



GOAL

2021 ANNUAL REPORT





Water, Sanitation and Hygiene (WASH) interventions in Borena Zone, Oromia, Ethiopia

ACRONYMS

AAP	Accountability to Affected Populations
ALNAP	Active Learning Network for Accountability and Performance
ARC	Audit & Risk Committee
ARC-D	Analysis of Resilience in Communities to Disaster
CD	Country Director
CEO	Chief Executive Officer
CFM	Community Feedback Mechanism
CHS	Core Humanitarian Standard
CLA	Community Led Action
COI	Conflict of Interest
CPP	Child Protection Policy
CRG	Complaints Response Group
CRA	Charities Regulatory Authority
CVA	Cash and Voucher Assistance
DHMTs	Direct Health Management Teams
DRR	Disaster Risk Reduction
DSAI	Development Studies Association Ireland
ENN	Emergency Nutrition Network
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
EU	European Union
ERFS	Emergency Response Funding Scheme (Irish Aid)
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance movement
EVD	Ebola Virus Disease
FCDO	Foreign, Commonwealth and Development Office
GCE	Global Citizenship Education
GESI	Gender Equality and Social Inclusion
HAWG	Humanitarian Action Working Group (Dochas)
HPF	Health Pooled Fund
HR	Human Resources
IDEA	Irish Development Education Association
IGHN	Irish Global Health Network
IPC	Infection Protection Control
LSHTM	London School of Hygiene and Tropical Medicine
MAM	Moderate Acute Malnutrition
MAMI	Management of small and nutritionally at-risk infants and their mothers
MEAL	Monitoring, Evaluation, Accountability, and Learning
MIHR	Momentum Integrated Health Resilience
MSD	Market Systems Development
MSMEs	Micro, Small and Medium Enterprises
MUAC	Mid-upper-arm-circumference
NIPP	Nutrition Impact Positive Practice
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PSEAH	Protection from Sexual Exploitation and Abuse and Harassment Policy
PTT	Programme Technical Team
RCT	Randomised Control Trial
RD	Regional Director
REAP	Risk-informed Early Action Partnership
RF	Resources Framework
RCSI	Royal College of Surgeons Ireland
RILH	Resilience Innovation and Learning Hub
RIPA	Resilience in Pastoral Areas
SBC	Social Behaviour Change
SDG	Sustainable Development Goal
UCC	University College Cork
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VSLA	Village Saving and Loans Association
WASH	Water, Sanitation, and Hygiene
WEDC	WASH Engineering and Development Centre

CONTENTS

A MESSAGE FROM THE CHAIRMAN.....	1
A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	3
DIRECTORS' REPORT	
WHO WE ARE.....	5
HOW WE WORK.....	9
YEAR IN REVIEW.....	11
SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING	15
STRATEGIC GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES	21
STRATEGIC GOAL 2 PEOPLE HAVE RESILIENT HEALTH	25
STRATEGIC GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY	31
STRATEGIC GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS	35
STRATEGIC GOAL 5 FOSTERING GLOBAL CITIZENSHIP	39
STRATEGIC GOAL 6 STRENGTHENING GOAL'S ORGANISATIONAL FRAMEWORK	43
FORMER CHAIRPERSON SPOTLIGHT	49
CORPORATE PARTNERSHIP SPOTLIGHT	50
VOLUNTEER SPOTLIGHT	51
VOLUNTEER SPOTLIGHT	53
CORPORATE PARTNERSHIP SPOTLIGHT	54
LEARNING AND LEADERSHIP	56

COMMUNICATIONS AND PUBLIC ENGAGEMENT	59
OUR STRUCTURE, GOVERNANCE AND MANAGEMENT	61
OUR BOARD OF DIRECTORS	65
FINANCIAL HIGHLIGHTS.....	71
PRINCIPAL RISKS AND UNCERTAINTIES	73
FUTURE PLANS	75
OTHER MATTERS.....	77
DIRECTORS' RESPONSIBILITIES STATEMENT	79
LEGAL & ADMINISTRATIVE INFORMATION	80
INDEPENDENT AUDITOR'S REPORT	82
FINANCIAL STATEMENTS	85
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



A MESSAGE FROM THE CHAIRMAN

It is a huge honour to be entrusted as chief custodian of this extraordinary agency. since my appointment in June 2021, I have sought to immerse myself in the detail of our programming while familiarising myself with the organisational structure and governance. It has been both heart-warming to see what we have been doing, and reassuring in how we are doing it, while whetting the appetite for where GOAL can go.

Over the last 45 years, GOAL's reputation in responding to crises has been hard-earned. From the famine in the Horn of Africa in 1984, the Rwandan Genocide in the mid-1990's, the Indian Ocean tsunami of 2004, the Syrian conflict in 2012, the Ebola outbreak in Sierra Leone in 2014, and the latest crisis, the barbaric war in Ukraine, GOAL has always been one of the first to respond. This is no mean feat. When one begins to understand the environments that confront our people in such situations, even after the initial crisis, one begins to understand just how brave and committed our GOAL teams are. To this end I would like to sincerely thank our courageous teams for the work they do everyday. They are a very special group of people.

In 2021, the GOAL organisation alleviated the suffering of over 18 million people across the 14 countries in which we operated. As we look to the future, it seems likely that conflict and climate change will continue to dove-tail to inflict untold suffering on the lives of millions. With 45 years of experience gained in some of the harshest environments in the world, GOAL's team of highly experienced and dedicated individuals are well placed to offer some respite to the most vulnerable. We will continue to depend on the trust and support of our donors and our partners.

My appointment coincides with the formulation of the new 2025 Strategy. Titled, "*From Crisis to Resilience*," the approach will lean on years of hard-won experience in the field dealing with complex crises. It will be grounded in the reality of what our communities face, while ambitious in leveraging innovation and technology to ensure people can better withstand crises. In most cases, crises only become so when the underpinning event is compounded by a lack of preparedness, and a cornerstone of this strategy is to ensure that people are central to, and informed on, emergency preparedness, contingency, and disaster recovery



GOAL Chairperson
Barry O'Connell

plans to mitigate the impact of a given crisis.

This year, GOAL also benefitted from the increasing prominence of the *Global Ireland* agenda. Ireland's ascendancy to the United Nations Security Council has enabled us to showcase Ireland's steadfast commitment to multilateralism, peacekeeping and humanitarian support. Working closely with the Irish Government, through Irish Aid, GOAL stands squarely aligned with this agenda and will continue to further its values through our work.

One such key value underpinning the *Global Ireland* agenda is the reliance on partnership: partnership with donors, communities, state actors and private enterprise. Partnership also forms a core tenet of GOAL's strategy and mission. It is borne out of the humble and time-served recognition that no one humanitarian actor possesses the tools to tackle the daunting issues of our time. Indeed, it is only the synergy of our best selves that stands a chance of transcending the challenges faced by the communities we serve. That is why from our donors to our staff, to our suppliers and consultants, and for all of you as our partners, this Report constitutes our collective achievement.

As someone who has come from the private sector, I have seen the role that conscientious businesses can play when they partner to advance a better world. A future where businesses partner in earnest with local communities, invest in them, and share equitably in the rewards must become

the cornerstone. Indeed, at the time of writing, this current trend is accelerating in light of unfolding events in Ukraine.

We are delighted that 2021 saw GOAL engage in a number of new, burgeoning private sector partnerships. Allied Irish Bank (AIB) partnered with GOAL to sponsor the most successful *GOAL Mile* ever, and their partnership promises to take the Mile to new heights and new places. AIB has proven a steadfast and proactive partner, and always on hand to support with a 'how can we help' approach. Similarly, Folens supported our *Jersey Day* initiative to reach more schools and businesses than ever before. Also, in Honduras, Kingspan has agreed to partner with GOAL to rebuild a major hospital destroyed in the dual hurricanes which struck within a week in November 2021.

In addition to our private sector donors and partners, no exhibition of our work would be complete without acknowledging those who so profoundly underpin it. Irish Aid, USAID, ECHO, FCDO and others are the fuel that fires the machinery of humanitarian action. Thank you so much for your enduring support.

It also behoves me to single out the extraordinary generosity of the Irish public, who in difficult times, continued to stand in solidarity with those less fortunate by donating, sacrificing their time, and supporting GOAL's work when it was so badly needed. Again, thank you most sincerely for your enduring generosity.

Finally, after another tumultuous year, GOAL staff, from those toiling in the field to my fellow Board members, continue to answer the call of humanitarian work, and go above and beyond to help vulnerable communities.

Sincerely,

Barry O'Connell,
Chairperson, GOAL



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

2021 proved to be another year where GOAL exceeded expectations against an extremely challenging programme operating environment. Despite this, across the Global South, hard-fought humanitarian gains are in retreat with the threat posed to vulnerable communities many and serious.

In our work, the discernible pattern of the “three Cs” – Conflict, Climate-Change and Covid – continue to wreak havoc in vulnerable communities throughout our 14 countries of operation. From this complex intersection are distilled so many of the downstream humanitarian issues we encounter on a daily basis. Whether at the point of gun or at the point of desperation, 84 million people were driven from their homes in 2021, with that trend looking ever bleaker at the time of writing.

This year again saw our interventions tackle the intersection of these issues in all of our programming countries. The protracted Syria conflict continues to see over 5 million people either side of the Syrian/Turkish border still rely on life-saving humanitarian assistance. Here, since 2012, GOAL offers the core basic items to sustain people: water provision, food, non-food items, and basic shelter while offering appropriate livelihood and cash interventions amid the fragile ceasefire that, for the moment at least, continues to hold.

In Ethiopia, the tragedy of inter-group violence has again resurfaced, generating large swaths of displacement both within the country and beyond. Climate change has undoubtedly played a hand here also, with extended drought heightening existing tensions around access to natural resources. And in Venezuela, a prolonged absence of security and opportunity amid a spiralling economic decline has generated over three million refugees in a hugely underplayed humanitarian crisis on the Colombian/Venezuelan border, where GOAL began programming last year.

It is also unavoidable, at the time of writing, not to acknowledge the tragic humanitarian crisis in Ukraine that has unfolded and how this situation will only add to this darkening trend.

Covid-19, while receding from the forefront of our



GOAL CEO
Siobhán Walsh

minds, continued to impact our programming in 2021, as we now begin to grapple with the implications of its aftermath. Aside from, first and foremost, its brutal death toll, our collective preoccupation with this virus has led to a narrowing of our collective bandwidth. Across our intervention areas, through travel, movement and logistical restrictions, Covid wrought havoc on livelihoods, particularly supplementary incomes. According to OCHA, a total of 235 million people needed humanitarian assistance in 2021, an increase of 40% which is mainly attributable to Covid-19. The impact of Covid in this sense is far steeper in our programme countries as underlying state support is often lacking or absent, with vulnerable communities often pushed further into poverty.

Against all of this and more, GOAL teams and its partners reached over 18 million people with interventions through emergency response, nutrition and health, WASH, sustainable livelihoods or training interventions. Time and again, I am moved by our teams' ability to meet the moment at

times of great challenge. I am also grateful to all of our collaborative partners across all of our country operations and beyond who work tirelessly to ensure the communities we serve are supported in every way we possibly can.

Of course none of this vital work would be possible without the extraordinary support of our donors, who so fundamentally enable this work. This report speaks to what we have achieved together in 2021. From Irish Aid, USAID, ECHO and FCDO, to our conscientious private sector partners such as AIB, Folens, Kingspan and others, our collective work in 2021 stands as an example of our enduring partnership which we hope to deepen in the years ahead. To all of our individual donors, event supporters throughout the year and to all those who stayed with us throughout another challenging year of generating funds. I want to thank you expressly, sincerely and most profoundly on behalf of GOAL.

Finally, I wish to thank our dedicated Board of Directors for their sound stewardship and continued support in 2021. I would like to thank Barry O'Connell for his support and leadership since assuming the role as our new Chair in 2021 and to look forward to benefitting from his vast experience in the private sector as we embark on a new strategy. Barry has brought a fresh impetus to the role, and I look forward to working closely as we continue to further GOAL's mission. GOAL will benefit hugely from his vast experience in the private sector. This leads me to acknowledge Barry's predecessor, Anne O'Leary, who completed a six year tenure at GOAL in 2021. Anne's commitment to our mission has been something to behold and her impact on the organisation will not be forgotten.

I am deeply grateful to our dedicated colleagues, partners, donors and supporters who make all of this work possible. Thank you for being part of GOAL's movement for change, for helping improve the state of the world.

Siobhán Walsh

CEO, GOAL



Freneh and her family were displaced within Ethiopia and are now receiving support from GOAL.

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 marginalised people and those affected by poverty, crises and exclusion.



COURAGE:

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



INCLUSIVENESS:

We listen and believe in the power of collaboration to effect change in people's lives. We are welcoming and embrace diversity. We are committed to a culture of inclusion, cooperation and offer respect for everybody in our words and actions.



PARTNERSHIP:

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



TRANSPARENCY & ACCOUNTABILITY:

Our actions and relationships with our stakeholders are characterised by honesty and openness in all our dealings. We hold ourselves and each other accountable and to operate to the highest professional and ethical standards.

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.



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

GOAL 45 YEARS OF HUMANITARIAN RESPONSE

The world's attention was on the drought and escalating famine in **Ethiopia** and GOAL was **feeding 20,000 families every day**

1984

GOAL responded to the needs of the **Rwandan** people working amidst the horror of the **genocide**.

1994

Hurricane Mitch plunged millions of people in **Honduras** into a life-or-death struggle with deepening poverty. GOAL responded with life-saving tools, including delivery of clean water

1998

GOAL led one of the aid agency's largest humanitarian response programmes, when complete disaster struck as a result of the **Tsunami in South East Asia** and took 230,000 lives in a matter of hours

2004

A GOAL team was on the ground in **Haiti** 24 hours after the **earthquake** which killed over 250,000 people.

2010

GOAL has been one of the leading aid agencies supporting conflict-affected and vulnerable people in **Northwest Syria** (Idleb and Northern Aleppo) since 2012

2012

GOAL established Treatment Units in **Sierra Leone** and **Liberia** to diagnose and treat people, following the widespread outbreak of the **Ebola virus** in West Africa

2014

Following the severe **earthquake which hit Nepal**, and which saw 9,000 people killed, many thousands injured and more than 600,000 structures damaged or destroyed, GOAL teams were on the ground within 24 hours

2015

GOAL responds with immediate humanitarian aid in **Malawi** and **Zimbabwe** following **Cyclone IDAI**

2019

GOAL responds to the **Covid-19** pandemic to ensure health, WASH and food needs are met.

2020

GOAL teams provided an immediate emergency response to the 1.2 million people, hit by the devastating 7.2 magnitude **earthquake in Haiti** in Aug

2021

GOAL responds to major humanitarian crisis following **Russian invasion of Ukraine**. Invasion has triggered fastest growing refugee crisis in Europe since World War II.

2022



HOW WE WORK



GOAL helps to provide sustainable access to clean, piped drinking water for more than 800,000 people in Idlib, Syria.

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.

YEAR IN REVIEW

While the world continued to battle Covid-19, GOAL continued to do what we do best – help communities to survive crises and to look to the future as they build their resilience. The global context remains volatile, uncertain, complex and ambiguous, with the three ‘Cs’ – Conflict, Climate and Covid dominating politics, the media and the daily experience of communities around the world.

GOAL works in some of the most fragile contexts in the world and geopolitics shape our operational space. From the resurgence in military coups, attempted in Niger in March, and successful in Sudan in October, to the assassination of Haiti’s President, protests in Colombia, the continued presence of conflict in Ethiopia, and environmental catastrophes due to climate change, 2021 has presented continuing challenges.

But amid this trend, there were some bright spots: COP26 put climate-change firmly on the agenda and a malaria vaccine was approved by WHO, a breakthrough for child health.

CONFLICT, COUPS AND CIVIL WAR

Many of the challenges GOAL faced did not make international headlines. We continue to navigate the complexity of insecure operating environments; where GOAL is most needed, while ensuring to keep our staff safe.

In the East and Horn of Africa, three of the four countries we work in had ongoing conflicts which comprised either a military, intercommunal or ethnic component. GOAL **Ethiopia** has been responding to the humanitarian situation in Tigray since conflict began in late 2020.

Throughout the year, efforts to negotiate peace discussions were complicated by accusations of atrocities. Programmes were disrupted and staff movement restricted.

Nevertheless, GOAL continued to provide life-saving services where it was possible to do so in six affected districts, providing food, non-food items and mobile health and nutrition services to 80,000 people in remote areas.

Optimism following the end of the Bashir regime in **Sudan** was thwarted by a coup which reinstated military dominance. Despite civilian protests and disruption, programme interventions continued.

In **Haiti**, even before the assassination of the President, gang warfare and lack of governance had created one of the most challenging security environments for GOAL’s work. We were already responding to urban food insecurity when the island was struck by an earthquake in August.

In **Colombia**, GOAL continued its response to the Venezuela migrant crisis by targeting migrant and host communities to scale up the response, reaching 8,000 people with emergency response and preparedness programming. GOAL was also the keynote speaker at an event on the crisis facilitated by the Irish and Colombian centres for Human Rights.

In **Syria**, GOAL continues to be a major responder to the needs of over four million affected by the conflict. 2.2 million people benefitted from increased access to WASH and one million people benefitted from food security interventions. GOAL is the largest NGO provider of cash and voucher assistance in north-west Syria.

