



# 2020

## ANNUAL REPORT





One of thousands of women in Chipinge District, Zimbabwe assisted with Covid-19 messaging supports in partnership with Promobile. Credit: GOAL/Promobile

## ACRONYMS

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	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
FCDO	Foreign, Commonwealth and Development Office
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



# CONTENTS

A MESSAGE FROM THE CHAIRPERSON.....	1
A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER .....	3
<b>DIRECTORS' REPORT</b>	
WHO WE ARE.....	5
WHAT WE DO.....	7
HOW WE WORK.....	9
ADAPTABILITY AND RESILIENCE .....	11
SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING.....	13
YEAR IN REVIEW.....	17
<b>STRATEGIC GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISIS .....</b>	<b>21</b>
<b>STRATEGIC GOAL 2 PEOPLE HAVE RESILIENT HEALTH .....</b>	<b>25</b>
<b>STRATEGIC GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY .....</b>	<b>31</b>
<b>STRATEGIC GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS .....</b>	<b>35</b>
<b>STRATEGIC GOAL 5 FOSTERING GLOBAL CITIZENSHIP.....</b>	<b>41</b>
<b>STRATEGIC GOAL 6 STRENGTHENING GOAL'S ORGANISATIONAL FRAMEWORK.....</b>	<b>47</b>
CORPORATE PARTNERSHIP SPOTLIGHT .....	55
COMMUNICATIONS AND PUBLIC ENGAGEMENT.....	57
OUR STRUCTURE, GOVERNANCE AND MANAGEMENT.....	59
OUR BOARD OF DIRECTORS .....	62
FINANCIAL HIGHLIGHTS .....	68
PRINCIPAL RISKS AND UNCERTAINTIES .....	71
FUTURE PLANS.....	75
OTHER MATTERS.....	77
<b>DIRECTORS' RESPONSIBILITIES STATEMENT.....</b>	<b>79</b>
<b>LEGAL &amp; ADMINISTRATIVE INFORMATION .....</b>	<b>80</b>
<b>INDEPENDENT AUDITOR'S REPORT.....</b>	<b>82</b>
<b>FINANCIAL STATEMENTS .....</b>	<b>85</b>
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES .....	87
CONSOLIDATED BALANCE SHEET .....	88
COMPANY BALANCE SHEET .....	89
CONSOLIDATED CASH FLOW STATEMENT .....	90
COMPANY CASH FLOW STATEMENT .....	91
NOTES TO FINANCIAL STATEMENTS .....	92



Fisherman in Honduras assisted through GOAL's MiPesca project.

# A MESSAGE FROM THE CHAIRPERSON

**As 2020 unfolded, and life so drastically altered for us all, boards of management across every enterprise were tested in unprecedented ways. The scale of decisions that had to be actioned, and the uncertainty that lay ahead, made for a uniquely challenging managerial environment. As Chair of GOAL, and together with my fellow Board Members, our role is to ensure the essential stewardship of the agency, ensuring that the governance structures and functions of the organisation are performing optimally. This pandemic, while exacting such a toll, has also served as a test - a test of the resiliency of our governance, our systems and ourselves.**

In governance terms, the Board and the Senior Management Team have sought to consult more frequently, both formally and informally, to ensure support, oversight and direction at this critical time. A key objective for me is to ensure that we stay apprised of our programming and operating contexts: our effectiveness and efficiency depends on this critical alertness. This past year, we have again put this objective into practice.

It gives me great pride that amid the fear of Covid-19, the working from home, the travel bans, the logistical disruption, the relegation of other priorities, and the rapid-response mindset, GOAL has adapted to manage through the various phases of this crisis. Navigating this new paradigm, where change and uncertainty are the norm, has demanded immense agility and adaptiveness throughout. Whether it is our programme teams who adapted existing programmes and launched new Covid-specific initiatives, whether it be our logistics team trying to source vital and novel supplies, or adapting to the challenges of remote working, our systems of operation have largely prevailed to ensure fundamental business continuity in the organisation.

Dare as we do to begin to see a path beyond the mire of this difficult time, we must remain true to our mission while hopeful for the future. Our mission is to support the most vulnerable amongst us around the world who want for the most basic rights and things that we ourselves could never countenance not having. These basic wants, unmet

before the pandemic, are now exacerbated by it, with the UN predicting a major food crisis in many parts of the Global South in 2021, as crucial livelihoods continue to evaporate. All the while, climate change and conflict continue to ravage the most vulnerable disproportionately. The pandemic will end, but in its wake our mission will be evermore pressing.

In light of these challenges, now freshly compounded by Covid-19, it would be easy to become despondent, yet there is reason for hope. The extraordinary ingenuity of the biomedical industry has seen vaccines developed at unprecedented speed, and while the equitable distribution of these vaccines to the Global South remains a serious concern, these vaccines ultimately possess the power to relegate this pandemic to a manageable epidemic and allow for the return to normal living.

Of hope too is Ireland's ascendancy to the vanguard of global decision-making, in the form of our newfound elevation to the United National Security Council (UNSC). Ireland's constructive approach, reasoned diplomacy, favourable standing, and positive leadership should yield opportunities for Ireland to be a key interlocutor of progress in context of conflict and climate change. Significantly, Ireland has been assigned "co-penholder" status within the UNSC on matters such as the Syrian crisis, meaning that it falls to Ireland, together with Norway, to lead the impetus on securing a better outcome for this heart-breaking, decade long civil war.

This year also offered affirmation of our commitment to partnership, where so many of our enduring partnerships have only been deepened by the shared adversity. In particular, the understanding and constructive engagement of our primary donors, most notably, Irish Aid, USAID, the EU, and the FCDO, has been paramount to the successes outlined in this report and speaks to the mutual trust and respect that characterises these relationships. We are deeply grateful for this continued support.

While our systems and functions withstood the impact of Covid-19, so too did our people. So many times this year I have had my spirits lifted by the actions of a colleague. How the staff have pivoted in the direction of the task at hand, while ensuring the continuity of the task before, has left me so proud. I also want to make special mention of the remarkable dedication of my fellow board members and the senior management team, who adapted tirelessly, and who have committed evermore of their time and energy to ensure what this report outlines.

With every ounce of gratitude I possess, to all of our people, I want to thank you most sincerely for the extraordinary lengths you have gone to this year to continue our vital work.

Sincerely,

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

“  
While our systems and functions withstood the impact of Covid-19, so too did our people.”



# A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

**For every sector, for every undertaking, indeed for every corner of our lives, 2020 has been a year like no other. At the time of writing, we are a year into this tumultuous pandemic which has wreaked such loss of life, trauma, chaos and stress at home and abroad, while upheaving every aspect of our daily lives. No matter who you are, no matter where you are, no one has been left untouched by the impact of Covid-19.**

Against all that the pandemic has wrought, this year of all years, it gives me such pride to share that 2020 saw GOAL reach a total of 14.3 million direct individual beneficiaries across all our 14 countries of operation. The significant increase in numbers was a result of our dedicated emergency response to Covid-19, which saw us reach 6.3 million people with in-person educational messaging. In addition, we supported communities with hygiene items, increased access to water and built the capacity of over a thousand health facilities to protect populations from the Covid-19 outbreak. Aside from this, we increased our reach in other programme areas including health, food security and WASH. With the generous advent of increased funding from our donors, we also leveraged technology to improve systems and processes to help us reach more beneficiaries in nearly all of our countries, most notably in Zimbabwe, South Sudan, Ethiopia, Syria, and Malawi.

This result is a testament to the calibre of people within this organisation, and their adaptiveness, agility, and resilience in seeing to it that GOAL would meet the daunting challenge that lay, and still lies, before us.

The demands that befell us in March last year profoundly impacted every aspect of our work. Every function of the agency, from programming to fundraising, from teams far afield to staff here at home, emerged into a different world. With a staff of over 2,500 spread across 14 countries of operation, our first task was to ensure the safety of our people, most particularly in the field. We endeavored to secure sufficient PPE and additional resources for public-facing programme teams, but also for HQ and support staff to ensure they could carry out their vital support work remotely. Simultaneously, a special task force was established to ascertain the full and practical implications of

Covid-19 on our programming matrix and business continuity services. Programming teams then proactively and constructively engaged with donors to discuss these implications and agree adaptations and contingencies.

Confronting deadly viruses is not new to GOAL. From West Africa during the Ebola crisis, GOAL has hard-earned expertise in the fields of infection control, community messaging and social & behavioural change, and were well positioned to instigate direct Covid-19 programming. One such example can be seen with our mass health-education campaign in Zimbabwe, which was later expanded to other Sub-Saharan programme countries. This campaign saw GOAL work in partnership with ProMobile, a local mobile advertising company, to cascade vital health messaging to over 2.5 million people in 40 districts in Zimbabwe with a combination of mobile billboards, radio adverts, and SMS text messaging. Both effective and cost-effective, the campaign was expanded in September by UNICEF, with vital support from Irish Aid, FCDO, USAID, and the EU, to target a total of 4.5 million people in Zimbabwe.

Despite the unavoidable bandwidth that Covid-19 consumed in 2020, I am heartened that GOAL expanded its outreach by responding to the second largest migrant crisis in the world today. Venezuela's economic crisis has seen over 1.7 million people flee westward to Colombia resulting in one of the world's largest displaced populations and recent reports warn that the number of Venezuelan refugees and migrants could rise to 7 million in 2021. GOAL is already scaling up its humanitarian team and work including large-scale training and microfinance to support livelihood activities. This is in addition to our work in Syria - the world's largest migrant crisis. While its tragedy continues, I am hugely proud of our work there which sees, among a host of other initiatives, the one million inhabitants of Idlib access clean water and 500,000 people receive affordable bread from a 30-strong network of GOAL-support bakeries, amid a tentative ceasefire.

Another noteworthy development in 2020, was the ascendancy of our Global Citizenship team, who have undertaken a variety of activities to progress understanding and urgency among

the public of the global issues that affect us all. One such initiative was the launch of a Global Youth programme, where 30 like-minded youth from across seven African countries and Ireland collaborated through a series of 12 online seminars and countless group sessions to share experiences and relay key global citizenship skills, values and knowledge, instilling them with the confidence to speak out and lead change through outreach events and awareness-raising campaigns. By the end of 2022, we expect to draw on a global youth network of 100 skilled and confident young global citizenship advocates acting as multipliers of change across Ireland and programme countries alike. From these acorns of hope shall the giant trees of change rustle.

While 2020 accounts for a year like no other, certain constants remain. The response of our supporters to our adapted fundraising events has once again demonstrated the profound kindness and solidarity of a people who care for the plight of those less fortunate, regardless of how unfortunate they themselves may be. Thank you so much to all those who have given support to GOAL through events like the GOAL Mile and others.

Partnership is a key thread in the fabric of GOAL: We partner with the communities we serve, we partner with suppliers, with other NGOs, and international bodies, but most acutely we partner with those who so generously fund our work. This year of all years, the support, flexibility, reassurance, accommodation and understanding that Irish Aid, USAID, the EU, the FCDO (formerly UKAid), and others have shown has been remarkable, and a testament to their enduring commitment to this work. In addition, the adaptability and generosity shown by ambassadors for our work and our conscientious corporate partners must also be acknowledged. Thank you sincerely for redoubling your commitment to GOAL this year.

As tumultuous as this year has been to manage, the reassuring presence and support of our Chair Anne O'Leary, and her fellow directors on our board at GOAL, our fellow directors of GOAL UK, and affiliate GOAL USA, have been a source of great strength. Your experience, energy and commitment have guided us assuredly this year. Thank you so much for all that you do.

Finally, no combination of words can truly convey the sense of pride, gratitude and unity that I hold for my colleagues throughout the agency. For your adaptiveness, resilience, commitment, grit and courage, for living out the true values of GOAL, for persevering, I offer my most humble and heartfelt thanks. Times will get better, and GOAL will play its part in making them better.

Sincerely,

**Siobhán Walsh**

Chief Executive Officer, GOAL



# DIRECTORS' REPORT

## WHO WE ARE

GOAL is an international, non-governmental organisation (INGO), with a proud history spanning more than four decades of humanitarian response in some of the most challenging and difficult contexts around the world. Motivated by a deep commitment to support those affected by disaster, poverty and crisis, our mission remains as clear today as when the organisation was first established in 1977. The realities of our work have changed and grown immeasurably in complexity and scale but our vision - a world without poverty - drives us onwards.

### 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 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.

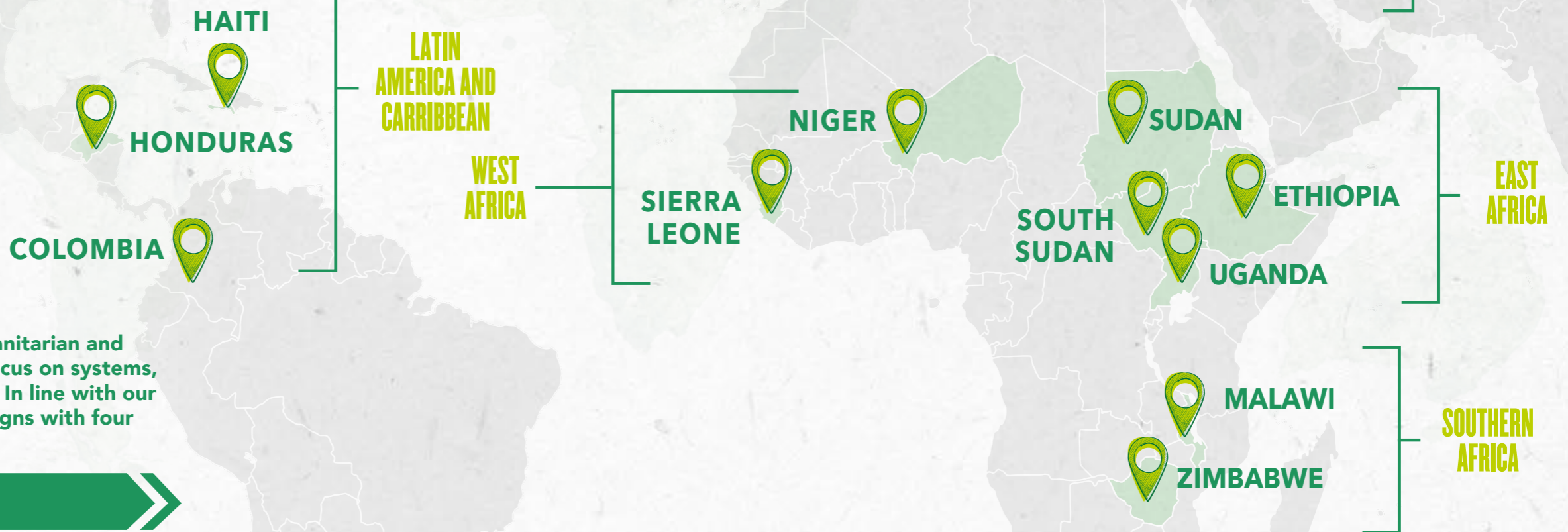
## HOW WE WORK GOAL'S THEORY OF CHANGE

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 wellbeing.



Four children playing in La Mosquitia, Honduras

# WHAT WE DO



GOAL delivers a wide range of humanitarian and development programmes, with a focus on systems, partnerships and building resilience. In line with our organisational strategy, our work aligns with four programmatic goal areas;

- 1 Emergency Response
- 2 Health
- 3 Nutrition and Food Security
- 4 Livelihoods

These four strategic pillars provide a framework for our global programmes. In addition to this, GOAL has two other organisational goal areas;

- 5 Fostering Global Citizenship
- 6 Strengthening our Organisational Capacity

In 2020, across 14 different countries, GOAL continued to engage poor and vulnerable communities, 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.

The year saw many of our programmes adapt to face the challenges of Covid-19. GOAL has experience in combatting the spread of infectious diseases after being on the frontline of the effort to stop the spread of Ebola in West Africa in 2014.

2020 also saw GOAL begin operations in its newest country, Colombia, where the programme helps Venezuelan migrants rebuild their lives.

This report provides an overview of the impact and achievements accomplished last year.

# HOW WE WORK



Classroom of children who are benefiting from educational support in Sierra Leone.

## INFLUENCING SYSTEMS

GOAL understands that all people live and work within existing and interconnected socioeconomic systems, including 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 of 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 and a range of socio-economic opportunities on a sustainable basis.

This systems approach involves:

- » examining how an identified system works
- » analysing the relationships and behaviours of a system's key stakeholders
- » understanding what shocks and stresses are likely to impact the target population and
- » establishing how and why certain groups are excluded from the system.

This approach allows GOAL to design effective interventions that enhance existing systems, while not displacing them or their permanent stakeholders.

In addition, partnering with stakeholders is key to the success of GOAL's systems approach. GOAL's aim is not to become a permanent part of any system, but to facilitate change within it. This systems approach incorporates resilience, inclusion, and social and behaviour change in its programming. It addresses the root causes behind the system's weaknesses that exclude and marginalise vulnerable populations and lead to poverty, discrimination, and inequality.

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 sees us carry out context analysis to enable interventions to be undertaken as quickly as possible. It is from this contextual analysis that GOAL adaptively manages its interventions to address complex challenges, providing GOAL's programmes with opportunities to support the creation of lasting solutions (sustainability) and to reach large populations (scale).

## BUILDING RESILIENCE

Resilience is an important 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. Investing in resilience enlivens recovery following a crisis, and better prepares communities and households for subsequent shocks and stresses. Strengthening resilience aims to foster independence for affected communities over the long term, should crises reoccur.

## 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. GOAL ensures that these processes are used to inform programme design. Gender and age are key elements affecting inclusion, and the change GOAL creates is with groups that are in some way marginalised, neglected, or excluded. Inclusion is about understanding the mechanisms which create exclusion and then designing programmes to counteract it. GOAL's Gender Equality Policy guides all field and HQ decision makers in ensuring our programmes and policies are gender aware and informed of the barriers facing women, men, girls, and boys.

## SOCIAL BEHAVIOUR CHANGE

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

## PARTNERSHIP

Collaboration with a diverse array of partners is of paramount importance to drive smart and effective solutions. GOAL works with a wide variety of partners to achieve its humanitarian and development objectives. These include long-standing partnerships with institutional funders, including the governments of Ireland, the UK, and the USA, as well as the European Union (EU), and the United Nations (UN). GOAL's commitment is to continue to build a network of relationships between governments, other INGOs, private sector, and other non-traditional partners for greater impact.

GOAL also works in partnership with a variety of charitable trusts and foundations across the globe, with corporates who partner in meaningful ways and generous individual supporters whose donations, legacies and fundraising events raise vital funds for GOAL. Strengthening civil society in each of our countries of operation is a significant priority. GOAL's commitment is to build a network of relationships between governments, INGOs, and private sector partners to empower local organisations on the ground.



# ADAPTABILITY AND RESILIENCE

GOAL's reputation is built on being a highly agile humanitarian agency capable of mobilising a rapid response to major sudden onset crises anywhere in the developing world. That ability to adapt and be resilient was tested as never before during 2020 by the Covid-19 pandemic when, for the first time, GOAL was faced with a major humanitarian crisis occurring simultaneously in all our countries of operation. This challenged us to fundamentally change our ways of working across the organisation, while ensuring the continuity of essential life-saving interventions for the vulnerable populations that we serve. Every aspect of how we worked had to be reassessed and adapted to the context of a highly infectious pandemic.

A Covid-19 Taskforce was quickly put in place to coordinate GOAL's organisational response incorporating workstreams in Staff Health, Welfare, Safety and Security, Office Business Operations, Programme Continuity Adaptation and Finance, Global Programme Response and Communications. This structure enabled GOAL to track and adjust all aspects of its operations to the evolving nature of the crisis. GOAL's three-phased response allowed it to mobilise quickly.

There were several key factors critical to GOAL successfully implementing this response strategy. First, GOAL was able to build on learning and adapt successful models for responding to infectious disease developed by GOAL during the Ebola Response in West Africa. These included the Community Led Action (CLA) Approach, and the Social Mobilisation for Action Consortium (SMAC), which are community centred approaches built on the principles of social and behaviour change which is critical to controlling infectious disease outbreaks.

These tools were adapted to the context of Covid-19 along with other innovations for online and virtual training, capacity building and programme support, and were quickly rolled out organisation wide. GOAL's Human Resources and Security teams quickly adapted key systems to ensure the safety of GOAL staff, including enhanced protocols for contact tracing and duty of care, staff health insurance and medical and security evacuation procedures as well as measures to support staff wellbeing.

Another key factor of GOAL's adaptability was investment in remote management and virtual operations. GOAL's Business Operation and Finance systems were all maintained without interruption despite all the necessary lockdown measures, office closures and travel restrictions. This was possible because GOAL had already well-established systems for electronic signatures, cloud-based data management, online communications collaboration tools, and other initiatives that enabled remote working. These systems allowed GOAL to continue to track each of the projects in its portfolio, and manage measures to mitigate, adapt and pivot interventions to ensure programme continuity and relevance in rapidly changing contexts.

