the virus, as well as prepositioning ourselves to transition to more direct interventions, influenced by our experiences earned from the west African Ebola crisis.

To conclude, no acknowledgment sufficiently captures the gratitude and respect I have for the global GOAL team, particularly now amid this profound crisis before us all. From the international HQ team, to colleagues in the country operations overseas, the same character is on display each and every day; that of passion and compassion; that of resilience imbued with hope; that of humanity and solidarity; and that of professionalism and composure, often in the most challenging of contexts.

Thank you, sincerely, for your commitment to our mission.

**Siobhán Walsh**

Chief Executive Officer, GOAL

# WHO WE ARE

GOAL is an international, non-governmental organisation (INGO), with a proud history spanning more than four decades of humanitarian response. Motivated by a deep commitment to support those affected by disaster, poverty, and crisis, our mission remains as clear today as at any point since our inception in 1977. The realities of our work have changed and grown immeasurably in complexity and scale, but our vision remains clear, prescient and worthy – to strive for a world without poverty.

## OUR VISION

GOAL believes in a world where poverty no longer exists, where vulnerable communities are resilient, where barriers to wellbeing are removed and where everyone has equal rights and opportunities.

## OUR MISSION

GOAL works with the most vulnerable communities to help them respond to and recover from humanitarian crises, and to assist them in building transcendent solutions to mitigate poverty and vulnerability.



## OUR CORE VALUES

### HUMANITARIANISM:

We believe in the essential dignity and respect of all human beings, and in serving, supporting and advocating on behalf of poor, marginalised people and those affected by conflict and crises. We focus on tackling extreme poverty and responding to humanitarian crises;

### COURAGE:

We believe in standing with the vulnerable communities we serve, taking the necessary risks, appropriately assessed, in order to respond effectively to people's needs;

### INTEGRITY:

Our actions and relationships with our stakeholders are characterised by honesty and openness in all our dealings;

### RESPECT:

We value others; we listen to them, and we believe in the power of partnership to effect change in people's lives; and

### PARTNERSHIP:

We believe that GOAL's work is optimised when we work in partnership with vulnerable communities, local civil society partners, peers, governments, donors and both the public and private sectors.

## HOW WE WORK GOAL'S THEORY OF CHANGE

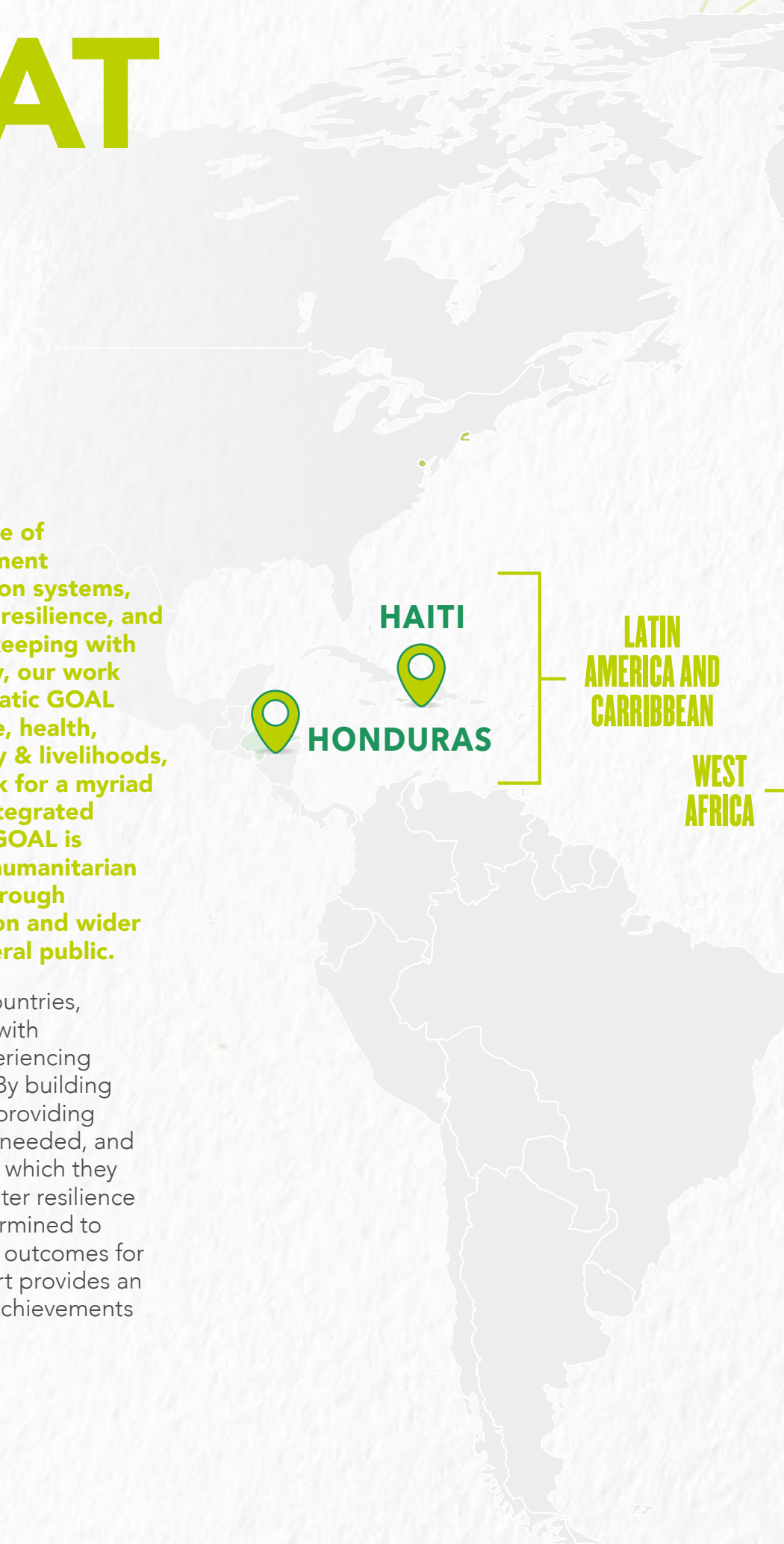
If we engage communities, build on their inherent capacities and strengthen the systems in which they live and work, then poor and vulnerable households will achieve greater resilience and well being.

Irish hockey team member Roisin Upton visiting an Irish Aid-funded project in Machinga district, Malawi.

# WHAT WE DO

**GOAL delivers a wide range of humanitarian and development programmes, with a focus on systems, partnerships, and building resilience, and ensuring inclusiveness. In keeping with our organisational strategy, our work aligns with four programmatic GOAL areas: emergency response, health, nutrition, and food security & livelihoods, which forms the framework for a myriad of innovative, and often integrated programmes. In addition, GOAL is committed to advocating humanitarian and development issues through global citizenship promotion and wider engagement with the general public.**

In 2019, across 13 different countries, GOAL continued to engage with vulnerable communities experiencing crises and extreme poverty. By building on their inherent capacities, providing humanitarian support where needed, and strengthening the systems in which they live and work to achieve greater resilience and wellbeing, GOAL is determined to play its part in forging better outcomes for such communities. This report provides an overview of the impact and achievements accomplished last year.





**TURKEY**

**SYRIA**

**IRAQ**

**MIDDLE EAST**

**NIGER**

**SUDAN**

**ETHIOPIA**

**EAST AFRICA**

**SIERRA LEONE**

**SOUTH SUDAN**

**UGANDA**

**SOUTHERN AFRICA**

**MALAWI**

**ZIMBABWE**

# HOW WE WORK

**GOAL strives for a world where people achieve resilient wellbeing, which we define as people surviving crises, having resilient health, and economic, food and nutrition security.**

To achieve this, GOAL uses an integrated approach combining systems-analysis, resilience, social & behavioural change, inclusion and partnership. This integrated approach informs design within all GOAL programming, whether emergency response, health, nutrition, food security, water, sanitation and hygiene (WASH), or economic development.

GOAL aims not to become a permanent part of any system, but rather to facilitate change within it, thereby addressing the root causes behind systems' weaknesses that exclude and marginalise vulnerable populations, invariably leading to greater poverty, discrimination and inequality. This approach enables GOAL to design effective interventions that enhance existing systems, while not replacing such systems or their permanent stakeholders.

However, in times of crisis, the humanitarian imperative requires that we must prioritise the provision of immediate assistance to those in need. That same imperative also demands adroit context analysis to ensure interventions are undertaken as effectively and as quickly as possible. It is from this contextual analysis that GOAL adaptively manages its interventions to address the array of complex challenges which our programmes confront. In our experience, such an approach best facilitates the creation of lasting solutions (sustainability) and to reach large populations (scale).

## BUILDING RESILIENCE

Resilience is a fundamental element of GOAL's programming. At its core is the belief that communities and households living within complex systems can be assisted to adapt to risks in order to be able to respond and recover from shocks without compromising their long-term wellbeing. By investing in resilience, recovery following a crisis is enlivened, and communities and households are better prepared for subsequent shocks and stresses. Strengthening resilience aims to foster independence for affected communities over the long term, should crises re-occur.

## INFLUENCING SYSTEMS

GOAL understands that all people live and work within many existing and interconnected systems, including socio-economic, health, education, market, and legal systems. In GOAL's working environments, systems often function poorly or not at all, leading to inequality and exclusion amongst the most vulnerable. GOAL identifies the permanent actors within a system and defines its role relative to these stakeholders, understanding that they are the principal catalysts for change and will remain a fundamental part of the system long after GOAL's input. In effect, GOAL acts as a facilitator of change so that the vulnerable communities with whom we work can participate in, and gain access to, basic humanitarian rights, as well as a range of socio-economic opportunities on a sustainable basis.

GOAL teams distributing hygiene kits to families in Gawilan Refugee Camp in northern Iraq. The beneficiaries included Khanna Abdulrahman (11) and her family.



## FOSTERING INCLUSION

Inclusion is the dynamic process that gives recognition, roles, influence, and powers to individuals or groups in a particular system, counteracting the processes that create vulnerability, exclusion, and discrimination. Gender and age are key elements affecting inclusion and the change GOAL aims to effect is with groups that are in some way marginalised, neglected, or excluded. Inclusion is about understanding the mechanisms which create exclusion and designing programmes to counteract it. GOAL's Gender Policy informs field and HQ decision makers in ensuring our programmes and practices are gender aware and informed of the various barriers and challenges facing women, men, girls, and boys.

society partners, peers, governments, donors, and the public and private sectors, much more can be achieved than by working independently.

GOAL has long-standing relationships with institutional funders, including the Governments of Ireland, the UK, and the USA, as well as the EU and the UN, we also collaborate with a variety of charitable trusts and foundations across the globe, with conscientious corporates who partner in innovative and dynamic ways, and with generous individual supporters, whose donations, legacies, and fundraising events raise vital funds for GOAL.

GOAL remains committed to building its network of partnerships, both locally and internationally, by focusing on the local operating context, and by exploring new and innovative ways of partnering.

## SOCIAL AND BEHAVIOURAL CHANGE

GOAL recognises that there are multiple relationships, interactions, and behaviors that affect how functional and inclusive a system is. Partnering with government, community/civic society, and private sector stakeholders, we design programmes aimed at changing context specific behaviors in a system that prevents it from working efficiently and inclusively.

## PARTNERSHIP

GOAL believes in the power of partnership; about people working together in a mutually beneficial relationship to maximize the value of combined resources to make a difference for the poor and vulnerable. When we work together with local civil



# GENDER

**GOAL has a longstanding commitment to gender equality, and we adopt a “gender lens” in everything we do. We believe gender equality is critical to achieving poverty reduction, food security, more peaceful and inclusive communities and enhancing human capital through health and education.**

Gender equality is also a human rights issue, ensuring that women and men and girls and boys enjoy equal status, equal access to opportunities and resources and equal participation in the decision making that affects their lives.

As an organization we continually strive for gender equality through our emergency response work and development programmes, and this approach continued through 2019, a year in which 57% of direct beneficiaries reached across all programs were female.

## HIGHLIGHTS OF OUR GENDER WORK IN 2019 INCLUDE:

- Support of women’s groups in Malawi to produce reusable menstrual pads as a source of income, and to address menstruation poverty in their communities
- Undertook important research in Sierra Leone into adolescent sexual and reproductive health which is guiding us in developing our programmes
- Guided our programme design by integrating gender into Programme Context Analysis and Design (PCAD) to understand how a system excludes certain groups (with a focus on age and gender).
- Developed Safeguarding Flash Cards, many focused on issues affecting women. These have been rolled out and integrated into programming in Iraq, Sudan, Honduras, Turkey, Uganda and South Sudan.
- NIPP and Care Groups used a gendered approach, recognising that men and women from the same house holds play very different, but complementary roles. In 2019 NIPP engaged 1,627 Female participants and 1,125 Male participants.

- Supported a woman’s group in Iraq to open a gym not only as a place to exercise but as an enterprise.
- In Zimbabwe we used a gender transformative approach to stir discussions at community level on gender equality, gender division of labour and GBV. In addition our programs took into account the needs of women aiming to improve women’s access and control of resources, and to enhance their role in decision making

## GOAL FOLLOWS FOUR MAIN PRINCIPLES IN RELATION TO GENDER EQUALITY:

**Inclusion:** The inclusion lens is particularly pertinent to GOAL’s gender equality approach. The lens aims to understand how individuals or groups are vulnerable, excluded or discriminated against in order to enhance their capacities, decrease their risks and improve their social inclusion and takes gender as a key factor. In terms of programme design, the inclusion focus enables GOAL to capture the differentiated needs of girls and boys, women and men, and the social, cultural, and economic relationships that both support and constrain them. It also enables the capture of intersecting inequalities such as age and disability. GOAL harnesses this information to design integrated, gender responsive programmes.

As well as this integrated approach, GOAL pursues tailored and complementary interventions to address specific forms of gender-based discrimination and exclusion. Indeed, evidence suggests that the addition of complementary measures targeted towards women’s rights or to marginalized groups of women and men is necessary alongside integrated programmes in order to achieve gender equal outcomes. For GOAL, these measures include skills building, networking, social support, advocacy, action learning, and access to resources. They are always grounded in context and involve supporting girls and women directly as well as the strategic engagement of boys and men.

**Resilience:** GOAL is recognised for implementing programmes that alleviate suffering while also building the resilience of vulnerable and



marginalised groups in times of extreme needs, protracted crisis and /or when they are exposed to (frequent) shocks. In such circumstances, GOAL understands that gender inequality compounds vulnerability and undermines community resilience and is therefore a factor that needs to be considered as part of any intervention.

**Social and behaviour change:** GOAL understands that access to financial resources, quality education, health care and participation in economic, social and political life are important for achieving gender equality but also that provision of access is not sufficient to attain meaningful gender equal outcomes. In order to ensure gender equal outcomes, interventions need to be rooted in social analyses and behaviour change that capture gender-based exclusion.

**Systems approach:** GOAL adopts a systems approach to programming which incorporates the pillars of resilience, inclusion, and social and behavior change. Gender analysis is integral to each of these pillars e.g. resilience programming accounts for differentiated vulnerabilities, gender roles and relations, all of which are intrinsic to social norms and behaviors.

In 2019 57% of direct program participants reached across all programs were female; this percentage was 61% in our Irish Aid Funded Programme.



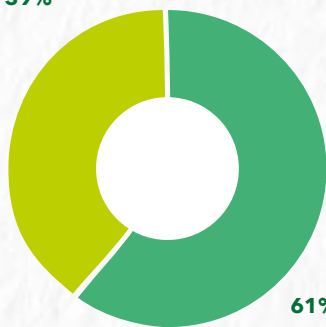
Nerdia Ali, a 60-year-old woman from Chiro Woreda, Ethiopia, is pictured with her 9-month old and 3-year old grandchildren. She and her grandchildren receive support from GOAL Ethiopia's nutrition treatment programme.



A nurse works alongside GOAL to provide sexual health and reproductive services to women and girls in Sierra Leone.

### IRISH AID PROGRAMMES

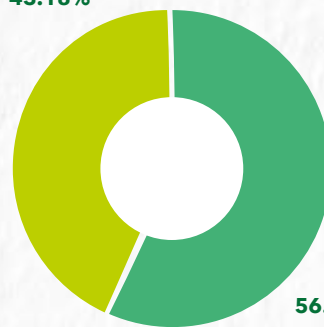
39%



Female  
Male

### ALL PROGRAMMES

43.18%



Female  
Male



Hygiene dignity kits are distributed to women and girls at an IDP camp in Nsanje district, Malawi, following floodings in the region in March 2019.



Hiwot Fikadu with her children. Hiwot runs a small business of selling coffee with support from GOAL's ChildSPACE programme in Addis Ababa, Ethiopia.

Denia Bonilla, from the Jose Arturo Duarte neighbourhood outside Tegucigalpa, stands in her local grocery store which she reuns supported by GOAL's Barrio Resiliente programme.

# YEAR IN REVIEW

**HONDURAS**  
**187,565**

**NIGER**  
**230,192**

**HAITI**  
**2,901**

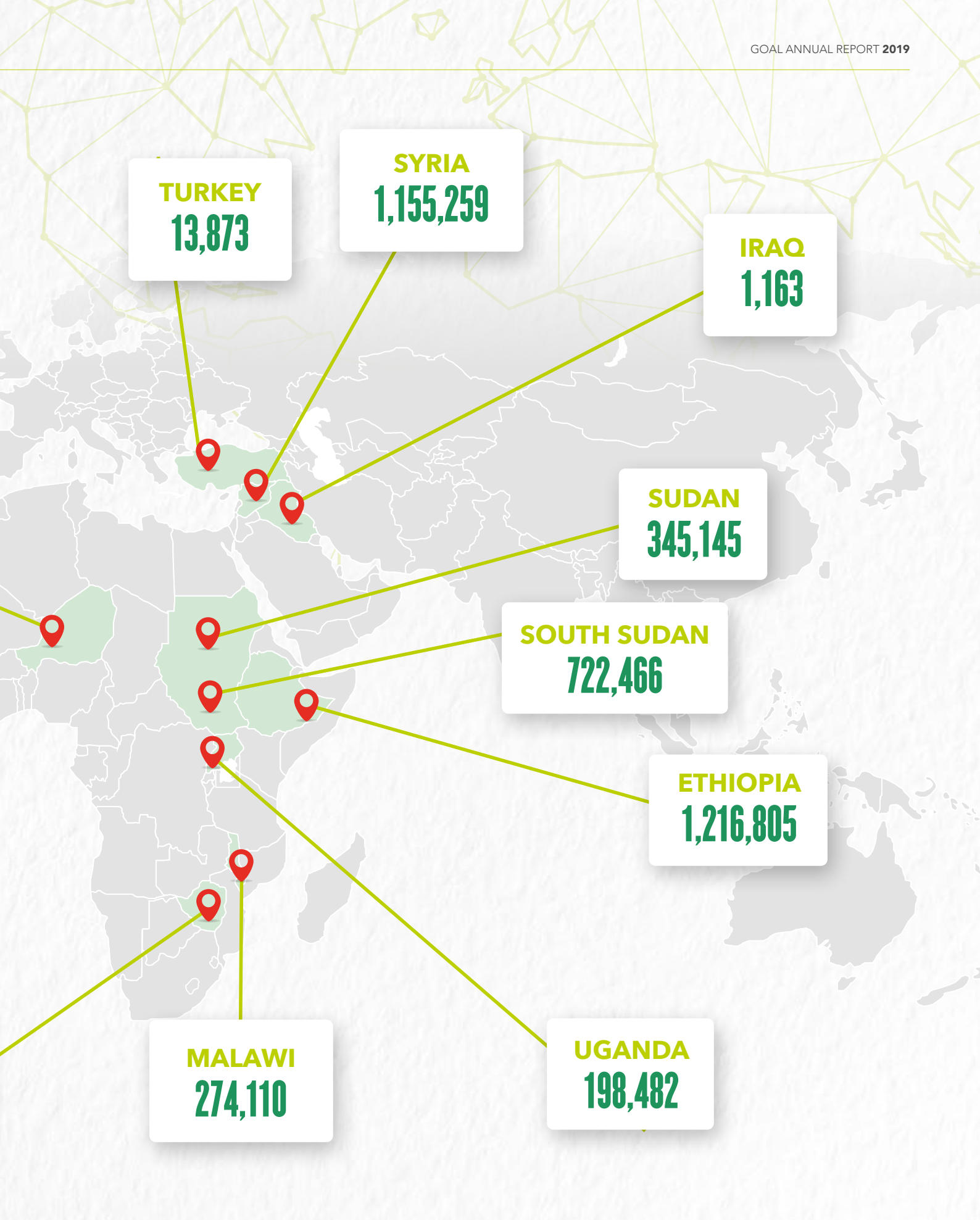
**SIERRA LEONE**  
**748,293**

**ZIMBABWE**  
**830,693**

**In 2019, GOAL reached over 6m people with a range of humanitarian development interventions. Across 13 countries, GOAL staff continuously strived to support communities experiencing poverty and crisis. Many of the contexts we work in are dangerous and challenging, with the realities of conflict and instability never far away. Despite these risks, our teams continue to adapt and respond to the fast-moving environments that afflict vulnerable communities we support.**

In an ever-changing global context, where political fragility and climate instability increasingly chime to form the normal operating environment, we are driven by a desire to deliver positive impacts for the communities we serve. We measure progress and positive change not only by the numbers we reach, but by the quality of our work, the partnerships we build and the outcomes we help to forge.

The following sections provide a summary of the outcomes achieved across our four programmatic areas, along with some short stories of the individuals we work around the world.



**GOAL REACHED OVER SIX MILLION PEOPLE THROUGH ITS PROGRAMMES LAST YEAR. ABOVE IS A BREAKDOWN OF THIS BY COUNTRY.**

Friends Yasmin (6) and Lama (4) at NFI kit distribution in displacement camp in Idlib, Syria.





# STRATEGIC GOAL **1**

EMERGENCY RESPONSE, PEOPLE SURVIVE CRISIS

# STRATEGIC GOAL 1

## EMERGENCY RESPONSE, PEOPLE SURVIVE CRISIS

Globally, over 1.8 billion people live in fragile contexts<sup>1</sup>. Conflict, climate change and migration continue to impact vulnerable communities disproportionately, and a number of countries in which GOAL works, such as Syria, South Sudan, and Ethiopia, are host to over 10 million refugees and displaced people. To transition to more development style programming for these communities, as GOAL would typically envisage, presupposes an enabling environment that is largely absent in these contexts. In these protracted, unstable environment, by prioritising the most basic needs of these communities, such as clean water provision, emergency food and non-food items kits, and cash/voucher distributions, we are at least ameliorating the worst hardship and ensuring that there will be something for these communities to salvage once a more favourable environment emerges, and these people have clarity and direction as to what a more stable future might hold.

The challenges involved in delivering services and aid in these protracted settings are myriad and complex. It has required us to unearth new ways of working and deepening ever-closer relationships with key partners, as the risks faced by our teams are real and ever-present. The humanitarian imperative compels us to persevere despite these dangers, and our achievements in 2019 across our emergency and humanitarian programmes are evidence of the necessity of this work.

### SYRIA

March 2019 saw the eighth anniversary of the Syrian conflict pass without any cessation of fighting. GOAL, present in Syria since 2012, continued to support over 1.1m conflict-affected individuals across a range of humanitarian interventions. These interventions include the ongoing operational management and WASH infrastructure in Idlib, enabling access to water for more than 800,000 people. In addition to this, GOAL has played a key role in the ongoing functioning of markets and the availability of low cost, affordable bread through our engagement with a network of bakeries, which is supplemented by the provision of emergency food kits where and when required, despite the ever present threat of explosions and violence.

An increase in hostilities from April to September led to hundreds of thousands of families across Syria being forced to seek refuge in the northern regions of Idlib and Aleppo provinces. Conflict escalated further in December, causing more than 300,000 people to flee Idlib province's southern regions in pouring rain. Tens of thousands of displaced families arrived in GOAL's areas of operation in north Idlib and north Aleppo before the end of the year, leading to increases in GOAL's emergency response activities.