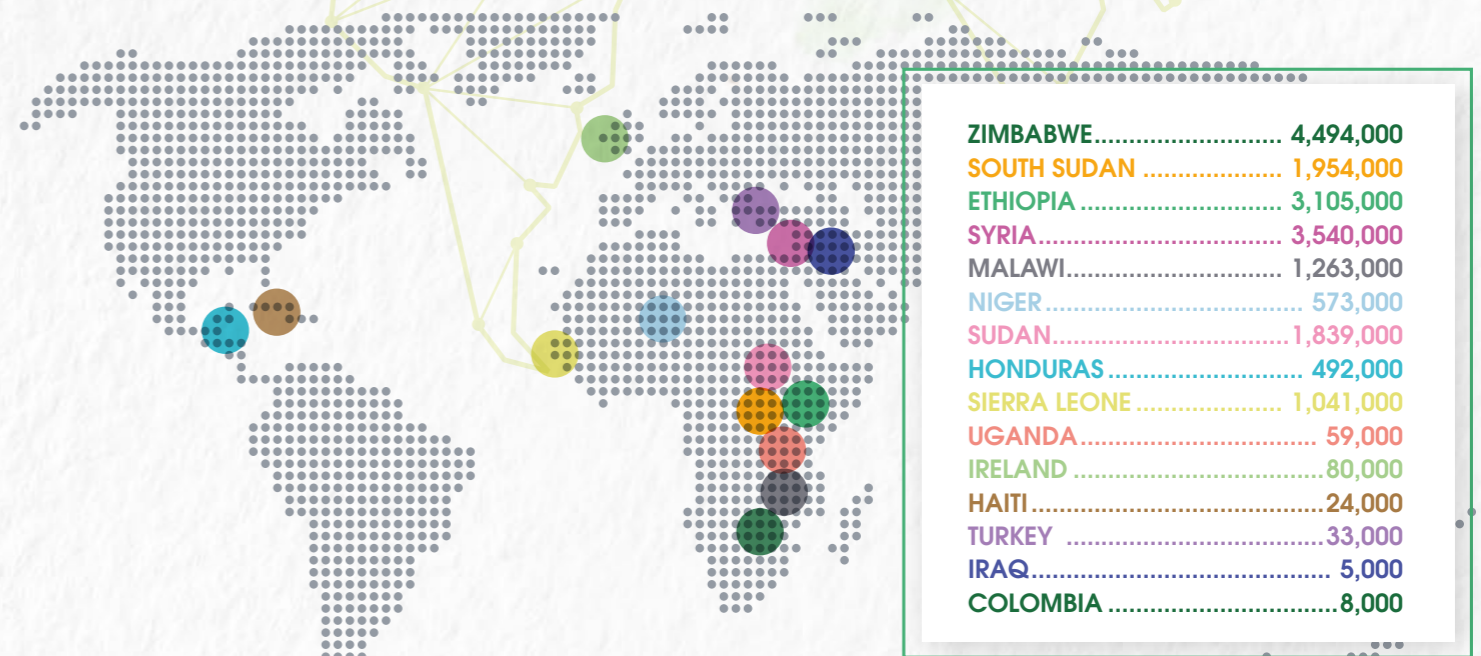
GOAL is proud that our knowledge of the context and operating environment led to us being asked to provide the ‘view from the field’ through regular briefings to support Ireland’s role on the UN Security Council.

CLIMATE-CHANGE

As the world gathered in November for COP26, climate change dominated the media as an issue that requires engagement at every level and by every individual. GOAL’s work in Disaster Risk Reduction (DRR) and sustainable livelihoods aims to reduce the impacts of natural hazards and build resilience to future, inevitable, events. Following 2020’s dual hurricanes Eta and Iota, two severe storms that struck within a week of each other, GOAL scaled up its response in **Honduras** with a project to operationalize a flood early warning and response system.

With UNITLIFE funding in **Niger**, GOAL is improving nutrition sustainably through women’s empowerment, market-system development for biofortified crops, and social behavioural change. GOAL is co-designing and cost-sharing with private sector partners to increase access to nutritionally improved and climate-adapted staple crop seeds. In 2021, the subsidised seeds resulted in a tenfold increase of seed sold to farmers in Zinder province.

GOAL REACHED 18.5 MILLION PEOPLE IN 2021



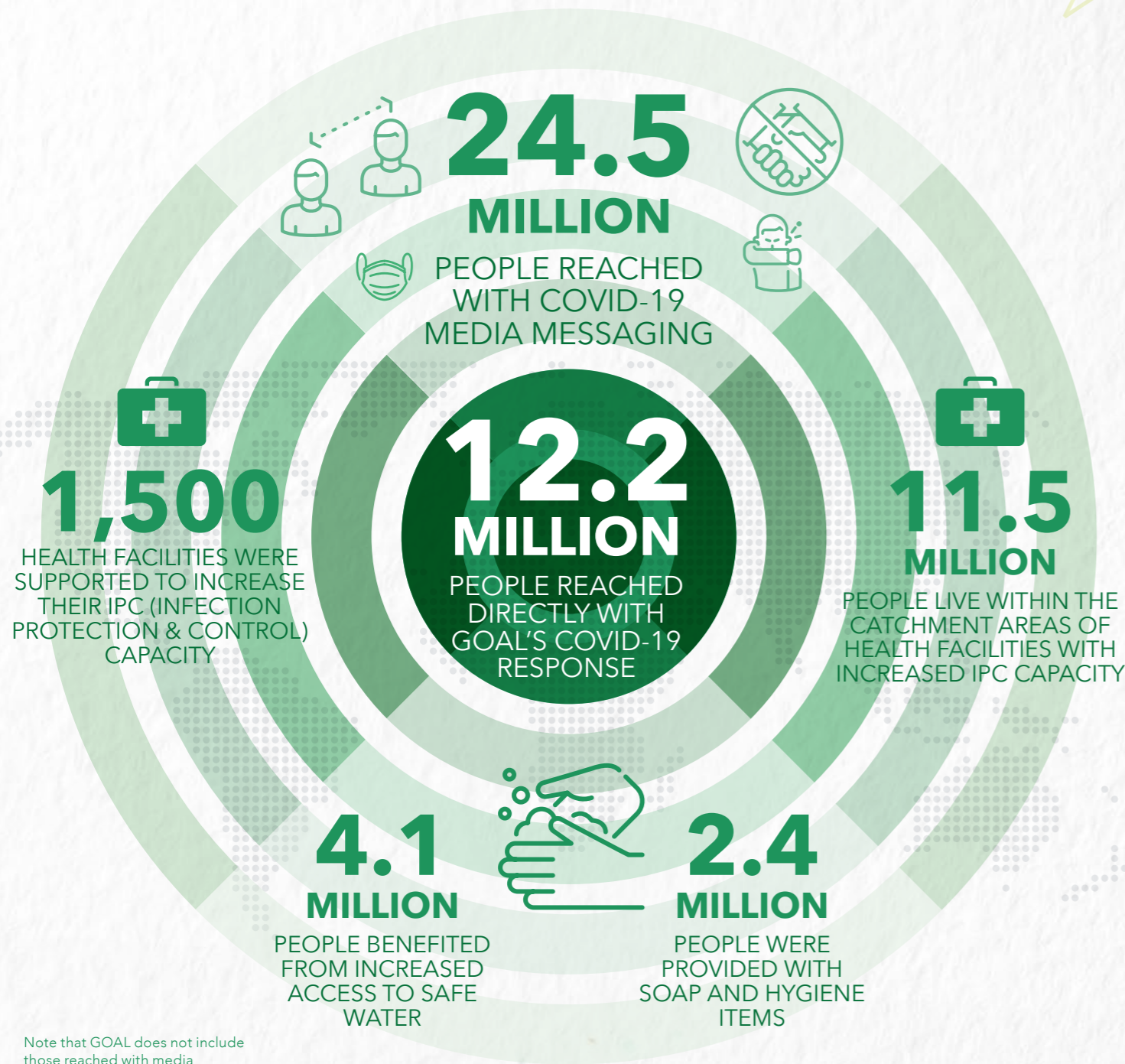
In February 2021, in Idlib, in **Northern Syria**, 120,000+ already displaced people across 304 camps were affected by floods and the harsh winter weather. GOAL responded by delivering ready-to-eat food kits, household items, and multi-purpose cash transfers to families who were forced to abandon their shelters.

COVID-19

In 2021, the world tried to beat Covid-19 through more lockdowns and rolling out vaccination. GOAL continued to respond to the pandemic with safe programming and working on vaccine hesitancy, endorsing the Gavi CSO Call to Action on equitable access to vaccines and supporting the People’s Vaccine Alliance Ireland. Community Led Action (CLA), a GOAL methodology, was an invaluable approach to empower communities to assimilate key messages on Covid-19 and take action to

protect themselves. It also worked in addressing misinformation and vaccine hesitancy. At the request of Irish Aid, GOAL **Sudan** worked directly with the Sudanese Ministry of Health (MoH) to treat patients and roll out the Covid-19 vaccines in prohibitive areas of Sudan. GOAL provided solar equipment for the cold chain and training to vaccinators in South Kordofan and North Darfur. GOAL also provided drugs and medical supplies for the Covid-19 Isolation and Treatment Centres in Khartoum and El Fashir.

The pandemic and lockdown measures had a devastating impact on food security for thousands of vulnerable households in **Zimbabwe**. Families struggled to meet basic needs. In response, GOAL Zimbabwe launched the *Emergency Social Cash Transfer* programme in Highfields, a high density suburb of Harare, the country’s capital. It aimed at reducing food insecurity, improving diet and the health of mothers and children in vulnerable



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



households in the district. Awareness-raising activities encouraging communities to download key messaging on the 4-star diet complemented the financial assistance programme. This, in turn, can help change feeding practices and encourage people to use the financial support to buy nutritious foods.

RESILIENCE AND INNOVATION

GOAL fosters a culture of innovation through the Resilience Innovation and Learning Hub (RILH), funded by Irish Aid. GOAL innovations in resilience were presented at numerous international events, notably a webinar series titled: 'From Crisis to Resilience,' jointly hosted with Harvard University. The first webinar was hosted by the former Irish Permanent Representative to the UN, David Donoghue.

GOAL's Analysis of Resilience of Communities to Disaster (ARC-D) was listed as a measurement tool for urban climate resilience by the Centre for Climate Change Economics and Policy and

Grantham Research Institute on Climate Change and the Environment. GOAL also collaborated with Harvard University, London City University and the RAND Corporation to publish peer reviewed research on GOAL's strategies for operating in fragile and conflict-affected contexts using GOAL's programme in Syria as a case study.

In 2022, the Hub will transition to being a global Programme Innovation Lab.

THE PEOPLE WE WORK WITH FACE CHALLENGES EVERY DAY... and in 2021 our country teams, supported by committed HQ staff, continued to deliver for our communities. Resilience continues to be our byword, both professionally and personally.

MEASURING COMMUNITY IMPACT

- GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES**
96% of people affected by crises considered their needs met in a timely fashion by GOAL
- GOAL 2 PEOPLE HAVE RESILIENT HEALTH**
95% of the target population reported public services supported by GOAL meet their health/nutrition/WASH needs
- GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY**
89% of farmers affected by shocks and supported by GOAL are able to generate enough food/cash to meet their household requirements
- GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS**
605 SMEs supported by GOAL have increased access to goods, services, and jobs for target populations



SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING



During 2021, GOAL continued to implement safe, accountable and inclusive programming. GOAL believes that such an approach provides the foundation and basic building blocks of quality programming. GOAL embeds such programming as a way of working, guiding our thinking and planning, and placing people at the centre of our efforts. It drives us to ensure that our programming is at the vanguard of safe, relevant, and impactful humanitarian practice: safeguarding children and adults from harm, while being fully accountable, and inclusive.

2021 highlights include:

- **Consultations with colleagues from various departments, country teams and donor organisations to embed these principles and ensure they are grounded in the identified needs and priorities and global best practice.**
- **The development of demand-driven tools, including a guide on using needs assessments to inform rapid gender and age analyses, and a project-level risk assessment tool which has undergone piloting and testing.**
- **Collaborating with external experts to help further guide and shape our approach to safe, accountable and inclusive programming going forward, and in so doing, acknowledging that this is a continuous process.**

During 2021, GOAL's Safeguarding, Accountability and Gender Equality and Social Inclusion functions, supported and promoted safe, accountable and inclusive programming. These functions also ensured effective coordination with peers in the sector and the application of best practice. In doing this, GOAL maintained its engagement with key networks including: Dóchas Disability; the International Development Working Group; the Dóchas Safeguarding Task Group, the Development

Studies Association Ireland (DSAI); the Gender Study Group; the Irish Consortium on Gender Based Violence (ICGBV); the Active Learning Network for Accountability and Performance (ALNAP); the CHS (Core Humanitarian Standard) Alliance; and InterAction. GOAL also became a member of the Gender and Development Network for the first time in 2021.

GENDER EQUALITY & SOCIAL INCLUSION

GOAL understands inclusion as the dynamic process that gives recognition, roles, influence and powers to individuals or groups in a particular system or context, counteracting the processes that create vulnerability, exclusion, and discrimination. While gender and age are key elements that can affect inclusion, GOAL recognises and responds to multiple factors which can be used to marginalise or exclude people.

2021 highlights include:

- **GOAL's Gender Equality Policy was updated, with a global online launch session held with staff to share the policy and provide an opportunity to learn more about what it means for GOAL.**
- **The operationalisation of the policy was supported by gender equality and social inclusion action planning, both at organisational and country levels.**
- **A global gender equality and social inclusion focal point network was established to promote awareness, information-sharing and learning related to gender equality and social inclusion, both within and across country teams. The network has since been engaging in monthly learning sessions and action planning.**

- **New digital resources were created to provide technical guidance on gender equality and social inclusion for internal practitioners. This supports knowledge management, providing quick and relevant access to sector and country specific information on gender and inclusion, ensuring teams have up to date data at all times.**
- **At the programmatic level, work continued to support the integration of gender equality and social inclusion in our work, including in the areas of supporting economic empowerment, promoting sexual and reproductive health, and addressing gender-based violence.**
- **Significant examples included:**
 - continuing strategies to make fisheries markets more inclusive in Honduras through working with disabled divers (due to compression syndrome) and their families to engage in microbusiness and support income generation;
 - > the use of the Gender Action Learning System in Zimbabwe as an approach to integrate and address gender issues and promote discussion and change in areas such as the gendered division of labour, joint decision-making, and gender-based violence;
 - > and the mentorship approach of the Spotlight Initiative in Malawi using safe spaces to explore themes to eliminate violence against women, including attitudes and behavioural change at community and individual levels, and the promotion of women's and girls' sexual and reproductive health rights.

SAFEGUARDING

GOAL continued to create an enabling environment to ensure that the agency has a strong safeguarding ethos and culture by keeping safeguarding at the heart of all GOAL's operations, systems, and programmes.

Highlights of GOAL's safeguarding work in 2021 included:

- The expansion of the Safeguarding team with the addition of new human resourcing and expertise.
- GOAL's Protection from Sexual Exploitation Abuse and Harassment (PSEAH) Policy was reviewed and updated with a global launch session held.
- Needs-based support was provided to the cadre of Safeguarding Focal Points which resulted in all 14 GOAL country offices developing a context-specific safeguarding action plan.
- The integration of safeguarding in GOAL's supply chain processes, including developing a Supplier Code of Conduct which describes GOAL's minimum expectations of a supplier as well as the review and updating of GOAL's driver, fleet and stock management manuals to include components of safeguarding.
- Collaboration with the Investigation Unit to develop a safeguarding investigation toolkit to support country investigators to conduct timely and effective investigations. In addition, trainings on appropriate skills and techniques on how to conduct sensitive investigations was provided to field level investigators.
- The launch of the newly revised safeguarding digital resources platform with bespoke technical content and resources.
- External engagement through participation at the NetHope Summit, where we spoke about GOAL's safeguarding technology jigsaw.
- The publication of a case study by InterAction on GOAL's safeguarding journey.
- A presentation at the Dóchas Working Group on GOAL's safeguarding approach to partnering.

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 who we work with. Accountability to Affected Populations (AAP) is an active commitment by GOAL to use power responsibly by taking account of, giving account to, and being held to account by the people we seek to assist.

Key areas of work to strengthen AAP in 2021 included:

- The development of new community information-sharing guidelines for our global programmes, in-line with industry best practice, tried and tested approaches, and the humanitarian standards GOAL adheres to.
- Increased usage levels of GOAL's Community Feedback Mechanism (CFM) despite the ongoing impact of Covid-19. Over 233,000 different communications were received across 14 country programmes. The mechanism is the primary means by which community members can communicate with the agency, request assistance, ask questions, give feedback, or make complaints.
- The development of a digital app using the CommCare platform for GOAL's CFM with which to record, track, and manage communications. GOAL aims for all country programme CFMs to be digital and to have real-time CFM data for our global programmes.
- GOAL has expanded its accountability framework into its Colombia programming. The CFM in Colombia was developed after

- lengthy consultations with community members and programme participants and built around their preferences and suggestions.
- GOAL Syria commissioned an external evaluation of its CFM focusing on its appropriateness, responsiveness, efficiency, and effectiveness. The evaluation found that the CFM had a high level of community acceptance and that GOAL had successfully introduced an extensive system and structure that was trusted by communities, safe to use, and responsive to their needs.
- GOAL collaborated with Trinity College, Dublin to undertake a research study on AAP both within and outside the agency. The research study included an extensive desk and literature review, as well as key informant interviews with GOAL staff and external actors. The findings of the research study will be used to inform GOAL's upcoming AAP Framework.
- Presented at DSAI's April 2021 Civil Society Study Group webinar to share GOAL's approaches, successes, challenges, and innovations in operationalising AAP with sector peers.

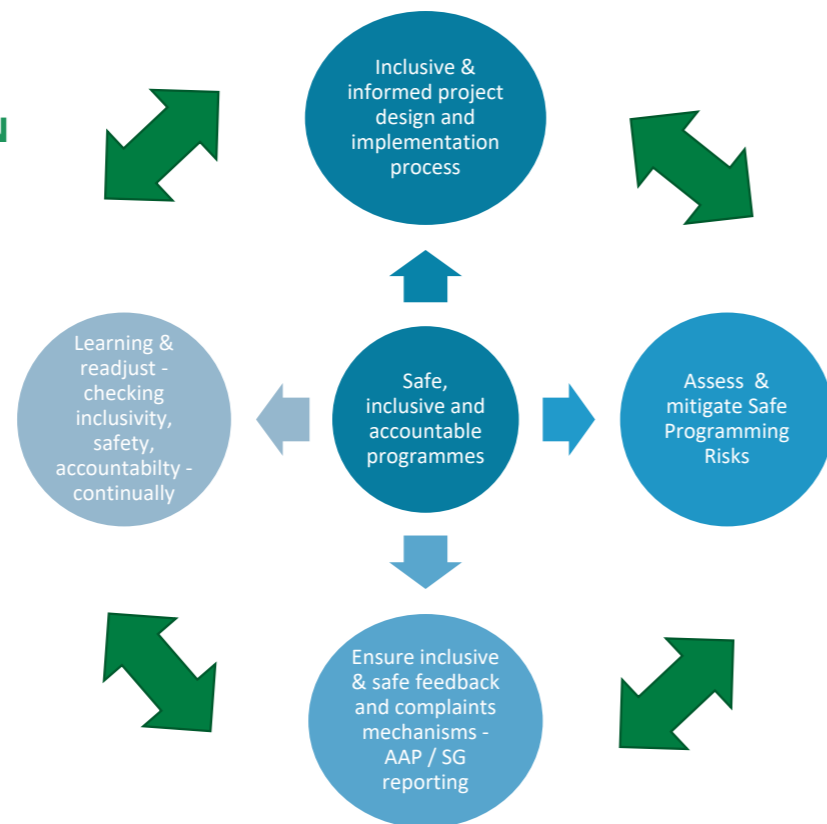


APPLYING A SAFE, ACCOUNTABLE & INCLUSIVE PROGRAMMING (SAIP) LENS IN THE PROGRAMME CYCLE

GOAL is committed to safeguarding, accountability, and inclusion throughout its work and believes that a **safe, accountable, and inclusive** approach to programming provides the foundation – the basic building blocks – of quality programming.

GOAL understands SAIP as a way of working, guiding our thinking and planning and placing people at the centre of our programming.

It drives us to ensure that programming is of a high standard and safe, relevant, and impactful: safeguarding children and adults from harm, fully accountable, and inclusive.



Syrian refugees in Turkey. It is estimated that 3.6m Syrians live in Turkey.