This adaptive capacity was not just evidenced in GOAL's Covid-19 response, but in many other areas of GOAL's global programming throughout 2020. It was key to our capacity to operate in some of the most challenging contexts in the world. For example, despite the very difficult operating context in war-torn North West Syria, GOAL grew its response in 2020 taking on new partnerships, growing its area of operation, and incorporating new livelihood interventions. GOAL was able to take key learnings from its operations in Syria and adapt them as part of a strategic intervention during 2020 to scale up GOAL's operational footprint in Colombia in response to the Venezuelan migrant crisis. This is now the second largest migrant crisis in the world, second only to the Syria crisis.

Resilience and adaptability are not just important to GOAL as organisational strengths. These are attributes that GOAL works to support and foster through our programme interventions and with our partners and programme participants.

GOAL established the Resilience Innovation and Learning Hub (RILH) in 2018 to foster resilience innovations across our programmes and the wider humanitarian sector. During 2020, the RILH developed online and remote training tools (including the development of a Massive Open Online Course (MOOC), and events for GOAL's resilience innovations including the Analysis of Resilience of Communities to Disaster (ARC-D) toolkit and the Resilience for Social Systems (R4S) Approach. These were rolled out to various stakeholders across nine of GOAL's countries of operation.

The RILH partnered with US policy think tank RAND Corporation, Harvard Humanitarian Institute (HHI), and Oregon State University (OSU), to complete key research on "Transforming Crisis to Resilience in Fragile and Conflict Affected Contexts" building on the lessons of GOAL's operations in response to the Syria conflict. This is being submitted to inform the review of the global Sendai Framework on Disaster Risk Reduction. The RILH also supported the development of the R4S Health Resilience Framework which has been adopted by the USAID Global Health flagship programme called MOMENTUM Integrated Health Resilience, which is being rolled out to 34 fragile countries.

The RILH has also supported key innovations in resilient market systems such as:

- » The Resilience of the Blue Economy Programme in Latin America and the Caribbean;
- » Incorporating resilience into critical agriculture and pastoralist market systems in Uganda and Ethiopia;
- » The Faecal Sludge Management system in Freetown Sierra Leone;
- » And the development of the Barrio Resiliente urban resilience approach which targets marginalised communities living in high-risk informal urban settlements. This approach was scaled up to six cities across the LAC region.

Of note in 2020 was GOAL's partnership with DEVEX to inform on its work on resilience innovations through the "Resilient Futures" series which showcased practical ways cities and local authorities, governments, businesses and sustainable development stakeholders can plan to build resilience and reduce disaster impact. GOAL's work featured in the series through a questions and answers interview on our innovations in resilience, a short video on GOAL's urban resilience programming, and an opinion piece.



# SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING



GOAL remained committed to safeguarding, inclusion and accountability throughout its work and programmes in 2020. This included the provision of technical support through the **Safeguarding Advisor**, the **Accountability & Business Development Advisor**, the recruitment of a dedicated **Gender Equality & Social Inclusion Advisor** and the ongoing support of our **Investigations Unit** in which a new **Investigations Manager** was appointed.

To ensure effective coordination with peers in the sector and the application of best safe, accountable and inclusive programming, GOAL continued to engage with key networks including the **Dóchas Disability and International Development Working Group**, **Dóchas Safeguarding Task Group**, **the Development Studies Association Ireland (DSAI) Gender Study Group**, **The Irish Consortium on Gender Based Violence**, **the Active Learning Network for Accountability and Performance (ALNAP)**, and **the CHS (Core Humanitarian Standard) Alliance and InterAction**.

## Highlights from 2020 include:

- › Working with mothers groups in Malawi that support school attendance by manufacturing reusable sanitary pads for adolescent girls. These groups diversified their design skills, creating reusable face masks to protect communities from the spread of Covid-19, and acting as an income stream for the group.
- › Supporting women small-scale farmers through the REFLECT Literacy and Livelihood Programme in South Sudan, empowering them with literacy and numeracy skills training. Participants were organised into savings groups, engaged in training on small business management skills and availed of small business grants to create their own businesses with the guidance of GOAL field assistants, with some coming together to open businesses as a group.

- › Continuing to support indigenous communities and persons with disabilities in the La Moskitia region of Honduras, including working alongside divers with disabilities and their families, promoting their inclusion in fishing associations, and providing support through microbusinesses and income generation activities.
- › Developing a programme to support the socioeconomic inclusion and self-sufficiency of women and girls in Turkey through integrated social services and livelihoods opportunities. This was alongside enhancing the protection and social inclusion of marginalised individuals from Roma, Dom and Abdal communities, and agricultural workers from host and refugee communities.
- › Launching an inclusive market systems development programme Young Africa Works in Uganda which will enable 300,000 young rural women and men to access dignified and fulfilling work over a five-year period. 70% of those engaged in the programme, funded by the Mastercard Foundation, will be young women, while 10% will be refugees and 5% will be persons with disabilities.
- › Utilising the Gender Action Learning Systems as a mainstreaming methodology to address gender equality, gendered division of labour, joint decision-making, and gender-based violence in Zimbabwe.

## SAFEGUARDING

GOAL continuously strives to create and promote a safe organisation with strong and effective safeguarding practices for the communities with whom we work, our partners and staff.

Highlights of GOAL's safeguarding work in 2020 included:

- › Detailed safeguarding training for the boards of GOAL Ireland and GOAL UK.

- › A focus on strengthening safeguarding monitoring and reporting systems, including incident and response protocols, case management systems, digitalised training tracking systems with PowerBi dashboards, and donor reporting trackers.
- › The development of a Guide to Support Survivors of Sexual Exploitation and Abuse, which outlines ways in which we can be prepared and respond before, during and after a disclosure.
- › The establishment of a dedicated online safeguarding internal and external resource site which highlights our Child & Adult Safeguarding Policy and features our Reporting Form. Our continual concern remains with the underutilisation of our complaints mechanism, and whether our safeguarding reporting systems are appropriate and accessible.
- › The further embedding of safeguarding into GOAL's human resources procedures.
- › Strengthening safeguarding within partners, including developing additional effective means of sensitisation of safeguarding among partners, e.g. through translatable flyers.
- › Conducting safeguarding assessments by three of GOAL's major donors: the European Civil Protection and Humanitarian Aid Operations (ECHO); the Foreign, Commonwealth and Development Office (FCDO); and the United Nations International Children's Emergency Fund (UNICEF), on which GOAL scored highly.
- › Participating in the Keeping Children Safe Summit, where we spoke about our Safeguarding experience.

## ACCOUNTABILITY TO AFFECTED POPULATIONS

For GOAL, accountability means using power responsibly and being held to account by different stakeholders, particularly those in the communities and populations that we work with.

Key areas of work to strengthen our Accountability to Affected Populations (AAP) in 2020 included:

- › Adopting new measures, including the use of more remote communication tools and the development of new technical guidance in line with industry best practice. There was an increased use in toll-free hotlines and e-mail, and the power of technology including, WhatsApp and Telegram was harnessed to reach community members in Honduras, Syria, and Turkey.
- › Increased usage levels of GOAL's community feedback mechanism despite the impact of Covid-19. Over 170,000 different communications were received across 14 country programmes. The greatest usage was seen in Syria, with significantly increased usage in Zimbabwe and Turkey. The mechanism is the primary means by which community members can communicate with the agency, request assistance, ask questions, give feedback, or make complaints.
- › GOAL used community feedback to strengthen our response and thus increase AAP through the provision of recreational materials requested by girls in safe spaces in Malawi, new processes for transporting bread after suggestions from community members in Syria and changes in modality of assistance in Zimbabwe after requests from stakeholders.
- › Rebranding the AAP mechanism, running since 2011, with more focus on feedback from stakeholders, and more detailed analysis of the data from the mechanism. This has allowed GOAL to learn more about the communities we work in and better comprehend their needs and capacities.

GOAL  
OPERATES  
IN 14  
COUNTRIES.



## GBV, PROTECTION & SAFEGUARDING IN THE COVID-19 CONTEXT

Humanitarian crises can disproportionately affect marginalised groups, and indeed the Covid-19 pandemic has exacerbated pre-existing inequalities, including gender inequalities. Moreover, gender-based violence (GBV) and protection concerns intensified, with stay-at-home measures, economic hardship and social disruption also leading to increased risks of sexual exploitation and abuse. As with any emergency safeguarding – and especially protection from sexual exploitation and abuse – is a central part of GOAL's response to Covid-19. In recognition of this rise in GBV and protection and safeguarding concerns, GOAL and our programmes responded to this in 2020.

Examples include:

- » Development of a Safeguarding Checklist, which focuses on essential minimum requirements during the Covid-19 emergency response to guide the mainstreaming and monitoring of our safeguarding measures.
- » Integration of safeguarding into the Community-Led Action approach by ensuring that community mobilisers were trained in safeguarding.
- » Development of information, education, and communication materials, and translating them into multiple languages for community dissemination.
- » Conduction of local mapping exercises in all countries to analyse the legal, social welfare and child protection arrangements in each country context.
- » In Zimbabwe, through a partnership with Promobile, over 4.5 million people were reached as part of a Covid-19 information campaign, which integrates sexual and gender-based violence and child protection messaging, and promotes toll-free helplines, alongside messaging on social distancing and good hygiene.
- » In Malawi, the Spotlight Initiative worked

to tackle social norms and harmful practices that expose women and girls to violence through a mentorship approach and service strengthening. In response to the global pandemic, Covid-19 prevention measures were integrated, including the training of mentors on prevention awareness so that it could be introduced within the mentorship sessions.

- » In Ethiopia, work continued with street youth, including through the drop-in and rehabilitation centre. This provided a safe space where youth can access basic literacy and numeracy education, skills training, counselling sessions, therapeutic activities, and basic hygiene, sanitation, and healthcare services. In line with public health measures to prevent the spread of Covid-19, these youth have been reached with Covid-19 risk communication messages and infection prevention and control materials.
- » In Sierra Leone, based on the findings of a study, GOAL launched an action plan to address the worst forms of child labour and trafficking. This included a media campaign and the promotion of safe practices and encouraging education. The plan engages community activists, social workers and law enforcement agents to educate communities and support those affected by child labour and trafficking.
- » In Turkey, work continued to support the most vulnerable and marginalised refugees from nomadic and semi-nomadic groups and seasonal migrant agricultural workers through the EU humanitarian aid funded LINK project. This project aims to reduce, remove or prevent protection risks and bring about sustainable and equitable access to services through critical information and awareness-raising on protection, rights and available services, and psychoeducation through outreach and social support centres.

These areas will continue to be a focus of GOAL's work in 2021 to ensure that GOAL programmes are safe, inclusive, and accountable.



GOALie placing Covid-19 awareness posters around Chipinge District, Zimbabwe.

# YEAR IN REVIEW

## Covid-19

2020 was first and foremost the year of the Covid-19 pandemic. The virus spread around the globe within weeks, affecting 192 countries on all continents. While rates of infection and Covid-19 related deaths were particularly high in Europe and the Americas, other parts of the world including the Middle East and Africa have been severely hit by the secondary effects which included interrupted markets, lockdowns and movement restrictions. Countries and communities without well-established safety-nets and social welfare systems very quickly reached significant levels of hardship and hunger.

While headlines were dominated by overstretched health systems and intensive care units in the developed world, many of the countries where GOAL works battled with this global health threat amidst ongoing crises of armed conflict and mass displacement, severe drought and floods, and an unprecedented series of cyclones and hurricanes.

To address the pandemic, GOAL rolled out the biggest emergency programme in its history, while also responding to new humanitarian disasters such as crop failure and malnutrition in Zimbabwe, locust swarms and conflict in Ethiopia, and the consecutive hurricanes in Honduras and Central America.

The internal alert was raised on the potential threat of Covid-19 through GOAL's Emergency Response Unit on 27th January 2020. GOAL quickly mobilised its response putting in place a Covid-19 Taskforce to manage its response, developing a plan setting out a community centred approach.

Phase one of GOAL's response focused on:

- » ensuring continuity of essential lifesaving and life sustaining programming;
- » coordinating with key stakeholders such as national response mechanisms;
- » and scaling up measures to reduce the risk of Covid-19 through Risk Communication and Community Engagement (RCCE) and Infection Prevention and Control (IPC).

Phase two of GOAL's response focused on:

- » Introducing additional measures to strengthen health systems;
- » and addressing the secondary (socio-economic) impact of Covid-19.

Phase three of GOAL's response focused on:

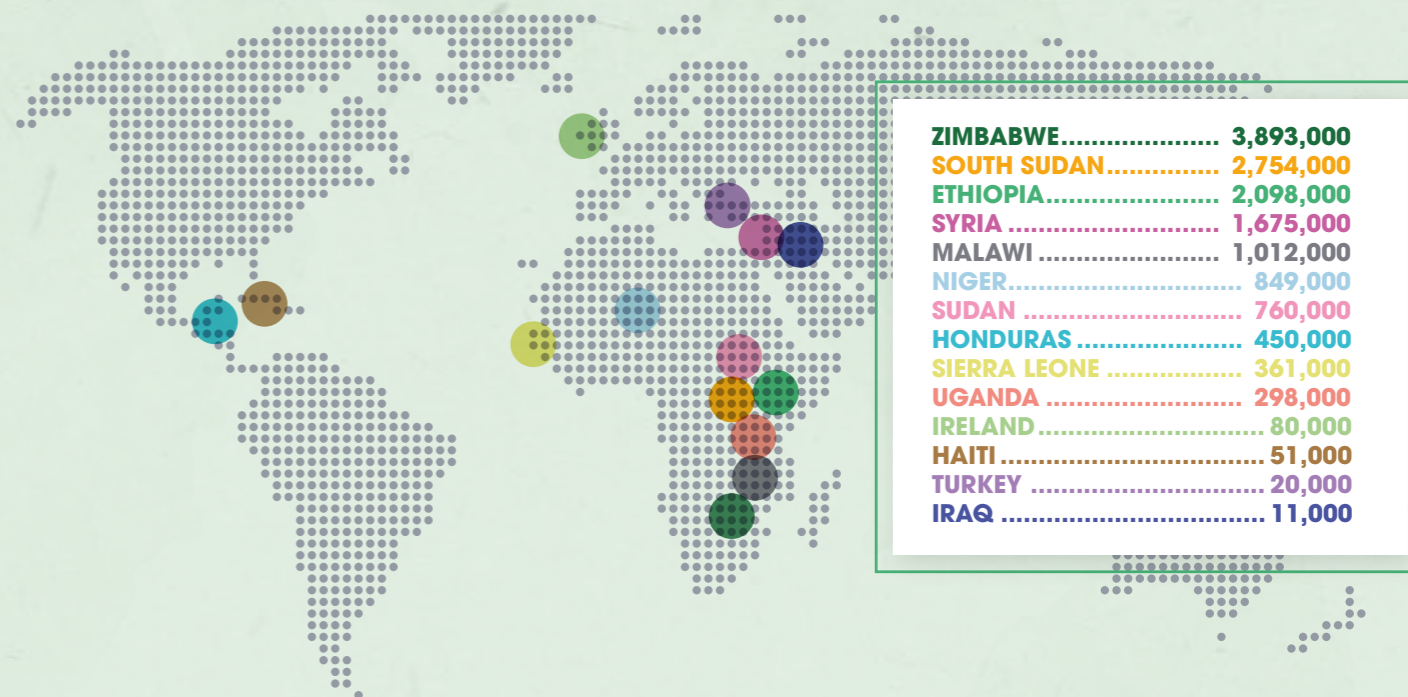
- » engaging with stakeholders and global networks to support equitable access to vaccines.

Central to GOAL's pandemic response was a Social Mobilisation Action for Covid-19 (SMAC). This combines communication through mass media messaging, mobilising local religious and traditional leaders, and empowering communities using GOAL's Community-Led Action (CLA) approach developed during our Ebola response in West Africa in 2014. CLA empowers communities to take action to stay safe. Communities developed and implemented their own action plans on introducing measures such as handwashing, physical distancing and mask use. During 2020 GOAL reached over 17.7 million people with messaging and thousands of communities with CLA across 12 countries. Uganda and Zimbabwe both implemented this approach at a district level, with governments in both countries requesting technical support from GOAL to roll out CLA and mass media messaging. In Sierra Leone CLA was selected as the national community engagement approach and with technical support from GOAL the government has rolled it out to all 16 districts.

The Covid-19 response demonstrated GOAL's ability as a highly agile humanitarian response organisation, adapting and innovating new ways of working and quickly scaling up new response actions building on learning from previous responses to infectious disease outbreaks such as the West Africa Ebola crisis.

Despite the multi-layered challenges of Covid-19, all existing programmes were pivoted and adapted to enable programming to continue, while incorporating measures to manage risks to the health and lives of our staff and the communities we work with. GOAL's response to the Covid-19 pandemic will continue in 2021 and beyond as the world grapples with this unprecedented global crisis.

# GOAL REACHED 14.3 MILLION PEOPLE IN 2020



## COMPLEX CRISES IN SUDAN, SOUTH SUDAN, NIGER, ZIMBABWE AND ETHIOPIA

During 2020, GOAL also continued its response to other complex and protracted crises providing essential healthcare and food security and nutrition interventions to vulnerable families in fragile and conflict affected contexts in Sudan, South Sudan, Niger, Zimbabwe and Ethiopia. In addition to the challenges of political instability, conflict and the pandemic, GOAL responded to other humanitarian crises within these locations. This included responding to the severe drought and food insecurity crisis in Zimbabwe where GOAL provided food aid to approximately 120,000 people, and the desert locust crisis response in Ethiopia which impacted on the food supply of farming families.

## VENEZUELAN MIGRANT CRISIS

GOAL succeeded in 2020 in further scaling its response to the Venezuelan migrant crisis, now the world's second largest migrant crisis after Syria. During 2020 GOAL formally registered its operation in Colombia where it has established a response in four departments along the Venezuelan border which are hosting the highest numbers of Venezuelan migrants and Colombian returnees.

## SYRIAN CRISIS

During 2020, the Syria crisis continued to be the world's largest migrant crisis with more than 5.6 million Syrian refugees and another 6.2 million people displaced inside Syria. GOAL continued its response to the conflict in Aleppo and Idlib provinces in North West Syria where almost 2.8 million people are in dire need of humanitarian assistance. GOAL continued to be a major player in responding to this crisis providing lifesaving food and water and other critical aid to approximately 1.6 million people. GOAL also introduced new elements to its response in 2020 to increase the use of cash transfer programming and livelihood interventions to support strengthening of local markets and help the transition to some form of stability in the years ahead. GOAL was also active in advocating with the UN and other stakeholders for the renewal of UN cross border resolutions critical to the supply of aid into Syria.

# YEAR IN REVIEW

## HURRICANES IN CENTRAL AMERICA

During the month of November two major Category 5 hurricanes - Eta and Iota - hit the North Coast of Central America directly affecting more than four million people and forcing hundreds of thousands of people into emergency shelter. GOAL quickly mobilised its response to provide shelter repair, cash transfers for recovery, Covid-19 mitigation measures, and water and sanitation aid, to more than 40,000 people. This recovery effort will continue well into 2021.

## GROWTH OF GOAL PROGRAMMES

Despite the very significant challenges throughout 2020, GOAL's core programmes continued to grow.

Highlights included:

- » Expanding our emergency response work to include vital support for Venezuelan migrants in Colombia.
- » Continued critical health and nutrition interventions in many locations, particularly across Africa, including innovations in community management of acute malnutrition in infants, health system strengthening, WASH, supporting primary healthcare and health accountability.
- » Growing our programming in market systems development included:
  - » starting a new phase of the Mastercard Foundation partnership Young Africa Works programme in Uganda;

- » continued strategic interventions to develop market systems for pastoralists in Ethiopia;
- » small scale fisheries and eco-tourism development under the Blue Economy in the LAC region;
- » targeted interventions to support recovery of small and micro enterprises in Iraq;
- » new programming to support livelihoods for migrant populations in Turkey;
- » and working with critical urban market systems in Honduras and Haiti.
- » GOAL also continued to support food security interventions in many locations including Malawi, Sudan, Sierra Leone, Niger and Ethiopia supporting climate smart and resilient agricultural production.