GOAL's Syrian response, the largest in the organisation's history, is enabled by our close partnership with USAID and DfID. Working closely with our local partners in-country, these strong working relationships have enabled a sizeable humanitarian response in hugely challenging conditions, including:



<sup>1</sup> [https://www.oecd.org/dac/conflict-fragility-resilience/docs/OECD%20Highlights%20documents\\_web.pdf](https://www.oecd.org/dac/conflict-fragility-resilience/docs/OECD%20Highlights%20documents_web.pdf)

**LAST YEAR, GOAL REACHED OVER 1.1M PEOPLE IN SYRIA WITH A RANGE OF HUMANITARIAN SUPPORT INCLUDING ACCESS TO CLEAN WATER, SUPPORT OF LOCAL FOOD SYSTEMS AND EMERGENCY AID.**

- The extension of GOAL Food Security and Emergency Response programming to locations in north Aleppo reaching 37,070 households, or more than 150,000 people;
- The scale-up in our conditional cash-transfer based food security programming, providing food vouchers to 22,786 families, or more than 100,000 individuals in locations where markets continue to operate sustainably;
- Support of the production and supply of affordable bread in northern Idlib province, providing more than 20 bakeries with technical assistance and inputs to enable around 300,000 families to access bread at an affordable price;
- Access for over 800,000 individuals in 98 locations to at least 25 litres of piped, potable water every day. This involved supporting 64 water stations across northern Idlib province with fuel, technical and staffing capacity, and maintenance and repair works;
- Provision of emergency support to over 110,000 vulnerable individuals with in-kind and cash-based support.

GOAL's continued development of effective approaches to working in conflict and fragile contexts has been recognised, with GOAL staff members sharing learnings and knowledge at a number of conferences, global meetings and senior stakeholder forums in 2019.

## SOUTH SUDAN

Over the course of June to October, over 1m people in South Sudan were affected by heavy flooding, the highest number in three decades. Large areas of the country were devastated, with entire towns and villages submerged, and hundreds of thousands forced from their homes. Food crops were also badly affected, with secondary impacts including disease and the disruption of social services.

GOAL, in collaboration with local and national government authorities completed emergency health and nutrition assessments of affected households and responded by initiating activities in the Upper Nile state that reached over 5,000 individuals. These activities were supported by the United Nations Development Programme (UNDP), Irish Aid and DfID. The programme included support for 1,184 children under the age of five, who were among the displaced vulnerable groups to continue receiving nutrition support. Longer term support and programming was incorporated into future planning as part of this response.



## ETHIOPIA

GOAL's Ethiopia programme is one of the organisation's largest, supporting over 1.2m people in 2019 across a range of intervention areas and integrated programming. With seasonal climate-induced shocks, a large refugee population, and regional, localised conflict, GOAL's work is delivered at scale and with a capacity to respond quickly when crises emerge.

In 2019, GOAL reached 67,357 beneficiaries through emergency shelter, cash, and non-food items. WASH support was also provided to 93,248 beneficiaries through increased access to clean water and hygiene facilities supported by Irish Aid, USAID's Office of US Foreign Disaster Assistance (OFDA), the Directorate-General for European

Civil Protection and Humanitarian Aid Operations (ECHO) and the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

In addition, 2019 saw GOAL implement nutritional programmes across a number of locations, building the capacity of district health workers in collaboration with various government offices. This partnership approach helped to provide nutritional support and capacity-building in 44 districts across the country, reaching over 698,730 children and women suffering from moderate and severe acute malnutrition, with the support of OFDA, ECHO and UNOCHA.

**OVER 1.2 MILLION PEOPLE IN ETHIOPIA RECEIVED SUPPORT FROM GOAL ACROSS A RANGE OF AREAS, INCLUDING HUMANITARIAN RESPONSE, HEALTH, NUTRITION AND LIVELIHOODS.**

## IRISH AID EMERGENCY RESPONSE FUND SCHEME

GOAL, in close collaboration with Irish Aid, responded to a number of sudden onset emergencies, supported by the Irish Government's Emergency Response Fund Scheme (ERFS). The availability of this rapid and dynamic funding enables a fast and effective humanitarian response while laying a foundation for accessing additional funding to scale a response.

### Five ERFS-related response actions initiated in 2019 included:

- a targeted, community-centred Ebola response in Uganda;
- a community-based acute malnutrition response in southwest Niger;
- the delivery and supply of humanitarian aid and supplies in response to severe flooding in Freetown, Sierra Leone;
- the provision of food, hygiene kits, and other assistance to Syrian refugees into Iraq and;
- an emergency response assessment in Colombia for the Venezuela migrant crisis which was led and managed by GOAL Honduras

## CYCLONE IDAI

Last March, the most powerful storm on record in Southern Africa wreaked devastation across much of region. In particular, Cyclone Idai caused widespread destruction across two of GOAL's programme countries, Zimbabwe and Malawi.

In Zimbabwe, GOAL responded within 48 hours of the cyclone's impact with support from the government and the United Nations Children's Funds (UNICEF), the World Food Programme (WFP), the United Nations High Commissioner for Refugees (UNHCR), OFDA, ECHO and United Refineries, reaching 82,663 people (44,313 females, 38,350 males). Alongside food aid, GOAL supported communities with shelter and non-food items such as hygiene kits in schools, thereby catering for shelter and hygiene needs of affected communities.

In Malawi, GOAL reached over 15,000 individuals, responding with non-food items as well as facilitating health and hygiene outreach activities in over 20 IDP camps, including the construction of temporary sanitation facilities, supported by the United Nations Population Fund (UNFPA). During the recovery phase, GOAL also provided agricultural inputs to flood-affected farming households, allowing them to optimise on the winter cropping season.

Top: Mercy Moyo, a GOAL project manager, distributing food to a mother and her baby in Chipinge district, Zimbabwe following Cyclone Idai. Bottom: A GOALie distributes non-food items to internally displaced communities in Gelana Woreda in the Oromia region of Ethiopia.





## STRATEGIC GOAL 1: PEOPLE SURVIVE CRISIS

# RESPONDING IN AN EMERGENCY: THE STORY OF LUCK DANDIRE



Top: Luck Dandire (54) from Chimanimani District, Zimbabwe, searches the rubble for one of his three children killed when Cyclone Idai destroyed his home.  
Bottom: Luck searches the rubble for one of his three children killed when Cyclone Idai destroyed his home.

When Cyclone Idai hit Zimbabwe in March 2019, Luck Dandire's home in the Chimanimani District was destroyed. It was nighttime when the cyclone hit the house he shared with his wife and four children aged 12, 8, 6, and a baby just months old.

Luck describes that awful night: "We were all fast asleep when the heavy rain began, and a landslide happened. My wife and I, with our youngest child, were sleeping in our bedroom and my other three children were sleeping in the other room. Suddenly, my house was being washed away. We tried to escape but it all happened so fast. As the rain was so heavy it became flooded by huge rocks."

The flooding hit Luck's home so hard that it was destroyed before he could make it to the next room to save his three older children.

When GOAL staff met Luck, he was digging through rubble, throwing rocks aside, as he searched for his youngest son, whose body he had not retrieved.

The pain and anguish was visible as Luck spoke about how he found the bodies of his other two older children washed up on the side of the street: **"I still don't believe that I have lost my three children. I want to keep searching for my child so that I when I find him, I can bury him in a proper way."**

Nothing could heal the pain Luck and his wife experienced, but GOAL were able to provide immediate support in the form of shelter, food and clean water and longer term support as they attempted to rebuild their life. Luck was one of thousands who suffered loss as a result of Cyclone Idai and received support from the GOAL team.

In the aftermath of the disaster, an enormous human tragedy, GOAL Zimbabwe reached almost 200,000 people in affected regions with support from OFDA, UNHCR, UNICEF and WFP.

### THROUGH THESE PARTNERSHIPS GOAL:

- Provided over **40,000 individual hygiene kits** (supported by OFDA)
- Distributed WASH non-food items (NFI) **kits to 16,000 children** (supported by UNICEF)
- Provided shelter kits and NFI to over **14,000 individuals**. (supported by UNHCR)
- Provided over **82,000 individuals**, including children and lactating women, with **6kg of food** items including super cereals, maize, pulses and vegetable oils through the WFP

Children at GOAL's health and economic and food security activity at Dingthoma IDP site, Melut.





**STRATEGIC GOAL**

PEOPLE HAVE RESILIENT HEALTH

**2**

# STRATEGIC GOAL 2 PEOPLE HAVE RESILIENT HEALTH

A key component of GOAL's work is our responses to health emergencies, which often transition into longer-term chronic humanitarian health crises. Our health programmes are underpinned by support of the development of health services in fragile contexts, improving access to responsive, resilient systems that can provide quality, accessible, and efficient health services. Our health programmes are closely integrated with our nutrition and WASH programmes, supporting the ability of communities to develop and care for their own wellbeing.

In 2019, GOAL maintained its commitment to strengthening the capacity of its health systems, delivering quality and accessible services to vulnerable people across a range of intervention areas. In our commitment to improve the capacity of people and their health service-providers, we enabled individuals to care for their own health and helped local providers supply the essential care needed to facilitate the communities they serve.

GOAL's health programming reached over 1.7m people in 2019. These interventions included:

- new approaches to improve adolescent sexual and reproductive health;
- the detection and treatment of malnutrition in infants under six months;
- accountability of community health service providers and;
- strengthening of rural and urban sanitation systems.

OVER 1.7M PEOPLE REACHED WITH HEALTH INTERVENTIONS ACROSS 13 COUNTRIES.

## SIERRA LEONE

GOAL's health focused programming in Sierra Leone is carried out across a number of areas and works with a wide range of stakeholders, from national government, local county councils right through to local and community mobilisation groups. GOAL Sierra Leone reached over 740,000 people with its health programming in 2019, which included interventions across large WASH programmes in Freetown and Kenema, sexual and reproductive health support for young people, and child protection services.

GOAL's strong partnership with the Mayor of Freetown and her office has been a foundation for success, ensuring interventions are coordinating at individual, local, and government level. Other partners, including the Ministry of Health, have enabled GOAL to reduce maternal, neonatal, and infant mortality rates through Reproductive, Maternal, Neonatal, Child and Adolescent Health (RMNCAH) services, with activities including:

- equipping and supporting District Health Management Teams (DHMT) to deliver and administrate quality health services;
- improving availability of functional hospitals to receive RMNCAH referrals by supporting blood banks;
- developing quality of care frameworks for implementation of RMNCAH services and;
- contributing to the overall capacity building of functional DHMTs to increase planning and service delivery of key areas of RMNCAH services.

GOAL also worked to improve access to clean water and sanitation in both Kenema and Freetown. In 2019, and in partnership with Charity Water, GOAL constructed 64 water points in Kenema, serving a total of 30,315 people. To improve the sustainability of these water points, GOAL formed and trained Water Management Committees on operations and maintenance and engaged communities to adopt Community Led Total Sanitation (CLTS). We also developed community led action plans to improve sanitation and hygiene practices.

GOAL's work on faecal sludge management in Freetown also continued in 2019. We increased access to clean water supplies and helped promote sanitation at household level in rural areas, including the commencement of an improved health and sanitation marketing pilot. This work also included a project that seeks to increase the volume of faecal sludge treated in Freetown, by designing and implementing a pilot treatment plant. GOAL partnered with a number of Irish engineering firms, via the WaterShare Ireland network, to assist with the process design and management plan for the liquid effluent treatment.

**OVER 30,000 PEOPLE  
ACCESSING CLEAN  
WATER THROUGH 64 NEW  
WATERPOINTS IN KENEMA,  
SIERRA LEONE.**

## **WATERSHARE – A INNOVATIVE PARTNERSHIP DELIVERING CHANGE**

Water-Share Ireland is a partnership between GOAL and a number of Irish-based water sector companies collaborating in new ways to deliver Water Sanitation and Hygiene (WASH) aid programmes to vulnerable communities in developing countries using funding, technical resources and expertise.

The partnership, first started in 2019 by Gerry Grant, former CEO of Irish Water, has already delivered a number of significant outcomes in Sierra Leone and Uganda, leveraging the expertise of Irish Water engineers to solve complex problems in challenging environments.

## **SOUTH SUDAN**

In line with our approach to improving local systems, GOAL's health programme in South Sudan reached over 450,000 individuals during 2019, supporting the Ministry of Health to strengthen its capacity to deliver health services in rural and isolated parts of the country. This resulted in an increase in primary and secondary health services across 69 health facilities, leading to higher awareness, prevention and treatment of common conditions at community level, and enhancing the accountability and responsiveness of health systems to the needs of individuals.

GOAL's capacity-building work with county health departments and health facility staff also saw an increased capacity and impact from health centres. During rainy seasons, these local health centres are often forced to close, leaving local populations with little or no access to health services. However, supported by GOAL in a number of ways, the majority of these centres remained open in 2019 despite challenging climatic conditions, ensuring continuity of access and an increase in positive health outcomes.

## **NIGER**

Niger ranked last out of 189 countries in the 2019 Humanitarian Index. Beset by many issues, including climate change and conflict, Niger is a challenging environment in which to operate and deliver humanitarian interventions. Despite this, in 2019, GOAL Niger's health programming focused on sexual reproductive health and family planning, the delivery of therapeutic nutrition to prevent malnutrition, stunting and wastage among infants and women in vulnerable communities.

Working with the Ministry of Health (MoH) across 17 different health facilities, GOAL helped to improve integrated health and nutrition services that treat children with complex undernutrition and malnutrition conditions. GOAL also provided capacity-building, in the form of training and support services to health-care workers, and supported the rollout of maternity and immunization campaigns. In addition to this, the GOAL Niger team supported a number of health initiatives in partnership with the Ministry of Health, assisting it with the transportation and distribution of hygiene kits to vulnerable groups in difficult to reach areas.



Young child drinking clean water from charity-built water point as part of WaterShare collaboration in Kenema, Sierra Leone.

GOAL NIGER WORKED WITH MORE THAN 21,000 MOTHERS ON FAMILY MID-UPPER ARM CIRCUMFERENCE BAND (MUAC) SCREENING TO IDENTIFY AND TREAT MALNUTRITION



## STRATEGIC GOAL 2: PEOPLE HAVE RESILIENT HEALTH

# WATER AND SANITATION: THE STORY OF OMAR AND HIS FAMILY



Left: Omar sits with his daughter in their family shelter in the displacement camp in Rabeeta village, in the northern province of Idlib, Syria.

Top: Omar, his wife Rima, and their seven children in a displacement camp in Rabeeta Village, in northern Idlib province, Syria.

Bottom: Omar's children fill water buckets at the new water point, installed by GOAL's WASH programmes in their displacement camp in Rabeeta village, in northern Idlib province, Syria.

Omar, his wife Rima, and their seven children were forced to leave their village in southern Idlib province in Syria due to shelling and explosions in 2019. Like many of Syria's displaced, their journey over four months was dangerous and exhausting. Unsure and fearful of what the future would hold for them, they took refuge in a camp in Rabeeta Village, in northern Idlib province.

According to Omar, securing safe water for the family was their biggest challenge. **"We feared our children would get infectious and contagious diseases. We had no idea if the water available was drinkable or polluted, yet our desperate need for it did not give us much time to think. Nor did we have any other choices."**

With frequent outages in the public water network within Idlib province, the family, like thousands of others, relied on water collected from wells and delivered to the camp via trucks. The price often exceeded what most could pay, forcing some families to spend up to 40% of their income. Trucks are the only source of water for around 45% of the population in the Idlib Governorate.

In order to reduce this reliance on water supplied by trucks and sold at an exploitative price, GOAL's WASH programmes in Idlib focuses on repairing damaged water infrastructure and supporting the maintenance of water stations.

Omar's family is one of 110 displaced families who benefited from the clean running water provided by GOAL's programmes in the camp in Rabeeta Village. To achieve this, 920 metres of piping was installed in the Harem Water Unit to connect the camp to water services in the village. Now Omar and his family have a reliable, safe and clean water source. This is crucial for the family to maintain hygiene standards and to prevent the spread of disease.

Tahir, GOAL's WASH engineer in charge of supervising the Harem Water Unit, said: **"Omar and his family are a typical example of the many suffering people displaced by the war. Our work helps to remove a little of their pain and ease their suffering by providing safe and healthy drinking water."**

In total, in 2019, 64 Water Stations were supported by GOAL, providing more than 800,000 people with at least 25 litres of safe drinking water every day.

\*Some names in this story were changed in order to protect interviewee's identities.

South Sudanese children receive supplementary food packs in Tirkedi refugee camp in Gambella, Ethiopia.







# STRATEGIC GOAL

PEOPLE HAVE FOOD AND NUTRITION SECURITY

# 3

# STRATEGIC GOAL 3

## PEOPLE HAVE FOOD AND NUTRITION SECURITY

Globally, nearly 800m people do not have enough food to meet their basic nutritional needs. As the world's demand for food increases against a background of population growth, conflict, migration and climate change, it is more important than ever to focus on innovative and sustainable ways of achieving food and nutrition security for the most vulnerable.

In this context, GOAL's work in nutrition and food security is more important than ever, and just under 1m people (over 939,000) were reached in 2019 across our 13 programme countries, with support and interventions in this area. Our programming has reached vulnerable communities in a range of areas including improvements in:

- the consumption of adequate and appropriate diets;
- subsistence production and commercial production and;
- market access and availability of nutritionally diverse foods.

Innovations in nutrition and healthcare approaches were further developed by GOAL in 2019, with research and development continuing through a number of pilot activities across different contexts on identifying and treating infants under six months old. GOAL also integrated the Family Mid Upper Arm Circumference (MUAC) methodology, which is closely integrated with our health programming under GOAL two, with its multi-sectoral social & behavioural change (SBC) programmes and the Nutrition Impact and Positive Practice (NIPP) programme<sup>1</sup>

The NIPP programme, originally devised by GOAL, has been pioneered by the organisation successfully in six countries, including: Malawi, Niger, Sudan, South Sudan, Uganda and Zimbabwe. This new initiative to integrate the Family MUAC approach within NIPP has been implemented across four countries: Malawi, Niger, Sudan, and Zimbabwe

in 2019, further integrating our approach holistic to nutrition programming.

**OVER 939,000 PEOPLE REACHED BY GOAL WITH NUTRITION AND FOOD SUPPORT GLOBALLY.**

### ETHIOPIA

In 2019, GOAL Ethiopia's work in this area focused on the provision of supplementary nutrition for rural communities as well as multi-sector emergency-response programming incorporating nutritional and food security support. GOAL also co-chaired the Federal Agriculture Cluster Coordination Group, alongside the UN's Food and Agriculture Organisation (FAO).

Nutritional support and capacity-building were delivered in 44 districts across the country, building the capacity of local health workers to respond with high quality and timely nutritional interventions which helped to decrease mortality and morbidity rates among young children. GOAL also reached over 698,730 children and women suffering from moderate and severe acute malnutrition through out-patient treatment programmes, supplementary feeding programmes, and Infant & Young Child Feeding (IYCF) training.

To complement our work in this area, GOAL's nutritional technical team also developed a new screening tool for infants under six months during 2019. The concept, 'MAMI-MUAC' screening tape, will screen infants under six months for malnutrition, and is being trialed in Ethiopia.

<sup>1</sup> Nutrition Impact and Positive Practice (NIPP) is a gendered grass-roots programming module that directly tackles underlying behavioural causes of malnutrition, improving the nutrition security and care practices of households either affected by, or at risk of malnutrition.



## SPOTLIGHT ON INNOVATION – INFANT NUTRITION IN ETHIOPIA

During 2019, GOAL was one of a small number of agencies that supported the development and piloting of the Management of At-Risk Mothers and Infants (MAMI) approach to identify and treat infants aged under six months at risk of malnutrition. The approach was trialed in a refugee context in Gambella, Ethiopia with the support of the Dropbox Foundation, a long term partner of GOAL. There are around 8.5m infants worldwide suffering from acute malnutrition, but there had been an incorrect assumption that as they could/should be breastfed, this group were at minimal risk of malnutrition.

As part of GOAL's work in this area, a collaboration between the London School of Hygiene and Tropical Medicine, the Emergency Nutrition Network and Jimma University in Ethiopia, won a grant from the Eleanor Crook Foundation for a four-year research programme on mainstreaming MAMI care services into front line health services.

Through the support of these partners, GOAL's nutrition team developed an innovative tool that could play a part in saving the lives of thousands of malnourished babies in the developing world. The 'MAMI-MUAC' screening tool was designed to screen infants under six months at risk of malnutrition. It's hoped the new concept, which is being trialed in Ethiopia, could be an important first step in detecting malnutrition for what is considered a highly vulnerable age-group, with infants under six months suffering from a lack of proper nutrition screening.

The tool will support quick identification of at-risk infants under six months by both community health workers and, most importantly, by families themselves. The concept was presented nationally at the Development Studies Association of Ireland (DSAI) Conference in November, the Research for Nutrition Conference in Paris in November and at the MAMI Special Interest Group (SIG) meeting in Brussels in December.



## MALAWI

Malawi faces frequent and significant shocks from extreme weather and climate change, including excessive rain and prolonged dry spells. These negative consequences disrupt food production, contributing to food insecurity at local, regional and national level. To counter this, GOAL worked closely with farmers and local authorities in Malawi to target and then improve a number of areas including the promotion of climate-smart agriculture, crop diversification, irrigation, integrated pest

management (including fall army worm detection and management), catchment conservation, and improved post-harvest handling.

In 2019, training in these areas was cascaded to 4,679 female and 2,148 male farmers across our operational areas. Monitoring data indicate that almost three quarters of those farmers who were trained benefited from improved yields during the year. Additionally, across six small-scale irrigation schemes supported by GOAL, 28,000 kgs of maize were realised during the winter-cropping season alone.

To improve the nutrition security and care practices of households affected, GOAL Malawi used our NIPP approach, training 66 health workers (31 women and 35 men), and 40 NIPP volunteers, as well as establishing 20 new NIPP circles, which involved 122 men and 294 women.



NIPP groups in Nsanje district, Malawi in October 2019 screening children for malnutrition.



## SUDAN

In Sudan, community nutrition volunteers were trained to conduct quarterly mass MUAC screenings, which were used to determine the malnutrition rate during different seasons of the year. This led to the early discovery and the referral of cases. A total of 16,900 children were screened during the mass MUAC screening process, exceeding the initial target of 15,132. Out of this screened number, 15,791 were found to be normal, 931 children had Moderate Acute Malnutrition (MAM) and 178 were detected as having Severe Acute Malnutrition (SAM). Those with MAM were referred to NIPP circles, while those with SAM were referred to the Outpatient Therapeutic Programme (OTP) centres.

**16,900 CHILDREN REACHED FOR MALNUTRITION SCREENING IN SUDAN.**

## NIGER

In Niger, GOAL implemented a cash for work activity that involved an innovative approach to the agricultural Zai hole farming technique in order to allow target communities acquire sustainable production techniques and to increase their agricultural production. This activity targeted 400 vulnerable households (2,800 persons) in over 20 villages. Farmers produced sorghum and millet, which saw production rates increased by 70- and 180% respectively. GOAL also implemented a market gardening programme, targeting 321 vulnerable households in 10 villages and worked on nutrition education and vegetable gardens in schools. The latter project saw GOAL implement the NIPP in schools programme, which helps vulnerable children become “nutritionally literate” and adopt good dietary and lifestyle behaviours.

This pilot programme, funded by Irish Aid, took well-established practical NIPP elements and incorporated them into the school curriculum. Supervision was overseen by Niger’s Ministry of Education and programme funding was supported by Irish Aid.



## STRATEGIC GOAL 3: PEOPLE HAVE FOOD AND NUTRITION SECURITY

# FOOD AND NUTRITION SECURITY: BABY KUTHEKUR HOTH AND THE C-MAMI PROGRAMME

Kuthekur Hoth was born in October 2018 to Mary, a South Sudanese refugee. Mary (28), has had six children, but has sadly lost four due to different illnesses and diseases.

Mary, who was HIV positive, fled from the Upper Nile State in South Sudan when her home came under attack in 2014. She was so sick on her journey that a relative had to carry her for eight hours to the Ethiopian border, where she was rushed to hospital in Gambella for medical attention. Mary remained in hospital for six months with her eldest son acting as her primary carer. When Mary became pregnant with Kuthekur, she was provided with antiretroviral drugs which meant that Kuthekur was born HIV negative at Turkedi refugee camp in Gambella. However, he was considerably smaller than the average baby due to his mother's poor physical condition throughout the pregnancy.