A child in in Rabeeta
Camp in Idleb

STRATEGIC GOAL

EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES

1

STRATEGIC GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES

GOAL delivered effective humanitarian responses to sudden onset, health and food and nutrition insecurity crises. We worked with local actors and communities to ensure emergency preparedness systems and anticipatory actions were resilient and responsive to early warning, early action and people-centred emergency responses. We built partnerships that drive smarter, more effective and evidence-based humanitarian response programming and disaster risk reduction and emergency preparedness and response plans.

In **Syria**, GOAL continued to be a major responder to the needs of over 2.8 million people affected by the conflict in North-West Syria. During 2021, GOAL undertook another scale-up of its USAID funded RESTORE programme which included an increase in the number of participants, expanded operations in Northern Aleppo and in Idleb, while also incorporating a new partner. GOAL continued to evolve its programming to fit the changing dynamics of this chronic conflict, by shifting more of its food assistance from in-kind assistance to cash and voucher solutions, as well as increasing early recovery and resilience programming.

Despite challenges in long standing funding for major WASH programming, GOAL has been successful in securing funding from new, diverse sources to continue to deliver clean water to almost one million people daily. Across the border in

Turkey, the LINK programme funded by ECHO provides refugees from nomadic or semi-nomadic backgrounds and migrant agricultural workers with tailored, protection-focused support and assistance in central and south-eastern Turkey.

In **Latin America** and the **Caribbean region**, GOAL continued to support families and implemented mitigation measures within its programmes to respond to the ongoing threat and impact of Covid-19. Over the course of 2021, GOAL scaled-up its hurricane response in **Honduras** to reach almost 400,000 people affected by the dual severe storms Eta and Iota, which struck within a week of each other in November 2020. GOAL also commenced a large-scale project to operationalize a flood early-warning and response system across the affected areas, as well as a national programme on protection in emergency responses. GOAL **Haiti** was already responding to urban food insecurity in the capital when the island was struck by a 7.2 magnitude earthquake on August 14th. Besides direct aid to affected communities, an important element was to strengthen the coordination between the government and different state and non-state actors. To this end, GOAL provided much-needed coordination support to the Haitian Civil Protection Agency to lead on damage assessments and on the effective distribution of aid. GOAL was also co-leading the security working group under UN-OCHA.

In **Colombia**, GOAL continued its response to the Venezuelan migrant crisis with a view to scaling up

the response in the future. Anticipatory activities in response to forecasted flooding successfully tested risk-based actions to prevent further loss of life and infrastructure.

In East Africa, GOAL **Ethiopia** has been responding to the humanitarian situation in the Tigray region since conflict began in late 2020. The focus was predominantly on life-saving services where it was possible to do so. The worsening situation is still a cause for much concern. Other programme areas remained unaffected by the conflict so programming continued as normal. Amid clear warning signs, an upcoming drought in the Horn of Africa was anticipated and crisis modifiers were built into all programmes. In **Sudan**, the political coup in 2021 did not bring significant impact on the programme interventions. Strong security management and emergency-preparedness planning helped the team respond quickly to the situation. While security was deteriorating, GOAL's team had to respond to massive flooding in Warrap State and Gogrial West with Irish Aid's Emergency Response Funding Scheme (ERFS). In **Uganda** the Covid-19 response funding from Mastercard Foundation enabled the continuation of an impactful 18 month period of implementation.

In West Africa, another Ebola Virus Disease (EVD) outbreak was recorded in Guinea in February 2021. As partner of the District Emergency Operation Centres in **Sierra Leone**, GOAL was part of the efforts to strengthen infection prevention and control measures which resulted in stopping the EVD spreading over the border. In the early part of the year, and again in November, GOAL responded to fire disasters in the capital Freetown, in close coordination with the Freetown City Council, the Office of National Security, and the National Disaster Management Agency.

GOAL **Niger** responded to a cholera outbreak in the Zinder region, focusing on community awareness and preventative actions through emergency funding allocated by the START network. In **Zimbabwe**, GOAL continued with the distribution of Emergency social cash transfer in urban and rural areas. The team there also commenced two new humanitarian programmes which are focused on early recovery, nutrition, and protection, through multi-purpose cash assistance, implemented both directly by GOAL and by partners. Training of district government stakeholders on Disaster Risk Reduction has also been carried out.

Led by the ERU, pre-positioned **ERFS** was allocated to respond to disasters in **Sierra Leone, Haiti, South Sudan, and Colombia**. In addition, the ERU supported nine country offices to prepare emergency preparedness and response plans, and conducted emergency simulation exercises with five country offices. A network of Emergency Focal Points was also launched across all country offices promoting peer-learning and cross-country experience-sharing. Engagement increased in humanitarian networks, in particular as Chair of the DOCHAS Humanitarian Action Working Group (HAWG), as member of the Strategic Steering Committee of the START Fund, as SPHERE focal point in Ireland, as a member of the VOICE Nexus Working Group, and active members of BOND, Interaction, and the Risk-informed Early Action Partnership (REAP).



Emergency response following the August 2021 earthquake in Haiti.



Airlifting supplies in Honduras following severe storms.



GOAL's shelter project in Syria.



Essential supplies delivered to vulnerable families.



STRATEGIC GOAL 2

PEOPLE HAVE RESILIENT HEALTH

STRATEGIC GOAL 2 PEOPLE HAVE RESILIENT HEALTH

GOAL, in partnership with government, private sector and community actors, stabilizes and strengthens health systems at local and district levels in fragile and conflict affected contexts to be more resilient and be more responsive. This helps to provide accessible, affordable and accountable health, nutrition and WASH services. GOAL also increases the resilience capacity of communities in fragile and conflict-affected contexts to care for their own health and wellbeing.

In 2021, GOAL supported more than nine million people with health, nutrition and WASH programmes in Ethiopia, Malawi, Niger, Sudan, South Sudan, Sierra Leone, Uganda, Zimbabwe, Honduras and Syria. GOAL's approach to ensuring people have resilient health broadly encompasses working with governments and Ministries of Health (MoH) to strengthen health systems. GOAL uses Social Behaviour Change (SBC), to address cultural and social (including gender) barriers that impede the ability of families and communities to care for their own wellbeing. GOAL also builds strong relationships between health service providers and communities.

COVID-19

The ongoing Covid-19 pandemic continued to be a focus of GOAL's work in 2021, including emergency Covid-19 response activities and vaccine roll-out. GOAL contributed to advocacy efforts in Ireland and globally to address the inequity in access to vaccines in our countries of operation,



including adding our voice to the **People's Vaccine Alliance Ireland**. In several countries, we also supported efforts to address vaccine hesitancy and misinformation. In **Malawi**, GOAL supported the MoH to counter misinformation and disinformation about the Covid-19 vaccine through information campaigns, social media campaigns, training for journalists about the science behind vaccines, and empowering communities to think critically about information they see on social media, reaching over 6.5 million people.

HEALTH RESILIENCE

GOAL is part of the USAID-funded Momentum Integrated Health Resilience (MIHR) global programme, which is currently operational in seven countries including **Niger, Sudan and South Sudan**. MIHR is an innovative five-year project (2020- 2025) designed to strengthen maternal, newborn and child health, reproductive health and family planning in fragile contexts. Analysing and building health resilience is a key innovation within this programme and GOAL is leading on approaches that build the resilience of health systems and the health resilience of communities. Shocks and stresses such as disease outbreaks, natural hazards (exacerbated by climate change) and conflict can severely disrupt health provision, (especially where health systems are already very weak), and the programme aims to significantly reduce these disruptions through mitigating the impacts on health outcomes, adaption and recovery of health services, including strengthening emergency preparedness and response planning.

HEALTH SYSTEMS STRENGTHENING

In **South Sudan**, GOAL continued health systems support with funding from the Health Pooled Fund (HPF). This includes training of healthcare workers, capacity-building of County Health Departments and ensuring delivery of medical supplies and equipment for 59 health facilities and two hospitals, reaching almost 730,000 people through outpatient consultations which included over 280,000 women and 270,000 children under the age of five. In addition, 5,000 women delivered their babies safely with the help of skilled birth attendants. Access to healthcare services was also facilitated for almost 5,000 people with disabilities. In **Sudan**, GOAL's EU-funded *HealthPro* project continued to work with



Delivery room in Sierra Leone

the MoH towards a sustainable model of health service delivery, whereby the management of health facilities is transitioned to the MoH, through contracting with the National Health Insurance Fund (NHIF) and linking with the national medical supply fund for medical supplies. Four of GOAL's 17 directly supported health clinics in North Darfur were handed over to be managed by NHIF as planned, and GOAL has been requested by the EU to scale-up the approach to new areas and expand the intervention in current areas. Key achievements included the construction and equipping of three locality Health Departments and three health facilities, and deployment of 21 additional health workers to the 10 health facilities. GOAL also supported NHIF awareness creation campaigns in the target localities helping 14,000 individuals subscribe to national health insurance.

In **Sierra Leone**, GOAL continued to implement the *Saving Lives II* project (funded by the UK government) where we build the capacity of the District Health Management Teams (DHMTs) to deliver quality maternal, newborn, and child health services across 318 Primary Health Units. Key achievements include mentorship which has improved the clinical skills of 65 health staff; improved management of blood banks, ensuring continuous life-saving blood supplies for infants and mothers; and ensuring that 100% of maternal deaths are investigated within 48 hours, and that remedial actions are taken and any clinical errors addressed. GOAL also continued to work with the National Secretariat for Reduction of Adolescent Pregnancy to deliver



Kingtom Faecal Sludge Treatment plant, GOAL Sierra Leone

quality adolescent sexual and reproductive health services that are adolescent-friendly. In 2021, 99% of adolescents aged 10 to 24 perceived that the services in GOAL supported facilities to be adolescent-friendly.

SOCIAL AND BEHAVIOURAL CHANGE

GOAL uses Social and Behaviour Change (SBC) approaches to engage communities in an interactive way to explore how behaviours impact on health and to overcome the barriers to adopting and sustaining positive behaviours. In **Sierra Leone**, GOAL used community dialogue sessions where adolescents and community members talk about factors that contribute to high rates of adolescent pregnancy and the barriers to accessing services.

In many communities in **Ethiopia**, men have control over household resources and over family health seeking decisions and nutrition practices. GOAL began engaging men through men's health groups to promote practice of positive health behaviours related to maternal and child health which has contributed greatly to increased participation of men in family health issues; men are accompanying their partner for antenatal care or bringing children for immunisation, supporting consumption of nutritious food in the family, as well as supporting community initiatives to improve access to health facilities such as creating road access in rural villages for ambulance access. There has also been an 18% increase in the number of women who deliver their babies at a health facility supported by a skilled birth attendant.

WASH

In **Zimbabwe**, the WASH team continued to support efforts to combat the spread of Covid-19 in four high-density suburbs of Harare. With funding from the African Development Bank through UNICEF, they installed 16 small solar-powered water systems and rehabilitated 52 borehole

handpumps which benefitted approximately 200,000 people living in overcrowded conditions. In addition to water access, the team also installed 80 public handwashing points with soap in busy areas such as markets and bus terminals.

In **Sierra Leone**, after several years of focused engagement by GOAL and Freetown City Council, the Kingtom faecal sludge treatment plant was commissioned with remote technical support from Water-Share Ireland. The plant became fully operational in October 2021 and by December was processing an average of six truckloads per day. With support from GOAL, a voucher-based payment system was also introduced to facilitate the sludge tipping fee collection system and has increased revenues by 400% which has been well received by the Council, who are now considering a similar approach for other revenue collection tasks. This is the first waste-treatment plant in Sierra Leone and will contribute greatly to the health of people living in Freetown and provide valuable learning for future treatment facilities in other cities.

In **Syria** GOAL has continued to provide daily drinking water to over 650,000 people by providing power and resources to run the pre-conflict water infrastructure (pumping stations pipe networks and reservoirs). For many years, GOAL has been supplying pumping stations with diesel fuel to power the generators (along with other supplies such as oil and chlorine) that enable the delivery of safe drinking water to both host and displaced communities. However, by Q4 of 2021 GOAL began exploring solutions to re-electrify the stations using power being extended from the Turkish power network to north west Syria. The use of grid power to operate the pumping stations will drive a more efficient use of resources and a more sustainable approach in this area.

facilities, providing curative care in conjunction with education/counselling. Community-based prevention of malnutrition was also addressed through nutrition sensitive care groups - a Social Behaviour Change initiative that works through peer support.

In **Uganda**, the ONCE nutrition programme was restarted after a suspension due to Covid-19 and a Randomised Control Trial (RCT) baseline was implemented. This is a joint research project with Tufts University, designed to test different approaches to preventing and treating acute malnutrition through changes in behaviour and practice. The study design and implementation were presented at the Research for Nutrition Conference in Paris in October.



Members of the GOAL Community Health Team in Sierra Leone

NUTRITION

In **Sudan**, GOAL continued to support the MoH with service delivery and to lead the Nutrition Technical Advisory Service (NTAS), supporting the scale-up of our flagship Social Behavioral Change (SBC) initiative - the Nutrition Impact and Positive Practice (NIPP) approach through partners. A learning paper was published on NIPP work in Sudan .

In **South Sudan**, GOAL supported management of Moderate Acute Malnutrition (MAM) in 14 health



Malual Nyok, volunteer vaccinator in Abyei province, South Sudan



Restoring accessible healthcare in Ethiopia.



GOAL's MAMI work has continued through a Randomised Control Trial (RCT) in collaboration with:

- London School of Hygiene & Tropical Medicine (LSHTM)
- Jimma University, Oromia Region, Ethiopia
- ENN (Emergency Nutrition Network) -Technical Publication

A quantitative evaluation was completed in 2021 and published in Nutrients Journal.

MAMI services continue to be provided across two refugee camps in Ethiopia and several findings were shared internationally.

The Ethiopia team noted discrepancies in the use of different medical grade, mid-upper-arm-circumference (MUAC) tapes that resulted in an investigation and technical note being published in Global Health: Science & Practice.

GOAL will build on this progress with technical counterparts and UN agencies in 2022 to seek standardisation of production and minimisation of measurement bias.



STRATEGIC GOAL

3

PEOPLE HAVE FOOD AND NUTRITION SECURITY

STRATEGIC GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY

GOAL works with government departments, private sector actors and communities to analyse food and market systems, identifying opportunities to improve food and nutrition security for people with the greatest need. The purpose of this work is to drive production and availability of nutrient-dense food for consumption. To achieve this, women need to have control over their own lives, including making decisions about household purchases and investment in assets.

GOAL uses Social Behaviour Change approaches to support improved feeding and care practices. In 2021, GOAL reached more than 1.7 million people with Food and Nutrition Security programmes across Ethiopia, Sudan, South Sudan, Uganda, Malawi, Zimbabwe, Niger, Syria and Honduras. In 2021, the repercussions of Covid-19 including national lockdowns continued to significantly impact people's livelihoods, food production, market systems, food access and food availability.

GOAL's work also focuses on developing food based market systems to improve conditions driving individual diet quality, thus small-scale producers are often a priority target group. Some communities (often in urban contexts) are reliant on markets or trading for food access, thus GOAL also engages in non-food based market systems to drive income generation linked to SBC programming to encourage appropriate dietary consumption (see Goal 4). The stakeholders GOAL commonly engage with include input suppliers, smallholder farmers,

traders, food processors, consumers, local and national governments and civil society.

SOCIAL BEHAVIOUR CHANGE (SBC)

SBC is a critical component of improving food and nutrition security. Within any system, changes in behaviour are needed to enable positive change. This might include appreciation, acceptance and support by men for their wives/ daughters to retain discretionary incomes; diversifying sources of income generation; forming a Village Saving and Loans Association (VSLA); use of climate-adapted agricultural practices; growing nutritionally improved (naturally biofortified) crops, or adopting improved post-harvest handling practices. In all cases, this will include improved consumption of an adequate diet, especially for high-risk individuals, such as children experiencing rapid growth and development, pregnant and lactating women and girls, and people living with chronic illness, all of whom have increased nutritional requirements. The type of SBC approach used will vary depending on who we're targeting, for how long and how many people we're attempting to reach. GOAL's innovative Nutrition Informed Positive Practice approach is often used to support food and nutrition security as it addresses multiple behavioural determinants and has a strong evidence base demonstrating positive impact. NIPP is currently implemented across five countries (Sudan, Uganda, Niger, Malawi, Zimbabwe); Nutrition sensitive care groups were included within South Sudan's approach.

In **Uganda**, a two-year nutrition-sensitive agriculture programme is tackling key determinants of multiple forms of malnutrition, working with local civil society organisations.

GOAL is using NIPP and Market Systems Development (MSD) approaches to effect change at the intersection of food and nutrition security. NIPP is used to improve household demand for a diverse and fortified nutrient diet, as well as to address other underlying behavioural drivers of malnutrition. Collaboration with the private sector has been facilitated to provide inputs, seeds, and training for fortified and nutrient dense foods

enabling an increase in access to those foods in local markets and at the household level. Ten months into the project, the participants reported a 25% increase in average household expenditure on food, 37% reported an increase in the purchase of nutrient-dense foods, 21 VSLA groups involving 627 NIPP graduates (34% male and 64% female) were formed and have saved over \$4,700.

In **Ethiopia**, GOAL is part of a consortium working on the *Resilience in Pastoral Areas* (RIPA) programme that aims to improve resilience to shocks through improved food security and inclusive economic growth within pastoral and agro-pastoral communities. GOAL leads on livestock and crop production and marketing, using the graduation approach, as well as working on financial inclusion and SBC communication for improved nutritional outcomes. Foundational assessments in livestock, crop and financial systems were completed. Businesses capacity strengthening is on-going with ten businesses in the crop and livestock sector, and in response to drought-like conditions, a commercial de-stocking activity was undertaken in 2021.

In 2021, formative research on barriers to people being able to adopt positive nutritional and hygiene behaviours informed the development of the RIPA SBC communication strategy which allows for messages to be delivered across multiple communication channels. Specifically, the RIPA programme is implementing the family health

approach, which is a combination of the care group approach, and men's groups and grandmother's groups. Information is provided to the groups on health, nutritional and hygiene practices over six months. In 2021, 207 MoH staff were trained in the approach and 70 family health groups were established that targeted households with children under two years. To ensure adolescents develop nutritional care skills early, sixteen school health and nutrition clubs were established which aim to create a sustainable system for student-to-student and student-to-parent education, enabling knowledge transfer on nutrition and hygiene related messages.

In **Niger**, a *Markets for Food and Nutrition Security* programme aims to address three interrelated systemic drivers of malnutrition: poor consumption of diverse and high-nutrient foods; poor health-seeking and nutrition behaviours, and limited decision-making power of women. This is done through: (1) Increasing the production, availability and access to nutrient-dense and climate-adapted crops and foods by strengthening linkages between input suppliers and farmers and improving production skills to increase availability of nutrient-rich foods and income generation; (2) Supporting the empowerment of women through increased decision-making power, increased financial literacy, access to income and assets, and change of social and gender norms at household level; and, (3) Increasing caregivers' knowledge and skills on nutritional care.