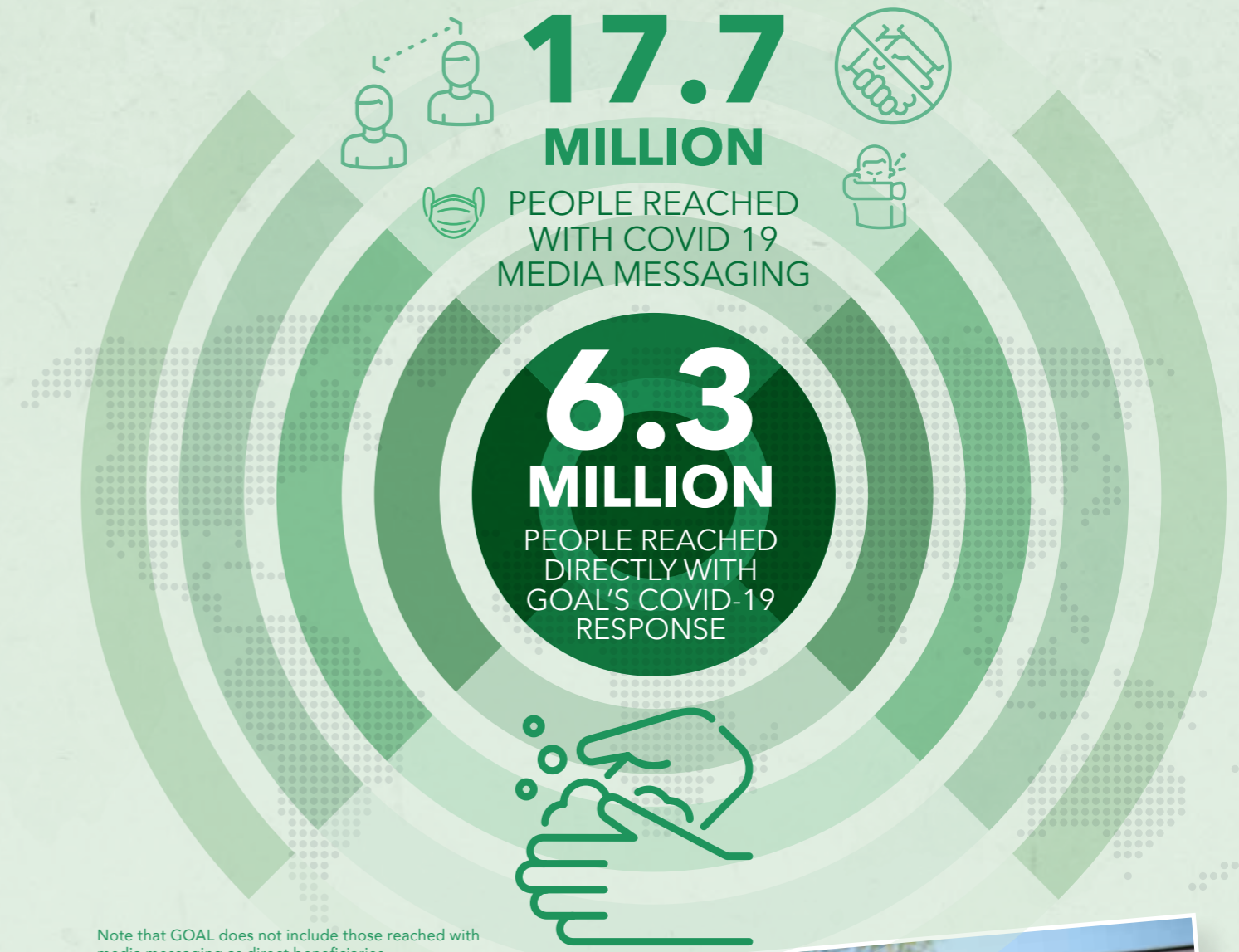
2020 also highlighted GOAL's growing emphasis on innovation in its programming by supporting ongoing innovations in nutrition, resilience, infectious disease response, and faecal sludge management through Water-Share Ireland, in Sierra Leone. During 2020, GOAL continued to develop the partnership with Irish AID through its approach to programme funding with related research partners such as Trinity College, Harvard Humanitarian Initiative and RAND Corporation. This approach demonstrates how GOAL works with local actors and systems and integrates both humanitarian and development interventions to build resilience in fragile and conflict affected contexts.



GOALie distributing hand sanitiser to community members in Zimbabwe



Covid-19 awareness session taking place in Zinder, Niger.



Note that GOAL does not include those reached with media messaging as direct beneficiaries.

# 1

## STRATEGIC GOAL

EMERGENCY RESPONSE,  
PEOPLE SURVIVE CRISIS



# STRATEGIC GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISIS

In 2020, GOAL supported over 7.8 million people with emergency response and preparedness. While the focus of our emergency response activities was related to Covid-19, we increased our support in Syria which entered its 10th year of conflict and responded to hurricanes Eta and Iota, which devastated communities in Central America.

## GOAL'S GLOBAL COVID-19 RESPONSE

In our global Covid-19 emergency response plan, GOAL reached more than 17.7 million people with Covid-19 awareness messaging and 6.3 million with direct supports. GOAL focused on supporting local frontline workers, hospitals, and health authorities, but also addressed the secondary (socio-economic) impact of the pandemic. To allow for a quick scale-up throughout all country offices and the entire organisation, GOAL adapted its successful Community-Led Action (CLA) Social Mobilisation Programmes, developed during the Ebola outbreak in West Africa in 2014, to respond to the pandemic.

In the early weeks after Covid-19 was declared a pandemic GOAL responded with support from Irish Aid in Malawi, Uganda, Niger, Iraq, and Honduras. GOAL teams worked in partnership with communities and national health authorities on Risk Communication and Community Engagement (RCCE), and Infection Prevention and Control (IPC).

A total of over 1.5 million community members were reached through radio messaging, mobile campaign trucks and social media in the first six weeks. Based on this first response in April 2020, the European Union's Humanitarian Aid agency ECHO awarded GOAL Niger and Malawi grants to continue and expand their humanitarian assistance. Working with market committees, youth networks, and owners of high-risk businesses, community groups were able to appraise their own



**1,040**  
HEALTH FACILITIES  
WITH INCREASED  
CAPACITY FOR  
COVID-19 INFECTION  
PREVENTION AND  
CONTROL

Covid-19 risk and trigger collective actions around key infrastructures such as marketplaces and water points.

In Sudan and South Sudan, the UK's Rapid Response Fund selected GOAL for a £3.5m (just over €4m), project over six months to address the most urgent needs in the health sector, but also to provide a temporary cash subsidy scheme for those most affected by job-loss and threatened by the secondary effects of the Covid-19 pandemic. The consortium led by GOAL, consisted of local partners Al Manar and UNKEA, as well as international NGOs Mercy Corps and Médecins Du Monde Spain.

GOAL also initiated Covid-19 responses in Zimbabwe, Ethiopia, Uganda, Sierra Leone, and Honduras, with the support of USAID, OFDA, UN agencies, the Mastercard Foundation, and the Irish Embassy.

By the end of September 2020, the organisation had reached 6.3 million people - 52% of which were women and girls - under the global emergency response plan.



Covid-19 awareness session taking place in Adana, Turkey.

## GOAL'S RESPONSE TO OTHER DISASTERS AND HUMANITARIAN CRISIS

### SYRIA

In Syria, the protracted conflict entered its 10th year when a fragile ceasefire was signed in March 2020. GOAL and its partners used the relative stability for a significant scale-up of the RESTORE programme which provides immediate humanitarian aid while investing in existing systems and infrastructure in the North West of Syria. This approach avoids creating parallel systems reliant on external actors and considers local dynamics and the sensitive balance of the conflict.

In 2020 GOAL, with a team of 600, reached more than 1.6 million people every month in Idlib and Northern Aleppo. We ensured a crucial supply of clean water supporting the operation and maintenance of 66 water stations which supplied 148 communities with safe drinking water. Community members were also supported through electronic vouchers for essential food items and the direct support of markets and bakeries throughout the year. While the programmes are exposed to a high risk from the war, they are designed to be handed over to local management whenever this will become possible. The impact of the global Covid-19 pandemic is beginning to make itself felt and the area is poorly equipped to deal with viral transmission. Despite the resilience of community structures, the humanitarian system is stretched to breaking point under the current conditions. GOAL will continue to work tirelessly alongside others to provide basic services. This is dangerous work and the threat to civilians and humanitarian aid workers is constant, even in the context of ceasefires.



Covid-19 CLA session beginning in Idlib, Syria.

### HONDURAS

On 1st November 2020, GOAL's Emergency Response Team was called to action as the early warning system signalled the fifth major hurricane of the extremely active 2020 Atlantic hurricane season. Hurricane Eta threatened to affect 4.9 million people in Central America, and in particular the areas around GOAL's long-term resilience programme. In the hours before Eta hit Honduras, GOAL teams worked closely with the local and national response committees on anticipatory action and preparing for the impact. Approximately 80,000 people were evacuated from flood-prone areas and brought to safety. A further 100,000 people remained isolated across Honduras in the aftermath of Hurricane Eta. Through support from the START Fund and Irish AID's Emergency Response Funding Scheme (ERFS), 13,200 individuals in emergency shelters were reached with rapid assistance, including with safe drinking water and other immediate supplies within days.

Only two weeks later, a second Category 5 hurricane named Iota made landfall on a virtually identical path. Conditions of high soil saturation from Eta brought significant life-threatening flash and river flooding, along with landslides in higher elevation areas. Thanks to the US Bureau for Humanitarian Assistance and UN agencies like UNICEF, the team was able to expand its emergency response quickly and effectively to meet the needs of affected communities in the North West of Honduras.



Honduran Airforce airlifting life saving supplies to the remote La Moskita region where GOAL is operating.

# 2

## STRATEGIC GOAL

PEOPLE HAVE  
RESILIENT HEALTH



Honduran GOALie Sahady Mencía discussing the MiPesca project with a local fisherman.



# STRATEGIC GOAL 2 PEOPLE HAVE RESILIENT HEALTH

GOAL's approach to building resilient health includes WASH (Water, Sanitation and Hygiene) and nutrition as key elements of holistic health and wellbeing. In 2020 GOAL supported more than 5 million people with health, nutrition and WASH programmes in Ethiopia, Malawi, Niger, Sudan, South Sudan, Sierra Leone, Uganda, Zimbabwe, Malawi, Syria, Honduras and Iraq. GOAL's approach to ensuring people have resilient health broadly encompasses working with governments and ministries of health to strengthen health systems to improve delivery of quality health, nutrition and WASH services. In addition, GOAL uses Social Behaviour Change (SBC), to address barriers including cultural and social issues that impede the ability of families and communities to care for their own wellbeing and to build strong relationships between health service providers and communities. This ensures that services respond effectively to community needs, and that communities can hold duty bearers accountable for service quality and advocate for improvements.

## COVID-19 MITIGATION AND RESPONSE

Alongside our Covid-19 response GOAL continued with its life-saving health programmes in Sudan, South Sudan, Niger, and Sierra Leone, supporting the delivery of primary health care for hundreds of thousands of vulnerable people in our target communities. In response to the pandemic, GOAL supported over 1,000 health facilities in Sudan, South Sudan, Sierra Leone, Niger, Uganda, Ethiopia, Malawi, and Honduras, with provision of Personal Protective Equipment (PPE) and Infection Prevention and Control (IPC), supplies which included soap and handwashing stations. In addition, GOAL supported ministries of health in providing training and mentoring of staff on IPC standards.

**925,000**  
PEOPLE PROVIDED WITH SOAP AND OTHER HYGIENE ITEMS



## HEALTH SYSTEMS STRENGTHENING

In South Sudan, GOAL worked with the Ministry of Health supporting 57 primary healthcare centres and units, as well as supporting secondary care at two hospitals and at community level. GOAL also strengthened health referral systems and in 2020 more than 650,000 people had health consultations. As a result of GOAL's programming, over 27,000 children were vaccinated against preventable diseases, and more than 4,300 infants were delivered by a skilled birth attendant.



New health facility developed by GOAL in South Kordofan, Sudan.

In Sudan, GOAL continued to support 38 health facilities in areas where the health system has been devastated by years of conflict. It supported maternal and child health services and increased its efforts to build the capacity of the Ministry of Health in management of health services. This work included the launch of the EU funded HealthPro project which aims to help over 590,000 people access universal health cover.

In Sierra Leone, GOAL is the agency for the Saving Lives II Programme lead in 4 districts. This aims to reduce maternal, neonatal and child mortality and morbidity by increasing utilisation of quality Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCAH) services. GOAL continued to support the government District Health Management Teams with increased capacity for planning and service delivery for key areas of RMNCAH and over 2,200 health care workers were trained. GOAL supported maternal death reviews in each district, crucial to improving outcomes for mothers. 77% of maternal deaths were reviewed and responsive actions planned and implemented.

## SOCIAL BEHAVIOUR CHANGE (SBC)

GOAL continued to increase access to, and up-take of youth-friendly sexual and reproductive health services in Sierra Leone, Malawi, and Ethiopia. In Sierra Leone, community dialogue sessions were used to engage adolescents and community members on factors that contribute to high rates of adolescent pregnancy and the barriers to accessing contraception. In target communities, the percentage of female youth and adolescents aged between 15 and 19 years who use a modern method of contraception increased from 38% in 2018 to 43% in 2020. For those aged between 20 and 24 years, the use of contraception increased from 26% in 2018 to 46% in 2020.

In Ethiopia, GOAL uses the care group approach to engage communities, including men's health groups, on the safe delivery of babies, and child health issues. This was aimed at increasing the number of pregnant and lactating women who seek health care. 4,206 pregnant and lactating women, and 757 men, were reached through these approaches. The percentage of mothers of children aged from 0-59 months, whose birth was attended by a skilled birth attendant, increased from 70% in 2018 to 92% in 2020.

## HEALTH ACCOUNTABILITY

In 2020, GOAL continued to facilitate engagement between health care providers and communities to strengthen accountability. This was impacted by Covid-19 to some extent, but good progress was still made. In Uganda, 10 health centres were surveyed, and citizen report cards produced. 30 community dialogues were facilitated, and 10 interface dialogues also took place. In addition, 30 Community Conversation Facilitators were identified and trained. A barrier analysis was conducted and Information, Education, Communication (IEC) materials were developed to address social behaviour change to lead to an increase in those seeking healthcare.



GOALies in Tegucigalpa, Honduras preparing food kits for communities affected by Hurricanes Eta and Ida which hit Honduras in November 2020.



Children receiving water from a new water system installed by GOAL in Idlib, Syria

## HEALTH RESILIENCE

In 2020, GOAL was part of a successful consortium bid (led by IMA World Health), to implement a US Agency for International Development (USAID) funded five-year health resilience project, MOMENTUM Integrated Health Resilience (MIHR). GOAL's role within the MIHR project is to advance learning and implementation of health systems and community health resilience in fragile settings; define and measure resilience and support emergency preparedness. The project runs from May 2020 until May 2025, with a budget of approximately \$200 million. This will be implemented in a range of fragile contexts.

## WATER, SANITATION AND HYGIENE (WASH)

In Sierra Leone, significant WASH infrastructure development continues to be supported by Charity:Water. The programme succeeded in completing 112 water points which included 62 boreholes and 50 hand dug well rehabilitations. It also increased sanitation access resulting in 57 communities becoming or re-attaining 'open defecation free' (ODF) status. The FCDO-funded Faecal Sludge Management (FSM), system in Freetown advanced despite being significantly affected by Covid-19. A detailed design was completed with support from the Water-Share Ireland network. In addition, GOAL imported two new vacuum trucks and an E-vac - a device specifically designed to extend the reach of the trucks.

In Uganda GOAL, supported by Charity: Water completed 178 borehole water points which included 120 new and 58 rehabilitations. GOAL continued to develop systems approaches to operation and maintenance of rural water systems.

## NUTRITION

In Sudan, GOAL supported health facilities – 21 in South Kordofan and 17 in North Darfur – in providing integrated curative nutritional care through Community-based Management of Acute Malnutrition (CMAM). Training of Community Health Promoters (CHPs) and local health staff on the Family MUAC (Mid-Upper Arm Circumference) approach, for early identification of acute malnutrition, was curtailed due to strict national Covid-19 preventive measures. Despite this, the target for the number of children under five-years old screened in 2020 doubled from 13,691 to 28,820.

In South Sudan all wide-scale surveys were postponed during 2020 due to Covid-19 restrictions. However, GOAL continued to provide curative treatment for moderate acute malnutrition (MAM), through 20 targeted supplementary feeding programmes (TSFP). As part of Covid-19 mitigation measures, GOAL repurposed the Nutrition Sensitive Care Groups (NSCGs), to focus on nutrition monitoring and integration of Covid-19 key messaging.

In Ethiopia, GOAL focused on supporting acute malnutrition management services. During 2020, 29 woredas (decentralised administrative areas) were supported on improving the quality-of-service delivery.

In Gambella, by the end of 2020, GOAL has collected almost two years of longitudinal digital data on infants enrolled in MAMI, and these results will be published in 2021. MAMI is designed as a care pathway for integration into existing maternal-child health service platforms. GOAL research on the use of Global Health Media videos to enhance the engagement of carers had very positive findings. GOAL also undertook research on its innovative MAMI-MUAC tape, where all families with infants under six months were trained across the two refugee camps where GOAL is operational.



# 3

## STRATEGIC GOAL

PEOPLE HAVE FOOD AND NUTRITION SECURITY



Communities in Zimbabwe receiving food aid and Covid-19 messaging in Zimbabwe through our partnership with Promobile.

# STRATEGIC GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY

GOAL reached more than 1.2 million people with Food and Nutrition Security (FNS) programmes in Ethiopia, South Sudan, Malawi, Zimbabwe, Sudan, Niger, Syria, Honduras and Uganda, in 2020 overcoming the challenge of Covid-19 which brought national lockdowns impacting on food availability and consumption, subsistence production and access to markets.

In Malawi, GOAL worked with 1,230 lead farmers on food and nutrition practices and they in turn supported over 14,000 farming households on diversification and improved production practices. The implementation of small-scale irrigation schemes resulted in over half of almost 10,000 targeted farmers harvesting twice a year, as opposed to the usual single crop production possible with a reliance on rain fed crops. This doubled the quantity of crops yielded compared to the previous year. GOAL also invested in improved livestock management systems alongside Nutrition Impact and Positive Practice (NIPP), to support sustained behaviour change.

In South Sudan, Nutrition Sensitive Care Groups (NSCGs) were established to promote

kitchen gardens to support more varied diets. There were enrolments in small scale savings groups through Irish Aid and FCDO's RECOVER programme. Despite NSCGs being temporarily repurposed at the start of Covid-19 to focus on IPC, target households saw an increase in the acceptable food consumption score (FCS) from 40% at the beginning of 2020 to 70% by year end. Under the RECOVER programme, GOAL reached 115,998 people who showed significant improvements in household food consumption, with 65% of households reporting acceptable food consumption against an annual target of 33%. Survey results also showed that only 34% of households were using emergency coping strategies, down from 66% in 2019.

In Niger, GOAL responded to the Covid-19 pandemic through cash transfers for 200 of the most impoverished households in Mirriah and Goure departments, identified through a survey from the Household Economic Assessment (HEA). The cash transfers helped recipients access food at local markets and ensured they continued to tend their land instead of seeking waged labour to enable them to buy food.



Communities in Zimbabwe receiving food aid and Covid-19 messaging in Zimbabwe through our partnership with Promobile.



Farmers from the village of Ilalla Malan Abdou in Gouré Zinder Region, Niger, being taught the ancient "Zai Hole" growing technique which has seen a 14% increase in crop yield.

# 4

## STRATEGIC GOAL

PEOPLE HAVE SUSTAINABLE  
LIVELIHOODS

A mother and Daughter in Lira, Uganda, being taught how to rear chicks under a Mastercard-funded GOAL Covid-19 Recovery Programme2



# STRATEGIC GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS

In 2020, GOAL supported 158,500 vulnerable people, of which 52% were women, in building livelihoods and caring for their families in Ethiopia, Haiti, Honduras, Iraq, Malawi, Sierra Leone, Uganda, and Zimbabwe. GOAL used a market systems approach to increase access to skills in demand in local labour markets, and skills required by micro-enterprises. GOAL also worked to increase access to financial services for women, vulnerable households, and their micro-enterprises. In addition, GOAL partnered with the private sector to strengthen local supply chains for productive goods and services and increase access to markets for vulnerable households.

## MARKET FACING SKILLS

In Ethiopia, GOAL and our partners reached over 2,000 street-connected youth with socio-economic skills. Covid-19 restrictions and localised conflict both had an impact on skills training. However, over 700 pastoral and agricultural households were reached with a mixture of market facing skills including, business, post-harvest handling, dairy production and marketing, animal fodder and disease prevention.

Similarly, in Iraq, GOAL supported 81 people with skills to boost their employment opportunities. In South Sudan, 210 women participated in business skills training, critical in an environment with hyper-inflation. In Zimbabwe, 130 farmers were trained in a range of skills from facemask production and marketing to the use of low-cost value addition technology while in Haiti, fisher associations participated in training in responsible fishing practices.

## FINANCIAL SERVICES

Financial services are vital to help people escape poverty by facilitating investments in their health, education, and businesses. They can also make it easier for people to manage financial emergencies, such as a job loss or crop failure, that can push families into destitution. Through Savings & Loans groups, 33,678 people, of which 17% were women,

increased their financial literacy and accessed savings and loans in Ethiopia, Malawi, South Sudan and Zimbabwe in 2020.

In Uganda, through partnerships between GOAL and Equity and Centenary Banks, 14,454 new bank accounts were opened in Northern Uganda where the banking infrastructure is substantially underdeveloped. Some 53 new Banking Agents were operationalised, to increase access to financial services to rural communities. In Ethiopia, Haiti, Honduras, Malawi and Zimbabwe, GOAL is linking savings groups and micro-enterprises to commercial banks and Micro-Finance Institutions (MFIs) to build their financial credibility and access financial products. In Ethiopia, GOAL linked pastoralists to livestock insurance to mitigate adverse weather events, such as the current 'La Nina' weather system which is associated with drought conditions.