When Kuthekur first came to the C-MAMI programme in the camp, he was identified as a high-risk infant. The C-MAMI programme has been run in Gambella since 2016 and is specifically targeted at infants from birth up to six months of age. With a focus on support and rehabilitation, C-MAMI uses counselling and clinical support for mothers and carers to care for small infants at risk of malnutrition. It is an approach which was initially developed by the Emergency Nutrition Network (ENN) along with the London School of Hygiene and Tropical Medicine (LSHTM) with support from a number of organisations involved in the MAMI Special Interest Group.

Kuthekur was referred to GOAL's inpatient nutrition Stabilisation Centre (SC) for intensive nutritional support. The newborn's condition was worse than first suspected and he was immediately transferred to Gambella hospital for more intensive treatment for two weeks. At one month old, Kuthekur weighed just 2.6kg – almost half the weight of the average baby his age.

When he was deemed stable a month later, he was discharged from hospital into the care of the Nutrition Stabilisation Centre where his health continued to improve and he fed well. Kuthekur was then transferred back to the C-MAMI programme where he and his mother Mary continued to receive support until he was 6 months old and weighed 5.4kg.

Now, Kuthekur has transitioned onto the next phase of nutritional support, with the continued support of an outpatient therapeutic programme and is now a bubbly, smiling little boy.

**This programme is made possible by the support of a number of important GOAL partners. These include: the Dropbox Foundation, the Bureau of Population, Refugee and Migration (BPRM), United States Department of State, UNHCR and UNICEF.**



Top: Kuthekur Hoth (9 months) and his mother, Mary (28) at the C-MAMI programme in Tirkedi refugee camp in Gambella, Ethiopia.  
Bottom: Kuthekur at C-MAMI programme group activities in Tirkedi refugee camp in Gambella, Ethiopia.



Fatuma one of GOAL Ethiopia's beneficiary under IrishAid funded programme in Boricha Woreda SNNPR Ethiopia  
Photo by Anteneh Tadele GOAL Ethiopia



# STRATEGIC GOAL 4

PEOPLE HAVE SUSTAINABLE LIVELIHOODS

# STRATEGIC GOAL 4

## PEOPLE HAVE SUSTAINABLE LIVELIHOODS

For the communities GOAL works with, livelihoods are often within the informal economy and are typically characterised by low and unstable income, vulnerability to shocks and an inability to access formal or institutional supports or services. Some 30% of young people globally are not engaged in employment, training or education, yet they account for 40% of the world's population. Access to financial services and credit continues to be out of reach for millions of people.

In the context of these challenges, GOAL's work in sustainable livelihoods focuses on the design of interventions that foster the development of resilient livelihoods by assessing the capabilities, assets and activities that people require to create and maintain a living. Significant achievements were made with projects in Uganda, Ethiopia, Central America and Sierra Leone. In 2019, over 338,000 people were supported through our sustainable livelihood programmes.

### UGANDA

GOAL Uganda continued to lead the 'Driving Youth-led New Agribusiness and Microenterprise' (DYNAMIC), which targeted livelihoods development for young people in the agricultural sector, aged between 15 to 24, by using a market-systems approach. Across nine districts in northern Uganda, DYNAMIC implements a range of different interventions, focusing on education, financial inclusion, business development skills and private sector engagement. This programme is implemented in close partnership with the Mastercard Foundation who is the key strategic lead partner on this programme.

The scale and impact of this programme is significant, combining innovative approaches to programming, the creativity and determination of young Ugandans and the synergy of a wide range of partners from different sectors and backgrounds. Reaching over 47,000 young people, DYNAMIC brings a new vision for livelihoods' programming where a diversity of stakeholders play their role in creating positive change.

Artisanal fishermen from the remote La Moskitia region, northeastern Honduras, supported by the MiPesca programme.







## SPOTLIGHT ON PARTNERSHIP – DYNAMIC PROGRAM SUPPORTED BY MASTERCARD

The innovative Mastercard DYNAMIC programme, reached **47,062 youth in 2019**, bringing the cumulative youth reached to date, to 78,522 individuals.

The program supports young people in Uganda to develop and sustain livelihoods across a number of agri-business and micro-business areas. The project engaged 28 private sector actors (banks, micro-finance institutions, agricultural wholesalers, seed companies, training institutions, mobile operators, etc.) to facilitate youth access to agri-inputs, extension services, market linkages and financial services.

Of those benefitting from the DYNAMIC programme, 4,800 youth accessed start-up agricultural inputs (seeds, poultry, tillage services), at a discounted rate subsidised by DYNAMIC, 19,326 youth were linked to informal financial services and the programme's formal banking partners (Equity Bank and Centenary Bank), who expanded their agency banking to DYNAMIC operation areas.

In addition, 46,924 youth have so far completed financial literacy training and are linked to formal and non-formal financial service providers. The scale of DYNAMIC is significant, but even more powerful is the energy, determination and creativity shown everyday by the young people engaged in the program activities. Uganda's future is inextricably linked with its young people, and DYNAMIC is supporting their journey to delivering in their own lives and beyond.

## HONDURAS

GOAL's 'Resilience of the Blue Economy Programme', operating primarily within the Garifuna communities of the Caribbean coastline, continues to support and open up market access for over 3,500 small-scale fisheries for their products through a variety of interventions, including small business supports and access to services and institutions. The programme is funded by the Nordic Development Fund and managed through the Inter-American Development Bank.

In 2019, GOAL Honduras also improved the business capacity of Fishers Associations (FA), in La Mosquitia, providing training which resulted in over 220 men and women receiving professional qualifications in seafood processing and in five fishers associations being legally formalized with their seafood sanitary licences in place. In addition, GOAL facilitated the implementation of business plans for 14 fishers' associations. Seed capital was also provided, resulting in an increase in seafood sales for 16 fishers' associations.

GOAL is also implementing a regional coastal biodiversity project in Honduras, Guatemala and El Salvador which seeks to incorporate small-scale fisheries and community tourism. GOAL is working to improve the functioning of the three local economic systems targeting



A woman working at the MiPesca programme's fish factory in La Moskitia, Honduras.

more than 750 families. GOAL has been engaged with different stakeholders from the three countries to improve the functioning of business development services for 17 associations to improve financial practices, a system for capitalization, a savings fund and pilot exercises for access to credit.

GOAL's innovative work in Honduras, most particularly our stimulation of bio-commerce markets and engagement with key stakeholders, was awarded the Green Climate Award by the Honduran government in 2019.

## MALAWI

GOAL's PROSPER programme, 'Promoting Sustainable Partnerships for Empowered Resilience' (PROSPER), implemented in a consortium with other NGOs and supported by DfID, is an integrated, multi-layered and sequenced project that is designed to meet the immediate needs of vulnerable households while simultaneously supporting alternative and longer-term livelihood options.

The programme includes the promotion of climate-smart agriculture, boosting agricultural productivity by improving access to agricultural inputs through subsidised seed and livestock fairs involving more than 10,000 farmers. In 2019, GOAL worked with over 1,000 savings and loans groups with almost 20,000 members, of which approximately 75% are women, to support livelihoods' development, small-holder agriculture and small business activities.

**OVER 20,000 PEOPLE SUPPORTED WITH SAVINGS AND LOANS ACCESS.**

## SOUTH SUDAN

In South Sudan, GOAL's RECOVER programme (Resilient Communities through Viable Economic Recovery) addresses the deterioration in household food security, livelihood opportunities and resilience capacities as a result of the combined impacts of severe, prolonged violence and repeated economic shocks. RECOVER also facilitates the establishment of Village Saving and Loan Associations (VSLAs) to support income-generating activities for women and youth. In 2019, RECOVER reached 148,000 community members with these services, helping them to improve their circumstances and build for the future.



Left: Beekeeper Abim benefits from GOAL's Sustainable Livelihood programme in Uganda.  
 Top: GOAL Niger work on the Zai Hole technique in the NIPP programme in Niger.  
 Bottom: Women attending the Resilient Economy through Agricultural Livelihood Business Plan Training in Iraq.

## STRATEGIC GOAL 4: PEOPLE HAVE SUSTAINABLE LIVELIHOODS

# LIVELIHOODS PROGRAMME IN IRAQ: THE STORY OF TAHA KHETHER



Both: Taha Khether at work in his animal feed production business, supported by GOAL's Livelihoods programme in Iraq.

Taha, (38), a Yazidi man from Sinjar in Northern Iraq fled his home with his wife and their four children, and relocated to Derkar, in Duhok after Sinjar was invaded and occupied by militants.

While he was grateful for the safety his family had found, Taha, who used to work in an animal feed plant, had no job or means of livelihood in this new location.

Through GOAL, Taha was offered training and a small grant to help him start a business under a livelihoods programme run in partnership with the Bureau of Population, Refugees and Migration (BPRM). With no animal feed being produced in Derkar, Taha saw an opportunity and used the training to set up his own animal feed production business.

***"Most people living here raise poultry or livestock, and in order to get feed they have to drive for 20 minutes to Zakho center. But now that my business is here people are very happy to buy feed near their homes."***

***"I had experience of producing animal feed and the small business training that GOAL provided filled the gaps in my knowledge. It basically helped me to think like a businessman and to consider the communities needs in order to establish a sustainable business."***

***"I never thought an internally displaced person like me with a very small chance of earning an income could have a business and be able to support and help my small family, and now my second bigger family – the Derkar people who have welcomed me to their community. I'm beyond happy to help them in my own way."***

Taha now has customers from not only Derkar and Zakho district, but also from different parts of Duhok governorate.

He is one of 444 individuals who benefited from livelihoods programming in 2019 implemented by GOAL with the support of our partners in Iraq.



Irish sportswoman Jenny Murphy, Roisin Upton and Sinead Aherne meet Malawian peer sportswoman Hahida Hussein, Carol Magola, Maggie Chombo in Blantyre/Malawi. Also on the picture is Janet Kasambala Philips, who kindly organised the meeting.





# STRATEGIC GOAL

FOSTERING GLOBAL CITIZENSHIP

# 5

# STRATEGIC GOAL 5 FOSTERING GLOBAL CITIZENSHIP

In keeping with our fundamental vision of striving for a better world, in 2019, and as part of our new organisational strategy, a new Global Citizenship (GC) programme was developed. Building on our long established and successful development education portfolio, the programme aims to empower a generation of global citizens to critically reflect on, and better understand how, our world is interconnected. The initiative seeks to resonate how we can all play a greater role in creating a better, fairer, and more equal world.

At the core of the global citizenship function are the 17 UN Sustainable Development GOALS – and spreading the message that responding to these global challenges is everyone’s responsibility. Working closely with our partner Irish Aid, our GC team aligned its public engagement and development education activities with other relevant actors, as well as forging links with schools, third level institutions, peer INGOs and young people within GOAL’s programme countries.

## DEVELOPMENT EDUCATION

Through our Development Education programme, GOAL continued to engage with 3rd, 4th, 5th and 6th classes in primary schools all over the country on global citizenship through participation in an introductory drama-based workshop. These 90-minute sessions use a variety of methodologies such as role play, improvisation, circle time, and image work. The workshops engaged pupils about the issues of global hunger, poverty, and migration, and reflected on the connections between them globally and locally.

Over 5,900 students in 29 schools took part in these workshops in 2019. This included many rural and island schools (Bere Island and Inis Mór) and the expansion into Northern Ireland, where schools in Newry, Belfast, and Coleraine were visited. GOAL plans to continue forging and strengthening these new relationships in 2020.

## PUBLIC AND YOUTH ENGAGEMENT

A Volunteer Youth Advisor (VoYA) forum, consisting of 14 young people aged between 18 and 24 years, was established to help shape GOAL’s youth engagement programme for the next year and beyond. With collaboration between youth in Ireland and the Global South, this initiative was based on the fundamental belief that young people have the power to create powerful change and to do so on their own terms. The VoYAs participated in workshops between October and December that helped deepen their understanding of global development issues. They linked in with 10 East African youth activists in Malawi through online seminars.

As part of our Public Engagement programme, GOAL was present at a number of public events, focusing on the Irish public in line with our partner Irish Aid’s priorities. These events included the Bloom Garden Festival in Dublin, where approximately 10,000 people were engaged on the issue of migration through a garden representing the millions of people worldwide who are forced to flee their homes each year. In addition, GOAL took part in the Laya Spectacular Festivals in Cork and Dublin, where children and adults engaged interactively with the Sustainable Development GOALS (SDGs) through a ‘spin-the-wheel’ SDG quiz, a post-it wall collecting ideas for citizen’s actions in support of the SDGs, an Instagram-frame for social media postings, and seed-planting.

A particular highlight of the year for the GC team was an exchange and learning visit by Irish female sports role models Sinéad Aherne of Dublin’s Gaelic football team, Jenny Murphy of Irish Rugby, and Róisín Upton of Irish Hockey to Malawi, to deepen their understanding of our work with youth, climate, and gender. Their learnings helped to shape the development of the Youth Programme for 2020. All three sports leaders engaged their followers through their social media channels during and after the trip, on issues of global justice and overseas aid, supporting GOAL’s global development and humanitarian work.



Three of Ireland's leading sports women and GOAL Ambassadors - from left to right: Jenny Murphy, Sinead Aherne and Róisín Upton. The group are pictured here while visiting Irish Aid-funded Programmes in Machinga district, Malawi, in November 2019. This trip was part of a Global Citizenship Youth Engagement Project. photo by Anteneh Tadele, GOAL Global

GOAL Development Education Officer Jessica Sargeant during a drama-based development education workshop with children from Our Lady Of The Wayside School in Kiltinan.



St Mary's National School in Drumlea, Co. Leitrim June 2019





## VOLUNTEER SPOTLIGHT - JACK O'CONNOR

*Jack is a UN Youth Delegate, participant in the GOAL Volunteer Youth Advisory Project, and co-founder of Moyo Nua, a social enterprise focused on delivering positive change.*

"The ever-increasing rate of change in the world is bringing with it a global youth empowerment movement, where young people are demanding representation and opportunities to solve issues that will be most pressing when it is their time to lead.

In 2019, I was truly fortunate to work in many different roles and organisations - as a student, volunteer, and representative across local, national, and global settings. One such role was as a youth advisor with GOAL's Volunteer Youth Advisory (VoYA) Project. The job of the 13 advisors was to shape GOAL's youth engagement programme, and to ensure the voices, needs, and dreams of young people were embedded.



with the sole intention of broadening our perspective on issues surrounding global citizenship, humanitarian, and development work.

Engaging in the programme had an impact on my work as one of Ireland's two UN Youth delegates. Being a delegate facilitated greater engagement with Irish youth on national and foreign policy issues, and my main focus was to create practical change for young people, both here in Ireland and abroad.

The benefits of my activity with VoYA were two-fold. Firstly, I broadened and gained different perspectives in a collaborative environment. Secondly, the connections made from the VoYA Project have really worked towards developing myself - especially as a Youth Delegate. Engaging in such an active and collaborative environment has honed the views and skills of everyone involved.

There is a saying that I always try to live by: 'Be an idealist in vision, and a pragmatist in execution'.



Picture: Jack O'Connor, GOAL Youth Advisor - picture with Siobhán Walsh from 2019

My relationship with GOAL began at the heart of international affairs and diplomacy, the United Nations General Assembly in New York in September. I was attending the General Assembly through my current role as United Nations Youth Delegate for Ireland, and met Siobhán Walsh, GOAL's CEO, outside the UN HQ's doors. She mentioned the inaugural VoYA Project and I applied and was lucky enough to be selected as one of the participants.

The VoYA Project was different from any other programme that I had engaged in before. I found myself involved in debates that refined and altered my opinion on topics. Strong views that my fellow VoYA participants and I possessed were challenged



With sometimes near-insurmountable challenges in humanitarian, development, and diplomatic work, it is important to think big and work rationally in order to achieve substantial change. Participating in GOAL's VoYA Project has been essential in refining my skills to address global issues, and a learning experience that I look forward to seeing developed to create the next generation of changemakers."

Right: VoYA Project held in Fumbally Stables, October 2019  
 Below: Some of GOAL's 2019 Youth Programme volunteers at the VOYA project in Fumbally Stables, October 2019.



GOAL staff helps a woman use a newly rehabilitated borehole in Embare, Harare in Zimbabwe.





# STRATEGIC GOAL

# 6

STRENGTHENING GOAL'S  
ORGANISATIONAL FRAMEWORK

# STRATEGIC GOAL 6

## STRENGTHENING GOAL'S ORGANISATIONAL FRAMEWORK

GOAL recognises the importance of a strong organisational framework to support our humanitarian and development programmes globally. The last decade has seen a marked evolution in the operating landscape for NGOs, and having adapted to this new dynamic, it is imperative that GOAL continues to ensure that our governance, integrity and safeguarding systems remain at the vanguard of professional practice, together with a strong internal focus on supporting and developing our people. Both the nature of the contexts we confront and requirements of contemporary humanitarian practice, are becoming more complex, not less, and by focusing on this approach, GOAL aims to have an agile, flexible, and dynamic global team that can adapt and act swiftly as changes occur.



### DEVELOPING OUR PEOPLE

Our people are critical to achieving our mission, and in line with our organisational strategy, significant focus in 2019 was on developing our staff and personnel across the organisation, along with the systems to empower and enable them to deliver on their full potential. The development and rollout of a new people development strategy was undertaken to retain and recruit motivated GOAL employees. This included a wide range of activities, such as leadership development, talent management, skills and capacity building, and skills mapping.

In 2019, a new 'People and Development' function was established by GOAL's Human Resources (HR) department, which included a renewed focus on a greater strategic role of HR as a business partner, as well as standardising HR operations and processes globally. This included significant developments, such as an increase in resources dedicated to supporting the HR needs of our country programmes, as well as global and headquarter staff recruitment. In addition to this, GOAL's People and Development Advisory Board was strengthened with a volunteer expert from the commercial recruitment sector.

The safety, well-being and security of our staff is of the highest priority to us. Alongside our Global Security Team and our in-country teams, our People and Development function continued to focus on monitoring and evaluating risks around staff safety and security and undertaking ongoing actions to strengthen our systems and practises in this area.

Underpinning these developments was the further embedding of our organisational values: humanitarianism, courage, respect, integrity and partnership. Our teams around the world continued to personify these values in 2019 through their unwavering commitment to supporting communities in need.

The HR team continued its work on the rollout of these values and behaviours along with a complementary competency framework that was developed earlier in the year. Value and behaviour workshops were held in HQ for all staff, with workshops also held in Ethiopia, Sierra Leone, South Sudan, Uganda, Zimbabwe and Malawi.

In 2019, GOAL also commenced a partnership with leading global training and leadership consultancy Mind Gym, located in California. The Mind Gym platform offers more than 100 standard training modules across a range of areas including leadership, management, effective working, and performance management and involves both facilitated and self-completion module learning units. Three leadership modules were delivered in

2019 across 130 participants in Ireland, Ethiopia, Uganda, Zimbabwe, and South Sudan. A further eight training sessions on interview training for managers were undertaken across the organisation. In addition, and to support collaboration and teamwork across our teams, Myers-Briggs Type Indicator (MBTI), workshop sessions were rolled out in Ireland and with our Country Directors.

GOAL had a global team of 2,505 personnel, with its five largest teams located in Ethiopia, Syria, South Sudan, Sierra Leone and Sudan.

## HARNESSING TECHNOLOGY IN OUR WORK

At GOAL, we recognise the strategic value and importance of harnessing the power of technology to further our mission. Throughout our programmes, technology in many forms plays a critical role in how we deliver on our humanitarian mandate. 2019 saw the agency further embrace digital and technological improvements with: Providing and supporting accessible, scalable, and sustainable technology solutions; empowering our staff; improving our programme operational efficiency; achieving greater organisational accountability and transparency; and supporting our programmes technically in a secure manner.

### Key highlights included:

- Strengthening of our digital and cyber security infrastructure through device upgrades, further rollout of multi-factor authentication, encryption, and network bandwidth management;
- Migration of data and services from local servers to cloud platforms within country programmes and HQ team, improving collaboration, working efficiencies, data access, and security;
- Improved efficiency of procurement, finance & HR processes via design and delivery of online solutions; resulting in savings in time for staff, improved speed of procurement and payment processing, and improved audit trails;
- Project management and delivery oversight of a new organisation website, improving our communication and enhancing stakeholder engagement and experience across media platforms;

GOAL South Sudan team on their way to a cash transfer distribution in Ulang, South Sudan.



- Engagement as an active member of NetHope, a consortium of INGOS, technology companies, and funders. As part of this partnership we have engaged on collaborative projects including bandwidth aggregation in Malawi, seeking to provide cost efficiencies at scale, staff training, and participation in an emergency simulation exercise in Uganda;
- Further development and strengthening of partnerships with key corporate partners including Dell, Mastercard, Dropbox, Microsoft, Dimagi, and Docusign. These relationships have improved the quality of support for core IT software and provided practical guidance and direct support, which has helped improve the effectiveness and efficiency of solution delivery and implementation;
- Establishment of a new Technology Advisory Board, with members drawn from the commercial and technology sector who provide support, share expertise and experience, and provide guidance on technology strategy, projects, and challenges.

## STRENGTHENING OUR COMMUNICATIONS

GOAL recognises the importance of effective communications to deliver on its humanitarian agenda and objectives. In 2019, GOAL continued to strengthen its communications capacity through recruitment, training, and the prioritisation of key communications activities. This has included a range of internal communications initiatives aimed at ensuring effective information flow and knowledge management, as well as the creation and development of a range of communications and marketing materials for our audiences, partners, and other stakeholders. Significant work was also undertaken to build our external reputation and positioning through participation in conferences, engagement with media, advocacy, and public engagement.

Closer collaboration with our country teams, our Monitoring, Evaluation, Accountability, and Learning (MEAL) unit, and other parts of the organisation has also been a key focus to ensure the learnings and highlights from our work around the world are surfaced and diffused. Technology has played an important role in GOAL's communications activities and has been leveraged to grow our digital footprint which included the redevelopment and launch of the new GOAL website in 2019.





# GOAL'S REACH

**6,000,000**

PEOPLE REACHED THROUGH HUMANITARIAN AND DEVELOPMENT PROGRAMS

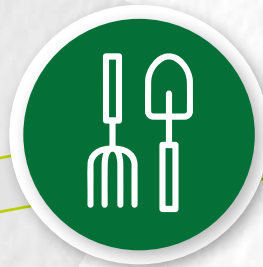


**1,083,000**

PEOPLE REACHED THROUGH EMERGENCY RESPONSE PROGRAMS GLOBALLY

**1,200,000**

PEOPLE IN ETHIOPIA REACHED WITH A RANGE OF SUPPORTS ACROSS NUTRITION, HEALTH AND LIVELIHOODS



**1,100,000**

PEOPLE IN SYRIA WITH ACCESS TO FOOD, WATER AND SANITATION AND OTHER SERVICES





**3,574,000**

PEOPLE REACHED THROUGH  
OUR GLOBAL  
HEALTH PROGRAMS



**340,000**

PEOPLE REACHED WITH  
SUPPORT ON  
LIVELIHOODS AND INCOME  
GENERATION



**940,000**

PEOPLE REACHED THROUGH OUR  
NUTRITION AND FOOD SECURITY  
PROGRAMS AROUND THE WORLD



**97,000**

PEOPLE REACHED WITH  
HUMANITARIAN SUPPORT IN  
ZIMBABWE AND MALAWI AFTER  
CYCLONE IDAI



**46,000**

YOUNG PEOPLE IN UGANDA  
WITH ACCESS TO LIVELIHOODS  
AND DEVELOPMENT OPPORTUNITIES



# INNOVATION AND RESILIENCE

## INNOVATION, RESILIENCE AND IRISH AID

Building resilience is a fundamental part of GOAL's programme approach and at the heart of our theory of change. Resilience helps communities living in complex systems to survive shocks and crises, recover quicker, and improve longer term development and wellbeing. Resilience is a strategic approach to development and recovery from shocks which enables those facing adversity to adapt to risks and absorb, respond, and recover from shocks and stresses, ultimately improving their wellbeing.