NIPP project in Niger



Improved yields, food security and health in Uganda.



Illeja Malam Abdou with his garden harvest.

STRATEGIC GOAL

4

PEOPLE HAVE SUSTAINABLE LIVELIHOODS

STRATEGIC GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS

In 2021, GOAL supported 211,852 vulnerable people, of which 56% were women, to build their livelihoods in Colombia, Ethiopia, Haiti, Honduras, Iraq, Malawi, Sierra Leone, South Sudan, Uganda, Turkey and Zimbabwe. GOAL uses a market systems approach, working with a range of stakeholders (communities, civil society, businesses and governments) to enable systems to better deliver goods, services and economic opportunities for people who are poor, excluded and vulnerable. This means enabling people to develop skills in demand in local labour markets and required by small businesses, as well as increasing access to financial services, and enabling businesses to grow and become more resilient to (economic) shocks and stresses.

Community Conversations is a behaviour change approach that uses inclusive conversations to build social cohesion and guide the community to new perspectives on, for example: The roles and value of men, women and adolescents within society; decision-making at household level; resource allocation/use; the division of labour; and acceptance of women working outside the household. Community Conversations address various social and gender norms in three countries. In Iraq, GOAL reached 1,912 individuals with discussion topics including girls' right to education, early marriage, and domestic violence, while focusing on strengthening social cohesion to

reduce conflict on sharing community resources. In Niger, Community Conversations were used to address household financial decision-making to increase dietary nutritional diversity, and in Uganda to enable the inclusion of youth for increased employment opportunities. An online training of trainers for Community Conversations took place in April 2021 for all three countries, alongside the development of a Community Conversations guide, with the training then cascaded down to community facilitators.

FINANCIAL SERVICES

Financial inclusion is vital to help people escape poverty by facilitating investments in their health, education, and businesses. It can also make it easier for people to manage financial emergencies, such as a job loss or crop failure, that can otherwise push families further into poverty. GOAL supported access to informal financial services through Savings and Loans groups in Ethiopia, Malawi, Sierra Leone, South Sudan and Zimbabwe. Ten VSLA groups (320 people) in Sierra Leone were formed following community dialogues conducted within GOAL's health programming. The VSLAs were formed in response to issues raised, including difficulty in accessing financial services. GOAL provided support through provision of training, supplies (metal boxes for storing savings and stationery for documentation) and follow-up support as needed. The groups are now utilising savings to undertake

agriculture work, and GOAL is linking members to formal financial service providers (through community banking agents) and linking groups with local Ministry of Agriculture representatives. VSLAs assisted their members with 28 health emergencies, providing funds for urgent treatment such as pregnancy complications and severe child illness. Key findings from an internal evaluation showed that the groups fostered cohesion, and enabled investment into agricultural and livelihoods' activities.

WORKING WITH MICRO, SMALL AND MEDIUM ENTERPRISES (MSMES)

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

Young Africa Works in Uganda, a five-year grant funded by the Mastercard Foundation, commenced in 2020 and plans to enable rural young people to access dignified and fulfilling work. In 2021, the programme has reached almost 12,000 youth (7,482 female, 4,161 male, 580 refugees, and 52 people with disabilities). GOAL partners with 11 private sector actors to enable youth to access, for example, agricultural inputs, technical support and financial services, and three youth CSOs were established to amplify the youth 'voice'. GOAL has focused on mobilisation, and training, recruitment and training of agents, bulking and aggregation of produce, sale of produce by youth, and the subsequent earning of commission from the sales. Agricultural seasonal fairs provided a learning and networking platform for programme stakeholders and young people to gain first-hand experience of the product and service offering by the private sector actors and to extend the reach of their services to young people.

In Honduras, GOAL continued to support small businesses (such as local grocery stores, workshops, tortilla vendors, and other small retailers), with an emphasis on women-led and youth-led businesses, through in-kind assistance to recover lost assets and provision of working capital to replenish their inventory. Within the Blue Economy programme, GOAL continued to focus on the multiple environmental and economic challenges and opportunities that the oceans present, including: Improving livelihoods and increasing income; strengthening food security;

protection and conservation of biodiversity and ecosystems; and promoting inclusion, good governance, climate adaptation and resilience. A database was created to monitor blue carbon stocks in mangrove forests. The programme has supported good governance of resources by the communities, in conjunction with government institutions. In addition, GOAL has supported divers with disabilities, raising awareness among consumers on the impact of lobster diving on the wellbeing of fishermen.

In Iraq, GOAL implemented the graduation approach, focused on three pillars: Emergency food security support; livelihoods; and social empowerment. The programme provided continuous mentoring for the project participants which helped place them on the right path to self-reliance, and building the necessary skills to meet market demands. Participants were selected using criteria including monthly income, female-headed household, capacity to engage in an economic activity, lack of productive assets, and presence of a household member with a disability and/or a child suffering from malnutrition. GOAL linked selected households with service providers and private sector employers and supported the start-up and scale-up of small enterprise projects, providing follow-up coaching and mentoring.



Zabeirou's biofortified fields with Zai holes in Gueza Dan Alkali village, Niger.



Meselech with her growing co-op business



STRATEGIC GOAL 5

FOSTERING GLOBAL CITIZENSHIP

STRATEGIC GOAL 5 FOSTERING GLOBAL CITIZENSHIP

Through its Global Citizenship programmes GOAL engages young people, targeted educators, 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 2021, the team showed agility in the midst of continued Covid-19 restrictions, with the following highlights.

GOAL GLOBAL YOUTH PROGRAMME & NETWORK

GOAL's second global youth programme came together again in 2021 for virtual learning and collaboration, connecting a group of 30 young people from across Ireland and GOAL programme countries, including Zimbabwe, Malawi, Uganda, Ethiopia and Honduras. Through a series of online seminars and small group sessions over the course of four months, participants were facilitated to strengthen key global citizenship skills, values and knowledge as they explored the interconnection between global food systems and climate change, and in the process co-created the *#Connected 2: Climate and Food Systems* photo essay exhibition and resource. This annually growing network of skilled and informed youth multipliers is at the heart of GOAL's public engagement programme, with GOAL providing opportunities to facilitate outreach events with peers and being multipliers in campaigns. In 2021, this group of engaged GOAL

advocates ran 10 outreach events engaging with their peers through the *Global Citizens Journey* resource, including the Irish Girl Guides, Worldwide Global Schools, University College Cork (UCC) and Royal College of Surgeons Ireland (RCSI).

PUBLIC ENGAGEMENT

With the majority of public events postponed during 2021, efforts were increased to engage the public and GOAL supporters through GOAL and GOAL NextGen social media channels. In July 2021, GOAL launched its inaugural flagship public engagement campaign, *#Connected2* which focuses on connecting young people in Ireland with the communities GOAL works with and the global issues affecting them. The *#Connected2* campaign received significant regional media coverage, doubled GOAL NextGen's average monthly digital engagements and increased followership by one third, reaching 90,000 people in total. It also publicly positioned GOAL's voice in the climate and food systems narrative, particularly ahead of the UN Food Systems Summit and COP26 as well as built and strengthened relationships with key stakeholders and influencers.

GLOBAL CITIZENSHIP EDUCATION

The *Global Citizenship Education* (GCE) programme continued to provide curriculum-linked resources, suitable for both distant and classroom learning, in both Irish and English languages to offer creative and participative global citizenship methodologies.

GOAL reached over 1,000 primary school pupils across 14 counties through 63 online workshops with GOAL *Changemakers* and the new curriculum-linked resource *Water Wishes*, which was co-created with GOAL Honduras and the Marine Institute with input from GOAL's Teacher Advisory Group and the global youth programme participants. Teachers across Ireland were supported through webinars and GOAL's cooperation with student-teachers in colleges ensured practice-oriented drama-based GCE methodologies continued to be part of teacher education. The team also engaged 267 student-teachers and 51 teachers with GCE workshops through our initial teacher education partnerships with Marino Institute of Education and Froebel College of Education in Dublin and Mary Immaculate College in Cork.

INFLUENCING

GOAL's evidence-based briefing papers addressed GOAL's concerns on: (1) The Climate Crisis and its disproportionate effect on the world's most vulnerable communities and the need for urgent policy change and critical global financial commitments ahead of COP 26; and (2) Global food systems and their link to global food and nutrition security ahead of the UN Food Systems Summit. GOAL engaged with the Irish Government, as they took up their seat on the United Nations Security Council, on the world's two largest refugee crises to date, Syria and Colombia, based on evidence rooted in GOAL's response outlined in our two Discussion Papers. GOAL's CEO and Deputy CEO

have been actively engaged with the UN Security Council Stakeholders Advisory Group and key representatives from field programmes have been called upon for input. Through GOAL's engagement in the Dochas Policy working group, Irish TDs and MEPs were briefed on relevant overseas development and humanitarian issues, and GOAL briefed the Joint Committee on Foreign Affairs and Defence on Syria and on gender. GOAL's global youth network added their own letter to GOAL's submission to the Irish Government's Climate Action Plan 2021 Call for Expert Evidence, outlining their experiences of, and hopes for, climate action.

COLLABORATION AND PARTNERSHIPS

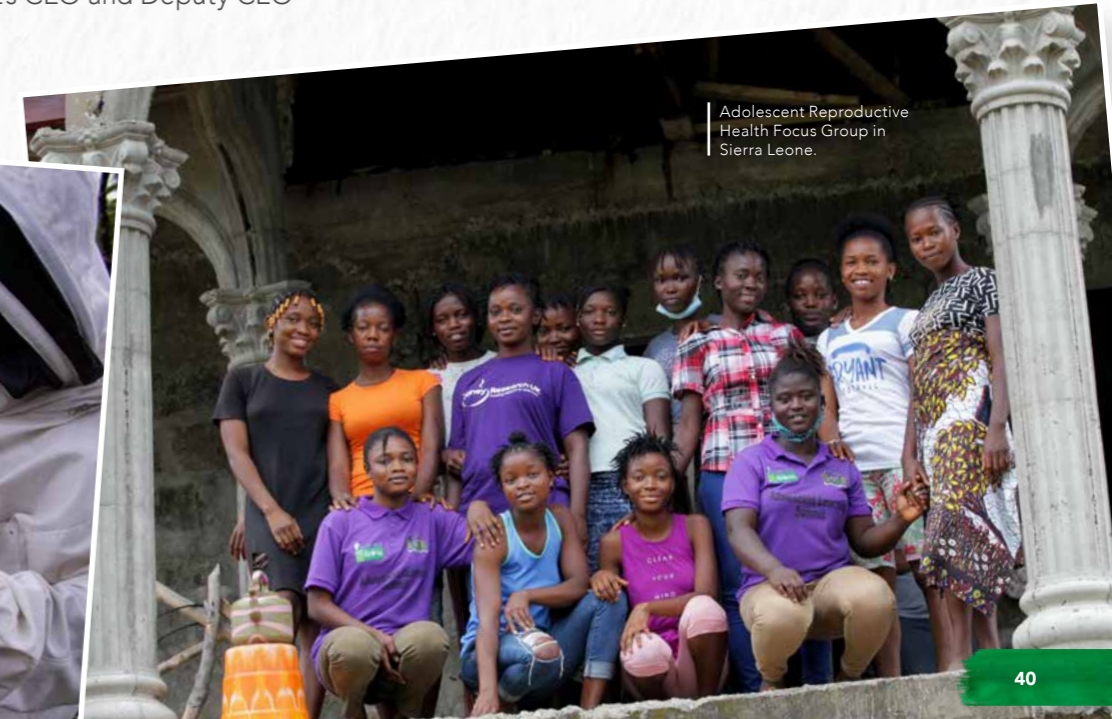
In 2021, GOAL continued to build on established, successful partnerships to deliver global citizenship programmes and contribute to good sector practice. GOAL collaborated with over 15 peer agencies, networks, institutions, influencers and social enterprises, including Flossie and the Beach Cleaners, Fridays For Future, Food Cloud Ireland, Mar Alliance, the Marine Institute, An Gaisce, Irish Girl Guides, UCC, RCSI, and Worldwide Global Schools. GOAL was represented in sector working and advisory groups including the IDEA Code of Good Practice, co-chairing the IDEA Quality and Impact Working Group, Irish Coalition 2030, the Dochas Worldview research project, Policy Working Group Public Engagement Working Group (Co-Chair) and Stop Climate Chaos.



Chicken farm small business in Zimbabwe.



Beekeeping in Honduras



Adolescent Reproductive Health Focus Group in Sierra Leone.



STRATEGIC GOAL

6

STRENGTHENING GOAL'S
ORGANISATIONAL FRAMEWORK

STRATEGIC GOAL 6 STRENGTHENING GOAL'S ORGANISATIONAL FRAMEWORK

PEOPLE AND ORGANISATIONAL DEVELOPMENT

GOAL understands that our people are our greatest asset and critical to achieving our mission. In 2021, GOAL's people and organisational development function prioritised a number of people-centred initiatives focused on engaging, retaining and developing our staff in Ireland and around the world. This included employee engagement, talent management and attraction and training and development.

In a rapidly shifting environment where hybrid and remote working has now become normalised and commonplace, ensuring our staff are connected to their colleagues, understand their contribution to the organisation, and have the opportunity to work flexibly was of critical importance to delivering successfully across the entire organisation. Key outcomes and achievements in 2021 included:

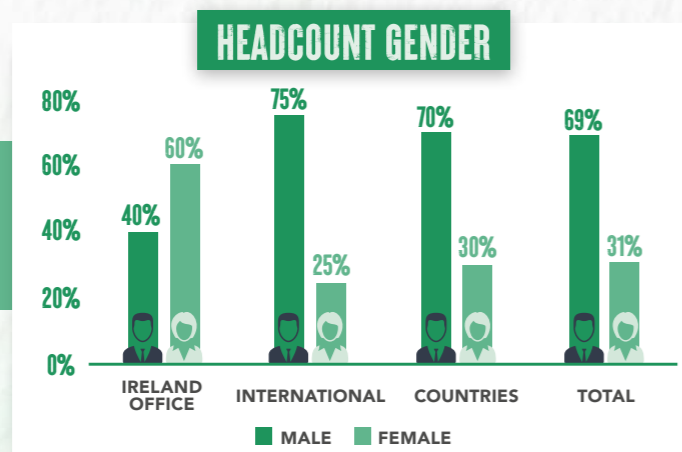
- Extensive training and development across management level staff to enhance performance in-post, build management capacity, and grow leadership capabilities. This included a bespoke management training and development programme, "All for One," which was developed and rolled out for key middle management.
- Development of a new performance achievement framework as the first step of a revised GOAL performance system. This involved comprehensive engagement and

consultation with internal stakeholders and external experts to ensure a bespoke, values driven approach that was tailored for the organisation's needs.

- Establishment of a new Talent Acquisition and Development Team to enhance GOAL's ability to attract strong talent and deliver on successful recruitment. The team is leveraging the power of social media in driving recruitment and has adopted new approaches to the application processes for management and technical talent roles.
- Development and roll-out of GOAL's wellbeing framework to ensure staff health and wellbeing is a key feature of the GOAL employee experience. In addition, Covid-19 specific supports were made available to all country offices advocating for the uptake of vaccines where possible. Supporting material was made available in Arabic, French and Turkish for use in country programmes and were promoted through the 'Wellbeing@ GOAL' bulletin.

GOAL continued to focus on supporting and developing its people in 2021 through a broad range of initiatives across our country programmes and at HQ. GOAL also continued to strive for balance across the gender profile at all levels across the organisation, which is illustrated in the diagram below.

These 'people' related developments aim to achieve our long-term strategic objectives which include attracting the best talent to GOAL and



retaining that talent; developing our people to become leaders of the future and building an organisational culture where diversity thrives.

ENSURING PROCESS AGILITY AND HARNESSING TECHNOLOGY IN OUR WORK

Aiming to modernise and integrate our core solutions, in addition to keeping our environments safe and secure in 2021, saw the continuation of the digital transformation across the organisation and our global teams. We are constantly striving to optimise and integrate our core solutions as well as keeping our environments safe and secure to ensure our staff are well equipped to deliver on our mission.

Underpinned by a stable and secure IT (Information Technology) infrastructure, we improved our monitoring, visibility, and protection to minimise the risk of data loss and leakage. Through staff training we raised awareness of the importance of digital security, data privacy and cyber hygiene.

Utilizing our change management approach, we continued to promote a technology culture to increase staff adoption and the use of systems in general. Multiple applications have been rolled out globally, one of which is a central tool for the optimization of procurement processes. Since its launch, thousands of actions have been tracked and fulfilled, leading to major savings and efficiency gains.

Through our digital skills team we continued to deliver training and content that is relevant to our users and staff for the safe and efficient use of our technology. We furthered our engagement with external partners and peer networks to ensure that we are aware of the latest cybersecurity threats and stay on top of trends inside and outside of the sector.

2021 highlights include;

- Completion of the Centre for Internet Security self-assessment and benchmarking with NetHope peer agencies which resulted in the development of a cyber-awareness training that was delivered to all HQ staff and will be rolled out globally in 2022.
- Piloting the use of a mobile device management system, improving the security and efficient management of GOAL devices through centralised management and distribution of IT policies.

- The first GOAL global connectivity assessment has been completed. Detailed technical analysis was undertaken for our 69 global sites to gather information about the capacity at hand. Action plans have been developed with countries to improve connectivity in locations with low scores.
- A thorough, best practice, three stage Enterprise Resource Planning (ERP) system selection process was started, led by a combined IT/Finance working group.
- Second annual Dell/Voxify IT user confidence survey was completed, assessing our global teams' confidence and satisfaction in core business tools.
- Two presentations at the Global NetHope Summit 2021 were hosted by GOAL staff.

In addition to the above, GOAL has nurtured and developed a highly skilled and motivated IT team at country level and across the organisation to continue to meet the changing demands and opportunities that present. We look forward to continuing to innovate and secure the IT services of the GOAL mission.

SAFEGUARDING

GOAL believes that any person that we work or engage with, including our staff, regardless of age, gender, disability, sexual preference or country of origin has the right to be protected from all forms of harm, physical or emotional abuse and neglect, as well as sexual exploitation and abuse. GOAL's three-year strategy highlights the appropriate measures to be taken in order to integrate safeguarding throughout our systems and programmatic area.

INTEGRATING SAFEGUARDING IN THE SUPPLY CHAIN

Integrating our safeguarding principles and practices across business units is a core aim of our Safeguarding function. In 2021, GOAL focused on embedding safeguarding throughout our supply chain, ensuring that our principles and expected behaviours are made explicit in our procedures, and further empowering suppliers and contractors to strengthen their internal processes.