## WORKING WITH MICRO, SMALL & MEDIUM ENTERPRISES (MSMES)

MSMEs are the world's job creators, food producers and supply chain actors. Covid-19 related restrictions reduced both demand and supply of critical productive inputs, affecting primary production, micro-enterprises and access to markets.

In Iraq, Covid-19 restrictions prevented employees from reaching hatcheries and poultry farms, resulting in very significant losses of poultry. GOAL responded by supporting Al-Nahrain Hatchery with 20,000 fertilised eggs. Once the eggs were hatched, the hatchery distributed day-old-chicks to 10 poultry farms along with technical support through a dedicated telephone response line. To complement poultry production, GOAL also supported Al-Salam Veterinary Services to provide sterilisations, vaccinations, medications, and other treatment services to 50 poultry farmers in Mosul.

In Sierra Leone, GOAL worked with national stakeholders including government and trade unions, to improve conditions for decent work through an expansion of the social security system

for workers in informal trades and legislation on the minimum wage, which was passed into law in 2020. Additionally, GOAL worked with the Sierra Leone labour congress to strengthen the national referral pathways for child labour, trafficking and abuse. To support this, 3,510 people were reached with community-based dialogues and mass media communications.

In Uganda, GOAL partnered with two businesses that produce equipment for bee production and introduced improved apiary equipment to the local market through 15 small businesses. These small businesses are now manufacturing and selling apiary equipment, known to increase honey production threefold. To date, nearly a thousand beehives and 377 smokers have been manufactured and sold locally.

“

I started with beekeeping some time back after being trained by the agent. I was eager to learn something outside agriculture. I had a few beehives and managed to sell 120 kg of honey last year and invested all in new beehives. I have now 36 beehives

Bonny Oyaka (21), Honey Entrepreneur, Abim District, Northern Uganda

In Honduras, GOAL continued to support small scale fishermen and women off the Atlantic coast through access to credit, skills and marketing. The Covid-19 pandemic hit the fishing industry hard with disruptions felt all along the value chain, causing losses of more than \$2.5m and directly affecting thousands of fisher families. GOAL provided these fishing communities with short term support, including food, hygiene kits and personal protective equipment to meet immediate protection needs. At the same time, it supported fishing communities in adapting to the economic shock caused by Covid-19 and protecting their livelihoods. It helped to identify new international and national markets where there is demand for crab.

“

I have been a fisher all my life, this is what I know to do. Fishers in La Moskitia do line fishing and there was a need for knowledge of crab production and processing. I felt proud of being able to transmit my knowledge to others who were keen to learn. GOAL's help has been important to us. We have been equipped with personal protective equipment that is very useful in the face of this pandemic. Despite the crisis, as fishermen we want to continue working to be able to invest, produce more and be able to reach new markets because only if we produce more will we be able to sell more

Rigoberto López, (64), President of the Vecinos de Marión Fishing Company of Tela, Atlántida.

In Ethiopia, GOAL undertook a market assessment to understand the impact of Covid-19 and the desert locust infestation on small businesses, and to support businesses to stabilise and recover. The assessment highlights the impact of these shocks to small businesses which are critical for jobs and access to productive inputs, such as seeds and animal feed and medicine. While businesses demonstrated their ability to adapt, half experienced a decrease in customers, revenue and cash flow, and were challenged to cover normal business costs. Small businesses found it difficult to source personal protective equipment, with 61% reporting a negative impact on their workforce. The market assessment also found a high demand for business capacity building, which GOAL is supporting SMEs to access.

# LEARNING & LEADERSHIP



## MEAL (MONITORING, EVALUATION, ACCOUNTABILITY, LEARNING)

In 2020, GOAL strengthened MEAL capacity across its programmes, progressed digitalisation and deepened its reporting. The MEAL team pivoted and supported organisation-wide processes for monitoring the Covid-19 response, while also building the foundations of a culture of learning in the organisation. The team provided support with proposals, reports, Annual Country Plans and several strategic grants e.g. RESTORE (Syria), RIPA (Ethiopia), DfID RRF (Sudan, South Sudan), ERFS (Malawi, Zimbabwe, Iraq, Honduras and Turkey).

A review of guidelines for calculation of direct unique individuals reached, and global key results, allowed for an accurate collection and aggregation of data. Quarterly reports, broken down by gender, age, sector, donor and country, were produced and disseminated widely in the organisation. The number of unique direct individuals reached by GOAL showed significant increases in 2020, more than doubling to 14.3 million compared to six million in 2019. This was a result of GOAL's Covid-19 response and the scaling up of humanitarian programmes in WASH and food security in countries including Syria, Zimbabwe, and Ethiopia. Over 17.7 million people were reached with Covid-19 media messaging alone, and nearly eight million people benefited from over 1,000 health facilities supported with infection prevention measures against Covid-19.

The MEAL team created an internal online platform, "MEAL4U", where all MEAL related tools, guidelines, surveys, evaluations, research papers and data were made available to staff, including tools and guidelines for Covid-19. Everyone in the organisation can interact with MEAL products and data from this platform and considerable effort was put into digitising our Covid-19 response tools and real-time reporting mechanisms. Use of these tools in GOAL saw an increase in 2020. In the absence of in-country visits, country quarterly calls and monthly webinars to facilitate organisation-wide reflection and learning were also initiated by the MEAL team.

Two learning briefs from programmes in South Sudan and Zimbabwe were produced in 2020. In addition, six evaluations took place (fewer than planned due to Covid-19 restrictions). We also conducted research on languages and translation with Dublin City University, the outcomes of which were presented at key national and international conferences.

The MEAL team made four submissions to the Development Studies Association of Ireland (DSAI) Annual Conference in 2020. Contributing to learning in the sector, GOAL's Head of MEAL co-chairs the Results Working Group of Dóchas, a group of Irish INGOs that work together to improve practice around results in international development and humanitarian assistance. She is also vice-chair of the Irish Network for Global Health, a network of academics, practitioners and policy makers interested in progressing global health in Ireland.

In 2020, GOAL's Community Complaints Response Mechanism (CCRM), was renamed the Community Feedback Mechanism (CFM), to reflect the nature of the mechanism being more about feedback from communities than complaints. We also expanded the range of CFM data to learn more about those who interact with us, including data on age, gender, profile of communicants, and preferred means of communicating. The team began collecting qualitative information allowing it to understand and tell the stories of our communities.

The number of communications received in 2020 increased significantly to 173,000 from 94,000 in 2019. Covid-19 resulted in the promotion of remote means of communications such as WhatsApp, helping to maintain and increase communication with our community members. GOAL's Accountability Adviser is a member of key global accountability groups such as ALNAP (Active Learning Network for Accountability and Performance) and CHS (Core Humanitarian Standard) Alliance which allows GOAL to learn from others while also contributing to best practice in the sector.

## PROGRAMME TECHNICAL TEAM (PTT)

In 2020, dominated by the response to Covid-19, the Programme Technical Team continued to drive programme excellence in GOAL, providing technical leadership for context analysis, design, learning and generating evidence. This was achieved through engagement with a range of external stakeholders and through remote support to GOAL's programme teams to ensure that programming is designed based on robust analysis and best practice, and that GOAL is contributing to the global technical evidence base. The team piloted the development of structured remote virtual technical visits replicating as far as possible the in-person visits of previous years. Alongside nine Technical Advisors (TAs) in health, nutrition, WASH, food security, markets, resilience, and Social Behaviour Change (SBC), GOAL expanded its technical team, hiring a new Cash and Voucher Assistance (CVA) Advisor, and GOAL's first Gender Equality and Social Inclusion (GESI) Advisor.

GOAL's history of disease outbreak preparedness and response meant that Advisors were already part of multiple global networks, such as WHO's Global Outbreak Alert and Response Network (GOARN) and the Risk Communication and Community Engagement (RCCE) sub-working group. The PTT led on the development, documentation, training and rollout of Community-Led Action (CLA), and subsequently Social Mobilisation Action for Covid-19 (SMAC), as described under Goal 1 and Goal 2 above. These drew on learning from GOAL's response to Ebola in West Africa in 2014.

Through engagement with these and other networks, the Advisors were able to ensure that country teams were provided with timely access to the latest thinking on Covid-19 as the pandemic developed, and that GOAL's approaches, such as CLA, were communicated to global audiences. The Advisors supported country teams to mitigate and adapt existing programming via a range of guidance documents and tailored remote support, notably around Infection Prevention and Control

(IPC) in health facilities and public spaces. There are five active internal technical learning networks led by the PTT (Health, Nutrition, WASH, Food Security & Livelihoods, and Cash & Vouchers).

The PTT produced and disseminated guidance on GOAL's approach to using resilience, social behaviour change, systems, and inclusion in stable, fragile and acute contexts. GOAL convened a successful global virtual Programmes Conference - a first for the organisation - with over 80 attendees from all GOAL countries.

Several learning documents were led by PTT, notably on Management of Acute Malnutrition in at-Risk Infants and Mothers (MAMI) and Cash & Voucher Assistance in North West Syria. Such learning was instrumental in leading and subsequently supporting GOAL Ethiopia and GOAL Malawi to advocate with their government health departments to address the exclusion of the Family Mid-Upper Arm Circumference approach in their national Covid-19 response plans. Presentation and technical materials were developed with a supporting evidence base and used successfully during a series of meetings to drive a change in viewpoint. Both governments agreed to use Family MUAC.

GOAL continued to engage with multiple technical coordination and membership networks, including the Health, Nutrition, WASH and Food Security & Livelihoods Global Clusters; the Cash Working Group, the Core Group, WASH Engineering and Development Centre (WEDC), and several Irish networks including the Irish Global Health Network (IGHN) and the Development Studies Association of Ireland (DSAI). GOAL led a panel on Adaptive Programming at the DSAI annual conference, in addition to presenting six papers. GOAL is co-Chair of the Global Health Cluster's Capacity Development Consultation Group, contributing to the development of global health preparedness learning resources in 2020.

# 5

## STRATEGIC GOAL

FOSTERING GLOBAL  
CITIZENSHIP



Mural specialists, CaliGraph – funded by the Dropbox Foundation – created colourful artwork in Mbare, a suburb of Harare, Zimbabwe, themed on social distancing.



# STRATEGIC GOAL 5 FOSTERING GLOBAL CITIZENSHIP

Through its Global Citizenship programmes GOAL engages targeted educators, learners, members of the public, leaders and policy makers from across a range of ages and a diversity of backgrounds to develop the skills, values and knowledge needed to take actions as Global Citizens in pursuit of a more equal, fair and sustainable world. Throughout 2020 the team showed agility in adapting to Covid-19 restrictions with some highlights being:

## GOAL GLOBAL YOUTH PROGRAMME & NETWORK

At the height of the Covid-19 pandemic, GOAL's very first Global Youth Programme came together for virtual learning and collaboration to bring together a group of 30 young people from across Ireland and GOAL programme countries. Through a series of online seminars and countless small group sessions over the course of five months participants were facilitated to strengthen key Global Citizenship skills, values and knowledge and to co-create an education outreach resource, equipping them with the confidence and tools to speak out and lead for change once alumni join GOAL's Global Youth Network. This annually growing network of skilled and informed youth multipliers will be at the heart of GOAL's public engagement programme from 2021, with GOAL providing opportunities to facilitate outreach events with peers and being multipliers in campaigns.

## PUBLIC ENGAGEMENT

With most public events during 2020 being cancelled, efforts were increased to engage the public and GOAL supporters through GOAL and GOALNextGen social media channels. In addition to ongoing social media work, GOAL engaged a diverse group of local and global stakeholders, including GOAL ambassadors, GOAL Youth Network members and identified social enterprises and social media influencers, in two campaigns to highlight the principles of interdependence and universality at the heart of the Sustainable Development Goals not only in the content but also in the way campaigns were delivered.

## GLOBAL CITIZENSHIP EDUCATION

GOAL's primary schools programmes were adapted to be both engaging and relevant. An online home-schooling summer-term programme substituted face-to-face drama-based workshop and empowered children to take weekly positive global solidarity actions linked to UN Global Goals. Post-summer, GOAL offered curriculum-linked resources, suitable for both distant and classroom learning, in both Irish and English language to offer creative and participative Global Citizenship Education methodologies whilst being compliant with the Department of Education's Covid-19 school protocols. Teachers across Ireland were supported through webinars and GOAL's cooperation with teacher student colleges across Ireland ensured practice-oriented drama-based Global Citizenship Education methodologies continued to be part of teacher education.

## INFLUENCING

GOAL's evidence based briefing papers a) addressed GOAL's concerns around growing secondary threats of the Covid-19 crisis, linking GOAL's community centred, integrated Covid-19 response approach to actions recommended for the international community to take and b) highlighted, at a time of great concern for efforts to continue to achieve the Sustainable Development Goals by 2030, the importance of funding quality humanitarian and development programmes in the run-up to Ireland's budget 2021. GOAL also made a submission to the National Council for Curriculum and Assessment's Draft Primary Curriculum Framework advocating for stronger formal Global Citizenship Education in primary school post-2024. Through GOAL's engagement in the Dochas Policy working group, newly elected Irish TDs and MEPs were briefed on relevant overseas development policy issues.

The election of Ireland to the United Nations Security Council in June 2020 for the 2021-2022 term provides an exciting and critical opportunity for Ireland to influence global policy in the promotion of global peace and security. GOAL was

invited to sit on the UNSC Stakeholders Advisory Group established by the Institute of International and European Affairs to ensure our programmatic experience can inform and strengthen Ireland's position and advocacy on the Council. GOAL's CEO and Deputy CEO are actively engaged with the mechanism and key representatives from field programmes will be called upon for input over the course of 2021 and 2022. GOAL produced its first advocacy paper for the Council on the ten year conflict in Syria with recommendations for the protection of civilians and humanitarian actors in the region along with recommendations for political settlement.

## COLLABORATION AND PARTNERSHIPS

In 2020 GOAL continued to build on and established successful partnerships to deliver Global Citizenship programmes and contribute to good sector practice. GOAL is self-assessing its Global Citizenship programmes against the IDEA Code of Good Practice since 2020 and

cooperated with over 15 peer agencies, networks, institutions, influencers and social enterprises. GOAL was represented in sector working and advisory groups (such as for example the Dochas Worldview research project, the IDEA Code of Good Practice, the Dochas Policy Working Group and the Irish Coalition 2030) and cooperated with stakeholders such as Food Cloud Ireland, Fair Trade Ireland, The Climate Queens podcast, National Women's Council Ireland, the Marine Institute, Transition Year Ireland Network, Froebel Institute of Education/Maynooth University, Folens Publishers and GOAL ambassadors such as Jenny Murphy, Ciara Mageean and Rachel Allen. Since 2020 GOAL convenes a primary school Teacher Advisory Group as an essential source for knowing how to adapt to the changing needs of teachers and students.



GOAL Niger holding meetings in Niamey.



# VOLUNTEER SPOTLIGHT

**LIAM O'BRIEN** - GOING THE EXTRA MILE FOR GOAL



I have been a keen runner for over 30 years and have proudly completed 12 marathons! But the GOAL Mile has always been very close to my heart and I am proud to be organiser of the Herbert Park GOAL Mile, the biggest in the country.

I remember the inaugural GOAL Mile in Belfield in UCD in 1981 – and in 1985 the record-breaking 4 x 1 Mile Relay with running legends Eamonn Coghlan, Marcus O'Sullivan, Ray Flynn and Frank O'Mara. This all spurred me on to do my first GOAL Mile 20 years ago in Irishtown, Dublin, and it has been a Christmas Day tradition ever since with my two daughters joining me. It is important to show them that there is more to Christmas than presents and that there are people in the world who have very little. But through inspiring organisations like GOAL, and events like the GOAL Mile, we can all help make a difference.

After supporting the Irishtown GOAL Mile for years I went the next step and set up the Herbert Park GOAL Mile in 2018. In the first year over €6,000 was raised and that doubled to over €10,000 in 2019 with over 2,500 participants, making it the biggest GOAL Mile in the country.

We established a strong social media presence for the event and reached out to local celebrities to help promote it. Having local football club, Belmont FC, join up in the second year was a game changer, opening access to so many people. Each child in the club has parents, siblings, grandparents, friends all of whom are tapped into to take part.

As Director of Strategy and External Affairs at Vodafone, I have experience in managing big events. But anybody can organise a GOAL Mile. GOAL offers excellent support through the entire process. Every little helps, so a GOAL Mile can be big or small. Each euro raised matters.

In 2020, the GOAL Mile went virtual due to Covid-19 restrictions. I think this is a great opportunity for the future. We now have broken the ice on getting people to do their Mile virtually on their own or within a safe bubble and at a time and place of their choosing. And they post pictures to social media. When we can gather again in large groups, Covid-19 permitting, we can make the GOAL Mile events bigger than ever. But in parallel to this, we can encourage people to take part virtually, especially Irish people living abroad.

I have big ambitions for the GOAL Mile in the future and to set up more. But I can't wait to see everyone back in Herbert Park in Christmas 2021 to celebrate the 40th anniversary of the GOAL Mile.

# 6

## STRATEGIC GOAL

STRENGTHENING GOAL'S  
ORGANISATIONAL  
FRAMEWORK



GOALie in Malawi wearing a facemask as he works with communities on agricultural resilience projects.

# 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 change in the operating landscape for NGOs. As we continue to adapt to changes, it is imperative that GOAL continues to ensure that our governance, integrity and safeguarding systems also remain at the vanguard of professional practice, together with a strong internal focus on supporting and developing our people. The fragile nature of the contexts we work in, and the fact the requirements of contemporary humanitarian practice are becoming more complex, rather than less, GOAL more than ever aims to have an agile, flexible, and dynamic global team that can adapt and act swiftly as changes occur. This has never been as important as during the Covid-19 pandemic.

## PEOPLE AND ORGANISATIONAL DEVELOPMENT

Our people are critical to achieving our mission and in 2020 GOAL's People and Organisation Development function focused on employee engagement, talent management, and training and development in the context of a rapidly changing landscape of our working world.

GOAL had to rapidly adjust to a new way of working in 2020 and the People function reprioritised its objectives to meet the new challenges posed by the Covid-19 pandemic across GOAL's global operations. Part of the work included was to drive the Staff Safety and Security Workstream of GOAL's global Covid-19 Taskforce. Key outputs included:

- » The adoption of 'GOAL Guidelines on Staff Safety and Security during Covid-19 Outbreak', a comprehensive set of operational guidelines on safety, health, and wellbeing measures.
- » The development of 'Covid-19 Guidelines on Contact Tracing and Case Management', aimed at managing actual or suspected Covid-19 outbreaks in GOAL operations and programmes.

GOAL Zimbabwe Gender Officer, Thando Sibindi, taking part in a food distribution programme.

- » Taking a lead role in the provision of Covid-19 information throughout the organisation, including advice and guidance on staff health and wellbeing issues.
- » Investment in upskilling to support remote working and remote management of teams.
- » Developing individual leadership of staff through the LIFT (Leading Ireland's Future Together) initiative.

Succession planning activities for senior management posts in country offices began in collaboration with the Director of International Programmes and the Regional Directors. At the end of 2020, GOAL appointed a Global Head of Talent Acquisition and Development to launch a new talent strategy in 2021.

As an organisation committed to reflecting the diversity of our staff base in our leadership teams, GOAL continued to improve our gender diversity in senior management posts in 2020:

	Female	Male
Global headcount	34%	66%
International management positions	40%	60%
Global Leadership Team	50%	50%

During 2020 significant progress was driving an ongoing project of standardisation of People processes across the global organisation.



# 2020 MADE US THINK OUTSIDE THE BOX



GOALie on the ground, Thandolwenkosi (Thando) Sibindi, GOAL Gender Officer, Zimbabwe.

The team in Zimbabwe had many plans for 2020, in line with our mission to help the most vulnerable communities with whom we work. But we were met with the unexpected challenge of Covid-19.

I remember well the day of the official announcement from the government of the first lockdown to combat the spread of the virus. It was March 30th and I was at my family home in Bulawayo, about 400km from my work base. From then on everything changed.

My role normally focuses on working with communities on gender issues. This requires face-to-face interaction. It was challenging to be able to continue this work with the restrictions and the fear people had of the virus in Zimbabwe.

It was so tough seeing people unable to provide for their families because they had lost their jobs, and to witness how the lockdowns created hostile environments for many women. Sadly, there was an increase in gender-based violence (GBV) with many women stuck at home with "monsters". Combating gender-based violence became more important than ever.

Unable to meet with communities directly we had to come up with innovative ways to support them on Covid-19 and gender messaging. 2020 really made us think outside the box.

GOAL Zimbabwe launched two ambitious awareness campaigns which reached more than four million people. One was a campaign through radio which was supported by Irish Aid. And the second was a unique private sector partnership with advertising company, Promobile, which used a fleet of large mobile vans to bring vital Covid-19 messaging, as well as messaging on GBV and child nutrition, to communities.

Never in my career did I think I would be communicating with people through the radio or via vans with loudspeakers.