To develop and incorporate innovations and knowledge around resilience across our programmes and the wider humanitarian environment, GOAL partnered with Irish Aid to create the Resilience Innovation and Learning Hub (RILH). Building on the success and progress made in resilience approaches developed in Honduras and Latin America, in 2019 a project to shape our approach for the diffusion of these learnings and innovations was commenced.

In addition to this, the Resilience for Social Systems (R4S) Approach Guidance Manual was published by GOAL's RILH in May 2019. Since then, the RILH has been disseminating this guidance among various partners through digital media, webinars, and at key events to shape and influence resilience programming regionally and beyond.

The RILH also captured learning on innovations in urban resilience, targeting high risk informal urban settlements, which will be published in 2020. We have also grown our partnership with key stakeholders in the cities of Jeremie and Port au Prince in Haiti, and Freetown in Sierra Leone, to progress urban resilience for marginalised populations. These initiatives will deliver improved health outcomes for communities in the short and medium term, while contributing to the body of knowledge and best practices in these locations and globally through GOAL's 13 country programmes.

GOAL participated in the Global Platform for Disaster Risk Resilience (DRR), held in Geneva in May 2019, contributing to the developing

discourse and knowledge in the area. In June of last year, GOAL also presented its urban resilience innovations at the 10th Global Forum on Urban Resilience & Adaptation organised by Local Governments for Sustainability (ICLEI) in Bonn, Germany. During 2019, GOAL continued its use of the Programme Context Analysis and Design (PCAD) tool - a user-friendly and accessible way to analyse systems, incorporating resilience, gender & inclusion, and social behavioral change. The PCAD tool helps to strengthen programme design, sustainability and targeting to ensure programme interventions are aligned with community needs and the external environment.

Working with Irish Aid and other stakeholders, the Resilience Innovation and Learning Hub is helping communities to prepare for, withstand, and recover from shocks and crises while contributing to the wider development of resilience approaches and practice.

## RESILIENCE FOR SOCIAL SYSTEMS

The 'R4S', or Resilience for Social Systems, is the framework GOAL applies to its resilience approach. This was developed in 2016 with systems thinking and social and behaviour change at its core. Central to the R4S is a mapping tool which helps us improve understanding of complex socio-economic systems. In 2019 the R4S approach was applied in various areas of GOAL's work. This included the development of a Resilient Health Framework, recognising the necessity of developing the resilience of Ministries for Health and the critical socio-economic systems which deliver health services. GOAL will develop this innovative framework further with academic and implementation partners in 2020.

## INNOVATION AND RESILIENCE IN THE BLUE ECONOMY

GOAL's blue economy programme supports

sustainable market systems for local fisheries and has opened up market access to over 3,500 small-scale fishing communities through a variety of interventions. The project is based on GOAL's belief that sustainable fisheries are an important contribution to the future of global food security, climate change adaptation, and poverty reduction.

GOAL's team in Honduras received the 'Green Virtue Award' from the Honduran government for its blue economy programme in the northern coastline. The award recognised GOAL's work in building resilience and developing sustainable fishing communities that conserve coastal ecosystems.

## UGANDA – COMMUNITY-LED ACTION AND INFECTION PREVENTION CONTROL

Community-Led Action (CLA), is an innovative approach developed by GOAL during the Ebola epidemic in Sierra Leone in 2014 for triggering communities to respond to disease outbreak. In 2019, GOAL successfully adapted the CLA approach as part of the Government of Uganda's preparedness for Ebola when there was an outbreak in the neighbouring Democratic Republic of Congo (DRC). The CLA approach, which builds resilience by empowering and guiding communities on preventing the spread of disease, was implemented in 40 communities in Kampala over an 11-week period. Actions included increased hand-washing facilities within households and businesses, restriction on travel within affected areas of DRC, and referral of people with symptoms to health services.

In addition, in 2019, GOAL piloted an Infection Prevention Control (IPC) mentoring process in four health facilities in Arua, northern Uganda, aimed at changing behaviour of health workers to promote positive IPC practice. The six-week pilot saw an improvement in meeting IPC standards from 59% to 70%. GOAL will continue to develop and research this innovative approach into emergency preparedness, resilience, and response programmes in 2020.



# CONTINUOUS PROGRAMME IMPROVEMENT

## PROGRAMME QUALITY

At the heart of GOAL's work is a commitment to providing quality, appropriate, and effective programme responses to vulnerable individuals and communities. GOAL's global Programme Technical Team (PTT), ensures learnings and best practices are adopted and shared across the organisation; provides high quality technical support and guidance; and delivers training to our global teams and in-country advisors. In 2019, GOAL's PTT comprised nine specialists in health, nutrition, WASH, food security, market systems, resilience, and social / behaviour change, with plans developed to build on this expertise with the addition of expert resources in cash programming and gender.

Last year, the PTT conducted 39 support visits to country programmes and represented GOAL at 14 external conferences and events, ensuring that GOAL is closely linked to and contributing to global developments and technical developments across our programmatic areas. This included the Core Group Global Health Practitioner Conference (USA), the WASH Systems Symposium (Netherlands), the UNHCR Graduation Approach Meeting (Switzerland), the WHO Global Taskforce on Cholera Control (GTFCC) (France), the Global Platform for Disaster Risk Reduction (Switzerland), the INGO READY initiative, and the Management of At-risk Mothers and Infants under six months (MAMI) special interest group (Brussels). GOAL's global nutrition advisor presented GOAL's work on the management of malnutrition in infants under six months at a Médecins Sans Frontières (MSF) Paediatric Meeting in Stockholm and at the WHO Technical Consultation on Infant Growth Failure.

## MONITORING EVALUATION, ACCOUNTABILITY AND LEARNING

GOAL's Global Monitoring, Evaluation, Accountability, and Learning (MEAL) team works to improve the quality of key MEAL processes and to strengthen the Results Based Management (RBM) approach in GOAL programming. GOAL's strong focus on programme analysis in 2019 saw the MEAL function at HQ level further strengthened, with a newly appointed Head of MEAL leading a global team of MEAL advisors focused on measuring impact, capturing learnings, and evaluating how GOAL can continuously improve programme delivery.

The MEAL HQ team supported GOAL's global MEAL infrastructure across 13 countries, conducting four support visits in 2019 in Sierra Leone, Iraq, Zimbabwe and Uganda. The focus was to review MEAL structures, plans, tools, guidelines, and training of MEAL staff. The department also fosters a culture of reflection, documentation, and learning and contributes to GOAL's increased accountability and transparency.



# SUPPORT, FUNDING AND PARTNERSHIPS

## INSTITUTIONAL FUNDING

GOAL's achievements throughout 2019 have been underpinned by close collaboration with a range of partners. GOAL recognizes that no one actor possess all the expertise necessary to confront the challenges encountered. To this end, we can only overcome the complex challenges of poverty, crisis, and inequality by working with a diverse range of stakeholders, aligning approaches, resources, and expertise to deliver sustainable and transformative outcomes.

Our partners include local civil society partners, international NGOs, institutional donors, corporate partners, charitable trust & foundations, research institutions, and governments. Each country programme, mindful of the local context, seeks a mix of civil society, private sector, and governmental partners to develop relationships necessary to achieve lasting change.

We have long-standing partnerships with institutional funders, including the governments of Ireland, the UK, and USA, as well as the European Union. We continue to build and strengthen our partnerships with multilateral institutions within the United Nations. The support we receive from institutional donors is fundamental to the work we carry out and the impact we achieve. In 2019, a number of new programme grants were secured and our income from institutional funders totalled over €100m.

WE WOULD LIKE TO THANK OUR INSTITUTIONAL DONORS FOR THEIR CONTINUED SUPPORT THROUGHOUT 2019. WITHOUT THEIR DEPTH OF COLLABORATION AND PARTNERSHIP, OUR WORK WOULD SIMPLY NOT BE POSSIBLE.

## PUBLIC SUPPORT

We are also hugely grateful for the enormous support we received from the public in 2019. Our continued focus on the sustainable growth of our fundraising and events programme has yielded positive results, with an increase in both our total number of donors and total funds raised. This would simply not be possible without the generosity shown by so many individuals and groups who share our vision for a better world. This support came in many forms, from responses to our humanitarian appeals or digital campaigns, to innovative companies partnering with GOAL to demonstrate their commitment to corporate social responsibility and staff engagement.

Notably, our partnership with global tech leader Dropbox entered the second year of its partnership and saw the relationship continue to flourish. A particular highlight was a field visit to Ethiopia where three Dropbox staff members visited GOAL programmes to see how their support is having a direct impact on the lives of vulnerable young people there.

Cyclone Idai devastated southern Africa in May and left many thousands without shelter and livelihoods. GOAL launched a multi-channel public fundraising appeal within 24 hours, successfully raising over €200,000 to support our response in Zimbabwe and Malawi. Significant media coverage, secured by GOAL's Communications Team, further underlined GOAL's position as a humanitarian agency in the



mind of the public.

The GOAL Mile was once again a highlight of the fundraising events calendar, growing both in terms of funds raised and the number of GOAL Miles taking place on Christmas and St. Stephen's Day. The selflessness and generosity shown by our volunteer GOAL Mile organisers - who coordinate and manage their local community Mile every year - is remarkable, and we are extremely grateful for their support of GOAL's work around the world. A renewed focus on our digital marketing and the addition of a new GOAL Mile in Marlay Park helped to make 2019 the most successful year ever for the event.

The GOAL Ball, our annual opportunity to showcase

GOAL's work around the world and thank our many supporters, took place in Dublin's Mansion House in September. Our many generous corporate and individual supporters who attended on the night helped to make it a wonderful occasion. We were once again lucky enough to have Pat Kenny as our host for the evening, joined by a number of well-known stars from the world of sport and media.

As we continue to focus on growing our trusts and foundation partners, we once again had the generous support of the Almaro Foundation for our ChildSPACE programme in Addis Ababa, along with Electric Aid and Bank of Ireland staff funds maintaining their long-term partnerships to deliver effective projects with tangible outcomes across a wide range of our programme countries.

### IN ADDITION, GOAL RECEIVED GENEROUS FUNDING AND SUPPORT FROM THE BELOW ORGANISATIONS FOR WHICH WE ARE HUGELY GRATEFUL:

Ayuda en Acción, **Bakker Brothers**, The Bank of Ireland Group Staff 3rd World Fund, **Bill and Melinda Gates Foundation**, National Foundation for the Centers for Disease Control and Prevention, Inc. ("CDC Foundation"), **Charity: Water**, **International Maize and Wheat Improvement Center ("CIMMYT")**, Concern Worldwide, **Agencia suiza para el Desarrollo y la Cooperación ("COSUDE")**, DAI, **Deutsche Gesellschaft für Internationale Zusammenarbeit ("GIZ")**, UK Department for International Development ("DfID"), **Dropbox Foundation**, Dublin City Council, **European Civil Protection and Humanitarian Aid Operations ("ECHO")**, Electric Aid, **European Union ("EU")**, EuropeAid, **Honduras Social Investment Fund ("FHIS")**, Guernsey Overseas Aid Commission ("GOAC"), **Global Water Partnership ("GWP")**, Haven Community Foundation, **Help Age International**, IMA World Health, Inter-American Development Bank, **International Organisation for Migration ("IOM")**, International Rescue Committee ("IRC"), **Irish Aid**, Irish Consortium on Gender-Based Violence, **International Union for Conservation of Nature and Natural Resources ("IUCN")**, Jersey Overseas Aid Commission, **Johnson & Johnson**, JSI Research & Training Institute Inc., **The MasterCard Foundation**, Millicom International, **Nächstenliebe Weltweit ("NLW")**, Orange Foundation, **Save The Children International**, Self Help Africa, **Start Fund**, United Nations Development Programme ("UNDP"), **United Nations High Commissioner for Refugees ("UNHCR")**, United Nations Children's Fund ("UNICEF"), **United Nations Office for the Coordination of Humanitarian Affairs ("UNOCHA")**, US Bureau of Population, Refugees and Migration ("BPRM"), **US Department of State**, US Agency for International Development ("USAID"), **US Embassy of Harare**, World Food Programme ("WFP"), and **World Vision**.





## CORPORATE PARTNERSHIP SPOTLIGHT

### GOAL AND DROPBOX

**Adrienne Gormley, Vice President of Global Customer Experience & Head of EMEA**

When Dropbox first started working with GOAL in 2018, I believed I had a good sense of what we could achieve together with the partnership.

I knew that GOAL had been making a real impact on the lives of thousands of people in challenging environments around the world for over 40 years. I could tell that it was a great fit for the new Dropbox Foundation, which has a mission to support non-profit partners that work to defend human rights. And I was excited to see that our partnership model was innovative and forward-thinking, taking the form of skills-based volunteering and unrestricted grants.



Since the beginning, GOAL and Dropbox have prioritised collaboration and trust, which resulted in the partnership winning 'The Collaboration Award' at the prestigious Dóchas Awards. A key success in the collaboration we've built together over the past two years - which Dóchas called out - has been skills-based volunteering projects, where Dropboxers have offered guidance on crucial areas of operations like IT security, Digital Asset Management, and Digital Marketing. I'm looking forward to building on these efforts in year three of our partnership.

But what I didn't realise when we began was just how game-changing building flexibility into the partnership model would be - in the form of unrestricted grants - Unrestricted funding allows for no-strings grants that allow full freedom to allocate funds where they are most needed. I did not appreciate just how vital this was until I had the privilege of travelling to Ethiopia with GOAL in May 2019, and seeing first-hand the kind of work that the Foundation is funding. I had already bought into the idea of unrestricted funding on paper. I knew, for example, that charities value unrestricted funds twice as much as restricted funds, but seeing it in action blew me away.

When working in challenging and constantly evolving environments, such as refugee communities, it's vital to respond to situations by innovating and coming up with new programmes as needed. For instance, I saw a new GOAL programme for infants under six months in action, where the team developed a mid-upper arm circumference tape to test for malnutrition. Seeing how unrestricted funds from the Foundation were being used to develop and test this life-saving process, as well as fund a full-time nutritionist, was inspiring. This and other breakthrough projects are being carried out every day in the field, and the lessons learned and methods developed can be applied across other

communities facing similar issues. That potential impact is truly humbling.

Had the funding been restricted, this kind of work might not have been possible. That's because restricted funding tends to support specific, tried-and-tested projects, while unrestricted funding can be used more freely - whether that's building out long-term projects or reacting nimbly to the crisis at hand. With restricted funding, you might need to report results quickly, while we at the Dropbox Foundation are happy for GOAL to test new ideas, build prototypes and innovate as necessary.

I am so very proud of what the partnership has achieved over the past two years, and I look forward to continuing to support an organisation that has supported so many people in times of need. I believe in the work GOAL are doing, and I fully believe that caring about an organisation enough to support it, should mean trusting its people to make the right strategic decisions about what to do with that support

### **Eamon Sharkey, GOAL Director of Fundraising and Marketing**

I have often referred to our partnership with Dropbox as having 'no limits'. This is because it is a relationship like no other – from the provision of unrestricted funding to the open and clear lines of communication, the Dropbox Foundation are leading on a new type of philanthropic approach that empowers non-profit organisations and funders alike.

Innovation is familiar territory for Dropbox as a global technology company, and our partnership over two years has helped to drive forward new innovations in fighting malnutrition across GOAL's programs and will likely have a global impact in the years to come through new approaches being developed. The skills sharing initiative, so close to the heart of the organisation and foundation, has also led to extensive engagement between Dropbox and GOAL staff who have collaborated to leverage the skills and expertise of 'Dropboxers' in a way that has delivered organisational efficiencies across GOAL, including our HR, Technology and Marketing functions.

Every good partnership has people at the centre and our engagement with the Dropbox team in the US, UK, Ireland and Germany has been enriching. In 2019 we were delighted to have three Dropbox team members travel to Ethiopia to engage directly with the staff implementing the programme and the mothers involved. We look forward to a continued partnership because powerful partners really can change our world.



**Dropbox\_Foundation**





# GOAL AMBASSADORS AND PATRONS

GOAL enjoys incredible support from a range of committed and dedicated Ambassadors who give selflessly of their time to promote our work and use their influence and position to create global change.

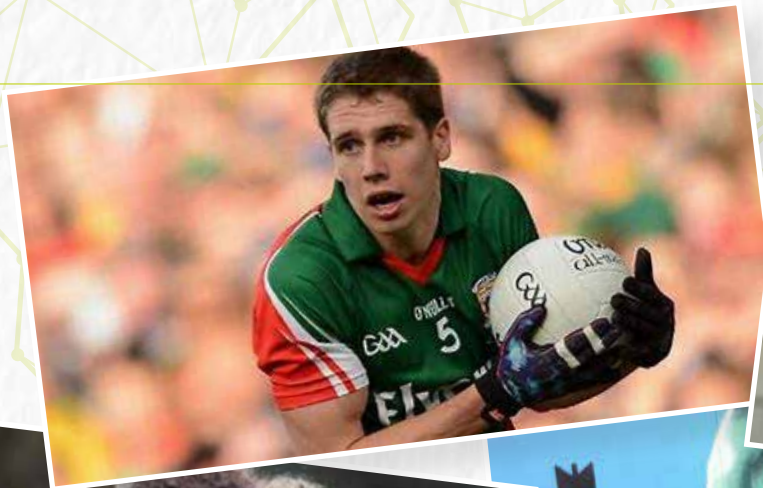
In 2019, GOAL strengthened its Ambassador support, particularly in the area of sport, a sector we have been closely aligned to since our foundation over 40 years ago.

In October, three of Ireland's leading sports women travelled with GOAL to Malawi as part of our global citizenship youth engagement project. Irish hockey player Róisín Upton, rugby international Jenny Murphy and Dublin ladies football captain Sinead Aherne saw at first-hand the devastating impact climate change is having on local communities suffering due to ongoing drought. They also witnessed the incredible resilience of people and saw the strength they have to recover with the support of GOAL.

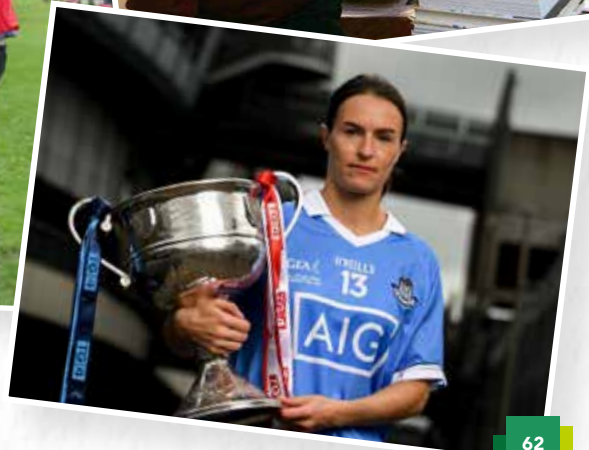
Roisin Upton recalled after her visit, ***"I remember walking more than a mile through crop fields in searing heat to see a farmers' irrigation scheme, while a group of local women who joined us on the journey, sang songs all along the way. It was a great moment of female resilience."***

In August, broadcaster and columnist Dr. Ciara Kelly was deeply moved after traveling with GOAL to refugee camps in Gambella in western Ethiopia, where GOAL runs an innovative mother and infant nutrition programme which is saving thousands of lives. She also visited our ChildSPACE project in Addis which supports vulnerable street children.





GOAL IS  
THANKFUL  
TO ALL OUR  
AMBASSADORS  
FOR THEIR  
ONGOING SUPPORT,  
AND FOR WORKING  
WITH US TO HELP  
CREATE A BETTER  
WORLD.



# OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

Consistent with a culture of continuous improvement, GOAL is committed to maintaining the highest levels of good governance across our organisation and in our humanitarian programmes. From Board level to frontline management, the veracity of our governance and management practices are routinely probed to ensure that they are achieving best practice in circumstances which are fast-changing and in which novel predicaments can arise. The highest standards of accountability are demanded when we engage with all our stakeholders, particularly the communities, donors, and partners that we work with.

## STRUCTURE

GOAL was founded in November 1977 for the charitable purpose of alleviating poverty worldwide. The GOAL group is committed to robust and effective governance and compliance globally, through GOAL's Board of Directors (the "Board") and the Boards of Directors of its subsidiary, GOAL (INTERNATIONAL), trading as GOAL UK, GOAL Kenya, and its affiliate, GOAL USA.

GOAL adheres to all relevant Irish law, including company law, charity law and to Dóchas' Irish Development NGOs' Code of Corporate Governance. GOAL's Constitution sets out the charitable objectives of the organisation: GOAL's powers; the obligations and responsibilities of the Board, including outlining board succession; obligations to disclose and avoid conflicts of interest; and ensuring transparency and accountability to all stakeholders. In 2019, GOAL undertook an assessment of the Charities Regulator's Governance Code, to ensure compliance with the code from 2020.

GOAL is incorporated in Ireland as a company limited by guarantee without having a share capital. GOAL is registered with the Companies Registration Office in Ireland (company registration number: 201698) and with the Irish Charities Regulatory (charity registration number: 20010980). GOAL is recognised by the Revenue Commissioners as having registered charity status. Revenue number: CHY6271.

GOAL UK is a subsidiary of GOAL, incorporated in the United Kingdom as a company limited by guarantee without having a share capital. GOAL UK is registered with Companies House in the United Kingdom (company registration number: 04154994) and with the Charity Commission for England and Wales (charity registration number 1107403).

GOAL Kenya is a subsidiary of GOAL, registered in Kenya as a charitable non-governmental organisation with the Ministry of Home Affairs and National Heritage under registration number 218/051/93343/415. GOAL Kenya is currently dormant.

GOAL USA Fund (GOAL USA) is an affiliate but organisationally an independent corporation which is incorporated in the United States of America as a 501(c)3 not-for-profit organisation.

## GOVERNANCE AND BOARDS OF DIRECTORS

GOAL's Board (IRL), all of whom are non-executive directors, is committed to maintaining a high standard of corporate governance and is collectively responsible for ensuring delivery of the organisation's vision and mission, for setting its strategic direction, and for upholding its core values. The Board is also responsible for monitoring the organisation's progress with its strategy; and agreeing our financial plan. The Chief Executive Officer, Siobhán Walsh, is not a member or director of GOAL.

Matters reserved for the Board are set out clearly in the GOAL Board Standing Orders and its Annual Schedule for Board Agendas. The Board acts on advice and information received from the CEO and Senior Management Team. Trustees may, where appropriate, seek independent professional advice to assist them to fulfil their role and discharge their fiduciary duties.

In 2019, GOAL's Board convened and held six meetings. At each meeting the Board reviewed and discussed a number of standing agenda items, which includes an operational update from

the Chief Executive and Senior Management, to whom the Board delegates day-to-day management of the organisation. These items include assessing performance and progress against the organisation's strategy; an update on the financial position; updates from each Advisory Board chair; and assessing organisational risks and opportunities.

In May 2019, the Board undertook a self-evaluation review, structured, and facilitated by an external firm with specialist corporate governance experience. The purpose of the review was to assess the overall governance and oversight systems within GOAL. Each Director participated in the review which was performed by means of completion of a written questionnaire along with a workshop at which the responses were discussed.

Overall, the review found a positive assessment of the governance and oversight processes within GOAL. Several actions and follow-on points were identified arising from the review and all of these have now been addressed.

The Board has delegated specific responsibilities to six Advisory Boards, whose membership is appointed by the Board on the recommendation of the Nomination Advisory Board. The chair of each Advisory Board reports back to the Board at each formal meeting.

At the December board meeting, the Board reviewed year end achievements in delivering against our agreed objectives for 2019 and discussed and agreed 2020 priorities and annual budget. During 2019, the Board also undertook a number of initiatives with the objective of assessing and developing its own effectiveness as part of its ongoing commitment to continuous improvement and high governance standards.

The Board is assisted in carrying out its duties by the Company Secretary and the Assistant Company Secretary.

GOAL UK and GOAL USA each have their own independent Board of Directors that meet throughout the year. The Board of GOAL UK is assisted by the UK Company Secretary who is also a UK trustee. GOAL USA is provided with company secretarial assistance. The Boards act on advice and information received from the CEO and Senior Management Team. Where required, UK and US Trustees obtain independent professional advice to assist in fulfilling their governance role and in discharging their fiduciary duties.