The first step was to develop a supplier Code of Conduct (referred to in this section as the Code). The Code describes: GOAL's minimum expectations of a supplier in areas including integrity, ethics and conduct; conflict of interest, fraud prevention and management; safeguarding; labour and human

SAFEGUARDING

Safeguarding can be seen as the umbrella term for preventing all forms of harm and abuse to children and vulnerable adults



GOAL is committed to safeguarding and will ensure our staff, operations and programs do no harm

rights; health and safety; and environmental management. The Code accompanies any new procurement contract and contract terms and conditions, which are signed by the supplier. A global online launch session was held with staff to share the Code and provide an opportunity to learn more about what it means for GOAL. The Code was translated into GOAL's working languages and country offices were asked to contextualise the Code to ensure it aligns with their local law and regulations. Piloting this approach in Sierra Leone, we learned that in addition to having supplier management sign the Code, we needed to sensitise staff in contracting organisations to the principles and promises of the Code. Briefings were provided to suppliers (specifically those working in direct contact with project participants) in the presence of community members, highlighting the expected behaviours required. Flyers summarising our behaviour protocols in our own Code of Conduct and Child and Adult Safeguarding Policy were designed and translated in the local language and widely disseminated.

The next step involved reviewing our warehouse manual. Since most of our warehouses are situated in communities, in both rural or urban settings, members of the community with whom we work will inevitably interact with warehouse staff, transporters and casual labourers associated with GOAL. Furthermore, warehouses are often predominantly male environments and we aim to ensure that such environments are not intimidating for women. GOAL's warehouse manual now outlines potential safeguarding risks, reiterating behaviours required to ensure that all staff, colleagues and programme participants are dealt with respectfully, regardless of gender. Concrete actions have been included in the manual, setting out behavioural expectations when inspecting and/or setting up potential warehouse premises. Issues such as gender balance in bathroom facilities, lighting, security, warehouse layout must all be considered to ensure we are creating a safe and dignified environment for all. Safeguarding briefings are now provided for all warehouse staff, casual labour, GOAL staff, and contracted truck drivers, raising awareness also of GOAL's reporting mechanisms. Our Code of Conduct is now prominently displayed across our warehouse environments, and our field logistics Departments consult regularly with their Safeguarding Focal Point to see if any other locally relevant measures need to be applied.

We also looked at our Fleet Manual and Drivers Handbook to incorporate components of safeguarding, for both GOAL operated vehicles and subcontractors (taxi, light vehicle and truck rental contracts). Our aim is to ensure that our subcontractors uphold the same safeguarding principles and through our screening process we

seek to understand their values and attitudes; ensuring that safeguarding clauses have been included in new contracts and that briefings or training are provided on GOAL's safeguarding principles.

Training for all drivers (including those on temporary contracts) has been introduced, to ensure and provide an understanding of what could be considered inappropriate behaviour and how to report these. It is profoundly important that all GOAL staff feel comfortable to speak up and either challenge colleagues on their behaviours or report incidents through the proper reporting channels. Anonymised reporting channels have been created for the very purpose of limiting the fear to report.

SUPPORT, FUNDING AND PARTNERSHIPS

INSTITUTIONAL FUNDING

It is the support of our partners, donors and collaborators that make GOAL's work possible. In 2021, GOAL raised over €172.6m to implement its organisational strategy and support 18 million people in 14 countries.

GOAL's achievements throughout 2021 wouldn't have been possible without the support of our institutional donors who awarded GOAL over €161.8m in funding.

GOAL's institutional funding increased by 16.6% between 2020 and 2021. GOAL's largest institutional donors in 2021 include the US Government, which provided €91m (56%), the European Union, which provided €18.8m (11.6%), United Nations Agencies, which provided €11.8m (7%) and the Irish Government provided €11.2m (7%). GOAL is grateful for the support of all its institutional donors whose critical funding and collaborative support has enabled us to adapt and respond to the changing context and scale the impact of our work. We hope to further develop our partnerships and relationships over the coming year to ensure that together we strengthen our shared impact and reach.

PUBLIC AND CORPORATE FUNDRAISING

The challenging context of 2020 continued throughout 2021, with disruption across much of the Public Fundraising programme due to the direct and indirect impacts of Covid-19. Despite these challenges, the public and GOAL supporters continued to exhibit unwavering generosity and support for GOAL's humanitarian work around the world through their engagement, volunteering,

donating, fundraising and promotion of the many GOAL fundraising events and campaigns that ran in 2021.

The agility and responsiveness demonstrated by GOAL's Fundraising Team during the pandemic was a key driver of success in raising funds from a range of income streams and audiences. Focus on strengthening our relationships with existing supporters and reaching out to new donors paid dividends, with tens of thousands of individuals across Ireland choosing to support GOAL in a myriad of ways.

FUNDRAISING EVENTS

GOAL Jersey Day was a notable success, raising over €112,000 which represented the largest amount raised in a number of years. This result was supported by the new partnership with Folens, the education company, who helped to activate schools all around Ireland to take part in the event.

Another of GOAL's flagship events, the GOAL Mile, also saw major success with the support of a key partner in AIB, raising €158,000. AIB and GOAL have agreed a three-year partnership focused on sponsorship of the GOAL Mile along with a range of other partnership initiatives.

While the 2021 GOAL Ball did not take place due to health restrictions, GOAL's wonderful corporate partners and supporters stepped up to ensure the funding gap was minimised through a mixture of donations, support for an online auction and other types of sponsorship.

CORPORATE PARTNERSHIPS

As the corporate environmental, social and governance (ESG) agenda continues to play an ever increasing role in business strategy, GOAL's Corporate Partnerships programme maintained its trend of growth in 2021. New partners joined GOAL's existing cohort of companies who choose to support GOAL's work in a range of ways.

Throughout the year, GOAL was able to leverage these strong relationships to utilise the skills, knowledge and expertise of our private sector partners to solve complex challenges in our field operations. Case studies of two of GOAL's most important partnerships are included below.

INDIVIDUAL AND DIGITAL GIVING

GOAL's support from the Irish public has continued to be truly inspiring. Around Ireland and further

abroad, thousands of individuals choose GOAL as their humanitarian charity of choice, based on our long history of effective emergency response around the world.

In 2021, our Individual Giving programme continued to see strong growth, with a significant increase in the number of new supporters donating to GOAL, and a major acceleration in the proportion of supporters now choosing to give online. Digital communications continued to be a focus area for the fundraising function, with a scale up of communications via email, social media and other digital platforms.

TRUSTS AND FOUNDATIONS

The support of so many Trusts and Foundations is critical to GOAL's work and ability to fund critically needed programmes globally. In 2021, we continued to partner with a wide range of Foundations who chose GOAL as the right agency to deliver on their aims. This included the Almaro Foundation's support for the ChildSpace programme in Addis Abba, Ethiopia, a transformative initiative that supports street living children to develop their skills and capacities to better their health, develop income generating skills and act as a safe place for those facing danger and risk on the streets.

Dropbox Foundation continued to support GOAL's humanitarian responses, ensuring funding was available quickly for a number of crises that required rapid deployment and response. Electric Aid and Bank of Ireland Staff Funds also maintained their long and generous support of GOAL's work around the world, providing funding for a broad range of practical and effective interventions that help to target the causes of ill-health, hunger and poverty.

Despite an increasingly challenging environment and marketplace, GOAL's unique and trusted brand, along with its hugely generous supporters, continues to resonate with so many across Ireland and beyond. GOAL is hugely appreciative of this support, without which it would simply not be able to operate its humanitarian programming.

GOAL AMBASSADORS AND PATRONS

In 1977, when sports journalist John O'Shea felt he had no choice but to mobilise those around him to help those in need, he began with those he knew best; the sporting community. Ever since, GOAL has acted as the conduit for humanitarian action and response by and from the Irish sporting world.

The long tradition of sporting heroes stepping up to become 'GOAL Ambassadors' has continued and grown, with well-known representatives from a range of disciplines, athletics, GAA, soccer, rugby, hockey and boxing choosing to support and amplify GOAL's work.

In 2021, GOAL continued to grow and deepen its Ambassador programme, with many public and 'behind the scenes' activities taking place, further aligning GOAL's identity and brand with values shared throughout sport, such as courage, passion, leadership and partnership.

As part of GOAL's new partnership with Ireland's most successful football team Shamrock Rovers, Club Captain Ronan Finn joined the ranks as a GOAL Ambassador. Speaking about his new role, Ronan said *"I'm proud to call myself a real GOALie by becoming an official ambassador for GOAL and doing all I can to raise awareness about the critical need for humanitarian aid across the world"*.

Other initiatives supported by GOAL Ambassadors in 2021 included: Roisin Upton, Irish international hockey player and Olympian, stepped up and helped to launch GOAL Jersey Day in October. As one of Ireland's leading sports people, Roisin's profile and charismatic personality, combined with her professional 'day job' as a teacher, helped to extend Jersey Day to many new schools around the

country. Roisin travelled with GOAL to Malawi in 2019 and this experience has made her passionate about helping vulnerable communities around the world.

Eamonn Coughlan, one of Ireland's greatest ever athletes, and long term supporter of GOAL, continued his hugely generous commitment to the organisation as spokesperson in 2021. Of note was Eamonn's involvement in the 2021 GOAL Mile.

GOAL is deeply appreciative of the support of all of our Ambassadors, and the wider sporting community in Ireland.



Roisin Upton



GOAL's Eamon Sharkey and Ronan Finn, captain of Shamrock Rovers.



GOAL Mile Irishtown



SPOTLIGHT

ANNE O'LEARY, FORMER BOARD CHAIR AND GOAL HUMANITARIAN LEADERSHIP AWARD RECIPIENT

Following six years of passionate dedication, Anne O'Leary stood down as Chairperson of GOAL in 2021, leaving behind an enormous and meaningful legacy. Anne's leadership at GOAL was characterised by her clarity of purpose and focus, her tireless and courageous dedication to GOAL's life-saving mission, and her compassion for all those vulnerable communities facing exclusion due to poverty and humanitarian crises.

A Cork native, Anne's contribution to Ireland goes well beyond her impact at GOAL. Anne was appointed CEO of Vodafone Ireland in February 2013, having spent five years as Enterprise Director. She joined Vodafone from BT Ireland where she was Managing Director for six years and was previously Regional Director with ESAT Telecom.

Anne is a renowned champion for equality, diversity and inclusion in global workplaces and, in this capacity, she spearheaded Vodafone, securing a position as one of Ireland's top ten Great Places to Work. Anne has an unrivalled reputation as a mentor for emerging leaders across a wide range of business sectors. She has served as President of Dublin Chamber and continues to champion transparency, integrity and excellence in Irish business life.

GOAL was deeply honoured to acknowledge Anne O'Leary with a Humanitarian Leadership Award. A special sculpture, titled 'Celtic Fire' by its creators, has been made from 5000-year-old Irish Bog Oak, and was presented to Anne in recognition of her contribution to GOAL's mission. The sculpture represents the tenacity, strength, and spirit present in its recipient, and is an appropriate symbol of her passionate leadership at GOAL. Everyone at GOAL would like to thank Anne for her extraordinary contributions to GOAL and for helping to create a better world.

Anne says it has been one of the greatest privileges of her career to serve as Chair of GOAL over the past six years: "I am incredibly proud of

this organisation and all its accomplishments since its foundation in 1977. GOAL has transformed the lives of countless millions over the last 45 years. This has been a deeply rewarding experience and I am grateful for the opportunity to spotlight some of the greatest humanitarian crises in our world. I am particularly proud of GOAL's work targeting the most vulnerable, especially women and children. Addressing issues of equality and inclusion are fundamental to every business and organisation, and I want to acknowledge the courage of the 3,300 GOAL staff and partners right around the globe, many who work in very fragile contexts every day."

Anne is very grateful for the support of her GOAL Board colleagues during her six-year tenure as Chair and wishes new Chair, Barry O'Connell, the best of luck:

"It was an honour to serve with the GOAL Board to nurture a mission that we are all so passionate about. The Board works tirelessly to steward the organisation's growth and instil the highest standards of accountability. Barry's understanding of how to support change, growth, and transformation in global organisations will create new opportunities for GOAL in a world that is increasingly complex and challenging. His in-depth experience and proven track-record delivering business outcomes, while ensuring long-term sustainability by building organisational capability from talent development to infrastructure and digitalisation, will be an excellent fit for GOAL's global operations."



Anne O'Leary



CORPORATE PARTNERSHIP SPOTLIGHT

GOAL AND AIB



For the first time in its 40-year history, the GOAL Mile welcomed onboard a title sponsor in the form of AIB. This exciting three-year partnership will ensure the GOAL Mile has a bigger impact than ever before by leveraging AIB's grassroots community network across Ireland to participation and increase funds raised from the event to support GOAL's work globally.

The partnership had an immediate impact on the success of the event, with the 2021 event seeing a rise in fundraising income and reaching €158k, a new event record.

AIB Chief Executive, Colin Hunt, said: "The GOAL Mile is a renowned and long-standing event that helps transform the lives of the world's most vulnerable people. We know that the GOAL Mile is already at the heart of many of the communities we serve, and we look forward to taking part in this unique event with our staff and customers. At AIB, we are committed to building a sustainable tomorrow by backing those who are building it today, and by supporting GOAL we are reaching those communities that are already suffering deeply from the impact of crises, poverty and climate change."

Beyond the flagship sponsorship of the GOAL Mile, GOAL was named as one of two strategic charity partners for AIB, underlining the commitment on both sides to build a multi-faceted partnership that supports the mission and objectives of both organisations. Key to this partnership will be a focus on creating opportunities for AIB staff to learn and engage with GOAL's work in different ways, including participation in events, workshops, volunteering and even travelling to see GOAL programmes in person.

As we move into year two of our partnership, a key focus has been placed on creating a shared vision for the GOAL Mile. By building on the strong foundations developed over the last year and focusing on our shared values, our teams are working closely together to ensure this partnership continues to develop into the future.



GOAL Mile 2021



GOAL Mile 2021



Colin Hunt (AIB) and Siobhán Walsh (GOAL)



VOLUNTEER SPOTLIGHT

**SHEILA COADY,
ST LEO'S COLLEGE: JERSEY DAY**

"We first got involved with GOAL around 1987, and we have since participated in Jersey Day since it was established 30 years ago. It was the daughter of Eddie Keher, the famous Kilkenny Hurler and long-time champion of GOAL, who first approached the school about organising a fundraiser for GOAL.

Deirdre Keher and her friend Emma Dwyer (who is now our Deputy Principal) approached the school about organising a non-uniform day to support GOAL. At the time we saw the work and commitment of GOAL in terms of emergency relief and the commitment to being cost-effective with funds and it resonated with us. That cost-effective model is still something we see and admire with GOAL today.

There's a clear path you can follow for where the funds raised are going. This year's Jersey Day (2021) was for Haiti and everyone who took part understands where the money raised was going. An event like this unites communities because it's such a fun event and children, teenagers and adults can all enjoy it.

The sporting aspect of GOAL, and Jersey Day in particular also really drew us in because as a school you have that great commitment to sport, and sport is something universal that surpasses those global boundaries and helps us see each other as one global community.

Even within the school community

we're a quite diverse group. We're also a very diverse, multicultural society in Ireland and sport gives us all that link that can be celebrated. You know children that may have families originally from Syria, or Nigeria, or from anywhere really, they come in and they get to wear their national colours. That aspect of Jersey Day is great because there's pride in wearing your jersey, in donning your colours for the day.

And for staff, they get the opportunity to unite with the entire student body, and parents as well, in wearing their favourite jersey. We get to break down a few barriers that are usually in place and just connect as people, taking pride in where we're from and who we support.

In a school context it's a very practical, fun fundraising event to organise. If you choose to support GOAL through something like this, you'll be supported by GOAL hugely, in terms of preparation for Jersey Day. You can go as small or as big as you wish, and that's really important. You can start small. Whether you're a school full of young people or a small business, you could have 10 colleagues, 100 colleagues or a thousand pupils. But however big or small you go you'll be supported.

From an educators' point of view, Jersey Day is the ideal opportunity for student leadership. Young people are committed to equality and justice, young people are idealistic, young people are engaged. Our experience as a school community here at St Leos

college is that young people can engage in the democratic process through taking on organising an event such as this and playing a part in a student-led GOAL Committee. They're learning how to form a structured committee. Voting takes place for the Chairperson, secretary, treasurer, PRO and multiple other roles including assistants and members. It empowers young people to engage in global issues and they empower each other to take action, to be advocates and to campaign, and also fundraise.

Jersey Day is about embracing that passion to make a difference. It is about being those gamechangers and changemakers within the global community and this is where we have the opportunity to inspire young people. GOAL staff who come and give talks and deliver workshops really do have such an impact in terms of inspiring

that capacity and idealism in young people to bring about change.

We're consistently made aware of how important that unrestricted income is when it comes to responding to emergencies and the students as they finish their time on the GOAL committee would often look back at the different emergencies they've helped directly as fundraisers for GOAL, you know with Haiti, or Syria over the years, and now in 2022 with Ukraine. They know GOAL's ability to be doing what's needed in those situations is thanks to that unrestricted income they help to raise. They're aware of the important role they play as GOALies. You know whether you are on the ground or you are working at home here in Ireland, you are contributing and you are making a difference."



St Leos Primary School, Carlow.



VOLUNTEER SPOTLIGHT

**CELINE MCNAMEE:
ALLENWOOD GOAL MILE**

"MY MOTHER PASSED away three years ago next year. A few months afterwards – when the winter evenings set in – I was feeling very sorry for myself then I said, 'Celine, come on, I've a good job, I'm healthy, I've a lot more than most people', and it just gave me a wakeup call.

There are people so much worse off than I am and I should be looking at helping them instead of feeling sorry for myself. So that's what I did.

Of course, the GOAL Mile is about raising money to help people but there's also a great sense of community from it. I live in a small village, and we don't have too many things that bring the whole community together.

It was a huge success the first year. I didn't sleep the night before. I was so nervous that nobody would turn up. We went down Stephen's Day morning to Allenwood Cross and I could not believe the turnout.

All these families, kids on the bikes, people who'd never line out for a race or anything like that, but this is for everyone. I even said to my father who's 81, 'You don't have to go the whole way', but sure he got in and got chatting to people he wouldn't normally



| Celine McNamee

see, and he could have walked 10 miles that day.

It was very simple, we had refreshments after, a big pot of soup, nothing fancy, and everybody just chatted. It was brilliant. We raised about €3,000 the first year. And that was it, I was hooked. This is Christmas for me from now on.

The amount of people who came to me afterwards and said, 'Only for that, I'd have been sitting at home on my own for Christmas.'

It's lovely to have a new family tradition, I think of mammy, she's the reason I'm doing it and I'm honoured to be part of it. It's such a simple idea to bring our little community together and raise a few bob for GOAL. People love that."



CORPORATE PARTNERSHIP SPOTLIGHT

GOAL AND KINGSPAN



GOAL strives to build strong, impactful partnerships with conscientious corporate actors seeking to advance humanitarian and development work. One such partnership from 2021 is our new five-year collaboration with the Cavan-headquartered, Kingspan Group. Kingspan is a global leader in advanced insulation and building solutions operational in 70 countries across the world, employing 13,500 staff, and offering a host of product and expertise relevant to our work. Moreover, Kingspan is committed to delivering an ambitious sustainability agenda throughout its activities. This approach squarely aligns with GOAL's commitment to embed sustainability as a fundamental cross-cutting theme throughout our programming.