Unable to meet in large groups, I worked closely with community leaders to spread awareness of GBV. Through the Community-Led Action approach (CLA), I instigated a new 'Male Forum' programme. This initiative provided a safe space for men to talk about GBV, allowing them to learn new behaviours and to influence other men how to change and prevent GBV. This forum has seen positive results so far.

I didn't just want to spread messages of preventing Covid-19 or GBV in 2020. I also wanted to spread a message of hope.

Outside of work, 2020 proved a tough year for me as people I knew died from Covid-19 and I also contracted the virus.

Having Covid-19 made me reflect on my life and my work. It confirmed my desire to be a humanitarian.

With curfews, travel restrictions and working from home, 2020 was a difficult year for the GOAL Zimbabwe team. However, we found new ways to stay in touch and motivate each other. A highlight was taking up the unique Jerusalem Dance Challenge which swept the continent. We showed off our dance moves and despite being separated across multiple locations in Zimbabwe, we loved coming together through dance.

In my spare time I volunteer at a local orphanage. I work with young people and help them fulfil their potential. I love being a mentor for young women, showing them how, no matter what, they have a role to play and a contribution to make in the world.

In 2021, I will take time to celebrate important life events like marriages and births. Grounded by my faith, I want 2021 to be a year where we continue to help the most vulnerable in our society and support them to reach their full potential.

## ENSURING PROCESS AGILITY AND HARNESING TECHNOLOGY IN OUR WORK

In the face of new risks and challenges presented by the Covid-19 pandemic, in 2020 our GOAL support teams have worked hard to ensure business continuity throughout our HQ and Country Programme operations. Process adaption across all departments and the use of technology to support remote working was crucial to ensuring our staff stayed connected and safe and were able to continue their work whilst maintaining a strong control environment. Staff were able to continue their work whilst maintaining a strong control environment.



Promobile CEO, John Christou, (A GOAL partner) pictured outside a Promobile truck delivering messages on Covid-19 with GOAL Zimbabwe Country Director, Gabriella Prandini.

Technology supported our efforts to ensure a continued global supply chain for goods and services. For example, our procurement team coordinated with countries and suppliers, to enable the prompt delivery of a \$540,000 global PPE order of 446,435 items, to help keep our staff safe and secure during their work whilst local markets became established.

New opportunities emerged through technology to foster greater global organisational engagement allowing us to successfully hold three significant remote staff conferences covering Management, Programmes and Business Operations.

Technology was critical to ensuring staff could operate remotely from all countries and locations, with a secure network. Key highlights included:

- » Rolling out revised policies in all locations with awareness raising sessions to staff and detailed technical training to our global IT team.
- » Improved measures to combat the increased threat of cyber-attack, including the introduction of multi-factor authentication, incident management training with country teams, and regular communications to staff.

- » Enabling finance staff access SAGE from the cloud in all locations. This ensured that timely finance reporting continued in all our countries.
- » Using bandwidth management devices in our country offices to give staff improved internet speed for work-based applications.
- » The launch of a Global IT Service Helpdesk for all countries, providing valuable support and insights to help capacity building and infrastructure improvement.
- » The launch of a Digital Skills Resource Hub on SharePoint, providing our staff with access to training including expert led remote training from our partnership with Microsoft.
- » The successful pilot of secure signature software in various areas including procurement, logistics and logistics in HQ and in functions in South Sudan and Iraq, using Dropbox HelloSign. This will be scaled up in 2021.
- » The completion of our first global IT end user satisfaction survey in July 2020, facilitated by Dell and Voxify, identifying core areas for improvement which have been incorporated into 2020 activities and 2021 planning.
- » Ensuring all our teams were knowledgeable about data privacy and minimising privacy risk throughout our operations.

Technology continued to have a growing impact on our programmes in various areas including:

- » **Sustainable Water Provision:** In Uganda, GOAL piloted new technology from a Dutch Company, Susteq, retrofitting pre-payment technology to existing hand pumps so that everyone in the community pays a small amount proportional to the water they use.
- » **Emergency Food Security:** GOAL used an electronic voucher system to increase food security in 52,000 extremely vulnerable households in North-West Syria.
- » **Fisheries:** GOAL used technology in the 'Resilience of the Blue Economy Programme' to trace fishery products of small business and fisher associations.
- » **Disaster Risk Reduction programming:** Drones were used in urban resilience programmes in Tegucigalpa and other DRR projects in La Moskitia, Honduras to survey landslide prone areas.

- » **Pastoral Livelihoods:** In Ethiopia, GOAL partnered with AfriScout to develop an app to support information on herd mobility to help migration decision making.
- » **Financial Inclusion:** In Northern Uganda, in partnership with Equity and Centenary Banks, 14,454 new bank accounts were opened, and 53 new Banking Agents were operationalised, to increase access to financial services to rural communities.
- » **Health:** In Ethiopia, GOAL worked with Global Health Media to support health workers to use tablets and health videos to engage caregivers of infants under six months to increase knowledge on positive practices to support child-care practices in breastfeeding.

## SUPPORT, FUNDING AND PARTNERSHIPS

### INSTITUTIONAL FUNDING

GOAL's achievements throughout 2020 wouldn't have been possible without the support of our institutional donors, and receipt of a total of €138.8 million in institutional donor funding. GOAL maintains open, transparent, collaborative and impactful relationships with its institutional donors, with an aim to build and maintain long-standing mutually beneficial partnerships. GOAL's largest institutional donors in 2020 include the US Government (35%/€48.6m), the European Commission (15%/€21m), the UK Government (11%/€15.9m) and Irish Government (8%/€10.8m). GOAL also continues to build and strengthen its relationship with multilateral agencies, particularly the UN.

Due to our long-standing partnerships with institutional funders we were able to quickly respond to Covid-19 by pivoting our programmes to support those most affected, as well as raising additional funding from our partners.

GOAL extends its gratitude to our donors whose critical funding and collaborative support enabled us to adapt and respond to the changing context and increase our reach in support of those most in need.

### PUBLIC FUNDRAISING

Through the enduring generosity of the public, and the adaptability of the Public Fundraising team, GOAL's public and corporate fundraising performance has proved remarkably resilient in the face of the pandemic. Amid an extremely

challenging fundraising environment, GOAL's work and our calls for support have continued to resonate with the public both in Ireland and across the world. We are deeply grateful for this extraordinary support and understanding in 2020.

The public fundraising team successfully adapted its activities to remain relevant and accessible in this new era of restrictions on movements and gatherings.

Throughout 2020 we kept our supporters up to date on our Covid-19 response. We continued to grow our supporter base, while deepening our supporter engagement and communications programme.

The GOAL Mile, our flagship fundraising event, where participants run or walk a mile at Christmas in support of GOAL's work, was placed on a virtual footing. Our supporters responded in kind, with thousands of people walking or running their own 'virtual mile' around Ireland and beyond, in solidarity with the communities GOAL works with.

While it was simply not feasible to conduct several GOAL events via a virtual offering - the annual GOAL Ball chief among them - it was heartening that The Virtual GOAL Mile and Jersey Day 2020 met their income targets.

Support also came in many other forms. GOAL is fortunate to receive a number of very special bequest donations every year from committed supporters who wish to make a timeless impact through leaving a gift to GOAL in their will. This thoughtful and deeply compassionate act enables long term investment in supporting those most in need - truly a way to leave a legacy.

2020 continued to see GOAL supported by a diverse array of corporate partners. In addition to our innovative engagements with *Dropbox*, *Microsoft*, and *Dell*, GOAL was selected as a major consortium member and implementing partner for Mastercard's *Young Africa Works* initiative, which sees an extraordinary commitment by Mastercard of \$200 million over five years to ensure young women, men, and refugees in Uganda have access to economic opportunities.

Last year also saw a growth in support from Trust and Foundations, including the *Dropbox Foundation*. The *Almaro Foundation* continued to support the *ChildSPACE* programme in Ethiopia, while *ElectricAid* and *Bank of Ireland Staff Funds* both maintained their long-term partnerships to deliver effective projects across a wide range of our programme countries.

### How one Irish family scattered around the world connected on Christmas day by doing the Virtual GOAL Mile.

Some 20 members of the Flanagan family from Kilkenny - aged from five to 85 – connected on Christmas Day by walking a mile for GOAL at the same time across their various time zones.

For several years siblings Donal, Niamh, Ronan and Angela, their mum Máirín, and various partners and children gathered at Christmas to do a GOAL Mile together.

But due to Covid-19 restrictions the Flanagan family were not able to travel home to Ireland from Australia, Germany, London and Thailand.

Niamh said:

**“Every Christmas we have built the wonderful tradition of doing a GOAL Mile on Christmas day when we are usually together as a family. When it became clear that for Christmas 2020 family members would not be able to travel home to Ireland due to Covid-19 we got creative about how we could carry on the GOAL Mile tradition. Instead of us just sitting together in our homes doing a joint zoom call on Christmas Day, we connected together by doing a mile for GOAL. This was so meaningful, especially the knowledge that we were raising funds for vulnerable communities at the same time.”**



A five step partnership approach for safeguarding was developed, starting at the Due Diligence/ Assessment phase, whereby the safeguarding focal point reviews the partner’s safeguarding infrastructure and policies to ensure that safeguarding and wrongdoing policies are in place and aligned to GOAL’s standards. Missing or inadequate policies are identified as a risk in the risk register of the screening form. If the partner has weak/no systems, procedures and processes then GOAL, together with our partner, considers what support or capacity building is required to ensure the partner is aligned with GOAL’s safeguarding minimum standards.

Partners may require technical support for example in developing their own safeguarding policy and procedures or they may require safeguarding training for their staff. Trainings include: GOAL’s Guide on How to Support a Survivor of Sexual Abuse and Exploitation (SEA); how to report incidents or concerns of SEA using GOAL’s internal and external reporting mechanism - (speakup@goal.ie and Safecall) as well as outlining the extensive donor reporting mapping that GOAL has developed in order to ensure efficient reporting of serious safeguarding cases.

From our pilot of this approach in GOAL Uganda, we learned the value of using short summary documents to complement the policy framework, ensuring that staff in every function across a partner are informed and aligned to GOAL’s safeguarding standards. Short, concise flyers summarising our Behaviour Protocols in our Code of Conduct and GOAL’s Child and Adult Safeguarding Policy were designed using simple accessible terms that can be easily translated.

The next step ensures that the Partnership Agreement includes the capacity building plan based on the pre-award assessment, and the breach of contract clause if a partner fails to address identified weaknesses in a timely manner.

The process includes identifying the risks, the mitigation measures and the division of roles and responsibilities among GOAL, its partners, its contractors and the communities we serve. These are presented and agreed upon during the project kick-off meeting or prior to starting the project.

The final step includes monitoring our partners progress and offering guidance and support where needed. Our Safeguarding Partnership approach is currently being rolled out globally through a series of interactive workshops and the launch of our Partnership guidance on our internal website Sharepoint.

## PARTNERSHIPS

Working in partnership can drive smarter and more effective solutions to poverty reduction.

GOAL already works with a wide variety of partners to achieve its humanitarian and development objectives, engendering a dynamic culture of engagement with a more diverse range of partners and committing to developing systematic best practice approaches to partnerships throughout its global operations.

GOAL believes in developing partnerships with organisations that have a shared vision, complementary competencies, and a strong commitment to good governance. Synergies, developed through partnerships, are a vital component to the provision of humanitarian aid. By working together, we can build greater resilience and more robust solutions to regular shocks and crises across the globe.

Not only is GOAL committed to strengthening its relationships with governments, INGOs and private sector partners but it also recognises the importance of growing partnerships with local civil society and non-government organisations (CSOs/NGOs) in the Global South, as this can extend GOAL’s reach, improve the quality of GOAL’s programme delivery, and increase the impact of its work on the ground.

In 2020, GOAL worked with a number CSOs/NGOs delivering improved outcomes for children and youth living on the streets in Ethiopia, building the capacity of the Mother and Child Multisectoral Development Organisation (MCMDO) and the Center of Concern (COC) to run drop-in and rehabilitation centres, implement street-based protection measures, deliver assistance with youth employment and provide family tracing and reunification services. In Malawi, GOAL partnered



with local partner Rural Development Support Trust (RUDESUT) to support implementation of Community-Led Total Sanitation, disaster risk management, and safeguarding. GOAL worked with the Sierra Leone Labour Congress (SLLC), delivering a training programme for the partners’ staff on financial management procurement, programme, and human resource management. GOAL also used training and coaching to support the State Ministry of Health and County Health Departments in Sudan, with training provided in GOAL’s Covid-19 Community Led Action Approach (CLA), Infection Prevention Control (IPC), and risk communication.

The ongoing evolution of GOAL’s organisational approach to partnership resulted in the formation of a Partnership Focal Point Working Group, comprising representatives from each country team. This was created to facilitate learning and best practice on partnerships. A revised version of GOAL’s on-granting partnership manual was published in July as was a toolkit for partnering with large enterprises and an on-line partnership resource hub for GOAL staff.

In summary, GOAL has made significant strides in evolving its approach to partnership in 2020. That work will continue in 2021.

## THE ROLE OF SAFEGUARDING IN PARTNERSHIPS

As part of our Strategy for 2019-2021 we reshaped our Partnership Model, focusing on more dynamic engagement for a greater impact. GOAL works with different types of partners - Private Sector Partnerships, INGOs, local NGOs, and consortiums - so, it is important to ensure that these different entities understand and align to our safeguarding minimum standards. In 2020, GOAL embarked on integrating safeguarding in our Private Sector Partnership Manual and our On-Granting Manual.





# CORPORATE PARTNERSHIP SPOTLIGHT

## WATER-SHARE IRELAND: A CLOSER LOOK

*Water-Share Ireland* represents a new and dynamic partnership model for GOAL. Comprising 11 Irish companies (including *Irish Water*), *Water-Share Ireland* began in 2019 as a formal alliance between GOAL and major Irish water sector actors, who provided expertise and staff time to align themselves to GOAL WASH projects directly concerning their respective expertise, and dealing directly with teams on the ground to cascade practical advice to achieve optimal outcomes in WASH. Initial contributions totalling €44,000 also greatly assisted the variety of ongoing WASH programmes.

Our water and sanitation programmes comprise diverse activities, from simple borehole drilling, to the management of entire networks of urban water infrastructure, to waste-water treatment and faecal sludge management. As our WASH programming became more diverse in recent years, GOAL recognised the need for sector-specific expertise to support these activities and reached out to a variety of major water sector stakeholders in Ireland for guidance.

The response received from so many companies proved invaluable in reaching better WASH outcomes. *Water-Share Ireland* principally concerned itself with three separate WASH interventions: in Syria, Sierra Leone, and Uganda.

» In Syria, GOAL oversees the responsibility of managing water infrastructure which provides the 800,000 residents of Idlib Province with a clean source of drinking water. Dogged by high leakage, a lack of maintenance, and metering and demand management, one *Water-Share Ireland* member - RPS - has been providing vital remote support and technical mentoring to GOAL's Syria WASH team.

» In Uganda, GOAL and *Water-Share Ireland* have undertaken a feasibility assessment for a pipe-based system in Namayingo District, a remote rural area in the south-east of the country which has polluted ground and surface water sources. Commencing in March

2020, and ongoing, this project is supported by a skilled volunteer team from *Irish Water*, *JB Barry and Partners Ltd* and *Nicholas O'Dwyer Ltd*. A further component of the project has seen *The FLI Group* investigating potential sustainable solar power systems and *Irish Water* assessing the feasibility of developing small-scale treatment systems. The project promises much for inhabitants of Namayingo District in 2021 and beyond.

» GOAL has been active in Sierra Leone for many years. The absence of safe and sustainable means for disposing of waste and wastewater, particularly in urban settings, has been repeatedly highlighted as an acute problem. In the capital, Freetown, with a population of 1.05 million people, there is effectively no liquid or solid waste collection service or treatment/disposal infrastructure. GOAL is working closely with the Freetown City Council to pilot a filtrate treatment and a basic faecal-sludge handling and dewatering facility, while assessing treatment options for the city's sewer run-off. *Nicholas O'Dwyer Ltd* is providing valuable technical guidance and design input to our teams on this ongoing and highly significant project.

Given the success of the initiative date, and the heightened relevance of WASH programming against the backdrop of Covid-19, *Water-Share Ireland* will seek to expand an ambitious portfolio of WASH interventions in further programme countries and contexts in 2021 and beyond.

### GOAL Ambassadors and Patrons

Since GOAL's foundation, we have had the tremendous support of many Irish and global sporting stars.

In 2020, our ambassadors once again selflessly gave their time and energy to support a wide range of initiatives, events, and campaigns, using their profile and talent to create a positive impact.

In January, a number of legendary rugby players joined our London Rugby Lunch to share some of their memories and insights ahead of the Six Nations competition. The audience responded to the engaging and candid conversation, ensuring the event was a fundraising success.

While there were restrictions on movement in place for much of the year, it didn't slow our Ambassadors down, with Ciara Mageean and Eamonn Coghlan supporting a number of GOAL Mile events, including our GOAL Mile Organiser briefing and our launch in December. It was a winning combination of two of Ireland's greatest track stars.

Paul Howard aka Ross O'Carroll Kelly continued his hugely generous support of GOAL, not only hosting the GOAL Virtual Sports Quiz, but making several media appearances on television and radio to promote GOAL campaigns.

GOAL enjoys the support of a number of highly successful female sports stars, and they really got behind the cause, with Jenny Murphy frequently featuring in video clips highlighting our fundraising initiatives and Roisin Upton representing GOAL in schools and at events.

And while Dublin's Gaelic footballers were once again successful on the pitch, GAA legend Alan Brogan continued to take to the field for GOAL, supporting not only the GOAL Mile but a number of other activities too.

Our diverse mix of Ambassadors from the world of sport and beyond demonstrates that there is so much that can be achieved when we work together, and we greatly thank them for their commitment to GOAL and creating a better world.



# COMMUNICATIONS AND PUBLIC ENGAGEMENT

Focused, effective communications are essential to supporting GOAL's mission and objectives. The communications team played a significant role in strengthening reporting on the impact of GOAL's work through recruitment, training, emphasis on learning and evaluation and developing digital communications. Unsurprisingly, the Covid-19 pandemic was a significant focus of all GOAL communications as the virus impacted on the vulnerable communities we work with and on GOAL staff. At the same time we continued to communicate with our stakeholders, donors and the public on all our other programme work.

GOAL was proud and grateful to receive the support of leading political figures in 2020. The President of Ireland, Michael D Higgins, An Taoiseach, Micheál Martin, and An Tánaiste, Leo Varadkar, directly engaged with various campaigns. President Higgins delivered a speech at GOAL's annual management meeting as the Covid-19 virus swept the globe. At a hugely challenging time, country directors in attendance were inspired by the President's words of support and encouragement.

## DIGITAL COMMUNICATIONS

The shift towards digital was reflected in the launch of a new user-focused website which saw a 14% increase in web traffic. GOAL continued to build and increase its online presence, with significant follower growth across our social media channels. These channels are invaluable tools to connect with supporters, tell the story of the communities we work with and demonstrate the impact of our work.

## MEDIA ENGAGEMENT

GOAL achieved high visibility across national, local and international media and niche journals in 2020, securing coverage in all of the Irish national daily paper titles on the news, features, opinion and letters pages.



At Christmas, Taoiseach Micheál Martin supported our biggest annual fundraiser, the GOAL Mile, by doing a Mile himself and sharing on social media. An Tánaiste, Leo Varadkar, supported the GOAL Mile on his social media channels.



# OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

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

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.

GOAL adheres to all relevant Irish law, including company law, charity law and to the Charities Regulator's Governance Code. GOAL's Constitution sets out the charitable objects of the organisation; GOAL's powers; and the obligations and responsibilities of the GOAL Board, including outlining board succession; obligations to disclose and avoid conflicts of interest; and ensuring transparency and accountability to all stakeholders. On these specific matters, the Constitution is further supported by the GOAL Board Succession Plan and GOAL's Conflict of Interest Policy, among others.

Consistent with a culture of continuous improvement, GOAL is committed to maintaining the highest levels of good governance across our organisation. From the board level to frontline management, the veracity of our governance and management practices are routinely monitored 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.

## CORPORATE ORGANISATIONAL STRUCTURE

To ensure effective governance and oversight, the GOAL board of directors/trustees (GOAL Board), had six scheduled board meetings in 2020, with an additional seventh meeting added in December 2020 to allow adequate time for management to present on budgets and planning for 2021, and for the Board to have sufficient time and discussion on Board/governance matters, given the exceptional year that it was.

The GOAL Board also had an additional initial remote briefing by Zoom specifically on Covid-19 and the establishment of a Covid-19 Taskforce in Spring 2020 and received regular board briefings on this specific and important matter throughout the year.

Working within the required Covid-19 government guidelines and ensuring director and staff well-being, the vast majority of GOAL Board meetings, GOAL Board Briefings, and GOAL Board training in 2020 were held remotely. Given GOAL's global operations and ability to work remotely, we had good structures and processes already in place to ensure remote working. However, we did enhance board member access to remote systems and document repositories, ensuring communication and access to management was readily available.

There was one scheduled rotation of the GOAL Board in December 2020, with the director's tenure expiring. There was one new director to the GOAL Board in December 2019, with his first meeting in Q1 2020.