### Board appointments and resignations during 2019 were:

- Christopher Clinch was appointed as a director and member of GOAL on 13 May 2019;
- Captain Brian FitzGerald was appointed as a director and member of GOAL on 16 December 2019;
- Christy Cooney resigned as a director and member of GOAL on 16 December 2019. Mr. Cooney also served as chair of the Audit and Risk Committee until his resignation;
- Kelly Butler was appointed as a director of GOAL UK on 9 July 2019 and
- Mary Murphy was appointed as a director of GOAL UK on 9 December 2019.

## BOARD RECRUITMENT, INDUCTION AND ONGOING DEVELOPMENT

Members of the Board of Directors are drawn from a broad range of backgrounds with diverse expertise and experience. In accordance with the Constitution, Board members are elected at a general meeting. In addition, the Board is empowered to appoint new members either to fill any ad-hoc vacancies or as additional non-executive directors to meet specific skills, requirements, and to reflect diversity.

Board recruitment may be done through existing networks or by advertisement, depending on the skills and experience required. The Nominations Advisory Board reviews the Board composition and that of all advisory boards annually, and makes any recommendations thought necessary to the Chairperson and the Board. In accordance with its governing documents, members of the Board or advisory boards cannot receive remuneration for services to GOAL. GOAL provides a comprehensive half-day induction programme for each new trustee or advisory board member, covering all aspects of their role and departments within the organisation.

The Board engage in ongoing development through Board training, both internal to GOAL and external; attendance at events; or are in receipt of know-how on governance or sector-specific matters related to their core areas of expertise. They regularly receive updates from Management and specific GOAL departments as part of their Advisory Boards' remit.

# OUR BOARD OF DIRECTORS



## Anne O'Leary

GOAL Chairperson  
Chairperson of the  
Nominations  
Advisory Board

Tenure: since 2015

2019 Attendance: 6/6



## Alison Cowzer

GOAL Vice Chairperson  
Chairperson of the  
Development (Fundraising  
and Marketing) Advisory  
Board

Tenure: since 2018

2019 Attendance: 6/6



## Brian Fitzgerald

Director/Trustee

Tenure: since 2019

2019 Attendance: 0/0



## Christy Cooney

Stepped down in 2019  
(previous  
Chairperson of the Audit and  
Risk Committee)

Tenure: since 2012

2019 Attendance: 6/6



## Christopher Clinch

Member of the Development  
(Fundraising and Marketing)  
Advisory Board

Tenure: since 2019

2019 Attendance: 3/4



## Hugh O'Flaherty

Chairperson of the  
Programmes and Innovations  
Advisory Board and member  
of the Nominations Advisory  
Board

Tenure: since 2011

2019 Attendance: 5/6



### Jemma Houlihan

Member of the Audit and Risk Committee and the People and Organisational Development Advisory Board

Tenure: since 2015

2019 Attendance: 5/6



### Jimmy Deenihan

Member of the Development (Fundraising and Marketing) Advisory Board

Tenure: since 2018

2019 Attendance: 5/6



### Kieran Kelly

Company Secretary  
Chairperson of the Audit and Risk Committee

Tenure: since 2017

2019 Attendance: 6/6



### Mary Jennings

Member of Programmes and Innovations Advisory Board

Tenure: since 2014

2019 Attendance: 5/6



### Mary Murphy

Chairperson of the People and Organisational Development Advisory Board and member of the Audit and Risk Committee and Nominations Advisory Board

Tenure: since 2014

2019 Attendance: 5/6



### Tim O'Connor

Director/Trustee

Tenure: since 2018

2019 Attendance: 6/6

## ADVISORY BOARDS/COMMITTEES

The GOAL Board exercises more detailed oversight and engagement with Senior Management through the Advisory Board Structure. Composition is made up of GOAL Directors and voluntary, independent external experts. As at 31 December 2019, the following is a list of GOAL's Advisory Boards/Committees:

- Audit and Risk Committee
- Programmes and Innovations Advisory Board
- People and Organisational Development Advisory Board
- Development (Fundraising and Marketing) Advisory Board
- Technology Advisory Board
- Governance (Nominations, Strategy, Governance, and Sealing) Advisory Board

The terms of reference for each of the Advisory Boards, and their respective composition, are reviewed annually by the relevant members of the Board and Senior Management team. Where necessary, amendments to the Terms of Reference or when changes to membership are required, they are proposed to the Governance Advisory Board for initial consideration, prior to recommending any such amendments or changes to the Board.

## SENIOR MANAGEMENT

The Board has delegated day-to-day management of the organisation to the Chief Executive Officer and the Senior Management Team.

GOAL's programming is carried out by its field operations led by in-country Senior Management Teams. Headed by a Country Director, the in-country Senior Management Team meets regularly and is responsible for the implementation of programming and operational support. Governance at field/country office level is overseen by Regional Directors who line manage the Country Directors. Regional Directors report to the Head of Programmes in GOAL and update the CEO and Senior Management Team quarterly. GOAL's Regional Directors also set and guide regional programme direction and budget, foster a culture of learning and innovation, and ensure compliance with statutory and regulatory requirements.

## GOVERNANCE CODE

GOAL is registered in Ireland as a company limited by guarantee and not having a share capital and is also a registered charity (Company No. 201698; Registered Charity No. 20010980; CHY 6271).

**GOAL has implemented and adheres to the following:**

- Charities Act 2009
- Dóchas-CGAI Irish Development NGOs Code of Corporate Governance
- Dóchas Code of Conduct on the use of Images and Messages
- SORP (Statement of Recommended Practice) for accounting and reporting practice

GOAL was part of a consultation process in 2017/2018 as a member of an advisory group for the new Governance Code for Charities, liaising with the Charities Regulator. GOAL undertook an assessment of the Irish Charities Regulator's Governance Code in 2019, ensuring compliance of the Code by GOAL and its trustees/directors in 2020.

## LOBBYING AND POLITICAL CONTRIBUTIONS

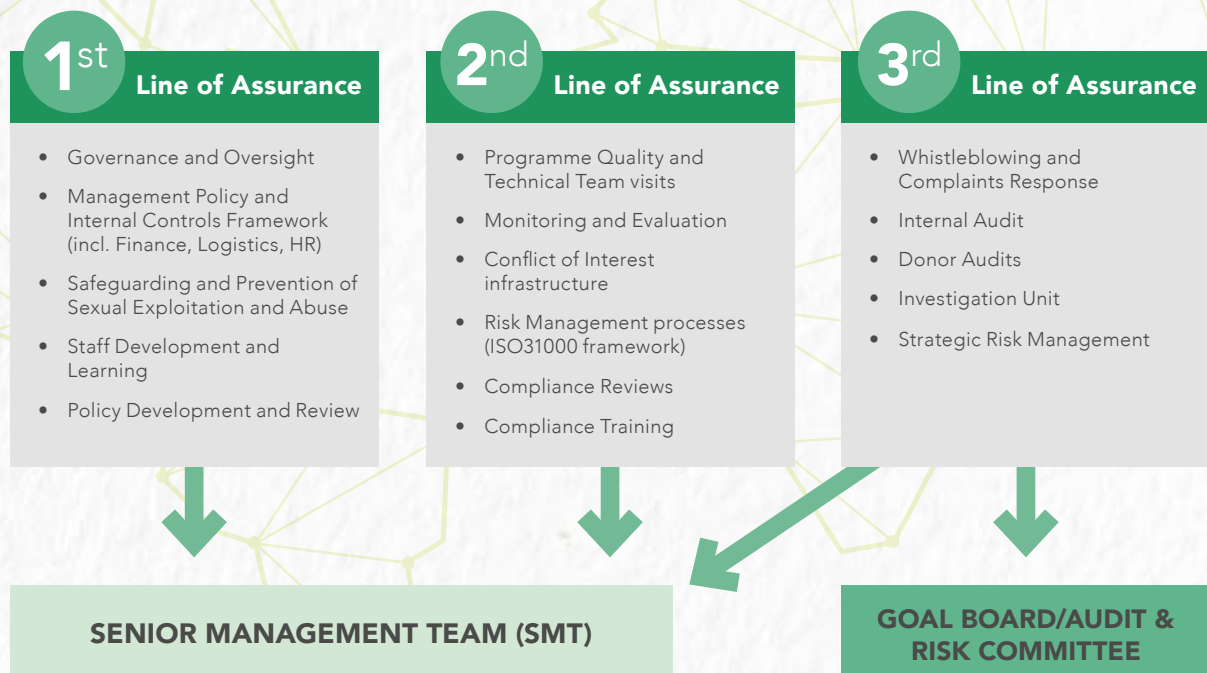
GOAL records and reports on all lobbying activity and communications with Designated Public Officials (DPOs) as required under the Regulation of Lobbying Act 2015. GOAL made no political contributions in 2019, and as a result no disclosures are required under the Electoral Act, 1997.

## BEST PRACTICES AND QUALITY STANDARDS

GOAL recognises the importance of adopting and maintaining high standards and best practices across all parts of the organisation. Processes and practices developed within the organisation take account and align with local, national, and international standards and requirements where appropriate and necessary.

GOAL has adopted formal and third-party accredited quality standard systems, including our risk management approach which is a whole of organisation process which operates on a quarterly cycle and is guided by ISO 31000 Standards. Our programmes use Sphere minimum standards as a series of indicators and benchmarks for its work and strive to achieve them where appropriate.





GOAL is also a member of Humentum, an organisation which provides training, advice, and resources on managing compliance and risk, juggling finances, designing programmes, and helping people perform at their best. Humentum assists in the management and operational capacity of the organisation and of staff.

GOAL has been a member of Active Learning Network for Accountability and Performance (ALNAP) since 2012. ALNAP is a network of NGOs whose purpose is to strengthen humanitarian action through evaluation and learning. We are also members of Dóchas, the Irish Association of Non-Governmental Development Organisations, and Bond, the UK network for organisations working in international development, and actively engage across a number of areas to contribute to wider learning and best practice initiatives and standards. GOAL is a signatory to the Dóchas Code of Conduct on Images and Messages and contributes to the ongoing development of standards to guide Irish NGOs.

## GOAL'S INTEGRITY FRAMEWORK

Authentic workplace integrity - where a strong moral character lies at the core - is, by definition, a whole and ongoing organisational effort. It goes beyond transparency and accountability and includes compliance with the law and organisational standards, as well as with universal ethical principles, i.e. respect, fairness, and honesty, and applying these ethical norms in our professional context.

GOAL's commitment to workplace integrity is an organisation-wide approach and includes rigorous integrated measures, from recruitment of the right personnel with the right approach, to a strong policy environment which guides staff and governs the global network of GOAL. All staff, Boards of Directors, volunteers, contractors, and partners who support our activities, are inducted in our Workplace Integrity Framework.

The Workplace Integrity Framework, established in 2017, includes actions from a range of functions including among others, Audit and Risk, Ethics and Compliance, Human Resources Programme Quality and Monitoring Evaluation, Accountability and Learning. Our GOAL is to ensure the ethical choice is the easy choice for GOAL members and supporters, with a strong policy infrastructure, combined with a culture in which doing the right thing is supported, encouraged, and rewarded.

GOAL's organisation-wide approach to achieving workplace integrity is demonstrated through our Three Lines of Assurance.

In 2019, in line with our commitment to accountability, GOAL further augmented its investigations team by appointing a Data Analytics and Reporting Officer. The investigations team also attended conferences with other INGOs from the sector. GOAL also holds meetings with other INGOs quarterly to discuss trends impacting the sector and shared learnings to contribute to overall strengthening of systems and accountability in the sector.

## SAFEGUARDING

GOAL is committed to creating, promoting, and maintaining a safe organisational culture and environment for everyone who works for and with the organisation, including our partners and the communities GOAL serves. Strong and appropriate safeguarding practices are a whole of organisation priority and effort. Building on progress made in recent years, GOAL continued its focus in 2019 on training staff on safeguarding in line with our core policies, values, and commitments to our partners.

Significant progress has been made in 2019 in strengthening our staffing structure to ensure all GOAL country programmes have dedicated Safeguarding Managers or focal points at national level, as well as field level focal points, both male and female. Our Global Safeguarding Advisor has access to the CEO and meets with the Senior Management Team regularly to keep them apprised of progress, priorities, and risks. Additionally, safeguarding training is conducted annually with the Senior Management Team and Board.

To date, 90% of GOAL personnel globally have received a one-day training course on safeguarding, with plans in place to reach all staff in 2020. Induction and training courses are monitored in our quarterly compliance reports and tracked by our HR department. To support this process, GOAL has developed a 'Training Management System' which allows us to capture real time reporting of the number of staff trained. This tracking system is currently being piloted by the safeguarding team.

Safeguarding Minimum Standards were developed

which guided our global Action Plan for 2019. Furthermore, nine of our country programmes developed country-specific Safeguarding Action Plans and globally various core policies and guidelines were updated to incorporate safeguarding. GOAL's Protection from Sexual Exploitation and Abuse (PSEA) policy and our Child Protection (CP) policy were translated in English, French, Spanish and Arabic.

Across our programmes, safeguarding was mainstreamed throughout one of GOAL's leading project models, the NIPP programme, which is implemented across six countries. Collaboration between the Safeguarding Advisor and the NIPP Project Coordinator involved a number of steps including the implementation of a process to identify potential entry points for safeguarding; reviewing tools supporting NIPP implementation and MEAL for safeguarding inclusion; updating existing NIPP tools along with the development of additional tools to support safeguarding mainstreaming. This update within our NIPP programme was launched in December 2019, through a series of webinars.

To consolidate and ensure a comprehensive approach to safeguarding across the organisation, significant integration has taken place between safeguarding and internal audit processes. Nine countries were audited with further alignment undertaken with Safeguarding Minimum Standards. This culminated with a safeguarding assessment conducted by Keeping Children Safe - a not-for-profit independent organisation with internationally recognised safeguarding standards. GOAL successfully passed this assessment in October 2019.





## FOCUS ON PROTECTION: THE LINK PROGRAM, TURKEY

GOAL's European Union funded LINK programme in Turkey connects vulnerable refugees and nomadic groups to vital services to support their basic human rights, including healthcare and education.

The programme works to protect individuals by referring them to services including information on people's rights, legal counselling, and psychosocial support.

Asylum seekers, refugees and irregular migrants are often left vulnerable to a number of protection risks immediately after leaving their country of origin. Even when public services and social assistance are available in countries of arrival, as is the case in Turkey, they may experience difficulties in obtaining tailored information on their rights and obligations.

In 2019, GOAL reached approximately 20,000 individuals with targeted protection support under the LINK programme.

Among the refugees that GOAL supported was Ahmed\* (54) from Syria, his wife, their four children, six grandchildren, and daughter-in-law, who all lived in a three-room apartment in Gaziantep in Turkey. The family did not have a regular income and lacked awareness of and access to social services, medical, and other basic needs such as food and school supplies. The area they lived in suffered from social problems, and one of Ahmed's sons struggled with alcohol and substance addiction.

In November 2019, GOAL provided Ahmed with information on social assistance, accessing school supplies, and medical appointments. Ahmed's grandchildren were vaccinated against childhood diseases and his son began to receive treatment at a public healthcare centre.

Implemented by GOAL, with financial support from European Union Civil Protection and Humanitarian Aid Operations (ECHO) the LINK project is playing an important role in protecting vulnerable refugees, connecting them to services programmes available in Turkey under the Temporary Protection and International Protection Regulations in Adana, Ankara, Gaziantep, and Şanlıurfa.

\* The beneficiary's name was changed for this story; Ahmed is not his real name.



## INTERNAL AUDIT

GOAL has a dedicated Internal Audit Department that provides independent and objective assurance on key risks. The mission of the Internal Audit Department is to act as trusted independent advisors who continually protect the interests of GOAL's stakeholders by providing assurance on mitigating controls for GOAL's key strategic risks and guidance on how to resolve control weaknesses.

The Head of Internal Audit reports directly to the Chair of Audit & Risk and in addition has a line to the CEO and meets with the Senior Management Team regularly. This structure enables the internal audit function to operate and report independently and influence change and continuous improvement. The ARC, acting independently from the executive, ensures that the interests of all stakeholders are properly protected in relation to financial reporting oversight, internal control, internal and external audit, risk management, and corporate governance and compliance.

## COMPLIANCE

The compliance function helps to ensure that donor funded programmes are implemented in compliance with donor and GOAL policies and procedures including, but not limited to, procurement, finance, anti-terrorism, and sanctions. The function provides both advisory and assurance services to GOAL staff at HQ and in the field country offices. Members of the compliance department respond to queries on donor regulations throughout the programme life cycle. The department is also responsible for reviewing and interpreting new donor regulations and developing and designing training materials for workshops and other tools or resources on various donors' rules and regulations.

In March 2019 GOAL successfully exited the Administration Agreement with USAID, which GOAL signed in March 2017 for a two-year period. During this period GOAL implemented robust internal controls and effective, robust operating processes and procedures which continue to be reviewed and updated. These changes have ensured that organisational growth is underpinned by effective corporate governance and a strong control environment.

## POLICY INFRASTRUCTURE

As part of our commitment to integrity through compliance with applicable laws, regulations, and ethical standards in each of our countries of operation, GOAL continued to pursue a robust agenda of organisational and policy strengthening in 2019. Over the course of the year, GOAL's Management Team continued to review GOAL's policies to ensure they comply with best practice and are fit for purpose. In 2019, the following new policies were rolled out following consultation with the relevant Advisory Board and the Board of Directors and subsequent Board approval:

- GOAL Anti-Fraud Policy
- GOAL IT Acceptable Use Policy
- GOAL IT Security Policy

## FUNDRAISING STANDARDS

GOAL is committed to maintaining the highest standards in its fundraising and communications activity. To guide us in this commitment, we adhere to the Statement of Guiding Principles for Fundraising as laid out by the Charities Regulator. These principles are embedded in our work and articulated further through our GOAL Donor Charter.

By placing dignity, respect, and consideration at the center of our relationship with the communities we work with and represent, as well as the donors who support our work, we hold ourselves accountable to the highest standards. As part of our commitment to continuous improvement and adherence to our integrity framework, we encourage feedback from all interested stakeholders through our numerous feedback and reporting channels, including email, phone, post, and anonymous reporting mechanics.

Combining our approach to fundraising with governance commitments and best practice in annual and financial reporting, GOAL is a certified holder of the Charities Institute of Ireland's 'Triple Lock' accreditation.

# FINANCIAL HIGHLIGHTS

The 2019 financial performance built on a strong performance in 2018. Significant investment was made in strengthening the business development and fundraising functions within the organisation to support long term income generation, with modest growth in unrestricted reserves as a result, which increased by €130k to €9.4m. 2019 was a year in which GOAL focused on strengthening core functions of the organisation, investing in expertise to drive and grow income generation, continuing to stabilise the global finances, and on maintaining a strong financial model with focus on growth in cash flow.

The financial outcome is outlined in the Consolidated Statement of Financial Activities.

## INCOME

Total income remained at broadly the same level at €111m (2018: €110m). GOAL receives institutional funding from national governments including those of Ireland, the UK, and the USA, as well as from the European Union and the United Nations. GOAL is also supported by a variety of charitable trusts and foundations globally and by the public through donations, legacies, and various fundraising events. Note 5 to the financial statements provides details of the donors who supported GOAL during 2019.

## EXPENDITURE

From an expenditure perspective, GOAL's primary focus is the delivery of aid to those most in need. Our Overseas and Relief Development expenditure increased to €105m (2018: €98m) with increases across nine fields but with significant increases in Zimbabwe as a result of Cyclone Idai and in South Sudan as a result of the Health Pooled Fund Programme grant.

Excluding donations-in-kind, Charitable Activities expenditure increased by 7% on FY 2018. Note 7 to the financial statements provides a detailed analysis of the charitable expenditure across each of the country programmes. The most notable change relates to a decline in our Syria programme of 13%, representing both the diversification of the grant portfolio as well as the challenging environmental context, which impacted the ability to deliver much needed aid across our operating areas. In 2019, the Syria programme comprised 40% of overseas relief and development expenditure, which represents a reduction from 50% in 2018.

Expenditure across key areas is broadly in line with prior years, with the exception of an increase in cost of raising funds, an increase that is expected to deliver an increased return on fundraising income

### KEY HIGHLIGHTS TO NOTE ARE:

- Income of €108m earned from charitable activities remained consistent with 2018 (2018: €107m), however the portfolio of grants was diversified during the year with less concentration on the Syria programme and an increased number of grants to other fields.
- Income from Government Agencies decreased by €4.3m and was offset by growth of €4.2m from Other Institutional Donors and an increase of €1.5m in donations-in-kind.
- Fundraising income decreased by 6% on 2018 with investment in this area expected to begin making a return in 2020. Details of fundraising activities can be found in the Your Support section of this report.
- Other income represents pro bono professional fees received as further explained in Note 6 to the financial statements.
- Note 5 to the financial statements provides a detailed analysis of income received from each of the institutional donors while Note 5(b) to the financial statements further explains the donations-in-kind. The four largest donors contributed 64% of institutional donor income in 2019.
- GOAL's largest donor is USAID, who awarded €34m of funding income (2018: €45m) which equates to 32% of the total portfolio, which is down from 42% of the portfolio in 2018. DfID is the second largest donor, providing €13m of income equating to 12% of total income. ECHO awarded €12m in 2019. The Irish Government contributed €10.8m of funding to GOAL's humanitarian efforts in the developing world.

for the organisation in 2020. In addition, following closely monitoring of foreign exchange the organisation had a foreign exchange gain in 2019 of €293k compared with a foreign exchange gain in 2018 of €44k.

## STATEMENT OF FINANCIAL POSITION

Total reserves decreased by €1.9m or 8% with an increase in Unrestricted Reserves by €130k and a decrease in Restricted Reserves by €2m. The decline in investments relates to the sale of shares in November 2019.

The financial performance in 2019 left GOAL in a strong position for 2020 as the organisation continues to grow and consolidate its financial

position. The onset of COVID-19 in March 2020 has resulted in uncertainties that the organisation has been fully engaged with through the use of robust modelling tools and engagement with donors. It is clear that 2020 will not be a year of growth as we work with donors to adapt programmes to respond to the pandemic. GOAL is in a stable financial position to navigate these challenges and will continue to work to maintain this stability throughout 2020.

## APPROACH TO INVESTMENT POLICY

GOAL invests limited unrestricted funds in a modest number of new personnel and some investment in innovative projects in the field to achieve the ambitious strategy set by the Directors for the period 2019-2021.

## RESERVES

GOAL's reserves policy is to maintain a prudent level of unrestricted reserves at a minimum level to ensure the long-term viability of the organisation, to protect our programme of work from risk of disruption at short notice due to reduction of donor funds and to allow immediate and efficient response to sudden-onset humanitarian crises. GOAL has designated elements of its unrestricted funds to reflect this policy.

GOAL's policy is to set target base-level of general reserves of 6 months of committed unrestricted expenditure equating to €6m. At each Board meeting, the Board reviews the level of reserves held, in particular as part of the approval of the annual budget with a formal review of the reserves policy once annually. Current levels of unrestricted reserves are equivalent to approximately eleven months' unrestricted expenditure at 2020 budgeted levels. GOAL's total funds at the end of 2019 were €22.9m (2018: €24.8m). GOAL has analysed its reserves as follows:

### RESTRICTED RESERVES

**€13.5m (2018: €15.5m) - being funds which are for a particular purpose as specified by the institutional donor, individual giver or legacy.**

### UNRESTRICTED RESERVES

**€9.4m (2018: €9.3m) – funds which are available to the organisation for general purposes as approved the Board through the annual budgeting processes. These are further analyses into the following two categories:**

**General Unrestricted Reserves €7.2m (2018: €7.1m)-** These are funds which are available to an individual charity for the general purposes of the charity and include amounts received from Institutional Donors which are used to fund support costs.

**Designated Funds €2.2m (2018: €2.2m)–** being funds which are available for general purpose of the organisation, but which have been allocated by the Board to be used for a specific purpose.