This exciting new collaboration will see a combination of Kingspan funds, expertise, and donations-in-kind (in the form of Kingspan product) provided to assist with a number of significant projects, with the aim of improving the lives of some of the most vulnerable communities where GOAL works.

This work has already begun, with Kingspan supporting GOAL's transformative work in healthcare in Honduras. The main hospital in Puerto Cortes, a city of 70,000 people along Honduras' northern Caribbean coast, was severely impacted by hurricanes Eta and Iota, which struck Honduras within a week of each other in November. Kingspan's support sees a state-of-the-art, 24-bed ward for general care in the hospital being constructed over the next 18 months.

The new wing will provide the hospital with increased capacity to provide critical care for patients in a community that has been greatly affected by Covid-19 and the aforesaid hurricanes in November. The name of the new wing will be dedicated to the memory of Sayri Molina, a GOAL employee who sadly lost her life to the pandemic and will be remembered for her hard work and selfless commitment to GOAL.

With this hugely generous commitment, a further number of ambitious projects in relation to healthcare and education will be pursued in the coming years.

"We see in Kingspan a shared understanding of the need for innovation in finding sustainable solutions. For GOAL, that means supporting vulnerable communities to build resilience against the impacts of climate change, while addressing their critical health needs. We are grateful to Kingspan and look forward to forming a partnership to create lasting change" said Siobhán Walsh, GOAL CEO.

This partnership also serves as evidence that such collaborations are about more than simply funding and product donations, as the project will see GOAL humanitarian support staff availing of Kingspan's expertise in delivering the build. It also offers tacit acknowledgment that no one well-intentioned actor, whether an NGO, a donor, or a thoughtful corporate citizen, has the solutions to tackle the humanitarian and development challenges we are confronted with. In the face of such challenges, partnership offers the only path forward, while speaking to the dynamism and ambition that such exchanges bring to GOAL's programmes. GOAL is excited by where this partnership can go and what it can achieve.



GOAL'S APPROACH TO PARTNERSHIP

Working in partnership is one of GOAL's organisational values, and we are committed to progressing the ambitions of the localisation agenda. Recognising that local systems are made up of local actors, GOAL's value add is to be a temporary facilitator of change alongside the permanent local actors, knowing they are the principal change catalysts that will steward the longer-term system development. This approach ensures that our efforts do not undermine or duplicate the work being carried out by resident actors.

In 2021, GOAL conducted a 'Keystone Partnership Survey' and initiated an internal 'sense-checking' exercise to better understand how it can better engage with partner organisations and promote localisation. The findings that emerged noted that it is no longer 'business as usual'. GOAL believes that partnership is the key to unlocking potential by listening and exploring new ways to achieve greater impact.

If permanent local actors drive locally-led actions for development and humanitarian response, then investments will ensure greater accountability, more effectively access 'hard-to-reach' communities and generate more robust evidence and learning, catalysing systemic change to achieve impact at scale.

In 2021, GOAL launched a revised On-Granting Partnership Manual aimed at ensuring a consistent and effective approach to on-granting in partnerships across the organisation. The manual was well received both at HQ and across our country programmes and has facilitated better working in this area.

WORKING DIFFERENTLY

Working in partnership fosters innovation and drives smarter and more effective solutions, while engendering dynamic engagement with a diverse range of partners. GOAL will maintain its commitment to systematic best practice approaches to partnerships and the highest standards of good governance and accountability.

It is GOAL's ambition to integrate and embed its partnership approach across the organisation's programme of work toward implementing the new crisis to resilience framework plan which also aligns with supporting the ambitions of the *Grand Bargain* Agenda.

TYPES OF PARTNERS

GOAL's preferred role is as a facilitator of relationships and partnerships between actors within a system. GOAL will pursue a diverse range of strategic partners who offer complementary thematic competencies (in areas such as Protection, Climate Change, Technology, Conflict Sensitivity, Leadership and Governance) which add value to GOAL's strategic objectives. Partnerships should be reciprocal, and GOAL will also seek partners to whom it can offer a clear added value.

GOAL has developed a clear partner typology and will work with a broad range of entities, including: Local government ministries and departments; private sector businesses and social enterprises; local NGOs and CSOs; informal community groups; academic/research institutions and think-tanks/innovation hubs; and peer INGOs.

In 2021, GOAL began a process to map and analyse local actors in each context to determine which will be most effective at catalysing positive, longer-term change within a system. The preferred partners in these contexts will be permanent local actors – organisations that are 'local' to each country (community) and which act as first responders in a crisis, as well as providers of long-term support.



GOAL teams getting down to work.

LEARNING AND LEADERSHIP

MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

The results, data and evidence gathered from our programming is pivotal to our learning and decision-making. Research, evaluations, mid-term reviews, base and end line surveys are also critical inputs.

Learning throughout the programme cycle is supported through GOAL's system for consolidating and reporting monitoring, evaluation, accountability and learning (MEAL) information (SCORE). This is an internal system where all programmatic results (beneficiary reach, outcomes and outputs) are inputted and analysed in real time, and are made available to the organisation for use in evidence-based decision-making.

MEAL teams led systematic reviews of results in SCORE with staff to ensure learning took place and encourage adaptations where necessary. They also led surveys, reviews, commissioned research, evaluations and produced learning briefs to share knowledge across country offices, and in the humanitarian and development sectors.

At global level, GOAL tracked global beneficiary reach and a number of outcomes intended in our strategy. The MEAL Team in HQ aggregated these results quarterly into infographics to show progress of various grants to our global strategy. The reports were shared across the organisation and with the Board of GOAL. At country level, all GOAL programmes were underpinned by a theory of change, a results framework (RF) and presented via GANTT charts to track progress and impact. The MEAL Teams at country level documented critical findings and discussed them with programme teams. Progress in each country programme was reported quarterly to GOAL's HQ. At grant/beneficiary/household level, results were managed according to the indicator means of verification

data collection timeframes. The RFs were updated regularly which allowed the country teams to evaluate the results during and at the end of each year of the programme. This ensured that results were managed in a timely fashion and activities were adapted according to performance.

GOAL's approach to learning is underpinned by the following three objectives;

- 1. Creating an enabling environment;**
- 2. Strengthening the evidence base; and**
- 3. Increasing programmatic impact.**

Our approach included having effective learning processes and efficient knowledge sharing systems embedded in the organisation combined with a culture of reflectiveness, accountability and a strive for continued improvement.

A number of communities of practice around programmatic themes and operations met regularly in GOAL to exchange learning. Monthly learning webinars on MEAL, logistics and compliance also took place. IT solutions such as SharePoint, Teams and PowerBI dashboards were used regularly to share knowledge and reflect.

GOAL also believes that the fundamentals of learning and knowledge sharing are accurate data, relevant information, and timely insights in relation to questions or problems that require action. GOAL continually strengthens the evidence base with quality inputs, robust monitoring, evaluation, and research activities. Presentations on programmatic lessons learnt, research, evaluations also took place regularly in GOAL. One piece of research on accountability and six learning briefs were on various programmatic themes were produced by the MEAL Teams in 2021.

Evaluations are another important part of GOAL's learning and building of the evidence base. In 2021, GOAL revised its guidelines on the standards of the evaluations to ensure these are in line with international best practice. Checklists and tools to help developing ToR, design the appropriate methodology, assess quality of inception reports, implementation and final report, and develop a management response were made available to our MEAL teams at country level when commissioning evaluations. In 2021, GOAL commissioned

HIGHLIGHTS DURING 2021 MEAL DELIVERED

- Quarterly infographics with GOAL's results
- 10 Evaluations on programme delivery in country
- Six Learning Briefs
- Revised tools and guidelines

ENHANCING OUR APPROACH TO EVIDENCE & LEARNING

-  **Create an enabling environment** with effective learning processes and efficient knowledge sharing systems.
-  **Strengthen the evidence base** through robust monitoring, rigorous evaluation, and innovative research.
-  **Increase impact** by making decisions based on evidence and dynamic adaptations.



ten evaluations. These were all external and independent and included two large multi-country evaluations, one on our Covid-19 response and the other one on the Irish Aid Programme Fund.

PROGRAMME TECHNICAL TEAM

In 2021, the Programme Technical Team (PTT) 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 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 evidence base.

The PTT comprises 11 Technical Advisors in:

- Health
- Nutrition
- WASH
- Food security and livelihoods
- Markets
- Resilience
- Social Behaviour Change (SBC)

- Cash and Voucher Assistance (CVA)
- Gender Equality and Social Inclusion (GESI)

A significant focus in 2021 was preparatory analysis and support to country teams for the organisational strategy development. PTT led on an analysis of nine global megatrends, and developed ten discussion papers on different technical areas, including health resilience, social accountability, sustainable water and sanitation, SBC, and risk-informed planning. Each paper provided a summary of best practice and global evidence, an analysis of GOAL's approach and learning to date, suggested areas for future focus, and actions that could develop GOAL's programming.

These papers were utilised by the strategy working groups in their analysis, discussion and recommendations about GOAL's future direction. The PTT also developed tools and guidance for country teams to analyse their context (including risk, funding and major trends) and their positioning, as a first step in developing their country strategies in 2022. Cash and Voucher Assistance (CVA) personnel began internal and external consultations on the development of a CVA strategy for GOAL, to support the achievement of all of GOAL's programme objectives. A multi-disciplinary steering committee was set up which comprised staff from country offices, regions and

HQ levels. The strategy will be finalised in 2022.

The PTT leads five internal technical networks: Health; nutrition; WASH; food security and livelihoods, cash and vouchers, and gender equality and social inclusion (GESI). These networks enable discussion and learning on new approaches and sharing of successes and challenges across countries. 2021 saw increased demand from the Syria programme for technical support and programme development for large funding proposals, notably in nutrition, livelihoods, GESI and SBC. The PTT's Resilience and Health Advisors continued to provide technical leadership for the USAID-funded Momentum Integrated Health Resilience consortium, including supporting the South Sudan, Mali and Niger components of this global programme.

GOAL continued to engage with multiple technical coordination and membership networks, including the Health, Nutrition, WASH and Food Security and 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), the Development Studies Association of Ireland (DSAI) and Dochas' Disability and International Development Working Group. In 2021, GOAL became a member of the UK Gender and Development Network. GOAL is co-Chair of the Global Health Cluster's Capacity Development Consultation Group.



GOAL teams in Muswera, Zimbabwe

COMMUNICATIONS AND PUBLIC ENGAGEMENT

Focused, timely and effective communications are essential to supporting GOAL's mission and objectives. During 2021, the Communications team played a significant role in strengthening reporting on the impact of GOAL's work through emphasis on learning and evaluation and developing impactful digital communications.

Unsurprisingly, the Covid-19 pandemic remained a significant focus in most of GOAL's communications in 2021, as the virus continued to impact on the vulnerable communities we work with and on GOAL staff. In tandem, we continued to engage with stakeholders, donors and the public on all programme work and activities.

HOME FROM HOME – 10 YEARS OF CONFLICT IN SYRIA

2021 marked ten years since the start of the war in Syria, and in turn, the start of the world's largest and most protracted migration crisis. 2021 also marked the premiere of GOAL's impressive and warmly received 'Home from Home' documentary and photo exhibition in Turkey.

The documentary gave a rare insight into the day-to-day lives of nomadic and semi-nomadic Syrian refugees engaged in seasonal agricultural labour in Turkey, which currently hosts more refugees than any other country (3.6 million registered refugees). GOAL's LINK Programme provides refugees with critical social protection support and information on their rights, obligations, and services in Turkey.

Both events secured significant media coverage

and engagement across GOAL's digital channels, with former President of Ireland and UN High Commissioner for Human Rights, Mary Robinson, providing a keynote address at the documentary's virtual launch in June.

MAINSTREAM MEDIA OUTREACH AND COVERAGE GENERATION

The Communications team continued to drive an increased presence of GOAL's brand, voice and messaging in national, regional, global and sector media in 2021. The organisation achieved a reach of 100 million views through online, broadcast and print media in 2021, illustrating strong year on year growth in our media presence. This included securing interviews on RTE News, BBC Radio and RTE Radio One and coverage across major national print titles (Irish Times, Irish Independent, The Examiner etc.).

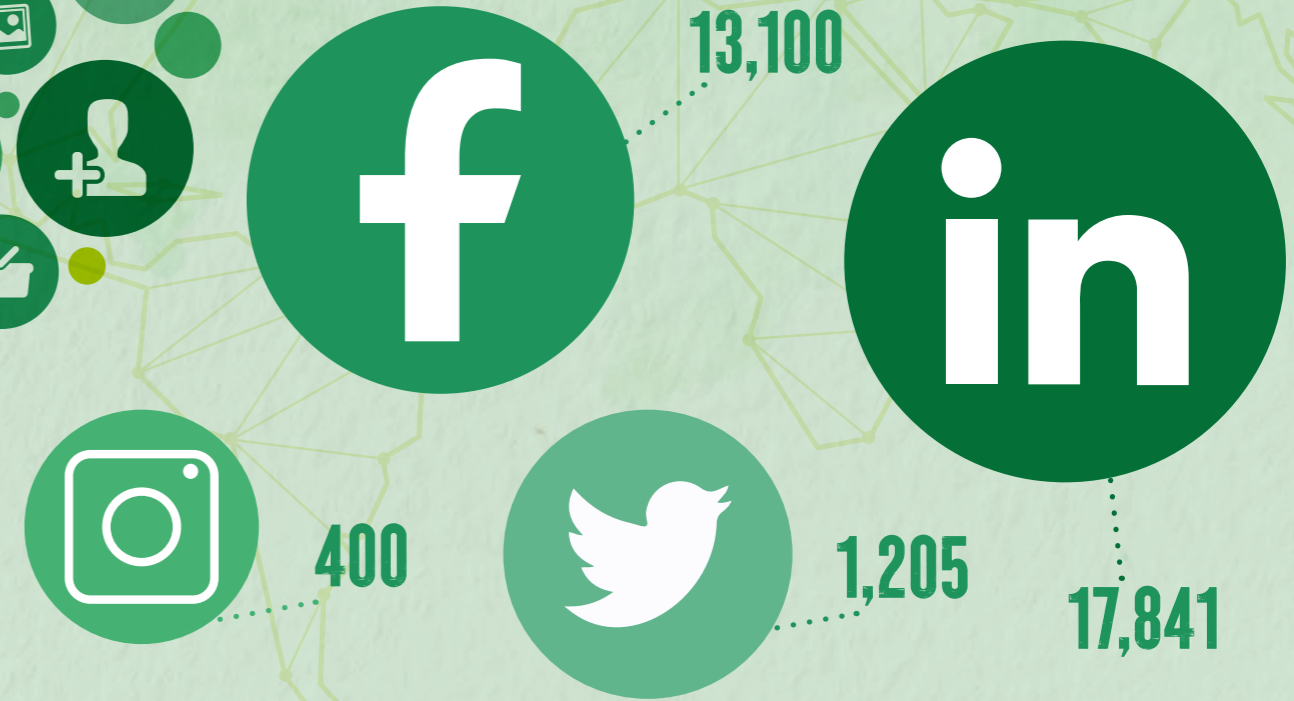
The organisation achieved significant coverage for the Home from Home campaign, for its rapid humanitarian response to the August 17th earthquake in Haiti, and coverage to promote the annual GOAL Mile and Far from Home Christmas Appeal.

A TRUSTED VOICE IN HUMANITARIAN RESPONSE

GOAL produced six discussion papers in 2021, including two on the conflict in Syria and two on the



SOCIAL MEDIA FOLLOWERS INCREASE 2021



TOTAL INCREASE IN FOLLOWERS - 32,446

emerging crisis in Colombia. These papers were used to brief Ireland's representatives in support of Ireland's seat at the UN Security Council.

Other advocacy papers promoted positive public policy on climate change and food security to coincide with the COP26 Climate Change Conference and UN Food Systems Summit in November and September respectively. Our public engagement activity included a presentation at the Oireachtas Committee on Foreign Affairs and Trade promoting GOAL's work in Syria to mark the 10th anniversary of the Syria conflict. GOAL's 'From Crisis to Resilience' series, which comprised three webinars exploring building resilience in fragile, and conflict affected contexts, further profiled the organisation's humanitarian expertise in the final months of 2021.

SUPPORT FOR COUNTRY TEAMS

With a focus on building proactive communications' support, the HQ Communication team continued to work closely with and mentored GOAL's in-country Communications Focal Points in our 14 countries of operation, driving excellent working relationships

to source a consistent stream of high impact stories for media outreach.

2021 once again provided opportunity for Communications field visits, with a member of the HQ Communications team visiting Uganda, to provide training and deliver workshops to Communications staff.

SUPPORT FOR FUNDRAISING AND GLOBAL CITIZENSHIP TEAMS

For the second year running, many fundraising and Global Citizenship campaigns were driven online and held remotely due to Covid-19 restrictions. Despite this, the Communications team was able to provide effective support in highlighting and promoting the various activities of the two teams in national and local media, as well as through social media outreach.

The Global Citizenship team's #Connected2 campaign achieved significant media coverage. Support of December's GOAL Mile also resulted in comprehensive media coverage around the event.

GOAL MEDIA 2021 VS 2020

	TOTAL MEDIA VALUE	TOTAL REACH
2021	€3.03 million	101 million
2020	€1.45 million	32.7 million
2021 vs 2020	Up 108%	Up 208%

OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

In 1977, GOAL was founded for the charitable purpose of alleviating poverty amongst the poorest of the poor worldwide. GOAL has grown and evolved, but our organisational commitment to helping the most vulnerable communities remains. We help those communities respond to and recover from humanitarian crises and assist them in building transcendent solutions to mitigate poverty and vulnerability.

To support this mission, the GOAL group is committed to robust and effective governance and compliance globally, through GOAL's Board and the Boards of Directors of its subsidiaries, GOAL (International), trading as GOAL UK, GOAL Kenya, GOAL Uganda and its affiliate, GOAL USA, Inc ('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 Regulator (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 Governance Code. GOAL's Constitution sets out the charitable objects of the organisation, including: GOAL's powers; 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 and the Charities Regulator's Charities Governance Code, amongst 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 effectiveness of our governance and management practices are routinely monitored through regular Senior Management Team (SMT) meetings, quarterly Board meetings and external audits to ensure that they are achieving best practice in circumstances which are fast-changing and in which unexpected challenges 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 (GOAL Board), had

four scheduled Board meetings in 2021, with an additional fifth meeting added in May 2021. In addition, the GOAL Board gathered virtually on 5 May 2021 for a DFA presentation followed by a Q&A session and separately on 4 June 2021 for a GOAL Board briefing.

As the Covid-19 pandemic continued to necessitate restrictions on in-person meetings in the first half of the year, GOAL Board meetings, briefings, training and inductions took place through a combination of in-person, virtual and hybrid meetings. GOAL continued to leverage its strong technology infrastructure to ensure effective communications and processes were in place to support remote engagement, information sharing, decision-making and oversight.