GOAL's Annual General Meeting took place remotely in August as standard.

The GOAL Board continued to be supported and advised by meetings of each of the GOAL Advisory Boards throughout 2020. In addition, a joint Advisory Board meeting of the Audit and Risk Committee (ARC) and the Programmes Advisory

Board was held in Spring 2020 to specifically consider our entry into Colombia and establishing a humanitarian response to assist with the Venezuelan migrant crisis. This was considered in full by the GOAL Board.

Taking on board the results of the GOAL Board self-assessment in 2019, which identified additional expertise that could benefit the governance of GOAL, an expert risk specialist was appointed to the ARC in early 2020. In addition, GOAL directors took seats on the Nominations Advisory Board and the ARC, bringing an expert security and risk lens to that Committee.

GOAL commenced a review on its governing documents in 2020, seeking external assistance including a review of its Constitution. This review will be finalised in 2021, with consultation with the GOAL Board and the Charities Regulator, prior to presentation before GOAL members at its AGM.

## GOAL UK AND GOAL US

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

GOAL UK and GOAL US each have their own independent Board of Directors that meet regularly throughout the financial year.

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

Board meetings in the UK and US have taken place remotely as scheduled in 2020, with the addition of Covid-19 reporting.

Similar to GOAL, governing documents of each of GOAL UK (Memorandum and Articles of Association) and GOAL US (byelaws) are currently being reviewed.

Additional staff have been hired to GOAL UK and GOAL US where operational needs are required. GOAL US is also updating its governing documents and work will be completed in 2021.

In 2020, board succession protocols were reviewed, and plans were made to ensure effective succession of retiring Board Directors in the coming years. A new GOAL Board Succession Plan, which covers board composition and diversity; board review process and director skills assessment; Chairperson rotation; board rotation, recruitment and succession planning, was approved by the Board in December 2020. This document was informed by GOAL's Strategy (mission and vision); GOAL's Constitution; the Terms of Reference of the Nominations Advisory Board; Charity Regulator Guidance Notes and relevant company and charity law requirements as they pertain to board composition/appointment/resignation/rotation.

GOAL is fully compliant with the Charities Regulator's Governance Code (Code) and will commence its annual reporting in 2021. GOAL was well positioned to be compliant with the Code, having been an incorporated company with the Companies Registration Office since 1993 and a registered charity with the Charities Regulator. With existing statutory obligations and annual reporting responsibilities, it had in place a level of governance and financial compliance required under company and charity law. The Company Secretary and Assistant Company Secretary met during 2020 on GOAL's on-going work in relation to the Code and external training attended. The GOAL Board received regular briefings on the implementation of the Code throughout 2020, with a detailed presentation in December 2020.

## GOVERNANCE AND BOARD

The GOAL Board, all of whom are non-executive directors/trustees, is committed to maintaining a high standard of corporate governance and is collectively responsible for ensuring delivery of the organisation's mission, for setting its strategic direction and for upholding its vision, mission, and core values. The GOAL Board is also responsible for overseeing the organisation's progress with its strategy, and approving our financial plan. The Chief Executive Officer (CEO) 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. GOAL directors/trustees may and do, where appropriate, seek independent professional advice to assist them to fulfil their role and discharge their fiduciary duties.

In 2020, GOAL's Board convened and held seven meetings. At each meeting, the Board reviewed and discussed a number of standing agenda items, which includes an operational update from the CEO; the Senior Management Team and in-country Senior Management, to whom the GOAL Board delegates day to day management of the organisation. These agenda items include assessing performance and progress against the organisation's Strategy; an update on its financial position; updates from each Advisory Board chair; and assessing organisational risks and opportunities.

The GOAL Board has delegated specific responsibilities to seven Advisory Boards/ Committees, as detailed below, whose membership is appointed by the Board on the recommendation of the Nominations Advisory Board. The chair of each Advisory Board/Committee reports back to the GOAL Board at each meeting.

GOAL provides a comprehensive half-day induction programme for each new director/ trustee or Advisory Board member, covering all aspects of their role, their statutory obligations and departments within the organisation.

At the December GOAL Board meeting, the Board reviewed year end achievements in delivering against agreed objectives for 2020 and approved 2021 priorities and annual budget.

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

Board appointments and resignations during 2020 were:

- » Mr Hugh O'Flaherty resigned from the Board in December 2020 after many years dedicated to advising GOAL as a non-executive director and as co-chair of the Programmes and Innovations Advisory Board. We are very grateful to Mr O'Flaherty's work and commitment to GOAL over the years, who remains a friend and strong supporter of GOAL.

## BOARD RECRUITMENT, INDUCTION AND ONGOING DEVELOPMENT

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

Board recruitment may be done through existing networks or by advertisement, depending on the skills and experience required in accordance with its governing documents and Board Succession Plan. The Nominations Advisory Board reviews the GOAL Board composition, and that of all Advisory Boards annually and makes any recommendations thought necessary to the Chairperson and the GOAL Board. In accordance with its governing documents, members of the Board cannot receive remuneration for services to GOAL and may only be reimbursed for claimed incidental expenses.

# OUR BOARD OF DIRECTORS

### Anne O'Leary

GOAL Chairperson  
Director/Trustee  
Chairperson of the  
Nominations  
Advisory Board

Tenure: since 2015  
2020 Attendance: 7/7

### Alison Cowzer

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

Tenure: since 2018  
2020 Attendance: 7/7

### Brian Fitzgerald

Director/Trustee  
Member of the Audit and  
Risk Committee

Tenure: since 2019  
2020 Attendance: 7/7

### Christopher Clinch

Director/Trustee  
Member of the Development  
(Fundraising and Marketing)  
Advisory Board

Tenure: since 2019  
2020 Attendance: 5/7

### Hugh O'Flaherty

Director/Trustee  
Chairperson of the  
Programmes and Innovations  
Advisory Board and Member  
of the Nominations Advisory  
Board

Tenure: since 2011  
Resigned 16 December 2020  
2020 Attendance: 7/7

### Jemma Houlihan

Director/Trustee  
Company Secretary  
Member of the Audit and  
Risk Committee and the  
People and Organisational  
Development Advisory  
Board

Tenure: since 2015  
2020 Attendance: 7/7

### Jimmy Deenihan

Director/Trustee  
Member of the Development  
(Fundraising and Marketing)  
Advisory Board

Tenure: since 2018  
2020 Attendance: 6/7

### Kieran Kelly

Director/Trustee  
Chairperson of the Audit and  
Risk Committee

Tenure: since 2017  
2020 Attendance: 7/7

### Mary Jennings

Director/Trustee  
Chairperson of Programmes  
and Innovations Advisory  
Board

Tenure: since 2012  
2020 Attendance: 7/7

### Mary Murphy

Director/Trustee  
Chairperson of the People  
and Organisational  
Development Advisory Board  
and Member of the Audit  
and Risk Committee and  
Nominations Advisory Board

Tenure: since 2014  
2020 Attendance: 6/7

### Tim O'Connor

Director/Trustee  
Member of the Nominations  
Advisory Board

Tenure: since 2018  
2020 Attendance: 7/7

## ADVISORY BOARDS/COMMITTEES

The GOAL Board exercises more detailed oversight and engagement with management through the Advisory Boards Structure. Composition is made up of GOAL Directors and voluntary, independent external experts.

As of 31 December 2020, the following is a list of GOAL's Advisory Boards/Committees:

- » Audit and Risk Committee
- » Programmes and Innovation Advisory Board
- » People and Organisational Development Advisory Board
- » Development (Fundraising and Marketing) Advisory Board
- » Technology Advisory Board
- » Governance (Strategy and Governance) Advisory Board
- » Nominations Advisory Board

Terms of reference for each of the Advisory Boards/Committees and their respective composition is reviewed annually by the respective Committee/Advisory Board members and where necessary, amendments to the Terms of Reference proposed to the GOAL Board; and/or changes to membership proposed to the Nominations Advisory Board, for initial consideration, prior to recommending any such changes to the Board.

## SENIOR MANAGEMENT TEAM

The Board has delegated day-to-day management of the organisation to the CEO 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 and their local teams. The Regional Directors report to GOAL's Head of International Programmes and update the CEO and Senior Management Team quarterly. GOAL's Regional Directors provide field level oversight; set and guide regional programme direction and budget, foster a culture of learning and innovation; and ensure compliance with statutory and regulatory recommendations.

## BEST PRACTICES AND QUALITY STANDARDS

GOAL is fully compliant with the Charities Regulator's Governance Code, ensuring best practice to achieve GOAL's charitable objects with integrity and to further ensure the charity is managed in an effective, efficient, accountable and transparent way.

GOAL has adopted formal and third-party accredited quality standard systems. GOAL is a signatory to the Dóchas Code of Conduct on the use of Images and Messages and contributes to the ongoing development of standards to guide Irish Non-Governmental Organisations.

GOAL's Risk Management process is a whole of organisation process which operates on a quarterly cycle and is guided by ISO 31000 Standards.

GOAL's programmes use Sphere minimum standards as a series of indicators and benchmarks for its work and strive to achieve them where appropriate.

GOAL was a founding member of the Core Humanitarian Standard ("CHS") in 2015 and continued to engage with the entity in 2020.

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.

GOAL is also a member of Humentum, which is a global organisation formed by the merger of InsideNGO, LINGOs, and Mango in July 2017. Humentum 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 joined the core group in 2020 of the INGO Good Practice Network, working to ensure INGOs work closely, share and develop best practice and learnings.

## WORKPLACE INTEGRITY FRAMEWORK

GOAL's workplace integrity framework comprises a range of policies, procedures and systems that GOAL has put in place to establish an authentic and whole of organisational approach to achieving workplace integrity.



Essential to effective risk management, GOAL's line of assurance model is based on COSO's internal control framework through the control environment, control activities, monitoring and other components of the internal control system. It provides assurance to the GOAL Board to oversee the organisation's operations on their behalf, the risks are reduced to manageable levels as dictated by organisation's appetite for risks. The lines of assurance concept emphasize a fundamental concept of risk management: Identifying and Managing risk is everyone's responsibility.

- » Our first line of assurance to promote ethical behaviour starts with tone at the top, with senior management ensuring the proper tone is set across the organisation and understanding that everyone is responsible for risk management.
- » Our second line of assurance sees Business Unit, Country Management and Process Owners managing and understanding their risks. It includes rigorous and clear policies, internal controls and management systems which empower and guide all internal stakeholders.
- » Our third line of assurance includes Internal assurance providers and processes, designed to strengthen the organisation's capacity to identify and mitigate risks – including

Programme Quality and Technical Team visits, Monitoring and Evaluation of our programmes, our conflict of interest infrastructure, and compliance and legal expertise and training.

- » Our fourth line of assurance, Independent assurance providers working to ensure we have developed systems and targeted resources to ensure that if a wrongdoing occurs, such wrongdoing will be identified swiftly and acted upon effectively. Such resources and systems include our Whistleblowing Policy and Safecall facility, complaints response, Investigations, and Internal Audit functions.
- » The fifth line of assurance, Board Risk Oversight and Executive Management provides robust governance and executive oversight and management, ensuring there are effective risk identification and management processes in place, mitigation actions put in place where necessary, assessing and accepting residual operational risks.

All staff and new joiners receive a detailed induction, which includes a strong emphasis on GOAL's workplace integrity policies.

Through our Global Risk Management process, all countries look at risks specific to their particular context. Organisation-wide risks that could have a major impact on GOAL as a whole are reviewed by the Senior Management Team, the ARC and subsequently, the GOAL Board. Risk management is also aligned and considered with other core activities including planning, budgeting, performance management, business continuity and project management. Internal Audit uses risk assessments to inform their audit plan priorities, provide input during the risk cycle and assurance activities on activities in our integrity framework.

## COMPLIANCE

GOAL has embedded compliance controls throughout our internal policy and process operating framework. In addition, our ethos is that everyone is their own compliance officer and should be aware and adhere to relevant donor rules and regulations from project design through to implementation and completion stage. To provide specialist support and embed a culture of compliance in GOAL, we have a dedicated team promoting and supporting compliance in HQ and at country level. The Compliance function helps to ensure that donor funded programmes are implemented in compliance with donor rules and regulations and GOAL's policies and procedures including, but not limited to, GOAL's Code of Conduct, conflict of interest, safeguarding, procurement, finance, anti-fraud and anti-terrorism, and sanctions. Providing both advisory and assurance services to GOAL staff at HQ and in the field country offices, the Compliance function responds to queries on donor regulations throughout the programme life cycle. The team are 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 for use across the organisation. 2020 was a particularly busy year for the Compliance function, working closely with donors and the programmatic teams to ensure pivoted or amended donor rules and regulations put in place in response to Covid-19 were implemented within GOAL programmes.

GOAL remains committed to ensuring that it does not provide material support or resources to any persons or organisations that commit, threaten to commit, or support terrorism or who are on any applicable sanctions lists. In 2020, a new Anti-Terrorism and Sanctions Check software was rolled out across the organisation. Using the Accuity Firco compliance link software, GOAL staff globally can screen for individuals, organisations and institutions on global sanction lists, politically exposed persons

and adverse media and enforcement data. This approach is complemented by GOAL's Mandatory Guidelines for the Verification of Anti-Terrorist and Sanctions Checks for GOAL Partners which sets out the standards and requirements for completing Anti-Terrorist and Sanctions Checks of GOAL Partners.

## WHISTLEBLOWING AND COMMUNITY FEEDBACK MECHANISM

GOAL has developed and inculcated the Community Feedback Mechanism and Whistleblowing Mechanisms as an integral working part of our support operation. We have created and fostered a culture of identifying and reporting wrongdoing throughout the organisation, facilitated by our Speak-Up, Safecall, and Community Feedback channels.

The Speak-Up and Safecall channels report directly into our secure and confidential Investigation Department, staffed by investigation professionals. The Safecall channel facilitates the anonymous reporting of wrongdoing which bolsters our whistleblowing platform and culture. The Investigation Department leads, manages, and advises on all our investigations which in turn are evaluated and monitored at our weekly Complaints Response Group (CRG) meeting. This meeting is chaired by our CRG Director, Mary Van Lieshout, Deputy CEO. All of this is underwritten by our Anti-Fraud Policy which promotes the zero-tolerance approach GOAL has to fraud or related wrongdoing.

Our communities around the world are provided with a Community Feedback Mechanism (CFM) and avail of it in great numbers to provide feedback, requests for aid, and reports of wrongdoings witnessed or experienced. The CFM also acts as a powerful tool in helping GOAL design, review, and modify programmes and projects to best serve the needs of our communities. In 2020, we received over 170,000 communications globally through this platform.

## INVESTIGATION UNIT

In 2020, GOAL invested in a new Investigations Manager and Financial Investigator. The team also has the assistance of a Business Analytics Officer and is managed by the Director of Investigations. Our Investigations Department has a direct reporting line to Audit and Risk Committee/Board and also a seat at the Senior Management Team (SMT).

2020 saw the arrival of Covid-19 and at that time the Investigation Department assessed that it would become a major barrier to in-country wrongdoing reporting, investigations, and crime prevention. Fortunately, this has not been borne out by our experience in the past year.

The Covid challenge was navigated very effectively by our versatile and resilient in-country teams across all 14 countries. GOAL staff everywhere deserve great credit for the way in which they have handled the pandemic and continue to do so.

Our country investigators found a way, through enhanced use of telecommunication technology, use of field offices and by using remote management to ensure that, one way or another, all cases were investigated to a high standard. While some cases took additional time to investigate, where urgency was required these cases were prioritised.

Our Investigation Department has developed a new Case Management System (CMS) which increases efficiency.

The Investigations Unit is able to critically review processes currently in place in all our countries and to recommend measures to improve and strengthen these processes against wrongdoing of every kind. A particular focus for Investigations in 2020 centered on lessons learned. It is critical that these learnings inform programmatic design and management practices.

Finally, in 2021 we will be implementing several initiatives in the areas of training and capacity building, to support our investigators in every country team. In addition, we will proactively engage with senior management in GOAL HQ and in every country of operation by means of advice and support, to enhance and promote a risk intelligence culture, with key learning points derived from our investigations.

## CONFLICT OF INTEREST

A key element of GOAL's corporate governance strategy is our conflict of interest (COI) infrastructure which supports and underpins our second line of assurance. Our comprehensive COI Policy applies to every member of GOAL, whether their roles and responsibilities are at Board level, staff or while performing a frontline humanitarian response to our communities. Every GOAL member is personally accountable for reporting a potential or actual COI at the earliest opportunity, in addition to submitting an obligatory annual COI declaration. COI oversight remains at the highest level within

the organisation with the Investigations Department and Deputy CEO and Compliance reporting on COI matters to ARC on a quarterly basis.

## POLICY INFRASTRUCTURE

Despite a capacity and resourcing refocus on our programmatic and organisational response to Covid-19 in 2020, GOAL continued to strengthen its policies, practices and approaches in 2020, which ensured a consistent level of programme quality and grant compliance.

Over the course of the year, GOAL's Management Team reviewed GOAL's policies to ensure they comply with best practice and are fit for purpose. In 2020, following consultation with the relevant Advisory Board the following policies were updated and strengthened to reflect new developments and emerging evidence:

- » GOAL Code of Conduct,
- » GOAL Foreign Exchange Risk Management Policy,
- » GOAL Child and Adult Safeguarding Policy,
- » GOAL Risk Management Policy and,
- » GOAL Social Media and Online Messaging Policy.

To ensure our policy framework strengthens the organisation and protects beneficiaries and staff alike, we have detailed procedures on how organisational policies are drafted/revised, getting input from in-country fields and external experts where needed. Where necessary, draft policies are put to the relevant Advisory Boards for their consultation and input. Our detailed policy procedures also set out the approval process for Policies; their roll-out within the organisation and, where necessary, externally, including required translation into the five GOAL working languages (English, French, Spanish, Arabic and Turkish) and adherence of same through continued monitoring and review.

We pay particular attention to the translation of our policies, engaging external translators for the majority of translations and checking these with local in-country staff to ensure nuances in translating are correct and the spirit of a policy or code is captured and understood. Where required, this is followed by training of staff and in certain instances, more detailed training for specific departments involved, e.g., all our safeguarding focal points in-country received more detailed training in 2020 on our new Child



and Adult Safeguarding Policy. In addition to the above, the boards of GOAL Ireland and GOAL UK were separately provided with detailed Board safeguarding training in 2020. This was based on our comprehensive suite of safeguarding policies and was an interactive training over Zoom

As part of our continued commitment to further strengthen our policies, practices and approaches, policy reviews will be scheduled for 2021. This is part of our standard policy procedure and is in addition to new policies which may be required due to new or changes in legislation or best practice.

GOAL is in the process of reviewing its current 3 year strategy which concludes in 2021.

### INTERNAL AUDIT

GOAL has an Internal Audit Department that provides independent, objective assurance designed to add value and improve GOAL's operations. The mission of internal audit is to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight. Internal Audit Department helps GOAL accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The Head of Internal Audit oversees GOAL Internal Audit Department, reports directly to the Audit & Risk Committee (ARC). 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.

Beneficiary receiving food aid in Idlib, Syria.



# FINANCIAL HIGHLIGHTS

The 2020 financial performance built on a strong performance in 2019, with continuing investment in rebuilding the business development and fundraising functions within the organisation. Due to the one-off challenges associated with Covid-19 and the need to support the delivery of programmes at this time, this resulted in a modest reduction in unrestricted reserves to €8.8m (2019: €9.4m). Despite this, 2020 was a year in which GOAL continued to focus 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 increased to €158m (2019: €111m). This represents an increase of 42% on 2019. 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 2020.

Note 5(a) 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 70% of institutional donor income in 2020.

GOAL's largest donor is USAID, who awarded €49m of funding income (2019: €34m) which equates to 35% of the total portfolio and is consistent with 2019 (2019: 34%). ECHO is the second largest donor, providing €21m of income equating to 15% of total income (2019: 12%). UK Aid awarded €16m in 2020 (2019: €13m). The Irish Government contributed €10.8m of funding to GOAL's humanitarian efforts in the developing world.

### 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 €138m (2019: €105m) with increases across ten fields. The significant increases were in Syria due to a €20m uplift to an existing USAID grant and Zimbabwe where GOAL received grants associated with COVID 19, and donations-in-kind of €12m from WFP.

Excluding donations-in-kind, expenditure on Charitable Activities increased by 24% on 2019. Note 7 to the financial statements provides a detailed analysis of the charitable expenditure across each of the country programmes. The most notable changes relate to an increase in value of our Syria programme of €12.7m, the Zimbabwe programme which increased by €11.1m and the South Sudan programme which increased by €3.9m. In 2020 the Syria programme comprised 40% of overseas relief and development expenditure, which was the same as in 2019. The Zimbabwe programme increased to 13% of total overseas development expenditure (2019: 7%).