Adi Goticha, Drought in Ethiopia Nov 2017

# PRINCIPAL RISKS AND UNCERTAINTIES

In order to implement GOAL's strategy, it is essential that significant risks facing the organisation are identified, monitored, and managed as they arise. Risk management is a vital part of GOAL's everyday activities and we follow a systematic approach to risk management considering both external and internal factors. Our risk processes are designed to identify key and emerging risks and provide assurance that these risks are fully understood and appropriately assessed with regular reporting and monitoring processes. Our approach to risk management is in accordance with ISO 31000 methodology.

**The principal risks and uncertainties facing GOAL at the end of 2019 are as follows:**

RISK	DESCRIPTION	MITIGATION
<b>SAFETY AND SECURITY OF STAFF</b>	Many of our programmes operate in high-risk and insecure areas, which are considered to be amongst the most challenging in the world. Some fields, such as Syria are also largely managed remotely, which brings additional risks and challenges. The safety, wellbeing and security of our staff is of the highest importance to us.	GOAL places the highest priority on the safety and wellbeing of our staff around the world. Central to our programming operations is ensuring we are managing and mitigating risks to staff safety in line with the local, national and global context. Our global security team, working alongside a range of functions and country teams, including our People and Development function, Country Management Teams and Board, ensure the appropriate range of policies and practices are in place to maximise staff safety at all times.
<b>DIVERSIFICATION OF FUNDING</b>	A key priority for GOAL is the ongoing, long term diversification of funding sources to provide a wide, stable and predictable funding base for the organisation.	GOAL has developed a funding strategy across all fields to support and guide targeted growth of funding across a number of key areas. Environment scanning is undertaken to better understand and prepare for trends, risks and opportunities as part of this strategy and ensures GOAL's organisational funding approach is aligned with the wider geo-political funding and donor landscape.
<b>GROWTH OF UNRESTRICTED INCOME</b>	To support GOAL's organisational agility and our capacity to invest in priority areas, growth in publicly fundraised income levels continues to be priority in a challenging and competitive market context, with fundamental shocks likely in the near future (economic disruption, global health pandemics).	GOAL is continuing to invest in building capacity to secure unrestricted funding for the organisation. This includes the development of the Fundraising Team, with a particular focus on growing fundraised income through supporter recruitment, retention and development. GOAL will continue to prioritise growth across its fundraising events, corporate fundraising program and maintain momentum achieved on our digital fundraising activities.



RISK	DESCRIPTION	MITIGATION
<b>STAFF RECRUITMENT AND RETENTION</b>	<p>Recruiting and retaining talented, committed staff in a competitive market is critical to achieving our objectives. Hiring, developing, and supporting our staff is hugely important to GOAL and underpins all that we do.</p>	<p>Building on progress made across the GOAL HR function, including the further development of its structure, systems and processes, made in 2019, GOAL will continue to prioritise the recruitment, retention and development of capable, resilient, versatile and experienced staff.</p> <p>Recognising GOAL's staff are the foundation of our organisation and the enablers of our mission, we continue to strive to provide exemplary leadership, first rate care and development to ensure our capacity to meet the needs of the communities we serve, continues to be met. This commitment is underpinned by our organisational values that continue to guide and shape our approach to our work and how we lead, support and care for our people.</p> <p>The continued roll out of staff development and training interventions globally through in-class and virtual methods along with the continued strengthening of HR Functions both at HQ and across our Country Programs will play a pivotal role in supporting the consistent development of our people regardless of their location. Further system strengthening across our HR systems, including that of enhanced performance management processes and leadership development also forms a key component of staff retention and development.</p>
<b>PROTECTION &amp; SAFEGUARDING OF VULNERABLE POPULATIONS</b>	<p>GOAL works with vulnerable people, including women and children throughout its programming and has a heightened responsibility to ensure the protection of these community members, given the risks posed in Humanitarian and fragile environments.</p>	<p>GOAL strives to ensure that vulnerable individuals are protected from any form of exploitation, harm, abuse or otherwise negative behaviour. As part of this commitment, GOAL has a comprehensive framework of policies, practises, trainings and activities to ensure appropriate behaviours are followed by all our staff and partners. Globally over 90% of staff have received safeguarding training with plans underway to reach 100%. Where feedback or complaints arise, these are managed through GOAL's 'Speak Up' system, which review and takes appropriate action where required. GOAL has also integrated Safeguarding into our Internal Audit process as well as including it in our bi-annual compliance reporting process in all Country Programmes. Our in-country complaints response mechanisms are designed to ensure concerns of beneficiaries can be raised and responded to effectively and independently.</p>

RISK	DESCRIPTION	MITIGATION
<b>FRAUD, THEFT OR CORRUPTION</b>	<p>Contexts where poverty and conflict are prevalent have a heightened risk of fraud, theft, corruption and similar illegal or inappropriate behaviours. As an organisation that operates in these environments, GOAL is naturally exposed to risks in this area through its humanitarian and development programming operations.</p>	<p>GOAL promotes a strong culture of integrity, transparency and honesty across the organisation while simultaneously implementing a comprehensive zero tolerance Anti-Fraud approach, underpinned by clear policies, and continues to ensure that appropriate training in this area and support is provided to all employees and board members. GOAL has comprehensive internal controls and financial systems that are designed to provide a strong control environment and are subject to regular review. The internal audit team provide independent oversight of these systems and report them to the Audit and Risk Committee and the board. The Speak Up and Safecall systems provide an additional means for the reporting of complaints and fraud. Comprehensive third-party vetting processes are in place together with thorough verification procedures for beneficiaries, and we perform sanctions checking on our partners and suppliers.</p>
<b>COVID-19</b>	<p>COVID-19, and its long term disruption to economic, social and public health systems, has the potential to cause widespread negative impact to GOAL's HQ and Country office programme delivery and operations. In addition, specific impacts on our country programmes in the areas of staff health, safety &amp; security, business and office continuity, programme governance including remote working, existing programme adaption, funding opportunities and or financial impact of delays in programming are all risks with potential to impact GOAL's business.</p>	<p>A GOAL COVID-19 Taskforce has been established to coordinate and manage COVID-19 impacts and risks, including cross-function coordination in close partnership with country offices. This taskforce supports the management of COVID-19 risks and operational mitigations including:</p> <ul style="list-style-type: none"> <li>• The development, distribution and delivery of staff health, safety &amp; security guidance and activities to ensure the safety and wellbeing of GOAL staff.</li> <li>• The support of business process continuity through the development and distribution of tools and guidance to mitigate against the wide array of potential disruptions and to support remote working. This has included leveraging digital technology and providing new measures or adapting existing measures</li> <li>• Cyber security mitigation measures and awareness to mitigate increased risk due to remote working.</li> <li>• Programme adaption and pivoting to minimise operational and financial impact, supported by GOAL's Senior Management Team.</li> <li>• Adaption of existing functions and capacities to to articulate GOAL's global response &amp; identify new funding and programming opportunities in response to COVID-19.</li> <li>• The strengthening of Internal and external communications to support engagement with all relevant stakeholders, including staff, boards, funders, partners and communities.</li> </ul>

GOAL and UNHCR partnership in action during Emergency Response shelter distribution after Cyclone Idai in Zimbabwe in April 2019.



# FUTURE PLANS

In line with GOAL's 2019 – 2021 Strategic Plan, our focus will continue to be framed around six strategic GOAL areas. The first four of these GOALS focus on strengthening and growing the delivery of our humanitarian and development programming across emergency response, health, nutrition, and livelihoods. GOAL will seek to continue to refine, grow, and innovate its programming in these areas, working with new and existing partners to deliver reach, scale, and impact.

GOAL five relates to fostering global citizenship through our development, education, and public engagement programmes. Working with a diverse range of partners, including Irish Aid, we will continue to grow our internal capacity and expertise in this area, helping to share the learnings and key advocacy messages from our field operations with the public and young people in particular.

A priority in our strategic plan is to strengthen our organisational framework across a range of areas including funding, technology, our people, and communications. This focus will continue, with the growth of restricted and unrestricted income a key priority for the organisation. In addition, GOAL will continue to focus on rebuilding market presence in both the USA and UK. Organisational adaptations will be planned for, with mitigations developed against large global shifts and disruptions, such as COVID-19 and the UK exiting the European Union.

In line with progress made in 2019, further progress in the development of our people through the recruitment, retention, and development of high-quality staff will be prioritised. A wide range of training and upskilling opportunities and programmes will be delivered along with further evolution and refinement of our talent management processes.

All of GOAL's work will be supported by our ongoing use of technology to directly and indirectly support the delivery of our humanitarian and development programmes. The pace of these developments will likely accelerate due to COVID-19 as technology plays an increasing role in facilitating programme delivery and operational support, in close collaboration with our corporate technology partners and voluntary experts.

GOAL will also pay close attention to security-related risks and wider risks faced by its global

teams on a daily basis. This will be coupled with attention on the legal and fiduciary regulations related to anti-corruption and counter-terror efforts. GOAL is dealing with ever-changing, new and intensified risks to our personnel, operations, and our organisation as a whole. As a result, we will need to undertake a global review of how we approach risk in a manner that strengthens our risk culture, which adopts a different organisation-wide risk management framework to better enable effective programming.

As we look ahead to 2020 and 2021, GOAL has a strong management team in HQ and in-country which has an ambition for achieving programmatic excellence, while remaining prudent in its fiscal management.

Late in 2019, a new existential threat emerged in the form of the coronavirus COVID-19, which now poses an unprecedented global public health and economic crisis. The virus will exacerbate the existing vulnerabilities in the countries that GOAL operates. The impact is likely to be devastating; at this time GOAL is already responding and our work has never been more relevant - never have the needs of vulnerable people been more pressing. While the changed environment will bring risks and challenges, it will also bring opportunities for GOAL to respond through its humanitarian programmes and deliver effective and innovative solutions for communities experiencing crisis and poverty.



# OTHER MATTERS

## BRANCHES

The work of GOAL in the developing world is carried out through branches located in the countries of operation. The branches are the local representatives of GOAL. They do not have a separate legal personality and have been set up specifically to carry out the work of GOAL. As at 31 December 2019, GOAL operated branches in the following countries: Ethiopia, Haiti, Honduras, Iraq, Malawi, Niger, Sierra Leone, South Sudan, Sudan, Turkey, Uganda, and Zimbabwe.

## POLITICAL DONATIONS

The Group did not make any political donations in the financial year (2018: €nil).

## STAFF AND VOLUNTEERS

The nature of GOAL's operations dictates that staff overseas are very often required to live and work in remote locations, in basic conditions, and to carry out their work in some very challenging situations. The Board would like to express their appreciation for the courage and dedication of all staff worldwide for the contribution they make to the work of GOAL. GOAL is an equal opportunities employer. The aim of its equal opportunities policy is to ensure that all people receive equality of opportunity within GOAL regardless of gender, race, religion, disability, nationality, marital/family status, or sexual orientation. It is the policy of GOAL to ensure the health and welfare of its employees by maintaining a safe place and system of work. This policy is based on the requirements of the Safety, Health and Welfare at Work Act, 1989.

## DIRECTORS' COMPLIANCE STATEMENT

As required by section 225 (2) of the Companies Act 2014 the Directors:

- a. Acknowledge that they are responsible for securing the Company's compliance with its relevant obligation (as defined in that legislation);
- b. Confirm that a compliance policy statement has been drawn up and that appropriate arrangements or structures are in place that are, in the Directors' opinion, designed to secure material compliance with relevant obligations; and
- c. Confirm that a review was undertaken during the 2019 financial year of the arrangements and/or structure that has been put in place as referred to in (b) above.

## GOING CONCERN

GOAL's financial performance for 2019, which is set out on pages 91 to 122, was satisfactory. GOAL's unrestricted reserves as at 31 December 2019 amounted to €9.4m (2018: €9.3m). The unrestricted reserves policy is set out on page 73.

The emergence of the COVID-19 virus pandemic in early 2020 has had significant impact on a number of aspects of GOAL's operations both in Ireland and in all of its country operations. The pandemic has had a particular impact on programming governance, the health and safety of staff and beneficiaries, Institutional and public funding, and public engagement activities. GOAL continuously addresses these challenges through the establishment of robust and responsive oversight, strong governance and systematic financial review mechanisms including the implementation of significant risk mitigation processes together with the immediate implementation of effective and timely operational changes to ensure the continuity of GOAL's activities.

GOAL has proactively carried out regular and extensive engagement with all of its key stakeholders during

this period, not least with Institutional donors so as to keep them informed of developments and to hear their concerns. Donors understand the challenges facing NGOs during this time and are working with GOAL to support and implement the necessary changes.

Budgets and business plans for 2020 and 2021 have been robustly challenged and revised cash flow forecasts have been prepared under various scenarios. The Directors have reviewed and approved the revised forecasts.

The Directors believe that the organisation has adequate resources to continue in operational existence for a period of not less than 12 months from the date of approval of these financial statements. Accordingly, the Directors continue to adopt the going concern basis in preparing the financial statements.

## ACCOUNTING RECORDS

To ensure that proper accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the Directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the Company's premises at Carnegie House, Library Road, Dún Laoghaire, Co. Dublin.

## DISCLOSURE OF RELEVANT AUDITOR INFORMATION

Each of the persons who is a Director at the date of approval of this report confirms that:

- so far as that Director is aware, there is no relevant audit information of which the Company's or Group's auditor is unaware; and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company's and Group's auditor is aware of that information.

The confirmation is given and should be interpreted in accordance with the provisions of Section 330 of the Companies Act 2014.

## SUBSEQUENT EVENTS

Subsequent to the financial year end, Ireland was impacted by the global COVID-19 virus pandemic. At the financial year end 31 December 2019 there were no impacts on the recognition and measurements of assets and liabilities as this pandemic impact was considered to be a non-adjusting event.

In March 2019, GOAL fully exited the Administration Agreement with USAID. Other than this, there have been no significant events affecting the Group or Company since the balance sheet date that would require disclosure or adjustment to the financial statements.

There were no other subsequent events since the financial year end.

## AUDITORS

The auditors, Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with Section 383 (2) of the Companies Act, 2014.

## ON BEHALF OF THE BOARD OF DIRECTORS



**Anne O'Leary**  
Director / Chairperson



**Kieran Kelly**  
Director

DATE: 26/6/2020

# DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Directors' Report and the consolidated financial statements in accordance with applicable law and regulations.

Irish company law requires the Directors to prepare financial statements for each financial year. Under the law, the Directors have elected to prepare the Group and Company financial statements in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland as applied in accordance with the provisions of the Companies Act 2014 and with the Accounting and Reporting by Charities; Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (issued in November 2014) (the "Charities SORP").

Under company law the Directors must not approve the consolidated financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities, and financial position of the Group and Company and of the Group's profit or loss for that year. In preparing the Group and Company financial statements, the Directors are required to:

- **select suitable accounting policies and then apply them consistently;**
- **make judgements and estimates that are reasonable and prudent;**
- **state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the consolidated financial statements;**
- **assess the Group and Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern; and the use of the going concern basis of accounting unless they either intend to liquidate the Group or Company or to cease operations, or have no alternative but to do so.**

The Directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position, and profit and loss of the Company and which enable them to ensure that the financial statements of the Company comply with the Companies Act 2014. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material mis-statement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities. The Directors are also responsible for preparing a Directors' Report that complies with the requirements of the Companies Act 2014.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## On behalf of the Board of Directors



**Anne O'Leary**  
Director / Chairperson



**Kieran Kelly**  
Director

DATE: 26/6/2020



# LEGAL & ADMINISTRATIVE INFORMATION

The following are Board members of GOAL at the date in which the financial statements were approved:

## BOARD OF DIRECTORS

Anne O'Leary (Chair)  
Christopher Clinch  
Alison Cowzer  
Jimmy Deenihan  
Jemma Houlihan  
Mary Jennings  
Kieran Kelly  
Mary Murphy  
Tim O'Connor  
Hugh O'Flaherty  
Captain Brian FitzGerald

### Company Secretary

Kieran Kelly

### Assistant Company Secretary

Alison Mitchell

### Chief Executive Officer

Siobhán Walsh

### Principal Bankers

Bank of Ireland, Dún Laoghaire, Co Dublin  
Allied Irish Bank, Greystones, Co Wicklow

## AUDITORS

Deloitte Ireland LLP

## CHARTERED ACCOUNTANTS AND STATUTORY AUDITOR

Earlsfort Terrace, Dublin 2

## REGISTERED OFFICE

Carnegie House, Library Road  
Dún Laoghaire, Co Dublin, Ireland

### Company Registration Number

201698

### Charity Registration Number

20010980

Women present the cooking techniques they learned in NIPP circles using fuel-efficient stoves in Fadari, Zinder region, Niger. They are serving beans and moringa leaf.





Deloitte Ireland LLP  
Chartered Accountants &  
Statutory Audit Firm

### ***Independent auditor's report to the members of GOAL***

#### ***Report on the audit of the financial statements***

#### ***Opinion on the financial statements of GOAL***

In our opinion the group and parent company financial statements:

- give a true and fair view of the assets, liabilities and financial position of the group and parent company as at 31 December 2019 and of the group's outgoing resources and application of resources, including group's income and expenditure, for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

the group financial statements:

- the Consolidated Statement of Financial Activities;
- the Consolidated Balance Sheet;
- the Consolidated Cash Flow Statement; and
- the related notes 1 to 34, including a summary of significant accounting policies as set out in note 1.

the parent company financial statements:

- the Balance Sheet;
- the Cash Flow Statement; and
- the related notes 1 to 34, including a summary of significant accounting policies as set out in note 1.

The relevant financial reporting framework that has been applied in the preparation of the group financial statements is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council ("the relevant financial reporting framework").

#### ***Basis for opinion***

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the "Auditor's responsibilities for the audit of the financial statements" section of our report.

We are independent of the group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority, 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***

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group or parent company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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### ***Independent auditor's report to the members of GOAL***

#### ***Other information***

The directors are responsible for the other information. The other information comprises the information included in the Reports and Consolidated Financial Statements for the financial year ended 31 December 2019 other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

#### ***Responsibilities of directors***

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014, and for such internal control as the directors 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 directors are responsible for assessing the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group and parent company or to cease operations, or have no realistic alternative but to do so.

#### ***Auditor's responsibilities for the audit of the financial statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) 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.

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group and parent company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the entity (or where relevant, the group) to cease to continue as a going concern.

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### **Independent auditor's report to the members of GOAL**

#### **Auditor's responsibilities for the audit of the financial statements (Continued)**

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities within the group to express an opinion on the consolidated financial statements. The group auditor is responsible for the direction, supervision and performance of the group audit. The group auditor remains solely responsible for the audit opinion.
- In our opinion, information and returns adequate for our audit have been received from branches of the company not visited by us.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that the auditor identifies during the audit.

*This report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.*

#### **Report on other legal and regulatory requirements**

##### **Opinion on other matters prescribed by the Companies Act 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the parent company were sufficient to permit the financial statements to be readily and properly audited.
- The parent company financial statements are in agreement with the accounting records.
- In our opinion the information given in the directors' report is consistent with the financial statements and the directors' report has been prepared in accordance with the Companies Act 2014.

##### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

Margarita Martin

For and on behalf of Deloitte Ireland LLP

Chartered Accountants and Statutory Audit Firm

Deloitte & Touche House, Earlsfort Terrace, Dublin 2

Date: 08 July 2020



Artisanal fishermen from the remote La Moskitia region, northeastern Honduras, supported by the MiPesca programme.



# FINANCIAL STATEMENTS

# FINANCIAL STATEMENTS

## REFERENCE AND ADMINISTRATION

### DIRECTORS

Anne O'Leary (Chair)  
Jimmy Deenihan  
Jemma Houlihan  
Mary Jennings  
Kieran Kelly  
Mary Murphy  
Tim O'Connor  
Hugh O'Flaherty  
Alison Cowzer  
Christopher Clinch (appointed 13 May 2019)  
Brian Fitzgerald (appointed 16 December 2019)  
Christy Cooney (resigned 16 December 2019)

### SECRETARY

Kieran Kelly (resigned 16 December 2019)  
Jemma Houlihan (appointed 16 December 2019)

### CEO

Siobhan Walsh

### REGISTERED OFFICE

Carnegie House, Library Road, Dun Laoghaire, Co. Dublin

### WEBSITE

[www.goalglobal.org](http://www.goalglobal.org)

### COMPANY REGISTRATION NUMBER

201698

### REGISTERED CHARITY NUMBER

20010980

### REVENUE CHARITABLE STATUS NUMBER

CHY 6271

### SOLICITORS

A&L Goodbody, IFSC, North Wall Quay, Dublin 1

### PRINCIPAL BANKERS

Bank of Ireland, Dún Laoghaire, Co. Dublin  
Allied Irish Bank, Greystones, Co. Wicklow

### AUDITORS

Deloitte, Chartered Accountants and Statutory Audit Firm, Earlsfort Terrace, Dublin 2



# GOAL

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	Unrestricted Funds 2019 €'000	Restricted Funds 2019 €'000	Total Funds 2019 €'000	Unrestricted Funds 2018 €'000	Restricted Funds 2018 €'000	Total Funds 2018 €'000
<b>INCOME</b>							
Charitable activities	5 (a)	17	108,406	108,423	-	107,071	107,071
Donations and legacies	5 (c)	1,561	321	1,882	1,632	335	1,967
Fundraising events	5 (d)	605	-	605	668	-	668
Investments		105	-	105	28	-	28
Other trading income	6	64	-	64	37	-	37
		<b>2,352</b>	<b>108,727</b>	<b>111,079</b>	<b>2,365</b>	<b>107,406</b>	<b>109,771</b>
<b>EXPENDITURE</b>							
Charitable activities	7	273	110,743	111,016	210	104,047	104,257
Raising funds	8	2,093	-	2,093	1,690	-	1,690
		<b>2,366</b>	<b>110,743</b>	<b>113,109</b>	<b>1,900</b>	<b>104,047</b>	<b>105,947</b>
Net gain on investments	9 / 18	144	-	144	17	-	17
Net income / (expenditure)		<b>130</b>	<b>(2,016)</b>	<b>(1,886)</b>	<b>482</b>	<b>3,359</b>	<b>3,841</b>
<b>OTHER RECOGNISED INCOME / (LOSSES)</b>							
Other gains and (losses)	10	-	-	-	19	-	19
Net income / (expenditure) and recognised gains / (losses)		<b>130</b>	<b>(2,016)</b>	<b>(1,886)</b>	<b>501</b>	<b>3,359</b>	<b>3,860</b>
Taxation	11	-	-	-	-	-	-
Net movement in funds		<b>130</b>	<b>(2,016)</b>	<b>(1,886)</b>	<b>501</b>	<b>3,359</b>	<b>3,860</b>
<b>RECONCILIATION OF FUNDS</b>							
Total funds brought forward		9,283	15,503	24,786	8,782	12,144	20,926
Total funds carried forward		<b>9,413</b>	<b>13,487</b>	<b>22,900</b>	<b>9,283</b>	<b>15,503</b>	<b>24,786</b>

There were no other recognised gains or losses other than those listed above and the net expenditure for the financial year. All income and expenditure derives from continuing activities.