GOAL's AGM took place remotely on 29th July 2021.

The GOAL Board continued to be supported and advised by GOAL Advisory Boards during 2021. Advisory Boards are made up of industry, sector and technical specialists who contribute their time and expertise on a voluntary basis to support GOAL's various areas of work. Each Advisory Board has a Director from GOAL's Board to ensure clear, effective and two-way communication and information flow.

GOAL finalised the review of its governing documents in 2021 and will be submitted to the Charities Regulator in advance of presenting these for approval before GOAL members at the 2022 AGM.

GOAL UK, GOAL US AND GROUP

GOAL (International) (trading as 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 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.

GOAL UK and GOAL US each have their own independent Board of Directors that meet regularly throughout the financial year. Board meetings in the UK and US have taken place remotely as scheduled in 2021.

Similar to GOAL, GOAL UK and GOAL US completed a review of its governing documents in 2021 and for GOAL UK, these will be presented

for approval before GOAL UK Board members at the 2022 AGM and for GOAL US, these will be presented for Board approval in 2022.

In addition, GOAL US finalised a review of its Statutes of Affiliation, with GOAL to strengthen the current governance framework between these independent entities and further develop their inter-company relationship and separately finalised a Licence Agreement with GOAL both of which will be presented to the Irish and US Board for approval in 2022.

GOAL is fully compliant with the Charities Governance Code (referred to in this section as the Code) and conducts a detailed assessment in conjunction with the Company Secretary twice yearly. GOAL confirmed such compliance in its annual report to the Charities Regulator in 2021. GOAL was well positioned to be compliant with the Code, having been an incorporated company with the Companies Registration Office 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.

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 and values, for setting its strategic direction and for upholding its core values. The GOAL Board is also responsible for overseeing the organisation's progress with its strategy and approving GOAL's financial plan. The Chief Executive Officer (CEO) Siobhán Walsh, is not a member or Director/ Trustee 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 SMT. GOAL directors/trustees may and do, where appropriate, seek independent professional advice to assist them to fulfil their role and discharge their fiduciary duties.

At each quarterly meeting, the Board reviewed and discussed a number of standing agenda items, which included 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. Other agenda items include: Assessing performance and progress against the organisation's Strategy; an update on its financial position; updates from each Advisory Board chair;



Berhale Refugee Camp in Northern Ethiopia.

and assessing organisational risks and opportunities.

The GOAL Board exercises more detailed oversight and engagement with management through the Advisory Boards structure. The composition is made up of GOAL Directors and voluntary, independent external experts. The Chair of each Advisory Board reports back to the GOAL Board at each meeting. GOAL provides a comprehensive 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 2021, and approved 2022 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 2021 were:

- Saad Houry appointed (March 2021)
- Anne O'Leary resigned (July 2021)
- Barry O'Connell appointed (July 2021)
- Mary Murphy resigned (December 2021)

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.

GOAL provides a comprehensive 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.

GOAL staff at work in Zimbabwe.



OUR BOARD OF DIRECTORS

Barry O'Connell

GOAL Chairperson Director/Trustee
Chairperson of the Nominations Advisory Board

Tenure: since 2021

2021 Attendance: 2/2

Incoming Chairperson attended first Board meeting in September 2021

Anne O'Leary

GOAL Chairperson/ Director from 2015 - 2021 (stepped down on 01.07.21)

2021 Attendance 2/2

Alison Cowzer

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

Tenure: since 2018

2021 Attendance: 5/5

Jimmy Deenihan

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

Tenure: since 2018

2021 Attendance: 4/5

Kieran Kelly

Director/Trustee
Chairperson of the Audit and Risk Committee

Tenure: since 2017

2021 Attendance: 5/5

Mary Jennings

Director/Trustee
Chairperson of Programmes and Innovations Advisory Board

Tenure: since 2012

2021 Attendance: 5/5

Brian Fitzgerald

Director/Trustee
Member of the Audit and Risk Committee

Tenure: since 2019

2021 Attendance: 5/5

Christopher Clinch

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

Tenure: since 2019

2021 Attendance: 4/5

Jemma Houlihan

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

Tenure: since 2015

2021 Attendance: 5/5

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

(stepped down on 16.12.21)

2021 Attendance: 5/5

Tim O'Connor

Director/Trustee
Member of the Nominations Advisory Board

Tenure: since 2018

2021 Attendance: 5/5

Saad Houry

Director/Trustee
Member of the Programmes and Innovations Advisory Board

Tenure: since 2021.

2021 Attendance: 5/5

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 2021, 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
- Nominations Advisory Board

Terms of Reference (ToR) 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 ToR 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 SMT.

GOAL's programming is carried out by its field operations led by in-country SMT. Headed by a Country Director, the in-country SMT 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 Director of International Programmes and update the CEO and SMT 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

As noted elsewhere, GOAL is subject to, and 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 member of Dóchas, the Irish association of non-governmental development organisations and contributes to and participates in the range of working groups and forums facilitated by Dóchas. In addition, GOAL is a signatory to the Dóchas Code of Conduct on the use of images and messages.

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 strives to achieve them where appropriate.

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 continues to be a core group member of the INGO Good Practice Network, working to ensure INGOs work closely, share and develop best practice and learnings.

Since joining Nethope, a technology-focused consortium of leading global non-profit organisations, GOAL has contributed regularly to the group's various initiatives, forums and activities. Technology continues to be a priority area for GOAL, both in supporting its internal infrastructure and in delivering effective and innovative programmes.

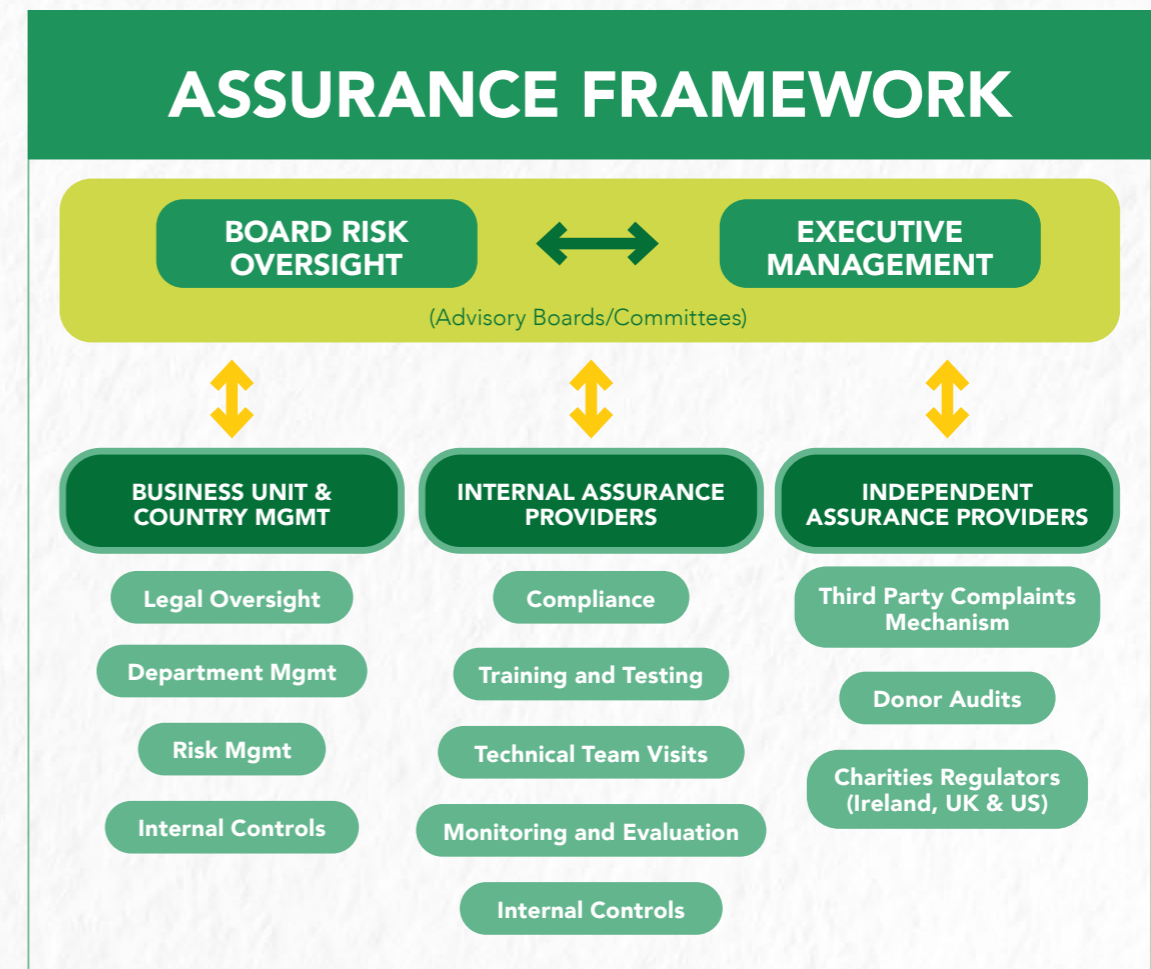
ASSURANCE & WORKPLACE INTEGRITY FRAMEWORK

GOAL's assurance and 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 our 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.



COMPLIANCE

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

WHISTLEBLOWING AND CFM (COMMUNITY FEEDBACK MECHANISM)

GOAL has placed our Community Feedback and Whistleblowing mechanisms as integral working parts of our support structure. We continue to promote and foster a culture of identifying and reporting wrongdoing throughout the organisation, facilitated by our SpeakUp, Safecall, and multiple community-facing channels.

The SpeakUp and Safecall channels report directly into our secure and confidential investigation department, staffed by investigation professionals. The Safecall channel facilitates anonymous reporting of wrongdoing which bolsters our whistleblowing platform and culture. The investigation department leads, manages, and advises on all investigations which, in turn, are evaluated and monitored at periodic complaints response group (CRG) meetings. These meetings are chaired by the CRG director, Mary Van Lieshout, deputy CEO. All of this is underwritten by our Anti-Fraud Policy which promotes the zero-tolerance policy GOAL promotes toward fraud and related wrongdoing.

Our communities around the world are provided with CFM and avail of them in great numbers to ask questions, provide feedback, submit requests for aid, and disclose wrongdoing they have 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 2021, we received 233,000 communications across 14 countries through our community-facing platforms.

INVESTIGATION DEPARTMENT

The Investigation Department comprises the Director of Investigations, Investigation Manager and Financial Investigator and avails of the assistance of a Senior Systems Co-ordinator. The Department has a direct reporting line to the Audit and Risk Committee/Board and a seat on the SMT.

Pandemic related challenges persisted during 2021. However, in-country teams remained versatile, steadfast and resilient to ensure programming continued in some of the most fragile contexts on earth. In-country teams should be highly commended for the commitment and resourcefulness demonstrated in investigating thoroughly and completely all allegations of wrongdoing received during 2021.

The case management system, developed in 2020, was further engrained into the Investigation Department practice in 2021. This system ensured timely and accurate information could be gathered not only from the perspective of meeting reporting requirements, but also from the perspective of conducting high level analysis of wrongdoing allegations received.

A primary focus for 2021 was utilising the Department's privileged vantage point to share lessons learned across the organisation, further generating a risk intelligence culture and establishing a practice of developing mechanisms to rule out the possibility of wrongdoing within programmes. Throughout 2021, the Department has shared lessons learned frequently with HQ SMT, Regional Directors and in-country senior management along with relevant Departments such as Internal Audit, Security, Legal, HR and Procurement. This will remain a key focus of the department's endeavours in 2022.

A key milestone achieved during 2021 was the investigation training programme which saw selected staff in each country of operation being trained in investigations. Training comprised of two-hour sessions with additional related coursework, spanning over a six-week period. Further safeguarding-specific training was delivered by an external expert. Overall, the training was successful, and the Department aims to reinforce the learnings gained from this training during 2022 with in-person training sessions targeted to be delivered during country visits.

CONFLICT OF INTEREST

A key part of GOAL's approach to corporate governance is our Conflict of Interest (COI) infrastructure, which supports and underpins our second line of assurance. Our comprehensive COI policy, revised and updated in Q4 2021, applies to every member of GOAL irrespective of title or geography. Every GOAL member is personally accountable for reporting potential or actual COIs at the earliest opportunity, in addition to submitting an obligatory annual COI declaration. COI oversight is embedded in the highest levels of the organisation, with the investigations unit, compliance team, and deputy CEO reporting on COI matters to the Audit and Risk Committee (ARC) on a quarterly basis.

In order to assist in the implementation and enforcement of GOAL's COI policy, our IT Solutions Team has developed and rolled out new apps made expressly for that purpose. Using internally designed interfaces and architecture, the team has created an intuitive, low-cost process by which declarations can be made, addressed, and resolved securely using cloud technology. The launch of these new applications has served a touchpoint by which GOAL has been able to reinforce its COI procedures, and has helped to solidify members' understanding of their responsibilities under GOAL's COI Policy.

In creating a new data architecture, GOAL has also been able to develop new reporting on COIs, ensuring accountability and auditability at every stage of the process. This will help to ensure that conflicts are identified and resolved in a timely manner and will allow GOAL to more efficiently comply with our obligations to our donors.

POLICY INFRASTRUCTURE

As part of GOAL's commitment to continuous improvement we continued to strengthen policies, practices and approaches in 2021 to ensure adherence to the highest standards of governance, 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 2021, the following policies were updated and strengthened to reflect new developments and emerging evidence:

- GOAL Code of Conduct
- GOAL Gender Equality and Social Inclusion Policy

- GOAL Prevention of Sexual Exploitation Abuse and Harassment Policy
- GOAL Conflict of Interest Policy
- GOAL Dignity at Work Policy
- GOAL Whistleblowing 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. A training programme for relevant staff is developed for each policy and overseen by an appointed policy lead, and all new policies are available to staff on our corporate policy page on our intranet.

INTERNAL AUDIT

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

The Head of Internal Audit reports directly to and has unrestricted access to the Chair of the ARC. This structure enables the internal audit function to operate 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.

FINANCIAL HIGHLIGHTS

The 2021 financial performance built on the 2020 performance, with strong income generation from a restricted funding perspective. Predominantly driven by favourable institutional income performance and foreign exchange gains, an increase in unrestricted reserves to €10.7m (2020: €8.8m) was realised. 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.

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

INCOME

Total income increased to €173m (2020: €158m). This represents an increase of 9% on 2020. GOAL is hugely grateful for strong 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 2021 which we are hugely grateful for.

EXPENDITURE

Our Overseas and Relief Development expenditure increased to €163m (2020: €138m) with increases across four countries of operation. The significant increases were in Syria due to increased support from USAID to support those in need in the North-West of Syria as well as significant programme expansion to respond to the increasing need fuelled by the Venezuelan migration crisis. Excluding donations-in-kind, Charitable Activities expenditure increased by 25% on FY 2020. Note 7 to the financial statements provides a detailed analysis of the charitable expenditure across each of the country programmes.

GOAL's expenditure in Southern Africa reduced from 2020 levels (spike due to Cyclone Idai emergency) as well as reduced scale of activity in South Sudan with this trend expected to continue in to 2022.

STATEMENT OF FINANCIAL POSITION

Total reserves decreased by €197,000, with an increase in Unrestricted Reserves of €1.9m and a decrease in Restricted Reserves of €2.1m.

The financial performance in 2021 left GOAL in a strong position for 2022 as the organisation

continues to consolidate its financial position. As the acute risks related to Covid-19 receded through 2021, GOAL has continued to grow and implement its programme of work while investing in organisational and programme infrastructure. This will be of heightened importance as the world faces a new set of risks driven by the conflict in Ukraine as inflation and resource shortages spike. GOAL will continue to manage these challenges throughout 2022 and into the future while remaining steadfastly committed to serving those most in need.

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 has a target base level of unrestricted reserves of 6 months of committed unrestricted expenditure equating to €6.4m. At each Board meeting, the Board reviews the level of reserves held with formal approval of reserves on an annual basis. Current levels of unrestricted reserves are equivalent to approximately nine months' unrestricted expenditure at 2021 budgeted levels. GOAL's total reserves at the end of 2021 were €32.66m (2020: €32.8m) comprising of the following:

- Restricted Reserves €21.9m (2020: €24.0m) - being funds which are for a particular purpose as specified by the institutional donor, individual giver, or legacy.
- Unrestricted Reserves €10.7m (2020: €8.8m) – funds which are available to the organisation for general purposes as approved by the Board through the annual budgeting process. This is broken down as follows:
 - General Unrestricted Reserves €8.5m (2020: €6.6m)- 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 is used to fund support costs.
 - Designation Funds €2.2m (2020: €2.2m)– being funds which are available for general purpose of the organisation, but they have been allocated by the Board of Directors to be used for a specific purpose.

KEY HIGHLIGHTS TO NOTE ARE:

- Income of €170m earned from charitable activities was a significant increase when compared to 2020 (2020: €155m). This was primarily drive by GOAL's strong partnership with the US Government supporting programme expansion responding to two of the most significant migration crises in the world (Syria and Venezuela).
- Income from Government and multi-lateral agencies increased by €24.8m with Donations in Kind reduced by €8.5m due to a spike in 2020 when responding to Cyclone Idai.
- Fundraising income remained strong despite the challenges of Covid-19 with incredible generosity of spirit from so many. Fundraising income is comprised of income generated from the strong public support from the Irish public through donations and legacies, trusts, and foundations, as well as fundraising events.
- 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.
- GOAL is hugely grateful for its long standing and growing partnership with Irish Aid with €11.2m of strategic funding to implement GOAL's humanitarian efforts in the developing world (2020 €10.8m). GOAL's received grant support from USAID to the value of €91m (2020: €49m) which equates to 56% of the total portfolio. GOAL also received strong support for its humanitarian programme from ECHO amounting to €18m of income (11% of total income.).



Children at play outside a health centre in South Sudan.

PRINCIPAL RISKS AND UNCERTAINTIES

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

The table below sets out seven identified key risks facing GOAL as we enter 2022.