#### KEY HIGHLIGHTS TO NOTE ARE:

- › Income of €155m earned from charitable activities was a significant increase when compared to 2019 (2019: €108m). This was driven by increases in Syria, Zimbabwe, South Sudan, Uganda, and Sudan.
- › Fundraising income increased by 15% on 2019, reflecting the investment made in the area over the year. Fundraising income comprises income from donations, legacies, trusts and foundations, as well as fundraising activities.
- › Income from Government Agencies increased by €31.1m. Other Institutional Donors remained consistent with the prior year. Donations-in-kind increased by €8.4m over 2019, the rise being primarily due to emergency distribution of food stuffs in Zimbabwe.
- › Other income represents miscellaneous income received as explained in Note 6 to the financial statements.

Support costs amounted to €7.3m for 2020, an increase of 15% over the prior year (2019: €6.4m). The rise is mainly due to an increase in programme management and quality costs, to support GOAL's increased direct overseas programme expenditure in 2020. Other increases in support costs relate to the additional IT costs incurred in accommodating employees working from home as a result of COVID 19, and investment in IT governance and backup solutions.

The cost of raising funds rose by 6% over 2019, an increase that delivered an increased return on fundraising income for 2020 and into 2021.

## STATEMENT OF FINANCIAL POSITION

Total reserves increased by €10m or 43% with a decrease in Unrestricted Reserves by €571k and an increase in Restricted Reserves by €10.5m.

The financial performance in 2020 left GOAL in a strong position for 2021 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 2021 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 2021.

## 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 unrestricted 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 nine months' unrestricted expenditure at 2021 budgeted levels. GOAL's total funds at the end of 2020 were €32.8m (2019: €22.9m). GOAL has analysed its reserves as follows:

### RESTRICTED RESERVES

€24m (2019: €13.5m) - being funds which are for a particular purpose as specified by the institutional donor, individual giver, or legacy.

### UNRESTRICTED RESERVES

€8.8m (2019: €9.4m) – funds which are available to the organisation for general purposes as approved by the Board through the annual budgeting processes. These are further analysed into the following two categories:

General Unrestricted Reserves €6.6m (2019: €7.2m) - 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 (2019: €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.



# PRINCIPAL RISKS AND UNCERTAINTIES

Recognising the broad nature and significant challenges posed, from Q2 2020 GOAL implemented a taskforce approach, to facilitate management and coordination of risk arising across our risk categories. We continued our Quarterly update and Risk mitigation review of Country and HQ risk registers and introduced monthly action mitigation reviews to ensure continued focus on key risk areas. Whilst there has been good progress on the initial operational risks the organisation faced relating to Covid-19, we anticipate Covid-19 will continue to have a substantial and protracted impact on GOAL's risk profiles into 2021.

A summary of key risks is shown below:

RISK	DESCRIPTION	MITIGATION
<b>SAFETY AND SECURITY OF STAFF</b>	Many of our programmes operate in high-risk and insecure areas, considered to be amongst the most challenging in the world. The safety, wellbeing and security of our staff is of the highest importance to us. Covid-19 poses immediate risks in relation to staff health and safety, in addition remote management is now a feature in all countries, which brings additional risks and challenges.	Our network of country security focal points, with global and regional technical support GOAL is engaged in the continuous review and implementation of pro-active security management.  Remote management operating frameworks are in place through the organisation – including Syria Governance Group which is led by the Senior Management Team.  Our Speak Up and Safecall programmes provide an accessible, transparent, and responsive means to receive and deal with complaints and provides an important oversight of all programmes, but particularly those managed remotely.
<b>STAFF RECRUITMENT AND RETENTION</b>	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 it underpins all that we do. Travel restrictions and an increasingly mobile workforce due to remote working opportunities are emerging risks and challenges.	Working closely with our People Advisory Board to ensure that we are being innovative, progressive and cost effective in attracting and retaining talent.  Our new Global Head of Talent Acquisition and Development is leading initiatives including updated performance management and development framework, and succession planning for key positions.  Use of technology to facilitate increased staff engagement to ensure staff stay connected including staff survey, and regular staff communication sessions.

RISK	DESCRIPTION	MITIGATION
<b>PROTECTION AND SAFEGUARDING OF VULNERABLE POPULATIONS</b>	GOAL works with women and children in vulnerable populations throughout its programming and has a heightened responsibility to ensure the protection of these beneficiaries, given the risks posed in certain programme countries. Programme adaptation may need to be made to address changing safeguarding issues faced due to environmental changes e.g. Covid-19 during implementation.	GOAL has developed and implemented a Child Protection Policy (CPP) and a Protection from Sexual Exploitation and Abuse Policy (PSEA) in all our countries of operation. These policies are all in line with best practice. All induction programmes include a module on Safeguarding Policies and are a mandatory part of all employee inductions and must be taken by all new staff within 30 days of taking up their posts. The induction programme has been translated into French, Spanish, Turkish and Arabic.  Dedicated Safeguarding focal points at national level and field level focal points are responsible for implementing Safeguarding procedures and protocols to ensure the protection of vulnerable populations. Regular global training sessions and a full training toolkit supports their work, providing standardised, high quality messaging to support in-country offices in rolling out Safeguarding training.
<b>DIVERSIFICATION OF FUNDING</b>	To reduce the dependency on income in one field or area, a key priority for GOAL is the diversification of funding across our countries and donors.	GOAL has funding strategies in place across all countries to support development of a diverse funding pipeline. Our funding and business development unit provides guidance and assistance for targeted growth of income across a number of key fields.
<b>GROWTH OF UNRESTRICTED INCOME</b>	In common with all charities, publicly fundraised income levels are increasingly challenged,, however unrestricted funds provide many value added benefits for the organisation and growing this income stream will increase the flexibility of the organisation to respond to both opportunities and to respond quickly to emergencies.	Our fundraising strategy focuses on growing Public and Institutional income streams across all appropriate and available channels and categories. This has included moving to virtual fundraising events, direct and digital marketing, new corporate fundraising initiatives and legacies.  Supporter engagement and recruitment continues to be a priority, with our Fundraising and Communications advisory board providing strategic guidance support for initiatives.

RISK	DESCRIPTION	MITIGATION
<b>FRAUD, THEFT OR CORRUPTION</b>	The external operating environment in GOAL's programming countries is very challenging and poses risks in terms of fraud, theft and corruption. GOAL promotes a culture of honesty and integrity, and totally opposes any form of fraud, bribery or corruption.	<p>GOAL continues to implement a comprehensive zero tolerance Anti-Fraud policy. Training and support is provided to all employees and board members on their individual and collective responsibilities.</p> <p>GOAL has comprehensive internal controls and financial and procurement systems that are designed to provide a strong control environment and which are subject to regular review. The internal audit team provide independent oversight of these systems, with regular reporting to the Audit and Risk Committee and the board.</p> <p>Our Community Feedback Mechanism, Speak Up and Safecall channels provide a range of modalities for the reporting of complaints and fraud, and a dedicated Investigations team in place to handle cases.</p> <p>GOAL has a robust Complaints Response Mechanism available to all staff and external stakeholders, which includes an external third party anonymous option through Safecall. All staff, Board members, interns, volunteers and partners are informed of the Complaints Response function during their induction with GOAL, and through highly visible messaging in all GOAL sites.</p> <p>Comprehensive third-party vetting processes are in place including sanctions checking on our staff, partners and suppliers, and thorough verification procedures for programme beneficiaries.</p>
<b>BUSINESS MANAGEMENT MODEL AND WAYS OF WORKING</b>	Disruption caused by impact of international and national restrictions relating to Covid-19 brings risks relating to ensuring business continuity in our countries of operation, Programme Governance challenges due to remote working and monitoring of programmes. Process and Programme adaptation will be required.	Throughout the Covid-19 pandemic GOAL support teams have worked hard to deliver business continuity in our HQ and Country Programme operations. Process adaptation across all departments and the use of technology to support remote working has been crucial to ensuring our staff have stayed connected, safe and provided with the tools and skills to implement our programming. IT infrastructure and security projects continue to address increased cyber risks, ensuring staff can operate remotely and securely, from all countries and locations.





## FUTURE PLANS

It is widely accepted amongst the global business community that there has been more transformation in business practices in the last year than in the last decade. In GOAL, our teams interpreted and embraced this transformation at a steady pace.

In its programming, GOAL will continue to respond to the impact of Covid-19 across all its countries of operation in 2021, but with an eye on the longer-term, it will continue to expand its capacity to respond to sudden on-set emergencies, completing and rolling out in 2021 a Global Preparedness and Response Plan. The Programmes team will also focus on strengthening key management processes with the intent of improving the organisation's project monitoring, risk management and accountability frameworks, set against a backdrop of improved performance management, succession planning and talent management.

Strategically, the Programmes team will collaborate with other departments to further define GOAL's unique identity as long-standing and principled humanitarian actors, by refining and developing programme interventions based on evidence and learning coming from its team on-the-ground.

People will always be our priority. Flexibility will be key, as GOAL navigates new ways of working in an experiential manner, while ensuring managers are trained to lead teams remotely. Investment in the organisation's management team globally will also be a priority to build a network of senior managers across the globe, who are ably equipped to solve problems, think critically, manage teams, and anticipate risks and changes that the current uncertainty throws up.

Fundamental to the success of GOAL's future is its funding strategy; both in sustaining a focus on strong relationship management with key institutional donors and by developing sustainable income streams from the public. This will include maintaining consistent communication that demonstrates the impact of GOAL's work and strategically positions the organisation to tap into new funding opportunities globally.

The rapid digital transformation that took place in 2020, due to the impact of Covid-19, will continue. Technology has proven to be a very powerful tool for connecting our 2,400 staff members. New priorities and changing business needs facing GOAL will continue to inform decisions around technology adoption and investment, and on the introduction of the appropriate systems and processes to enable effective operation. Boosting digital literacy is a priority, as is upgrading the level of staff accountability and understanding around the impact of new cyber risks in day-to-day business practices.

Improving the efficiency of GOAL processes through increased automation is also a priority with the investment in a new ERP system in 2021 being a significant development for the organisation.



# 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 2020, GOAL operated branches in the following countries: Colombia, Ethiopia, Haiti, Honduras, Iraq, Malawi, Niger, Sierra Leone, South Sudan, Sudan, Turkey and Zimbabwe. GOAL Uganda is a separate legal entity registered in Uganda to carry out the work of GOAL.

## POLITICAL DONATIONS

The Group did not make any political donations in the financial year (2019: 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 2020 financial year of the arrangements and/or structure that has been put in place as referred to in (b) above.

## GOING CONCERN

The Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

Further details regarding the adoption of the going concern basis can be found in Note 3 to the financial statements.

GOAL's financial performance for 2020, which is set out on pages 85 to 117, was satisfactory. GOAL's unrestricted reserves as at 31 December 2020 amounted to €8.8m (2019: €9.4m). The unrestricted reserves policy is set out in Note 1(N) to the financial statements.

As GOAL's experience of working with Covid-19 continues, and the impact has become clearer, GOAL's focus has moved to the use of contingencies and careful monitoring of spend against budgets, as well as developing and implementing Standard Operating Procedures (SOPs) to enable the safe delivery of programmes under the current restrictions. Working with Covid-19 has effectively become the normal way for GOAL to do business. Whilst activities in certain locations may well be subject to local restrictions, these delays have been short term to date, with relatively little lasting impact on programmatic activity and spend, as shown by the 2020 performance and the start of 2021.

Communication with donors mitigates the reputational risk that could potentially arise from any major delays, and the use of Budget Monitoring Tools (BMTs) highlights any potential delays to programme implementation, which can then be managed in a pro-active manner. A global task force was established in 2020 to initiate and integrate new methodologies into GOAL's programming, and continues to meet into 2021.

Budgets and business plans for 2021 and 2022 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.

## ON BEHALF OF THE BOARD OF DIRECTORS

*Anne O'Leary*

Anne O'Leary  
Director / Chairperson

*Kieran Kelly*

Kieran Kelly  
Director

DATE: *24th June 2021*

## 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

There have been no significant events affecting the Group or Company since the balance sheet date that would require disclosure in or adjustment to the financial statements.

## 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.

# 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 with 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: 24th June 2021

# LEGAL & ADMINISTRATIVE INFORMATION

## BOARD OF DIRECTORS

Anne O'Leary (Chair)  
Christopher Clinch  
Alison Cowzer  
Jimmy Deenihan  
Jemma Houlihan  
Mary Jennings  
Kieran Kelly  
Mary Murphy  
Tim O'Connor  
Captain Brian FitzGerald  
Hugh O'Flaherty (resigned 16 December 2020)  
Saad Houry (appointed 25 March 2021)

## Company Secretary

Jemma Houlihan

## 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

## Solicitors

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

## AUDITORS

Deloitte Ireland LLP

Chartered Accountants and Statutory Auditors  
Earlsfort Terrace, Dublin 2

## REGISTERED OFFICE

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

## Company Registration Number

201698

## Charity Registration Number

20010980

## Revenue Charitable Status Number

CHY 6271

## WEBSITE

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



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 (the 'company')**

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 2020 and of the incoming 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 35, 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 35, 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**

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

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

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

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**Deloitte.**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL**

**Other information**

The other information comprises the information included in the Annual Reports 2020, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. 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.

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 skepticism 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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**Deloitte.**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL**

- 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.

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.

**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 balance sheet is 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.

**Use of our report**

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.



Margarita Martin  
For and on behalf of Deloitte Ireland LLP  
Chartered Accountants and Statutory Audit Firm  
Deloitte & Touche House, Earlsfort Terrace, Dublin 2

Date: 25 June 2021

# FINANCIAL STATEMENTS



## GOAL

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted Funds 2020 €'000	Restricted Funds 2020 €'000	Total Funds 2020 €'000	Unrestricted Funds 2019 €'000	Restricted Funds 2019 €'000	Total Funds 2019 €'000
<b>INCOME</b>							
Charitable activities	5 (a)	37	155,248	155,285	17	108,406	108,423
Donations and legacies	5 (c)	2,095	215	2,310	1,561	321	1,882
Fundraising events	5 (d)	540	-	540	605	-	605
Investments		34	-	34	105	-	105
Other trading income	6	4	-	4	64	-	64
		<b>2,710</b>	<b>155,463</b>	<b>158,173</b>	<b>2,352</b>	<b>108,727</b>	<b>111,079</b>
<b>EXPENDITURE</b>							
Charitable activities	7	1,105	144,938	146,043	273	110,743	111,016
Raising funds	8	2,220	-	2,220	2,093	-	2,093
		<b>3,325</b>	<b>144,938</b>	<b>148,263</b>	<b>2,366</b>	<b>110,743</b>	<b>113,109</b>
Net gain on investments	9 / 18	44	-	44	144	-	144
<b>Net income / (expenditure)</b>		<b>(571)</b>	<b>10,525</b>	<b>9,954</b>	<b>130</b>	<b>(2,016)</b>	<b>(1,886)</b>
<b>OTHER RECOGNISED INCOME / (LOSSES)</b>							
Other gains and (losses)	10	-	-	-	-	-	-
<b>Net income / (expenditure) and recognised gains / (losses)</b>		<b>(571)</b>	<b>10,525</b>	<b>9,954</b>	<b>130</b>	<b>(2,016)</b>	<b>(1,886)</b>
Taxation	11	-	-	-	-	-	-
<b>Net movement in funds</b>		<b>(571)</b>	<b>10,525</b>	<b>9,954</b>	<b>130</b>	<b>(2,016)</b>	<b>(1,886)</b>
<b>RECONCILIATION OF FUNDS</b>							
Total funds brought forward		9,413	13,487	22,900	9,283	15,503	24,786
<b>Total funds carried forward</b>		<b>8,842</b>	<b>24,012</b>	<b>32,854</b>	<b>9,413</b>	<b>13,487</b>	<b>22,900</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 2020

	Notes	2020 €'000	2019 €'000
<b>TANGIBLE FIXED ASSETS</b>			
	14	33	55
		<b>33</b>	<b>55</b>
<b>CURRENT ASSETS</b>			
Stocks	16	3,188	2,939
Debtors and prepayments	17	17,525	17,868
Investments	18	907	863
Cash and cash equivalents		31,796	20,054
Derivative financial assets	20	1,489	-
		<b>54,905</b>	<b>41,724</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors, accruals and provisions	19	(20,604)	(18,879)
Derivative financial liabilities	20	(1,480)	-
		<b>(22,084)</b>	<b>(18,879)</b>
<b>Net current assets</b>		<b>32,821</b>	<b>22,845</b>
<b>Net assets</b>		<b>32,854</b>	<b>22,900</b>
<b>FUNDS</b>			
Unrestricted funds	25	8,842	9,413
Restricted funds	25 / 27	24,012	13,487
<b>Total funds carried forward</b>		<b>32,854</b>	<b>22,900</b>

#### ON BEHALF OF THE BOARD OF DIRECTORS

*Anne O'Leary*

**Anne O'Leary**  
Director / Chairperson

*Kieran Kelly*

**Kieran Kelly**  
Director

DATE: 24th June 2021

DATE: 24th June 2021

## GOAL

### COMPANY BALANCE SHEET AS AT 31 DECEMBER 2020

	Notes	2020 €'000	2019 €'000
<b>TANGIBLE FIXED ASSETS</b>	15	33	55
		<b>33</b>	<b>55</b>
<b>CURRENT ASSETS</b>			
Stocks	16	3,160	2,939
Debtors and prepayments	17	17,233	17,903
Investments	18	905	862
Cash and cash equivalents		31,001	19,094
Derivative financial assets	20	1,489	-
		<b>53,788</b>	<b>40,798</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors, accruals and provisions	19	(19,777)	(18,996)
Derivative financial liabilities	20	(1,480)	-
		<b>(21,257)</b>	<b>(18,996)</b>
<b>Net current assets</b>		<b>32,531</b>	<b>21,802</b>
<b>Net assets</b>		<b>32,564</b>	<b>21,857</b>
<b>FUNDS</b>			
Unrestricted funds	26	8,485	9,119
Restricted funds	26 / 28	24,079	12,738
<b>Total funds carried forward</b>		<b>32,564</b>	<b>21,857</b>
<b>Net income / (expenditure) and recognised income / (losses)</b>		<b>10,707</b>	<b>(1,842)</b>

#### ON BEHALF OF THE BOARD OF DIRECTORS

*Anne O'Leary*

Anne O'Leary  
Director / Chairperson

*Kieran Kelly*

Kieran Kelly  
Director

DATE: 24th June 2021

DATE: 24th June 2021

## GOAL

### CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2020

	2020 €'000	2019 €'000
<b>Net cash generated by / (used in) operating activities</b>	11,713	(6,820)
<b>Cash flows from investing activities:</b>		
Interest received	29	67
Dividends received	5	8
Proceeds from sale of investments	-	245
Purchase of fixed assets	(5)	(55)
<b>Net cash generated by investing activities</b>	<b>29</b>	<b>265</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>11,742</b>	<b>(6,555)</b>
Cash and cash equivalents at beginning of the financial year	20,054	26,609
<b>Cash and cash equivalents at the end of the financial year</b>	<b>31,796</b>	<b>20,054</b>
<b>(a) Reconciliation of net movement in funds to net cash inflow / (outflow) from operating activities</b>		
<b>Net movement in funds</b>	<b>9,954</b>	<b>(1,886)</b>
<b>Adjusted for:</b>		
Depreciation of tangible fixed assets	27	38
Gain on investments	(44)	(144)
Income from investments	(34)	(105)
(Increase) / decrease in stocks	(249)	949
Change in derivative financial assets & liabilities, net	(9)	-
Decrease / (increase) in debtors, prepayments, and accrued income	343	(651)
Increase / (decrease) in creditors and provisions	1,725	(5,021)
<b>Net cash generated by / (used in) operating activities</b>	<b>11,713</b>	<b>(6,820)</b>



## GOAL

### COMPANY CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2020

	2020	2019
	€'000	€'000
<b>Net cash generated by / (used in) operating activities</b> (a)	11,878	(5,479)
<b>Cash flows from investing activities:</b>		
Interest received	29	66
Dividends received	5	8
Proceeds from sale of investments	-	245
Purchase of fixed assets	(5)	(55)
Net cash generated by investing activities	<b>29</b>	<b>264</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>11,907</b>	<b>(5,215)</b>
Cash and cash equivalents at beginning of the financial year	19,094	24,309
<b>Cash and cash equivalents at the end of the financial year</b>	<b>31,001</b>	<b>19,094</b>

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

<b>Net movement in funds</b>	<b>10,707</b>	<b>(1,842)</b>
<b>Adjusted for:</b>		
Depreciation of tangible fixed assets	27	38
Gains on investments	(43)	(144)
Income from investments	(34)	(104)
(Increase) / decrease in stocks	(221)	949
Change in derivative financial assets & liabilities, net	(9)	-
Decrease in debtors, prepayments, and accrued income	670	503
Increase / (decrease) in creditors and provisions	781	(4,879)
<b>Net cash generated by / (used in) operating activities</b>	<b>11,878</b>	<b>(5,479)</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; GOAL Relief and Development Organisation (trading as GOAL Uganda), a company limited by guarantee operating in Uganda; 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

## GOAL

### NOTES TO THE FINANCIAL STATEMENTS (Continued)

of those conditions is probable, and is within the control of the organisation. GOAL is subject to financial and compliance audits by institutional 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.