**GOAL**  
 CONSOLIDATED BALANCE SHEET  
 AS AT 31 DECEMBER 2019

	Notes	2019 €'000	2018 €'000
<b>TANGIBLE FIXED ASSETS</b>	14	55	38
		<b>55</b>	<b>38</b>
<b>CURRENT ASSETS</b>			
Stocks	16	2,939	3,888
Debtors and prepayments	17	17,868	17,217
Investments	18	863	934
Cash and cash equivalents		20,054	26,609
		<b>41,724</b>	<b>48,648</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors, accruals and provisions	19	(18,879)	(23,900)
<b>Net current assets</b>		<b>22,845</b>	<b>24,748</b>
<b>Net assets</b>		<b>22,900</b>	<b>24,786</b>
<b>FUNDS</b>			
Unrestricted funds	24	9,413	9,283
Restricted funds	24 / 26	13,487	15,503
<b>Total funds carried forward</b>		<b>22,900</b>	<b>24,786</b>

**ON BEHALF OF THE BOARD OF DIRECTORS**



**Anne O'Leary**  
 Director / Chairperson



**Kieran Kelly**  
 Director

# GOAL

## COMPANY BALANCE SHEET AS AT 31 DECEMBER 2019

	Notes	2019 €'000	2018 €'000
<b>TANGIBLE FIXED ASSETS</b>	15	55	38
		<b>55</b>	<b>38</b>
<b>CURRENT ASSETS</b>			
Stocks	16	2,939	3,888
Debtors and prepayments	17	17,903	18,406
Investments	18	862	933
Cash and cash equivalents		19,094	24,309
		<b>40,798</b>	<b>47,536</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors, accruals and provisions	19	(18,996)	(23,875)
<b>Net current assets</b>		21,802	23,661
		<b>21,857</b>	<b>23,699</b>
<b>Net assets</b>		<b>21,857</b>	<b>23,699</b>
<b>FUNDS</b>			
Unrestricted funds	25	9,119	9,025
Restricted funds	25 / 27	12,738	14,674
<b>Total funds carried forward</b>		<b>21,857</b>	<b>23,699</b>
<b>Net (expenditure) / income and recognised income/(losses)</b>		<b>(1,842)</b>	<b>3,659</b>

### ON BEHALF OF THE BOARD OF DIRECTORS

  
**Anne O'Leary**  
 Director / Chairperson

  
**Kieran Kelly**  
 Director

## GOAL

### CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2019

	2019	2018
	€'000	€'000
<b>Net cash (used in) / generated by operating activities</b>	(6,820)	11,477
<b>Cash flows from investing activities:</b>		
Interest received	67	19
Dividends received	8	4
Rent received	-	5
Proceeds from sale of investments	245	-
Proceeds from sale of fixed assets	-	901
Purchase of fixed assets	(55)	(12)
Net cash generated by investing activities	<b>265</b>	<b>917</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(6,555)</b>	<b>12,394</b>
Cash and cash equivalents at beginning of the financial year	26,609	14,215
<b>Cash and cash equivalents at the end of the financial year</b>	<b>20,054</b>	<b>26,609</b>

#### (a) Reconciliation of net movement in funds to net cash (outflow) / inflow from operating activities

<b>Net movement in funds</b>	<b>(1,886)</b>	<b>3,860</b>
<b>Adjusted for:</b>		
Depreciation of tangible fixed assets	38	62
Gain on sale of fixed assets	-	(19)
Gain on investments	(144)	(17)
Income from investments	(105)	(28)
Decrease / (Increase) in stocks	949	(118)
(Increase)/ Decrease in debtors, prepayments, and accrued income	(651)	4,524
(Decrease) / Increase in creditors and provisions	(5,021)	3,213
<b>Net cash (used in) / generated by operating activities</b>	<b>(6,820)</b>	<b>11,477</b>

# GOAL

## COMPANY CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2019

		2019	2018
		€'000	€'000
<b>Net cash (used in) / generated by operating activities</b>	(a)	(5,479)	12,332
<b>Cash flows from investing activities:</b>			
Interest received		66	8
Dividends received		8	4
Rent received		-	5
Proceeds from sale of investments		-	900
Proceeds from sale of fixed assets		245	-
Purchase of fixed assets		(55)	(12)
Net cash generated by investing activities		<b>264</b>	<b>905</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>		<b>(5,215)</b>	<b>13,237</b>
Cash and cash equivalents at beginning of the financial year		24,309	11,072
<b>Cash and cash equivalents at the end of the financial year</b>		<b>19,094</b>	<b>24,309</b>

### (a) Reconciliation of net movement in funds to net cash (outflow) / inflow from operating activities

<b>Net movement in funds</b>		<b>(1,842)</b>	<b>3,659</b>
<b>Adjusted for:</b>			
Depreciation of tangible fixed assets		38	61
Gain on sale of fixed assets		-	(21)
Gain on investments		(144)	(17)
Income from investments		(104)	(17)
Decrease / (Increase) in stocks		949	(118)
Decrease in debtors, prepayments, and accrued income		503	5,565
(Decrease) / Increase in creditors and provisions		(4,879)	3,220
<b>Net cash (used in) / generated by operating activities</b>		<b>(5,479)</b>	<b>12,332</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS

### 1. ACCOUNTING POLICIES

#### (A) Format of the financial statements

GOAL is constituted under Irish company law as a company limited by guarantee and is a registered charity. Prior to Companies Act 2014, companies not trading for gain for the members were not within the scope of company law requirements with regard to formats and content of financial statements which applied to for-profit companies, thus permitting the adoption of a format appropriate to a charity.

Accordingly, GOAL adopted and reported its performance in accordance with the format provided for in the Statement of Recommended Practice ("SORP") for charities (2015) '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 ("FRS102")' as published by the Charity Commission for England and Wales. In particular GOAL reports its performance for the financial year in the format of the SORP's Statement of Financial Activities ("SOFA").

The Charity Commission for England and Wales, is recognised by the UK Accounting Standards Board ("ASB") as the appropriate body to issue SORP's for the charity sector in the UK, and the SORP has heretofore been recognised as best practice for financial reporting by Charities in Ireland.

In order to provide information relevant to understanding the stewardship of the Directors and the performance and financial position of the Charity, GOAL has prepared its financial statements in accordance with the formats provided for in Charities SORP (FRS102), consistent with the prior years.

The Group has elected to avail of the exemption allowed by Companies Act 2014, section 304(2). This exemption allows the Group to forgo preparing the entity Statement of Financial Activities if certain conditions are met. The Group has met those conditions.

#### (B) Basis of preparation

The financial statements have been prepared under the historical cost convention as modified by the revaluation of investments. The financial statements have been prepared in accordance with Financial Reporting Standard 102, Irish statute comprising the Companies Acts 2014 as applied in accordance with the Charities SORP (FRS102) '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 (FRS102)' as published by the Charity Commission for England and Wales, who are recognised by the Financial Reporting

Council as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with the SORP is considered best practice for charities in Ireland. As noted above, the Directors consider the adoption of the SORP requirements is the most appropriate accounting practice and presentation to properly reflect and disclose the activities of the organisation.

GOAL's primary business is the alleviation of human suffering caused by manmade or natural disasters. It does this through the provision of basic services supporting the health, nutrition, shelter, water, sanitation, education, and livelihoods needs of its beneficiaries. The registered office of the GOAL is Carnegie House, Library Road, Dun Laoghaire, Co. Dublin, and GOAL's Companies Registration Office number is 201698.

#### (C) Principles of consolidation

The consolidated financial statements include the financial statements of GOAL in Ireland, including GOAL's field offices overseas; GOAL International (trading as GOAL UK), a company limited by guarantee operating in the United Kingdom (company registration number 1107403); GOAL Kenya, a dormant charitable non-governmental organisation registered in Kenya; and GOAL USA Fund, an incorporated not-for-profit corporation in the United States of America. All transactions and balances with the subsidiary undertakings have been eliminated in preparation of the consolidated financial statements.

#### (D) Recognition of income

- (i) Public donations and similar income arising from fundraising events are accounted for when received. As with many similar charitable organisations, independent groups from time to time organise fundraising activities and may operate bank accounts in the name of GOAL. However, as amounts collected in this way are outside the control of the Group, they are not included in the financial statements until received by the Group.
- (ii) Legacy income is recognised (a) in the period that it is received or (b) when entitlement to income has been established, future receipt of the income is deemed probable, and the monetary value can be ascertained with sufficient accuracy.
- (iii) Grant income from charitable activities, in furtherance of the charity's objects, is accounted for on a receivable basis. Where entitlement to the income is contingent on meeting certain performance conditions associated with the grants, the income may still be recognised before the conditions have all been met if future achievement of those conditions is probable, and is within the control of the organisation. GOAL is subject to financial and compliance audits by institutional

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

donors. The amount of expenditures, if any, which may be disallowed are charged against income in the statement of financial activities.

(iv) Donations in kind may take the form of goods or services provided to the charity free of charge. Where valuation can be measured with reasonable certainty, donations in kind are recognised in full as income in the year of receipt. Donations in kind are valued at the cost to the donor or the amount normally chargeable by the donor for the goods or services provided. If such a valuation is not available, reasonable prevailing market rates are used.

(v) Interest income is recognised in the period in which it is earned.

### (E) Recognition of expenditure

(i) Expenditure is analysed between charitable activities (activities in furtherance of the charity's objects) and costs of raising funds.

(ii) The costs of each activity have been separately accumulated and disclosed. Expenditure is recognised in the period to which it relates. Expenditure incurred but unpaid at the balance sheet date is included in accruals and other creditors. Charitable expenditure comprises all expenditure incurred by the charity in meeting its charitable objects as opposed to the costs of raising funds to finance these activities. Publicity costs are included under the costs of raising funds due to the nature of the costs being linked to the raising of funds in furtherance of the charity's objects.

(iii) Expenditure in project locations overseas is recognised as charitable expenditure in the period it occurs.

(iv) Distributions to beneficiaries of donations in kind, such as foodstuffs and medical supplies, are recognised as expenditure in the financial year that they are distributed to beneficiaries. Valuations of donations in kind are based on the unit cost to the donor. If such a valuation is not available, reasonable prevailing market rates are used.

### (F) Allocation of support costs

In accordance with the Charities SORP (FRS102), support costs are allocated to the activities of the organisation on a reasonable basis so that the total cost of the organisation's activities may be disclosed in the statement of financial activities. Support costs attributable to one activity only are charged to that activity in full. Items of expenditure which contribute to more than one activity are allocated to

those activities on a reasonable basis. The Group allocates these costs on the basis of staff time input to each activity. For the purposes of the statement of financial activities, the 'activities' of the Group are categorised as: Charitable Activities and Raising Funds.

### (G) Tangible fixed assets

Tangible fixed assets are stated at cost or valuation, less accumulated depreciation and impairment. Depreciation of fixed assets is charged on a straight line basis on the cost less estimated residual value over their expected useful lives as follows:

- Freehold Buildings 40 years
- Equipment 3 years
- Vehicles 4 years

Tangible fixed assets are reviewed for impairment on a periodic basis. Tangible fixed assets held by project locations overseas are not included in Group tangible fixed assets, being expensed as part of relief and development expenditure.

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the assets were already of the age and in the condition expected at the end of its useful life.

### (H) Investments

Investments are comprised of funds on fixed term deposit with a maturity date not less than three months from the financial year end, plus shares and other convertible assets held at the financial year end. Shares and other convertible assets are received mainly as legacies and gifts. Investments received as legacies are recognised on the same basis as legacy income. Investments received as un-notified gifts are recognised as income in the statement of financial activities at their value on the date of receipt.

Shares and other convertible assets are disclosed under current assets if they are expected to be disposed of within the next twelve months and are carried at the latest market price on the balance sheet date. Funds on fixed term deposit are disclosed under current assets if the maturity date is greater than three months, but less than twelve months from the financial year end.

Investments are disclosed under fixed financial assets when there is no intention to dispose of the investment within the next twelve months, or the maturity date is more than twelve months from the financial year end. These investments are carried in the balance sheet at historic cost or donated value, where appropriate, less impairment.

Unrealised gains and losses arising from changes in valuation are recognised in the statement of financial

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

activities.

### Investment Policy:

It is the policy of GOAL that funds not immediately required for operational purposes are invested in interest bearing deposits maintained in major financial institutions in Ireland, the UK and USA that are subject to the statutory regulatory regime of the relevant jurisdiction. When individual shares and share portfolios are received by GOAL, they are subject to a review to ensure that they do not conflict with the ethos and beliefs of the charity.

### (I) Stocks

Stocks of purchased aid commodities held at project locations overseas are stated at cost. Cost is the expenditure incurred on the commodities in stock. Stocks received as donations in kind which are on hand at the balance sheet date are stated at cost to the donor. GOAL's stocks are held for free distribution.

### (J) Foreign currencies

The financial statements are presented in Euro, which is the functional currency of both the Group and the Company.

Transactions in foreign currencies during the financial year are translated at prevailing rates. Any gain or loss arising from a change in exchange rates subsequent to the date of a transaction is included in the statement of financial activities. Foreign currency balances at the financial year-end have been translated at the rate of exchange ruling at the balance sheet date.

The balance sheets for the subsidiaries and field accounts are translated at the prevailing financial year end rates and included in the consolidated balance sheet. The statements of financial activities for the subsidiaries are translated at an average rate for the financial year and included in the consolidated statement of financial activities. Any exchange gains or losses arising on consolidation are recognised in the statement of financial activities.

### (K) Taxation

No charge to taxation arises due to the exempt status of the Company and its subsidiaries (see note 11). Irrecoverable value added tax is expensed as incurred.

### (L) Pension scheme and retirement savings plan

The Group operates employer-sponsored defined contribution pension schemes for head office staff and a retirement savings plan for international staff. The Group's annual contributions are charged to the statement of financial activities in the period to which they relate.

### (M) Restricted funds

Restricted funds represent income that has been received and recognised in the financial statements which is subject to specific conditions imposed by the donors or grant-making institutions. Donations or grants may become repayable in the event that the conditions of the related agreements are not adhered to.

Where restricted funds remain unspent for a period of three years following the financial year of their receipt, or where restricted funds remain unspent and GOAL ceases its programme activity in that country, GOAL's Board of Directors may, subject to appropriate donor approval, decide to transfer such funds that they consider surplus to requirements to unrestricted funds. In similar circumstances, the Directors may also transfer restricted funds from one country to another, to be used for similar purposes to those that were attached to the original donation.

### (N) Unrestricted funds

General funds represent amounts which are expendable at the discretion of the Group in furtherance of the objects of the charity. Such funds may be held in order to finance working capital or capital investment.

Designated funds represent amounts which GOAL may, at its discretion and/or with the agreement of the original donors of the funds, has set aside for specific purposes in the furtherance of the charity's objects, which would otherwise form part of the general reserves of the organisation.

### (O) Financial instruments

#### Financial assets and liabilities:

Basic financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. These financial assets are subsequently measured at fair value and the changes in fair value are recognised in the Statement of Comprehensive Income, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial



# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets and liabilities are only offset in the balance sheet when and only when there exists a legally enforceable right to set off the recognised amounts and the company intends either to settle on a net basis, or to realise the assets and settle the liability simultaneously.

## 2 CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES

In preparing the financial statements and applying the Group's accounting policies, which are set out in note 1, the Directors are required to make certain critical 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. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and underlying assumptions are reviewed on an ongoing basis. The key areas subject to critical judgement and estimation by the Directors are:

### Provisions

- a) Provision for reimbursement of non-compliant expenditure: GOAL is subject to regular audit by its major institutional donors. Non-compliance with donor guidelines may give rise to a liability to reimburse donors for non-compliant expenditure. Given the challenging circumstances in which GOAL operates, the Directors make a regular assessment of the likelihood and extent of any possible repayment and make a provision if required.
- b) Provision for doubtful debts: The majority of programmes are funded by grants from major institutional donors. While grant terms usually stipulate advance payment by the donor, in some cases amounts may be owed by donors to the Company. The Directors make a regular assessment of the likelihood and extent of any possible default and make a provision if required.

- c) Provision for other liabilities: GOAL works in many jurisdictions worldwide and may be assessed for employment taxation and other related demands. An annual review of each country programme is carried out and a provision for potential liabilities is made where appropriate.

### Going concern

The Directors must assess whether the Company can be considered to be a going concern for the foreseeable future. This is explored in more detail in note 3.

## 3 GOING CONCERN

GOAL's financial performance for 2019, which is set out on pages 91 to 122, was satisfactory. GOAL's unrestricted reserves as at 31 December 2019 amounted to €9.4m (2018: €9.3m). The unrestricted reserves policy is set out in note 1.

The emergence of the COVID-19 virus pandemic in early 2020 has had significant impact on a number of aspects of GOAL's operations both in Ireland and in all of its country operations. The pandemic has had a particular impact on programming governance, the health and safety of staff and beneficiaries, Institutional and public funding, and public engagement activities. GOAL continuously addresses these challenges through the establishment of robust and responsive oversight, strong governance and systematic financial review mechanisms including the implementation of significant risk mitigation processes together with the immediate implementation of effective and timely operational changes to ensure the continuity of GOAL's activities.

GOAL has proactively carried out regular and extensive engagement with all of its key stakeholders during this period, not least with Institutional donors so as to keep them informed of developments and to hear their concerns. Donors understand the challenges facing NGOs during this time and are working with GOAL to support and implement the necessary changes.

Budgets and business plans for 2020 and 2021 have been robustly challenged and revised cash flow forecasts have been prepared under various scenarios. The Directors have reviewed and approved the revised forecasts.

The Directors believe that the organisation has adequate resources to continue in operational existence for a period of not less than 12 months from the date of approval of these financial statements. Accordingly, the Directors continue to adopt the going concern basis in preparing the financial statements.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 4 ORGANISATION AND STATUS

GOAL's consolidated financial statements combine the activities of GOAL in Ireland including GOAL's field offices overseas; GOAL (International) (trading as GOAL UK), a registered charity and limited by guarantee company in the United Kingdom; GOAL Kenya, a dormant charitable non-governmental organisation registered in Kenya; and GOAL USA Fund, an incorporated not-for-profit corporation in the United States of America.

The net income / (expenditure) for the financial year and the retained reserves of each of the Group companies at the financial year-end are detailed below.

<b>Net income / (expenditure) for the financial year</b>	<b>Country of Incorporation</b>	<b>2019</b>	<b>2018</b>
		<b>€'000</b>	<b>€'000</b>
GOAL Ireland	Ireland	(1,842)	3,659
GOAL (International)	United Kingdom	(75)	203
GOAL USA Fund	United States of America	31	(2)
		<b>(1,886)</b>	<b>3,860</b>
<b>Retained reserves at the financial year end</b>	<b>Country of Incorporation</b>	<b>2019</b>	<b>2018</b>
		<b>€'000</b>	<b>€'000</b>
GOAL Ireland	Ireland	21,857	23,699
GOAL (International)	United Kingdom	775	850
GOAL USA Fund	United States of America	268	237
		<b>22,900</b>	<b>24,786</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 5 (A) INCOME FROM CHARITABLE ACTIVITIES

Income from Charitable Activities is received from institutional donors such as governments, UN bodies, trusts and foundations, and is analysed as follows:

<b>Institutional Donors</b>		<b>2019</b>	<b>2018</b>
		<b>€'000</b>	<b>€'000</b>
	<b>Note</b>		
United States Agency for International Development (USAID)		34,228	45,398
Department for International Development (DfID / UK Aid)		12,836	11,000
European Commission Humanitarian Office (ECHO)		11,602	8,840
Irish Aid (Dept. of Foreign Affairs, Ireland)		10,778	9,278
UN Office for the Coordination of Humanitarian Affairs		3,676	4,938
MasterCard		3,035	5,260
US Bureau of Population, Refugees and Migration		2,618	2,427
Charity Water		2,200	1,916
Health Pooled Fund, South Sudan		2,120	-
International Rescue Committee		2,058	1,549
Concern Worldwide		1,827	-
European Union		1,696	1,140
UN High Commissioner for Refugees (UNHCR)		1,296	567
World Food Programme		1,264	514
London School of Hygiene and Tropical Medicine		1,210	1,250
UN Common Humanitarian Fund		1,572	765
Others, including Trusts and Foundations		6,330	5,615
<b>Sub Total: Institutional Donor Income</b>		<b>100,346</b>	<b>100,457</b>
Donations in kind	5 (b)	8,077	6,614
<b>Total Income from Charitable Activities</b>		<b>108,423</b>	<b>107,071</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 5 (B) DONATIONS IN KIND

Donations in kind comprising, food, medicines, shelter, and non-food items are received by GOAL from various agencies and institutions for distribution to beneficiaries, or for use in programme implementation. The value of donations in kind received during the financial year is analysed below:

<b>Donor</b>	<b>2019</b>	<b>2018</b>
	<b>€'000</b>	<b>€'000</b>
World Food Programme	5,087	3,355
International Organization for Migration	1,134	704
UN High Commissioner for Refugees (UNHCR)	1,042	927
World Health Organisation	207	105
UN Children's Fund (UNICEF)	168	27
Save the Children	151	-
South Sudan Ministry of Health	136	-
International Rescue Committee	56	-
Irish Aid	-	869
Catholic Relief Services	-	331
IMA World Health	-	266
Others	96	30
	<b>8,077</b>	<b>6,614</b>

### 5 (C) DONATIONS AND LEGACIES

<b>Donor</b>	<b>2019</b>	<b>2018</b>
	<b>€'000</b>	<b>€'000</b>
Individual giving	944	870
Legacies	823	918
Corporate donations	115	179
<b>Total Donations and legacies</b>	<b>1,882</b>	<b>1,967</b>

In 2019 €321k (2018: €335k) of incoming resources from donations and legacies is restricted.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 5 (D) FUNDRAISING EVENTS

In 2019 €605k (2018: €668k) is generated from fundraising events, which includes the GOAL Mile, GOAL Ball and Jersey Day. All fundraising event income is unrestricted.

### 6 OTHER TRADING INCOME

<b>Donor</b>	<b>2019</b>	<b>2018</b>
	<b>€'000</b>	<b>€'000</b>
Pro bono professional services	57	37
Other	7	-
	<u><b>64</b></u>	<u><b>37</b></u>

The professional fees figure above €57k (2018: €37k) is in respect of professional services provided on a pro bono basis.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

## 7 (A) EXPENDITURE ON CHARITABLE ACTIVITIES

Charitable expenditures	2019	2018
	€'000	€'000
Syria	42,214	48,548
Ethiopia	17,160	14,165
South Sudan	9,457	6,335
Zimbabwe	6,841	2,024
Uganda	5,818	6,293
Sierra Leone	5,060	4,164
Sudan	4,252	2,979
Honduras	3,321	3,335
Malawi	3,163	3,204
Iraq	2,939	2,018
Niger	1,873	1,674
Haiti	1,173	880
Mozambique	69	-
Turkey	-	7
Other Aid Costs	1,618	2,263
	<b>104,958</b>	<b>97,889</b>
Operations Direct Support	2,584	2,314
Allocation of support costs to Charitable Activities	3,767	4,099
Foreign exchange (gain)	(293)	(45)
<b>Total: Charitable Activities</b>	<b>111,016</b>	<b>104,257</b>

Charitable activities expenditure comprises the cost of humanitarian relief and development programmes and includes the value of donations in kind distributed during the period. In compliance with the Statement of Recommended Practice 'Accounting and Reporting by Charities', head office management and administration costs are allocated in full to each of the activities they support. Accordingly, certain support and administration costs are reported under charitable activities (see note 8(b)). The Directors have obtained, where feasible, confirmations in the form of independent audit reports, donor reports, and programme management accounts, of the allocation of relief and development expenditure to the specific programmes and activities. Programmes and activities are closely monitored by the management team and the Directors are satisfied that expenditure on charitable activities is fairly stated for the financial year ended 31 December 2019.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 7 (B) CHARITABLE EXPENDITURE THROUGH PARTNERS AND SUB-GRANTEES

#### Grant awarding policy

GOAL works in association with, and makes grants to, other non-governmental organisations, missionary groups, and local community-based organisations. These partners may implement certain programmes either in whole or in part depending on their capacity. Proposed partners are subject to a pre-award capacity assessment. GOAL monitors both activity and expenditure by the partners for the duration of the funding period. In 2019, such grants accounted for 9% of expenditure in field locations (2018: 8%). Expenditure incurred through partners is included in charitable activities in the consolidated statement of financial activities and is analysed by country as follows:

Country	2019 €'000	2018 €'000
Syria	3,117	4,774
South Sudan	2,308	257
Uganda	1,952	2,201
Ethiopia	1,145	409
Sierra Leone	177	27
Iraq	137	-
Zimbabwe	88	-
Haiti	87	-
Sudan	10	37
Malawi	-	434
Honduras	-	16
	<b>9,021</b>	<b>8,155</b>

### 8 COST OF RAISING FUNDS AND ALLOCATION OF SUPPORT COSTS

#### 8 (A) COST OF RAISING FUNDS

The costs of raising funds are analysed as follows:

	Note	2019 €'000	2018 €'000
Staff remuneration & other staff costs		738	510
Travel & motor expenses		40	31
Premises, IT, communications & supplies		39	49
Fundraising events & advertising		931	712
Professional fees & other costs		9	35
Allocation of support costs	8 (b)	336	353
		<b>2,093</b>	<b>1,690</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 8 (B) ALLOCATION OF SUPPORT COSTS

In accordance with the Charities SORP (FRS102), support costs are fully allocated to the core activities of the charity. Support costs that are fully attributable to a particular activity are charged directly to that activity. Those management and administration costs that are not directly allocable to any one activity are apportioned to all activities based on the amount of staff time absorbed by each activity. The allocation of support costs is detailed below:

Department	Raising Funds	Charitable Activities	Total	Raising Funds	Charitable Activities	Total
	2019	2019	2019	2018	2018	2018
	€'000	€'000	€'000	€'000	€'000	€'000
Programme Management	-	2,254	2,254	-	1,970	1,970
Logistics & Procurement	-	330	330	-	344	344
Finance	119	1,070	1,189	106	965	1,071
Human Resources	33	624	657	29	561	590
IT	63	567	630	49	436	485
Central Facilities & Overheads	52	479	531	58	536	594
Governance & Compliance	69	1,027	1,096	111	1,601	1,712
	<b>336</b>	<b>6,351</b>	<b>6,687</b>	<b>353</b>	<b>6,413</b>	<b>6,766</b>

### 9 NET MOVEMENT IN FUNDS

The net movement in funds for the financial year are stated after charging / (crediting):

	Note	Total 2019	Total 2018
		€'000	€'000
Unrealised net gain on investments	18	(144)	(17)
Gain on sale of investments	18	(30)	-
Depreciation of tangible fixed assets	14	38	62
Net gain on disposal of fixed assets	10 & 14	-	(19)
Foreign exchange (gain) / loss	7	(293)	(44)
Professional fees including pro bono services		221	480
Statutory redundancy payments	13	-	15
Interest earned		(67)	(19)

As disclosed in Note 6, the professional fees figures above includes €57k (2018: €37k) in respect of professional services provided on a pro bono basis.



# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 10 OTHER INCOME / (EXPENSE)

	Note	2019 €'000	2018 €'000
Net gain on sale of fixed assets	14	-	19
		<u>-</u>	<u>19</u>

### 11 TAXATION

The Group is exempt from income or profits taxation due to the charitable status of GOAL entities which includes GOAL, the parent company in Ireland, GOAL (International) a subsidiary in the UK, GOAL Ireland a Kenyan subsidiary and GOAL USA Fund in the United States of America.

### 12 AUDITOR'S REMUNERATION

Group auditor's remuneration	2019 €'000	2018 €'000
Annual statutory audit - GOAL Head Office	101	65
Annual statutory audit - GOAL (International) t/a GOAL UK	11	11
	<u>112</u>	<u>76</u>

The amounts above are inclusive of VAT and outlay.

Each of GOAL's overseas field offices are independently audited each financial year by locally contracted auditors and is not disclosed in the group auditors remuneration.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 13 PARTICULARS OF EMPLOYEES

The average number of persons employed by the Group during the financial year was

	2019	2018
International staff posted overseas	95	91
Head office programme support, management and administration	89	82
Fundraising	11	10
	<b>195</b>	<b>183</b>

Employee Remuneration for the financial year was

	2019	2018
	€'000	€'000
<b>International staff posted overseas</b>		
Salaries	4,727	4,330
Social welfare costs	103	101
Healthcare	3	0
Pension	2	2
Retirement Savings	40	35
<b>Head office: Ireland, UK, US</b>		
Salaries	4,870	4,531
Social welfare costs	531	491
Healthcare	63	60
Pension	132	116
Redundancy	-	15
	<b>10,471</b>	<b>9,681</b>

The number of employees whose salaries including staff benefits, but excluding employer pension contributions, employer retirement savings plan contributions, and employer social insurance contributions, amounted to €60,000 or more in the financial year was as follows:

	2019	2018
€60,000 to €69,999	16	10
€70,000 to €79,999	7	11
€80,000 to €89,999	7	4
€90,000 to €99,999	4	3
€100,000 to €109,999	1	-
€110,000 to €119,999	1	-

The remuneration (comprising salary, healthcare, employer pension contributions and employer PRSI) of the senior management team as a group, including GOAL UK and GOAL USA Fund, amounted to €967k (2018: €844k).

In addition to the staff numbers disclosed above, an average of 2,540 (2018: 2,019) locally recruited staff were employed in GOAL's overseas operations during the financial year.

#### CHIEF EXECUTIVE REMUNERATION

The Chief Executive Officer received a salary of €110k during 2019 (2018: €114k).

No director of the Group or Company received remuneration during the financial year. Note 32 discloses the reimbursement of out of pocket expenses incurred in fulfilling the duties of directors.

# GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

## 14 TANGIBLE FIXED ASSETS - GROUP

	Equipment €'000	Vehicles €'000	Total €'000
<b>Cost</b>			
At 1 January 2019	432	9	441
Additions	55	-	55
Disposals	(11)	-	(11)
<b>At 31 December 2019</b>	<b>476</b>	<b>9</b>	<b>485</b>
<b>Depreciation</b>			
At 1 January 2019	394	9	403
Depreciation charge	38	-	38
Disposals	(11)	-	(11)
<b>At 31 December 2019</b>	<b>421</b>	<b>9</b>	<b>430</b>
<b>Net Book Value At 31 December 2019</b>	<b>55</b>	<b>-</b>	<b>55</b>
<b>Net Book Value At 31 December 2018</b>	<b>38</b>	<b>-</b>	<b>38</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

## 15 TANGIBLE FIXED ASSETS - COMPANY

	Equipment €'000	Vehicles €'000	Total €'000
<b>Cost</b>			
At 1 January 2019	423	9	432
Additions	55	-	55
Disposals	-	-	-
<b>At 31 December 2019</b>	<b>478</b>	<b>9</b>	<b>487</b>
<b>Depreciation</b>			
At 1 January 2019	385	9	394
Depreciation charge	38	-	38
Disposals	-	-	-
<b>At 31 December 2019</b>	<b>423</b>	<b>9</b>	<b>432</b>
<b>Net Book Value At 31 December 2019</b>	<b>55</b>	<b>-</b>	<b>55</b>
<b>Net Book Value At 31 December 2018</b>	<b>38</b>	<b>-</b>	<b>38</b>

## 16 STOCKS - GROUP AND COMPANY

	2019 €'000	2018 €'000
Aid Commodities	2,939	3,888
	<b>2,939</b>	<b>3,888</b>

All stocks are held either for free distribution to beneficiaries or as inputs to GOAL's relief programmes. Stocks comprise food, medical supplies, shelter and other non-food items held for distribution, as well as construction and other materials for use as inputs into relief and development programmes. Stocks have either been purchased by GOAL, or were received as donations-in-kind. Purchased stocks are stated at cost. Stocks received as donations in kind, are stated at cost to the donor. There are no material differences between the replacement cost of stock and the balance sheet amounts.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 17 DEBTORS AND PREPAYMENTS

	Group		Company	
	2019	2018	2019	2018
	€'000	€'000	€'000	€'000
Grants receivable	14,628	14,194	14,126	13,259
Sundry Debtors	749	824	749	824
Prepayments	2,314	1,895	2,314	1,895
Accrued Income	177	304	177	304
Intercompany receivable	-	-	537	2,124
<b>At 31 December</b>	<b>17,868</b>	<b>17,217</b>	<b>17,903</b>	<b>18,406</b>

All of the above amounts fall due within one year.

The intercompany receivable is composed predominantly of expenditure incurred by GOAL on GOAL (International) relief and development programmes, and grant income received by GOAL USA Fund on behalf of GOAL. The Directors have reviewed the debtor balances receivable and are satisfied that the amounts are recoverable.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 18 CURRENT ASSET INVESTMENTS

At 31 December 2019, the current asset investments are composed of ordinary shares in Kerry Group plc, Allied Irish Banks plc, and Irish Life & Permanent Group Holdings plc, which were all donated to GOAL, as well as funds placed on term deposit for periods greater than three months but less than one year. In 2019 GOAL sold Kerry Co-operative Creameries Ltd shares and realised gain of € 30K.

The fair value of listed investments was determined with reference to the quoted market price at the reporting date, as they are traded in active markets.

	Group		Company	
	2019 €'000	2018 €'000	2019 €'000	2018 €'000
Market value at 1 January	722	705	721	704
Increase in value during the year	144	17	144	17
Sale of investments	(215)	-	(215)	-
<b>Market value at 31 December</b>	<b>651</b>	<b>722</b>	<b>650</b>	<b>721</b>
Funds on term deposit	212	212	212	212
<b>Total current asset investments</b>	<b>863</b>	<b>934</b>	<b>862</b>	<b>933</b>

### 19 LIABILITIES; AMOUNTS FALLING DUE WITHIN ONE YEAR - CREDITORS, ACCRUALS AND PROVISIONS

	Group		Company	
	2019 €'000	2018 €'000	2019 €'000	2018 €'000
Trade creditors	590	394	590	394
Accruals	9,923	14,365	9,906	14,343
Provisions	8,174	8,979	8,173	8,979
PAYE / PRSI	185	156	170	157
Intercompany payable	-	-	156	-
Sundry creditors	7	6	1	2
<b>At 31 December</b>	<b>18,879</b>	<b>23,900</b>	<b>18,996</b>	<b>23,875</b>

All of the above amounts fall due within one year.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 20 COMMITMENTS

There are no capital commitments at 31 December 2019 (2018: Nil).

The following operating lease commitments, comprised of premises rental and service charge obligations, existed at 31 December:

	Group		Company	
	2019	2018	2019	2018
	€'000	€'000	€'000	€'000
<b>Obligations which fall due:</b>				
Within one year	476	352	196	134
Between one and five years	844	652	351	494
At 31 December	<b>1,320</b>	<b>1,004</b>	<b>547</b>	<b>628</b>

#### *Letter of financial support for GOAL (International)*

GOAL has issued a letter of financial support to GOAL (International) dated 26th June 2020, in which GOAL confirms it will not demand repayment of the intercompany debt due from GOAL (International) to GOAL except to the extent that sufficient unrestricted cash is available to GOAL (International) to repay the intercompany debt in whole or in part.

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 21 FINANCIAL INSTRUMENTS

The carrying value of financial assets and liabilities are summarised below by category.

Investments are measured at fair value through income and expenditure and comprise of assets traded on an active market; therefore, investments are considered a Level 1 asset as per the fair value hierarchy.

Financial assets	Group		Company	
	2019 €'000	2018 €'000	2019 €'000	2018 €'000
<i>Measured at fair value through profit or loss</i>				
Current asset listed investments	651	722	650	721
<i>Measured at undiscounted amounts</i>				
Funds held on Term Deposits	212	212	212	212
Debtors and other receivables	15,377	15,018	14,875	14,083
Accrued income	177	304	177	304
Intercompany receivable	-	-	537	2,124

Financial liabilities	Group		Company	
	2019 €'000	2018 €'000	2019 €'000	2018 €'000
<i>Measured at undiscounted amounts</i>				
Creditors and other payables	18,694	23,744	18,826	23,718

*The company's gains and losses in respect of financial instruments are summarised below:*

Fair Value Gains and Losses	Group		Company	
	2019 €'000	2018 €'000	2019 €'000	2018 €'000
On financial assets measured at fair value through profit or loss	144	17	144	17



# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 22 RECONCILIATION OF FUNDS

Group	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2019	2019	2019	2018	2018	2018
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	9,283	15,503	24,786	8,782	12,144	20,926
Net movement	130	(2,016)	(1,886)	501	3,359	3,860
<b>Fund balances at 31 December</b>	<b>9,413</b>	<b>13,487</b>	<b>22,900</b>	<b>9,283</b>	<b>15,503</b>	<b>24,786</b>

Company	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2019	2019	2019	2018	2018	2018
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	9,025	14,674	23,699	8,568	11,472	20,040
Net movement	94	(1,936)	(1,842)	457	3,202	3,659
<b>Fund balances at 31 December</b>	<b>9,119</b>	<b>12,738</b>	<b>21,857</b>	<b>9,025</b>	<b>14,674</b>	<b>23,699</b>

### 23 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2019	2019	2019	2018	2018	2018
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	55	-	55	38	-	38
Current assets	22,631	19,093	41,724	23,979	24,669	48,648
Current liabilities	(13,273)	(5,606)	(18,879)	(14,734)	(9,166)	(23,900)
<b>Fund balances at 31 December</b>	<b>9,413</b>	<b>13,487</b>	<b>22,900</b>	<b>9,283</b>	<b>15,503</b>	<b>24,786</b>

Company	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2019	2019	2019	2018	2018	2018
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	55	-	55	38	-	38
Current assets	22,454	18,344	40,798	23,696	23,840	47,536
Current liabilities	(13,390)	(5,606)	(18,996)	(14,709)	(9,166)	(23,875)
<b>Fund balances at 31 December</b>	<b>9,119</b>	<b>12,738</b>	<b>21,857</b>	<b>9,025</b>	<b>14,674</b>	<b>23,699</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

## 24 MOVEMENTS IN GROUP FUNDS

Current Year	Opening Balance	Incoming Resources	Outgoing Resources	Transfers	Gains and Losses	Closing Balance
	€'000	€'000	€'000	€'000	€'000	€'000
<b>Restricted funds</b>	<b>15,503</b>	<b>108,727</b>	<b>(110,743)</b>	<b>-</b>	<b>-</b>	<b>13,487</b>
<i>Unrestricted funds:</i>						
General funds	7,045	2,352	(2,366)	(17)	144	7,158
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	38	-	-	17	-	55
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>9,283</b>	<b>2,352</b>	<b>(2,366)</b>	<b>-</b>	<b>144</b>	<b>9,413</b>
<b>Total funds</b>	<b>24,786</b>	<b>111,079</b>	<b>(113,109)</b>	<b>-</b>	<b>144</b>	<b>22,900</b>
<b>Prior Year</b>	<b>Opening Balance</b>	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Transfers</b>	<b>Gains and Losses</b>	<b>Closing Balance</b>
	€'000	€'000	€'000	€'000	€'000	€'000
<b>Restricted funds</b>	<b>12,144</b>	<b>107,406</b>	<b>(104,047)</b>	<b>-</b>	<b>-</b>	<b>15,503</b>
<i>Unrestricted funds:</i>						
General funds	5,612	2,365	(1,900)	951	17	7,045
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	970	-	-	(951)	19	38
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>8,782</b>	<b>2,365</b>	<b>(1,900)</b>	<b>-</b>	<b>36</b>	<b>9,283</b>
<b>Total funds</b>	<b>20,926</b>	<b>109,771</b>	<b>(105,947)</b>	<b>-</b>	<b>36</b>	<b>24,786</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 25 MOVEMENTS IN COMPANY FUNDS

<b>Current Year</b>	<b>Opening Balance</b>	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Transfers</b>	<b>Gains and Losses</b>	<b>Closing Balance</b>
	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>
<b>Restricted funds</b>	<b>14,674</b>	<b>104,222</b>	<b>(106,158)</b>	<b>-</b>	<b>-</b>	<b>12,738</b>
<i>Unrestricted funds:</i>						
General funds	6,787	2,306	(2,356)	(17)	144	6,864
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	38	-	-	17	-	55
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>9,025</b>	<b>2,306</b>	<b>(2,356)</b>	<b>-</b>	<b>144</b>	<b>9,119</b>
<b>Total funds</b>	<b>23,699</b>	<b>106,528</b>	<b>(108,514)</b>	<b>-</b>	<b>144</b>	<b>21,857</b>
<b>Prior Year</b>	<b>Opening Balance</b>	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Transfers</b>	<b>Gains and Losses</b>	<b>Closing Balance</b>
	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>
<b>Restricted funds</b>	<b>11,472</b>	<b>102,207</b>	<b>(99,005)</b>	<b>-</b>	<b>-</b>	<b>14,674</b>
<i>Unrestricted funds:</i>						
General funds	5,402	2,316	(1,895)	947	17	6,787
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	966	-	-	(947)	19	38
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>8,568</b>	<b>2,316</b>	<b>(1,895)</b>	<b>-</b>	<b>36</b>	<b>9,025</b>
<b>Total funds</b>	<b>20,040</b>	<b>104,523</b>	<b>(100,900)</b>	<b>-</b>	<b>36</b>	<b>23,699</b>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

**26 GROUP RESTRICTED FUNDS****Movement in Group restricted funds in the current financial year**

	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
Country	€'000	€'000	€'000	€'000
Ethiopia	2,819	15,694	(17,071)	1,442
Haiti	631	1,936	(1,069)	1,498
Honduras	417	3,143	(3,140)	420
Iraq	484	2,460	(2,928)	16
Kenya	1	28	(25)	4
Malawi	143	3,013	(3,009)	147
Mozambique	-	122	(69)	53
Nepal	40	-	-	40
Niger	9	1,840	(1,778)	71
Sierra Leone	946	4,967	(5,230)	683
South Sudan	1,268	8,772	(8,899)	1,141
Sudan	287	4,370	(4,291)	366
Syria	2,654	41,542	(42,364)	1,832
Uganda	5,458	5,661	(5,841)	5,278
Ukraine	5	-	1	6
Zimbabwe	341	6,817	(6,670)	488
Head Office	-	8,362	(8,360)	2
	<b>15,503</b>	<b>108,727</b>	<b>(110,743)</b>	<b>13,487</b>

**Movement in Group restricted funds in the prior financial year**

	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
Country	€'000	€'000	€'000	€'000
Ethiopia	1,819	14,932	(13,932)	2,819
Haiti	3	1,166	(538)	631
Honduras	841	2,654	(3,078)	417
Iraq	433	2,169	(2,118)	484
Kenya	1	-	-	1
Liberia	-	5	(5)	-
Malawi	241	3,021	(3,119)	143
Nepal	40	-	-	40
Niger	-	1,528	(1,519)	9
Sierra Leone	1,637	3,317	(4,008)	946
South Sudan	973	6,387	(6,092)	1,268
Sudan	456	2,847	(3,016)	287
Syria	1,256	50,330	(48,932)	2,654
Uganda	3,895	7,747	(6,184)	5,458
Ukraine	-	14	(9)	5
Yemen	-	3	(3)	-
Zimbabwe	549	1,691	(1,899)	341
Head Office	-	9,595	(9,595)	-
	<b>12,144</b>	<b>107,406</b>	<b>(104,047)</b>	<b>15,503</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 27 COMPANY RESTRICTED FUNDS

#### Movement in Company restricted funds in the current financial year

	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
Country	€'000	€'000	€'000	€'000
Ethiopia	2,817	15,581	(16,988)	1,410
Haiti	632	1,935	(1,070)	1,497
Honduras	417	3,143	(3,140)	420
Iraq	484	2,460	(2,928)	16
Kenya	1	28	(25)	4
Malawi	78	3,013	(3,012)	79
Mozambique	-	87	(34)	53
Nepal	40	-	-	40
Niger	9	1,840	(1,778)	71
Sierra Leone	771	4,967	(5,236)	502
South Sudan	771	4,452	(4,537)	686
Sudan	287	4,370	(4,291)	366
Syria	2,654	41,542	(42,364)	1,832
Uganda	5,458	5,661	(5,841)	5,278
Ukraine	5	-	1	6
Zimbabwe	250	6,814	(6,586)	478
Head Office	-	8,329	(8,329)	-
	<b>14,674</b>	<b>104,222</b>	<b>(106,158)</b>	<b>12,738</b>

#### Movement in Company restricted funds in the prior financial year

	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
Country	€'000	€'000	€'000	€'000
Ethiopia	1,815	14,817	(13,815)	2,817
Haiti	3	1,166	(537)	632
Honduras	841	2,654	(3,078)	417
Iraq	433	2,169	(2,118)	484
Kenya	1	-	-	1
Liberia	-	5	(5)	-
Malawi	181	2,627	(2,730)	78
Nepal	40	-	-	40
Niger	-	1,528	(1,519)	9
Sierra Leone	1,458	3,317	(4,004)	771
South Sudan	692	2,385	(2,306)	771
Sudan	456	2,847	(3,016)	287
Syria	1,256	50,330	(48,932)	2,654
Uganda	3,845	7,443	(5,830)	5,458
Ukraine	-	14	(9)	5
Yemen	-	3	(3)	-
Zimbabwe	451	1,519	(1,720)	250
Head Office	-	9,383	(9,383)	-
	<b>11,472</b>	<b>102,207</b>	<b>(99,005)</b>	<b>14,674</b>

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 28 PENSION SCHEME

Eligible employees may join GOAL's employer sponsored, defined contribution pension schemes. During the financial year, the Group made contributions in respect of fifty-six of its employees (2018: fifty). The assets of the schemes are held separately from those of the Group, in externally managed funds. The pension expense for the financial year amounted to €134k (2018: €118k). €19k (2018: €18k) was owed to the schemes at the financial year end.

### 29 RETIREMENT SAVINGS SCHEME

Eligible overseas employees may join GOAL's Retirement Savings Scheme. During the financial year, the Group made contributions in respect of fourteen employees (2018: fourteen). The assets of the scheme are held separately from those of the Group, in externally managed funds. The expense for the financial year amounted to €40k (2018: €35k). Nil (2019: Nil) was owed to the scheme at the financial year end.

### 30 FINANCIAL RISK MANAGEMENT

#### (i) Credit risk

GOAL manages its financial assets and liabilities to ensure it will continue as a going concern. The principal financial assets of the Group are bank and cash balances and trade and other receivables, which represent the maximum exposure to credit risk in relation to financial assets. The principal financial liabilities of the Group are trade and other payables.

The credit risk within the Group is primarily attributable to its trade receivables and cash at bank. The amounts presented in the statement of financial position are net of provisions for impaired receivables, estimated by management, based on prior experience and their assessment of the current economic environment.

#### (ii) Liquidity risk

Liquidity risk is managed by regular reviews of cash flow, receivables, financial obligations, and monitoring of cash and bank balances.

#### (iii) Currency risk

Much of the organisation's financial obligations for programme implementation are denominated in currencies other than euro, GOAL's operating currency. Fluctuations in currency exchange rates can increase or decrease the cost of achieving programme objectives as committed to in grant agreements with donors. These currency risks are monitored on an ongoing basis.

### 31 LEGAL STATUS OF COMPANY

The Company is a company limited by guarantee and does not have a share capital. As permitted by Section 1180 of the Company Act, the Company is exempt from including the word "limited" in its title.

At 31 December 2019 the Company had fourteen members (2018: thirteen), who have each guaranteed the liabilities of the Company up to a maximum of €6.35. This guarantee continues for one year after membership ceases in respect of debts and liabilities contracted prior to cessation.

The Company is availing of the exemption permitted by Section 304 of the Companies Act to not present a Statement of Financial Activities for the Company. As disclosed in Note 4, the Company had net expenditure for the year of €1.8m (2018: €3.7m net income).

# GOAL

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 32 RELATED PARTIES

The Company has availed of the exemption contained in FRS102, Section 33, "Related Party Disclosures" in respect of wholly owned subsidiary undertakings. Consequently, the financial statements do not contain disclosure of transactions with entities within the Group.

#### Transactions with Directors

As disclosed in Note 13, no director of the group or company receives remuneration for their services as directors.

GOAL incurs costs associated with the travel of Board Members to GOAL operations overseas to ensure oversight of activities in the various countries of operations, as well as provide an opportunity for the Directors to familiarise themselves with GOAL's activities around the world. During 2019, one of GOAL's Directors visited GOAL's overseas operations at a cost of €3k which was borne by the Group. Such costs related to pre-travel medical assessments and costs, visiting country visas, economy flights, and accommodation.

### 33 POST BALANCE SHEET EVENTS

Subsequent to the financial year end, Ireland was impacted by the global COVID-19 virus pandemic. At the financial year end 31 December 2019 there were no impacts on the recognition and measurements of assets and liabilities as this pandemic impact was considered to be a non-adjusting event.

In March 2019, GOAL fully exited the Administration Agreement with USAID. Other than this, there have been no significant events affecting the Group or Company since the balance sheet date that would require disclosure or adjustment to the financial statements.

There were no other subsequent events since the financial year end.

### 34 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Directors on 26 June 2020.



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