## GOAL

### NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial 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 2020, which is set out on pages 83 to 115, was satisfactory. GOAL's unrestricted reserves as at 31 December 2020 amounted to €8.8m (2019: €9.4m). The unrestricted reserves policy is set out in note 1.

As GOAL's experience of working with Covid-19 continues, and the impact has become clearer, GOAL's focus has moved to the use of contingencies and careful monitoring of spend against budgets, as well as developing and implementing Standard Operating Procedures (SOPs) to enable the safe delivery of programmes under the current restrictions. Working with Covid-19 has effectively become the normal way for GOAL to do business. Whilst activities in certain locations may well be subject to local restrictions, these delays have been short term to date, with relatively little lasting impact on programmatic activity and spend, as shown by the 2020 performance and the start of 2021.

Communication with donors mitigates the reputational risk that could potentially arise from any major delays, and the use of Budget Monitoring Tools (BMTs) highlight any potential delays to programme implementation, which can then be managed in a pro-active manner. A global task force was established in 2020 to initiate and integrate new methodologies into GOAL's programming, and continues to meet into 2021.

Budgets and business plans for 2021 and 2022 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; GOAL Relief and Development Organisation (trading as GOAL Uganda), a company limited by guarantee operating in Uganda; 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.

Net income / (expenditure) for the financial year	Country of Incorporation	2020 €'000	2019 €'000
GOAL Ireland	Ireland	10,707	(1,842)
GOAL (International)	United Kingdom	(286)	(75)
GOAL USA Fund	United States of America	(20)	31
GOAL Uganda	Uganda	(447)	-
		<b>9,954</b>	<b>(1,886)</b>

Retained reserves at the financial year end	Country of Incorporation	2020 €'000	2019 €'000
GOAL Ireland	Ireland	32,564	21,857
GOAL (International)	United Kingdom	489	775
GOAL USA Fund	United States of America	248	268
GOAL Uganda	Uganda	(447)	-
		<b>32,854</b>	<b>22,900</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:

Institutional Donors	Note	2020	2019
		€'000	€'000
United States Agency for International Development (USAID)		48,604	34,228
European Commission Humanitarian Office (ECHO)		21,115	11,602
Department for International Development (DfID / UK Aid)		15,917	12,836
Irish Aid (Dept. of Foreign Affairs, Ireland)		10,778	10,778
UN Office for the Coordination of Humanitarian Affairs		5,780	3,676
MasterCard		4,943	3,035
World Food Programme		3,168	1,264
European Union		2,995	1,696
International Rescue Committee		2,790	2,058
Crown Agents (DFID subgrant) HPF		2,625	-
Charity Water		2,295	2,200
UN Children's Fund (UNICEF)		2,236	731
Concern Worldwide		1,821	1,827
Deutsche Gesellschaft für Internationale Zusammenarbeit		1,759	386
UN Common Humanitarian Fund		1,567	1,572
Health Pooled Fund, South Sudan		1,167	2,120
London School of Hygiene and Tropical Medicine		935	1,210
US Bureau of Population, Refugees and Migration		870	2,618
UN High Commissioner for Refugees (UNHCR)		408	1,296
Others, including Trusts and Foundations		7,017	5,213
<b>Sub Total: Institutional Donor Income</b>		<b>138,790</b>	<b>100,346</b>
Donations in kind	5 (b)	16,495	8,077
<b>Total Income from Charitable Activities</b>		<b>155,285</b>	<b>108,423</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:

Donor	2020	2019
	€'000	€'000
World Food Programme	15,572	5,087
International Organisation for Migration	396	-
International Rescue Committee	215	56
UN High Commissioner for Refugees (UNHCR)	167	1,042
World Health Organisation	67	207
UN Children's Fund (UNICEF)	51	168
Save the Children	14	151
International Organization for Migration	-	1,134
South Sudan Ministry of Health	-	136
Others	13	96
	<b>16,495</b>	<b>8,077</b>

### 5(C) DONATIONS AND LEGACIES

Donor	2020	2019
	€'000	€'000
Individual giving	1,404	944
Legacies	768	823
Corporate donations	138	115
<b>Total Donations and legacies</b>	<b>2,310</b>	<b>1,882</b>

In 2020 €215k (2019: €321k) of incoming resources from donations and legacies is restricted.

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 5(D) FUNDRAISING EVENTS

In 2020 €540k (2019: €605k) is generated from fundraising events, which includes the GOAL Mile, Jersey Day and other miscellaneous fundraising events. All fundraising event income is unrestricted.

### 6 OTHER TRADING INCOME

Donor	2020	2019
	€'000	€'000
Pro bono professional services	-	57
Other	4	7
	<b>4</b>	<b>64</b>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 7(A) EXPENDITURE ON CHARITABLE ACTIVITIES

Charitable expenditures	2020	2019
	€'000	€'000
Syria	54,972	42,214
Zimbabwe	17,955	6,841
Ethiopia	15,877	17,160
South Sudan	13,332	9,457
Uganda	7,222	5,818
Sudan	7,041	4,252
Sierra Leone	5,957	5,060
Iraq	3,753	2,939
Honduras	3,644	3,321
Malawi	2,683	3,163
Niger	1,906	1,873
Haiti	1,618	1,173
Mozambique	-	69
Other Aid Costs	1,602	1,618
	<b>137,562</b>	<b>104,958</b>
Operations Direct Support	2,974	2,584
Allocation of support costs to Charitable Activities	4,355	3,767
Foreign exchange loss / (gain)	1,152	(293)
<b>Total: Charitable Activities</b>	<b>146,043</b>	<b>111,016</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 2020.

## 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 2020, such grants accounted for 12% of expenditure in field locations (2019: 9%). Expenditure incurred through partners is included in charitable activities in the consolidated statement of financial activities and is analysed by country as follows:

Country	2020 €'000	2019 €'000
Syria	5,520	3,117
South Sudan	4,371	2,308
Ethiopia	3,341	1,145
Uganda	2,193	1,952
Sudan	553	10
Haiti	378	87
Sierra Leone	291	177
Iraq	62	137
Honduras	58	-
Malawi	9	-
Zimbabwe	-	88
	<b>16,776</b>	<b>9,021</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	2020 €'000	2019 €'000
Staff remuneration & other staff costs	1,026	738
Fundraising events & advertising	737	931
Professional fees & other costs	41	9
Premises, IT, communications & supplies	12	39
Travel & motor expenses	8	40
Allocation of support costs	8 (b) 396	336
	<b>2,220</b>	<b>2,093</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 2020 €'000	Charitable Activities 2020 €'000	Total 2020 €'000	Raising Funds 2019 €'000	Charitable Activities 2019 €'000	Total 2019 €'000
Programme Management	-	2,545	2,545	-	2,254	2,254
Logistics & Procurement	-	429	429	-	330	330
Finance	133	1,201	1,334	119	1,070	1,189
Human Resources	32	601	633	33	624	657
IT	81	734	815	63	567	630
Central Facilities & Overheads	73	665	738	52	479	531
Governance & Compliance	77	1,154	1,231	69	1,027	1,096
	<b>396</b>	<b>7,329</b>	<b>7,725</b>	<b>336</b>	<b>6,351</b>	<b>6,687</b>

### 9 NET MOVEMENT IN FUNDS

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

Note	Total 2020 €'000	Total 2019 €'000
Unrealised net gain on investments	18 (44)	(144)
Gain on sale of investments	-	(30)
Depreciation of tangible fixed assets	14 27	38
Foreign exchange loss / (gain)	7a 1,152	(293)
Professional fees including pro bono services	215	221
Interest earned	(29)	(67)

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 10 OTHER INCOME / (EXPENSE)

There is no other income or expense in 2020 (2019: Nil).

### 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, GOAL Relief and Development Organisation a Ugandan subsidiary, and GOAL USA Fund in the United States of America.

### 12 AUDITOR'S REMUNERATION

Group auditor's remuneration	2020	2019
	€'000	€'000
Annual statutory audit - GOAL Head Office	90	101
Annual statutory audit - GOAL (International) t/a GOAL UK	11	11
	<b>101</b>	<b>112</b>

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

	2020	2019
International staff posted overseas	89	95
Head office programme support, management and administration	105	89
Fundraising	10	11
	<b>204</b>	<b>195</b>

Employee Remuneration for the financial year was

	2020	2019
	€'000	€'000
<b>International staff posted overseas</b>		
Salaries	4,644	4,727
Social welfare costs	76	103
Healthcare	2	3
Pension	3	2
Retirement Savings	41	40
<b>Head office: Ireland, UK, US</b>		
Salaries	5,854	4,870
Social welfare costs	643	531
Healthcare	66	63
Pension	185	132
Redundancy	-	-
	<b>11,514</b>	<b>10,471</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 €70,000 or more in the financial year was as follows:

	2020	2019
€70,000 to €79,999	11	7
€80,000 to €89,999	6	7
€90,000 to €99,999	5	4
€100,000 to €109,999	2	1
€110,000 to €119,999	1	1
€120,000 to €129,999	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 €1m (2019: €967k).

In addition to the staff numbers disclosed above, an average of 2,506 (2019: 2,540) locally recruited staff were employed in GOAL's overseas operations during the financial year.

#### CHIEF EXECUTIVE REMUNERATION

The Chief Executive Officer received salary and employer pension contributions totalling €113k during the year (2019: €110k).

No director of the Group or Company received remuneration during the financial year. Note 33 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 2020	476	9	485
Additions	5	-	5
<b>At 31 December 2020</b>	<b>481</b>	<b>9</b>	<b>490</b>
<b>Depreciation</b>			
At 1 January 2020	421	9	430
Depreciation charge	27	-	27
<b>At 31 December 2020</b>	<b>448</b>	<b>9</b>	<b>457</b>
<b>Net Book Value At 31 December 2020</b>	<b>33</b>	<b>-</b>	<b>33</b>
<b>Net Book Value At 31 December 2019</b>	<b>55</b>	<b>-</b>	<b>55</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 2020	478	9	487
Additions	5	-	5
<b>At 31 December 2020</b>	<b>483</b>	<b>9</b>	<b>492</b>
<b>Depreciation</b>			
At 1 January 2020	423	9	432
Depreciation charge	27	-	27
<b>At 31 December 2020</b>	<b>450</b>	<b>9</b>	<b>459</b>
<b>Net Book Value At 31 December 2020</b>	<b>33</b>	<b>-</b>	<b>33</b>
<b>Net Book Value At 31 December 2019</b>	<b>55</b>	<b>-</b>	<b>55</b>

### 16 STOCKS - GROUP AND COMPANY

	Group		Company	
	2020 €'000	2019 €'000	2020 €'000	2019 €'000
Aid commodities	3,188	2,939	3,160	2,939
	<b>3,188</b>	<b>2,939</b>	<b>3,160</b>	<b>2,939</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	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Grants receivable	13,240	14,628	12,059	14,126
Prepayments	3,262	2,314	3,211	2,314
Sundry debtors	903	749	798	749
Accrued income	120	177	120	177
Intercompany receivable	-	-	1,045	537
<b>At 31 December</b>	<b>17,525</b>	<b>17,868</b>	<b>17,233</b>	<b>17,903</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.

### 18 CURRENT ASSET INVESTMENTS

At 31 December 2020, 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.

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	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Market value at 1 January	651	722	650	721
Increase in value during the year	44	144	43	144
Sale of investments	-	(215)	-	(215)
<b>Market value at 31 December</b>	<b>695</b>	<b>651</b>	<b>693</b>	<b>650</b>
Funds on term deposit	212	212	212	212
<b>Total current asset investments</b>	<b>907</b>	<b>863</b>	<b>905</b>	<b>862</b>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Accruals	12,911	9,923	12,101	9,906
Provisions	7,352	8,174	7,352	8,173
PAYE / PRSI	201	185	191	170
Trade creditors	130	590	130	590
Intercompany payable	-	-	-	156
Sundry creditors	10	7	3	1
<b>At 31 December</b>	<b>20,604</b>	<b>18,879</b>	<b>19,777</b>	<b>18,996</b>

All of the above amounts fall due within one year.

### 20 FOREIGN EXCHANGE CONTRACT

GOAL has applied fair value accounting for derivative contracts.

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Fair Value</b>				
Forward foreign currency contracts in debtors	1,489	-	1,489	-
Forward foreign currency contracts in creditors	(1,480)	-	(1,480)	-
<b>Net Position</b>	<b>9</b>	<b>-</b>	<b>9</b>	<b>-</b>

Relevant terms and conditions of each of above categories of derivative contract are given below:

Amount purchased	Amount sold	Forward rate agreed	Maturity date
€ 382,304	£340,862	0.8916	19/03/2021
€ 278,116	£248,858	0.8948	21/06/2021
€ 277,063	£248,858	0.8982	21/09/2021
€ 276,141	£248,858	0.9012	22/12/2021
€ 275,255	£248,858	0.9041	07/03/2022

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 21 COMMITMENTS

There are no capital commitments at 31 December 2020 (2019: Nil).

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

Group	2020	2019
	€'000	€'000
<b>Obligations which fall due:</b>		
Within one year	449	476
Between one and five years	474	844
<b>At 31 December</b>	<b>923</b>	<b>1,320</b>

Company	2020			2019		
	Total	Head Office	Branches	Total	Head Office	Branches
		€'000			€'000	
<b>Obligations which fall due:</b>						
Within one year	411	184	227	435	196	239
Between one and five years	427	165	262	806	351	455
<b>At 31 December</b>	<b>838</b>	<b>349</b>	<b>489</b>	<b>1,241</b>	<b>547</b>	<b>694</b>

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

GOAL has issued a letter of financial support to GOAL (International) dated 24th June 2021, 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.

#### Letter of financial support for GOAL Relief and Development Organisation (trading as GOAL Uganda)

GOAL has issued a letter of financial support to GOAL Relief and Development Organisation (GOAL Uganda) dated 20th May 2021, in which it states that GOAL holds funds on behalf of GOAL Uganda and these funds will be remitted to GOAL Uganda when they are required for programming purposes.

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 22 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	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<i>Measured at fair value through profit or loss</i>				
Current asset listed investments	695	651	693	650
Derivative financial assets	1,489	-	1,489	-
<i>Measured at undiscounted amounts</i>				
Funds held on Term Deposits	212	212	212	212
Debtors and other receivables	14,143	15,377	12,857	14,875
Accrued income	120	177	120	177
Intercompany receivable	-	-	1,044	537

Financial liabilities	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<i>Measured at fair value through profit or loss</i>				
Derivative financial liabilities	(1,480)	-	(1,480)	-
<i>Measured at undiscounted amounts</i>				
Creditors and other payables	20,403	18,694	20,378	18,826

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

Fair Value Gains and Losses	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
On financial assets measured at fair value through profit or loss	44	144	43	144
On derivative financial instruments measured at fair value through profit or loss	9	-	9	-

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 23 RECONCILIATION OF FUNDS

Group	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2020	2020	2020	2019	2019	2019
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	9,413	13,487	22,900	9,283	15,503	24,786
Net movement	(571)	10,525	9,954	130	(2,016)	(1,886)
<b>Fund balances at 31 December</b>	<b>8,842</b>	<b>24,012</b>	<b>32,854</b>	<b>9,413</b>	<b>13,487</b>	<b>22,900</b>

Company	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2020	2020	2020	2019	2019	2019
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	9,119	12,738	21,857	9,025	14,674	23,699
Net movement	(634)	11,341	10,707	94	(1,936)	(1,842)
<b>Fund balances at 31 December</b>	<b>8,485</b>	<b>24,079</b>	<b>32,564</b>	<b>9,119</b>	<b>12,738</b>	<b>21,857</b>

### 24 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2020	2020	2020	2019	2019	2019
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	33	-	33	55	-	55
Current assets	21,401	33,504	54,905	22,631	19,093	41,724
Current liabilities	(12,592)	(9,492)	(22,084)	(13,273)	(5,606)	(18,879)
<b>Fund balances at 31 December</b>	<b>8,842</b>	<b>24,012</b>	<b>32,854</b>	<b>9,413</b>	<b>13,487</b>	<b>22,900</b>

Company	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2020	2020	2020	2019	2019	2019
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	33	-	33	55	-	55
Current assets	20,992	32,796	53,788	22,454	18,344	40,798
Current liabilities	(12,540)	(8,717)	(21,257)	(13,390)	(5,606)	(18,996)
<b>Fund balances at 31 December</b>	<b>8,485</b>	<b>24,079</b>	<b>32,564</b>	<b>9,119</b>	<b>12,738</b>	<b>21,857</b>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 25 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>13,487</b>	<b>155,463</b>	<b>(144,938)</b>	-	-	<b>24,012</b>
<i>Unrestricted funds:</i>						
General funds	7,158	2,710	(3,325)	22	44	6,609
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	55	-	-	(22)	-	33
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>9,413</b>	<b>2,710</b>	<b>(3,325)</b>	-	<b>44</b>	<b>8,842</b>
<b>Total funds</b>	<b>22,900</b>	<b>158,173</b>	<b>(148,263)</b>	-	<b>44</b>	<b>32,854</b>

Prior 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>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>144</b>	<b>9,413</b>
<b>Total funds</b>	<b>24,786</b>	<b>111,079</b>	<b>(113,109)</b>	-	<b>144</b>	<b>22,900</b>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 26 MOVEMENTS IN COMPANY 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>12,738</b>	<b>151,050</b>	<b>(139,709)</b>	-	-	<b>24,079</b>
<i>Unrestricted funds:</i>						
General funds	6,864	2,097	(2,775)	22	44	6,252
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	55	-	-	(22)	-	33
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>9,119</b>	<b>2,097</b>	<b>(2,775)</b>	-	<b>44</b>	<b>8,485</b>
<b>Total funds</b>	<b>21,857</b>	<b>153,147</b>	<b>(142,484)</b>	-	<b>44</b>	<b>32,564</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>14,674</b>	<b>104,222</b>	<b>(106,158)</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>144</b>	<b>9,119</b>
<b>Total funds</b>	<b>23,699</b>	<b>106,528</b>	<b>(108,514)</b>	-	<b>144</b>	<b>21,857</b>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 27 GROUP RESTRICTED FUNDS

Movement in Group restricted funds in the current financial year

Country	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
	€'000	€'000	€'000	€'000
Ethiopia	1,442	18,110	(16,421)	3,131
Haiti	1,498	490	(1,619)	369
Honduras	420	4,617	(3,358)	1,679
Iraq	16	2,716	(2,658)	74
Kenya	4	-	-	4
Malawi	147	2,703	(2,590)	260
Mozambique	53	-	-	53
Nepal	40	-	(3)	37
Niger	71	1,841	(1,786)	126
Sierra Leone	683	5,792	(5,965)	510
South Sudan	1,141	12,560	(13,261)	440
Sudan	366	12,887	(7,124)	6,129
Syria	1,832	58,505	(54,678)	5,659
Uganda	5,278	7,356	(7,726)	4,908
Ukraine	6	-	-	6
Zimbabwe	488	17,716	(17,692)	512
Head Office	2	10,170	(10,057)	115
	<b>13,487</b>	<b>155,463</b>	<b>(144,938)</b>	<b>24,012</b>

Movement in Group restricted funds in the prior financial year

Country	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
	€'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
Liberia	-	-	-	-
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>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 28 COMPANY RESTRICTED FUNDS

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

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	1,410	18,083	(16,366)	3,127
Haiti	1,497	490	(1,618)	369
Honduras	420	4,617	(3,358)	1,679
Iraq	16	2,716	(2,658)	74
Kenya	4	-	-	4
Malawi	79	2,658	(2,547)	190
Mozambique	53	-	-	53
Nepal	40	-	(3)	37
Niger	71	1,841	(1,786)	126
Sierra Leone	502	5,792	(5,955)	339
South Sudan	686	8,658	(8,905)	439
Sudan	366	12,887	(7,124)	6,129
Syria	1,832	58,505	(54,678)	5,659
Uganda	5,278	7,289	(7,212)	5,355
Ukraine	6	-	-	6
Zimbabwe	478	17,408	(17,506)	380
Head Office	-	10,106	(9,993)	113
	<b>12,738</b>	<b>151,050</b>	<b>(139,709)</b>	<b>24,079</b>

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

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'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
Yemen	-	-	-	-
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>

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 29 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 sixty-eight of its employees (2019: fifty-six). 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 €188k (2019: €134k). €24k (2019: €19k) was owed to the schemes at the financial year end.

### 30 RETIREMENT SAVINGS SCHEME

Eligible overseas employees may join GOAL's Retirement Savings Scheme. During the financial year, the Group made contributions in respect of sixteen employees (2019: 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 €41k (2019: €40k). Nil (2019: Nil) was owed to the scheme at the financial year end.

### 31 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.

### 32 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 2020 the Company had 13 company members (2019: fourteen), 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 income for the year of €10.7m (2019: €1.8m net expenditure).

## GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 33 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 2020, one of GOAL's Directors visited GOAL's overseas operations at a cost of €1k (2019:€3k) which was borne by the Group. Such costs related to pre-travel medical assessments and costs, visiting country visas, economy flights, and accommodation.

### 34 POST BALANCE SHEET EVENTS

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

### 35 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Directors on 24th June 2021.





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