RISK	DESCRIPTION	MITIGATION
SAFETY AND SECURITY OF STAFF	GOAL's programming takes place in many 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.	<p>Our network of country security focal points, with global and regional technical support from headquarters, is engaged in the continuous review and implementation of pro-active security management.</p> <p>Remote management operating frameworks are in place through the organisation – including the Syria Oversight Group which is led by the SMT.</p> <p>Our 'Speak Up and Safecall' functions 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.</p>
PROTECTION AND SAFEGUARDING OF VULNERABLE POPULATIONS	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.	<p>GOAL has developed and implemented a Child Protection Policy (CPP) and a Protection from Sexual Exploitation, Abuse and Harassment Policy (PSEAH) in all our countries of operation. These policies are 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.</p> <p>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.</p> <p>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.</p>
STAFF RECRUITMENT AND RETENTION	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.	<p>Working closely with our People Advisory Board to ensure that we are being innovative, progressive and cost effective in attracting and retaining talent.</p> <p>Over 2021, our Global Head of Talent Acquisition and Development led a range of initiatives including a strengthened performance management and development framework, and succession planning for key positions.</p> <p>Use of technology to facilitate increased staff engagement to ensure staff stay connected including regular staff communication sessions.</p>

RISK	DESCRIPTION	MITIGATION
DIVERSIFICATION OF FUNDING	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.
GROWTH OF UNRESTRICTED INCOME	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 quickly to emergencies and organisational opportunities.	<p>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.</p> <p>Supporter engagement and recruitment continues to be a priority, with our Fundraising and Communications advisory board providing strategic guidance support for initiatives.</p>
FRAUD, THEFT OR CORRUPTION	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 zero tolerance of any form of fraud, bribery or corruption.	<p>GOAL continues to implement a robust 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 GOAL's Board of Directors.</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 is in place to handle cases.</p> <p>GOAL's Complaints Response Mechanism is 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>Third-party vetting processes are in place including sanctions checking on our staff, partners and suppliers, and thorough verification procedures for programme beneficiaries.</p>
CYBER SECURITY	GOAL's operating environment which includes delivering programmes in remote and war-torn geographies poses continuous risk in the area of cyber security. Poor telecommunication infrastructure requires us to be adaptable in our IT related approach. We must also protect the organisation from the risk of cyber terrorism and theft. Data protection must be heightened because of the environment in which we operate.	GOAL has continued to prioritise investment in data security. Through our partnership with Microsoft, we have deployed Cloud technology solutions for storage and sharing of data. Our finance systems, currently operating on individual servers will be migrated to the Cloud thereby significantly further reducing our cyber security risk in relation to the sensitive data in those systems. 'Best of breed' technology continues to be deployed universally to protect access to and from our IT infrastructure, including but not limited to endpoint central management and protection, multifactor authentication, encryption. GOAL has comprehensive data protection, governance and security policies combined with mandatory cyber security training for all staff for rollout in 2022. In relationships with third party vendors and our Technology Advisory Board, GOAL continually checks that we are as up to date as possible with our cyber defence approach.

FUTURE PLANS

Perhaps no part of our lives has undergone more profound change over the last two years than how we work. It serves as a classic example of what we once thought unthinkable, now being normalised in business practices throughout the world. In GOAL, we continue to interpret, scrutinise and embrace relevant aspects of these new practices, reflective of an organisation footloose and open to change, while focused on the achievement of our mission.

In 2022, GOAL is responding to the humanitarian crisis falling from the conflict in Ukraine. GOAL responded and deployed emergency resources rapidly in order to meet immediate acute needs in Ukraine and at the Polish border. GOAL will strengthen its presence in Ukraine through 2022 with a view to having the structures in place to rapidly respond to an evolving crisis.

In our programming, GOAL strives to be at the vanguard of best practice, embracing innovation as we continue to refine institutional readiness to respond to sudden on-set emergencies by embarking on an ambitious global preparedness plan. This will form part of GOAL's strident new strategy 2022-2025 titled: 'Crisis to Resilience,' which proudly signals our focus for the coming years.

To dovetail with this embrace of change, senior teams across GOAL embrace a culture of continuous improvement and refinement. Our teams will focus on strengthening key management processes abutting the organisation's project monitoring, risk management and accountability frameworks, set against a backdrop of improved performance management, succession planning and talent management through our new Grow with GOAL human resources programme.

As we continue to navigate new ways of working, it will be critical to maintain a certain flexibility to ensure managers are equipped with what they need to optimise their teams. In this regard, boosting digital literacy across the organisation 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. Investment in the organisation's management team globally along with investment in our approach to risk management will also be a priority to ensure a cohesive methodology to anticipating and managing the risks and changes that the current uncertainty of our operating environment presents.

Our people are where our solutions lie, and investing in them will always be our priority, while remaining steadfast in our commitment to GOAL's approach to diversity and inclusion, which will form a key element of Crisis to Resilience.

Through the leadership of our Monitoring, Evaluation, Accountability and Learning (MEAL) team, we will further define GOAL's unique identity as a long-standing and principled humanitarian actor. The better we evaluate, the better we elaborate; and the more we refine and develop programme interventions based on evidence and learning from our work, the more effective these programmes will be, and ultimately, the closer we will get to achieving our mission.

Fundamental also to the achievement of GOAL's mission is its funding strategy, which is underpinned by sustaining strong, enduring relationships with our key institutional donors, and developing sustainable income streams from, and good engagement with, conscientious private sector partners and the general public. This will include maintaining effective communication that demonstrates the impact of GOAL's work and positioning GOAL to avail of new funding opportunities globally.

On a final note, seeking out, and working in, partnership will continue to be a cornerstone of Crisis to Resilience, and how GOAL operates more broadly into the future. This demands us to commit to a journey of exploring new ways of working: new collaborations; new networks; new approaches; new structures; and indeed, new thinking that can help GOAL advance its mission.

Winterisation interventions in Northern Syria.

OTHER MATTERS

BRANCHES

The work of GOAL in the global south 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 2021, GOAL operated branches in the following countries: Colombia, Ethiopia, Haiti, Honduras, Iraq, Malawi, Niger, Sierra Leone, South Sudan, Sudan, Syria, 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 (2020: 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:

- Acknowledge that they are responsible for securing the Company's compliance with its relevant obligation (as defined in that legislation);
- 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
- Confirm that a review was undertaken during the 2021 financial year of the arrangements and/or structure that has been put in place as referred to in (b) above.

GOING CONCERN

GOAL's financial performance for 2021 as set out on pages 85 to 117, was satisfactory. GOAL's unrestricted reserves as of 31 December 2021 amounted to €10.7m (2020: €8.8m). The unrestricted reserves policy is set out in note 1.

It is still too early to predict what impact Covid-19 and now the conflict in Ukraine will have in the medium to long term on international development cooperation. There remains a risk that a severe global economic downturn will result in a decrease in GNI with a consequential impact on Overseas Development Assistance (ODA). Strong advocacy is being employed in the primary markets GOAL raises funds in order to safeguard political commitments to 0.7% of GNI.

Over the course of this two-year period 2022 - 2023, GOAL will continue to support a global funding model

that will further expand and diversify its funding base. GOAL has developed a new Funding and Financing Strategy for the period of the Organisational Strategy and to support this we have developed field-based funding strategies. We will continue to focus on public fundraising activities in Ireland with the primary focus on corporate relationships and developing new income sources from the UK and US markets.

Detailed budgets and business plans have been prepared and approved for 2022 with budget and cash flow modelling undertaken for 2023. The Directors have reviewed and approved these plans.

In conclusion, the Directors of GOAL believe that the organisation has adequate resources to continue in operational existence for a period of not less than twelve months from the date of approval of these financial statements. The Directors therefore 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 Board of Directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the Company's premises at Carnegie House, Library Road, Dún Laoghaire, Co. Dublin.

DISCLOSURE OF RELEVANT AUDITOR INFORMATION

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

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

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

SUBSEQUENT EVENTS

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.

CONFIRMATION OF AUDITORS

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

ON BEHALF OF THE BOARD OF DIRECTORS



Barry O'Connell
Director / Chairperson



Kieran Kelly
Director

DATE: 23/06/2022

DIRECTORS' RESPONSIBILITIES STATEMENT

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

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

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

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

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

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

On behalf of the Board of Directors



Barry O'Connell
Director / Chairperson



Kieran Kelly
Director

DATE: 23/06/2022

LEGAL & ADMINISTRATIVE INFORMATION

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

BOARD OF DIRECTORS

Barry O'Connell (Chair) (appointed 1st July 2021)
Anne O'Leary (resigned 1st July 2021)
Alison Cowzer
Christopher Clinch
Jimmy Deenihan
Jemma Houlihan
Mary Jennings
Kieran Kelly
Mary Murphy (resigned 16th December 2021)
Tim O'Connor
Captain Brian FitzGerald
Saad Houry (appointed 25 March 2021)

Company Secretary

Christopher Clinch (appointed 30th June 2021)
Jemma Houlihan (resigned 30th June 2021)

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

A Syrian woman in a refugee camp in Southern Turkey. Turkey is the world's biggest refugee host nation with 3.6 million Syrians now residing in the country.



Deloitte.

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 2021 and of the outgoing resources and application of resources, including group's income and expenditure for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

the group financial statements:

- the Consolidated Statement of Financial Activities;
- the Consolidated Balance Sheet;
- the Consolidated Cash Flow Statement; and
- the related notes 1 to 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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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL

Other information

The other information comprises the information included in the Annual Reports 2021, 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.

A further description of our responsibilities for the audit of the financial statements is located on IAASA's website at: http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf. This description forms part of our auditor's report.

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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL

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.

Emer O'Shaughnessy

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

Date: 24th June 2022

Berhale Refugee Camp in
Northern Ethiopia.



FINANCIAL STATEMENTS

GOAL

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted Funds 2021 €'000	Restricted Funds 2021 €'000	Total Funds 2021 €'000	Unrestricted Funds 2020 €'000	Restricted Funds 2020 €'000	Total Funds 2020 €'000
INCOME							
Charitable activities	5 (a)	-	169,870	169,870	37	155,248	155,285
Donations and legacies	5 (c)	1,562	651	2,213	2,095	215	2,310
Fundraising events	5 (d)	523	-	523	540	-	540
Investments		7	-	7	34	-	34
Other trading income	6	3	-	3	4	-	4
		2,095	170,521	172,616	2,710	155,463	158,173
EXPENDITURE							
Charitable activities	7	(2,083)	172,615	170,532	1,105	144,938	146,043
Raising funds	8	2,250	-	2,250	2,220	-	2,220
		167	172,615	172,782	3,325	144,938	148,263
Net (loss) / gain on investments	9 / 18	(31)	-	(31)	44	-	44
Net income / (expenditure)		1,897	(2,094)	(197)	(571)	10,525	9,954
OTHER RECOGNISED INCOME / (LOSSES)							
Other gains and (losses)	10	-	-	-	-	-	-
Net income / (expenditure) and recognised gains / (losses)		1,897	(2,094)	(197)	(571)	10,525	9,954
Taxation	11	-	-	-	-	-	-
Net movement in funds		1,897	(2,094)	(197)	(571)	10,525	9,954
RECONCILIATION OF FUNDS							
Total funds brought forward		8,842	24,012	32,854	9,413	13,487	22,900
Total funds carried forward		10,739	21,918	32,657	8,842	24,012	32,854

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

GOAL

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2021

	Notes	2021 €'000	2020 €'000
TANGIBLE FIXED ASSETS			
	14	8	33
		8	33
CURRENT ASSETS			
Stocks	16	4,010	3,188
Debtors and prepayments	17	14,026	17,525
Investments	18	876	907
Cash and cash equivalents		34,643	31,796
Derivative financial assets	20	275	1,489
		53,830	54,905
LIABILITIES - Amounts falling due within one year			
Creditors, accruals and provisions	19	(20,810)	(20,604)
Derivative financial liabilities	20	(297)	(1,480)
Deferred Income		(74)	-
		(21,181)	(22,084)
Net current assets		32,649	32,821
Net assets		32,657	32,854
FUNDS			
Unrestricted funds	25	10,739	8,842
Restricted funds	25 / 27	21,918	24,012
Total funds carried forward		32,657	32,854

ON BEHALF OF THE BOARD OF DIRECTORS

Barry O'Connell

Barry O'Connell
Director / Chairman

DATE: *23rd June 2022*

Kieran Kelly

Kieran Kelly
Director

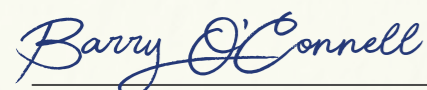
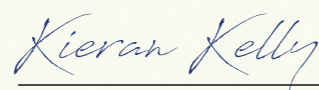
DATE: *23rd June 2022*

GOAL

COMPANY BALANCE SHEET
AS AT 31 DECEMBER 2021

	Notes	2021 €'000	2020 €'000
TANGIBLE FIXED ASSETS	15	8	33
		8	33
CURRENT ASSETS			
Stocks	16	3,981	3,160
Debtors and prepayments	17	13,360	17,233
Investments	18	875	905
Cash and cash equivalents		33,754	31,001
Derivative financial assets	20	275	1,489
		52,245	53,788
LIABILITIES - Amounts falling due within one year			
Creditors, accruals and provisions	19	(19,631)	(19,777)
Derivative financial liabilities	20	(297)	(1,480)
Deferred Income		(75)	-
		(20,003)	(21,257)
Net current assets		32,242	32,531
Net assets		32,250	32,564
FUNDS			
Unrestricted funds	26	10,714	8,485
Restricted funds	26 / 28	21,536	24,079
Total funds carried forward		32,250	32,564
Net (expenditure) / income and recognised (losses) / income		(314)	10,707

ON BEHALF OF THE BOARD OF DIRECTORS

Barry O'Connell
Director / ChairmanKieran Kelly
DirectorDATE: 23rd June 2022DATE: 23rd June 2022

GOAL

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

		2021 €'000	2020 €'000
Net cash generated by operating activities	(a)	2,836	11,713
Cash flows from investing activities:			
Interest received		1	29
Dividends received		5	5
Disposal of fixed assets		5	-
Purchase of fixed assets		-	(5)
Net cash generated by investing activities		11	29
Net increase in cash and cash equivalents		2,847	11,742
Cash and cash equivalents at beginning of the financial year		31,796	20,054
Cash and cash equivalents at the end of the financial year		34,643	31,796
(a) Reconciliation of net movement in funds to net cash inflow from operating activities			
Net movement in funds		(197)	9,954
Adjusted for:			
Decrease in debtors and prepayments		3,500	343
Increase in creditors, accruals and provisions		206	1,725
(Increase) in stocks		(822)	(249)
Change in derivative financial assets & liabilities, net		31	(9)
Increase in deferred income		74	-
Depreciation of tangible fixed assets		20	27
Gain / (Loss) on investments		31	(44)
Income from investments		(7)	(34)
Net cash generated by operating activities		2,836	11,713

GOAL

COMPANY CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021	2020
	€'000	€'000
Net cash generated by operating activities	(a) 2,742	11,878
Cash flows from investing activities:		
Interest received	1	29
Dividends received	5	5
Proceeds from sale of investments	5	-
Purchase of fixed assets	-	(5)
Net cash generated by investing activities	11	29
Net increase in cash and cash equivalents	2,753	11,907
Cash and cash equivalents at beginning of the financial year	31,001	19,094
Cash and cash equivalents at the end of the financial year	33,754	31,001

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

Net movement in funds	(314)	10,707
Adjusted for:		
Decrease in debtors, prepayments, and accrued income	3,872	670
(Decrease) / Increase in creditors and provisions	(146)	781
(Increase) in stocks	(821)	(221)
Depreciation of tangible fixed assets	20	27
Gain / (Loss) on investments	31	(43)
Increase in deferred income	75	-
Income from investments	(6)	(34)
Change in derivative financial assets & liabilities, net	31	(9)
Net cash generated by operating activities	2,742	11,878

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 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 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.

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

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

(E) Recognition of expenditure

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

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

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

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

(F) Allocation of support costs

In accordance with the Charities SORP (FRS102), support costs are allocated to the activities of the organisation on a reasonable basis so that the total cost of the organisation's activities may be disclosed in the statement of financial activities. Support costs attributable to one activity only are charged to that activity in full. Items of expenditure which contribute to more than one activity are allocated to those activities on a reasonable basis. The Group allocates these costs on the basis of staff time input to each activity. For the purposes of the statement of financial activities, the 'activities' of the Group are categorised as: Charitable Activities and Raising Funds.

(G) Tangible fixed assets

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

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

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

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

(H) Investments

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

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

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

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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, 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 financial activities, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

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

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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 2021, which is set out on pages 85 to 117, was satisfactory. GOAL's unrestricted reserves as at 31 December 2021 amounted to €10.7m (2020: €8.8m). The unrestricted reserves policy is set out in note 1.

It is still too early to predict what impact Covid-19 and now the conflict in Ukraine will have in the medium to long term on international development cooperation. There remains a risk that a severe global economic downturn will result in a decrease in GNI with a consequential impact on Overseas Development Assistance (ODA). Strong advocacy is being employed in the primary markets GOAL raises funds in order to safeguard political commitments to 0.7% of GNI.

Over the course of this two-year period 2022 - 2023, GOAL will continue to support a global funding model that will further expand and diversify its funding base. GOAL has developed a new Funding and Financing Strategy for the period of the Organisational Strategy and to support this we have developed field-based funding strategies. We will continue to focus on public fundraising activities in Ireland with the primary focus on corporate relationships and developing new income sources from the UK and US markets.

Detailed budgets and business plans have been prepared and approved for 2022 with budget and cash flow modelling undertaken for 2023. The Directors have reviewed and approved these plans.

In conclusion, the Directors of GOAL believe that the organisation has adequate resources to continue in operational existence for a period of not less than twelve months from the date of approval of these financial statements. The Directors therefore 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	2021	2020
		€'000	€'000
GOAL Ireland	Ireland	(314)	10,707
GOAL (International)	United Kingdom	17	(286)
GOAL USA Fund	United States of America	169	(20)
GOAL Uganda	Uganda	(69)	(447)
		(197)	9,954

Retained reserves at the financial year end	Country of Incorporation	2021	2020
		€'000	€'000
GOAL Ireland	Ireland	32,250	32,564
GOAL (International)	United Kingdom	506	489
GOAL USA Fund	United States of America	417	248
GOAL Uganda	Uganda	(516)	(447)
		32,657	32,854

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	2021	2020
	€'000	€'000
Note		
United States Agency for International Development (USAID)	91,372	48,604
European Commission Humanitarian Office (ECHO)	17,798	21,115
Irish Aid (Dept. of Foreign Affairs, Ireland)	11,181	10,778
UN Office for the Coordination of Humanitarian Affairs	6,564	5,780
UN Children's Fund (UNICEF)	4,196	2,236
MasterCard	3,426	4,943
Foreign, Commonwealth and Development Office, UK (FCDO, formerly DFID)	2,846	15,917
US Bureau of Population, Refugees and Migration	2,808	870
Crown Agents (HPF - Health Pooled Funds) South Sudan	3,633	3,792
Charity Water	2,257	2,295
International Rescue Committee	2,244	2,790
World Food Programme	1,454	3,168
London School of Hygiene and Tropical Medicine	1,194	935
International Organisation for Migration	1,007	203
European Union	974	2,995
Concern Worldwide	970	1,821
Save the Children	585	421
Project Concern International	813	417
Cooperazione Internazionale	624	22
International Union for Conservation of Nature	594	393
Tufts University (USAID subgrant)	491	330
Inter-American Development Bank	491	319
IMA World Health	396	46
United Nations Population Fund	361	57
Start Fund	345	-
UN Common Humanitarian Fund	321	1,567
Others, including Trusts and Foundations	2,923	6,976
Sub Total: Institutional Donor Income	161,868	138,790
Donations in kind	5 (b) 8,002	16,495
Total Income from Charitable Activities	169,870	155,285

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	2021	2020
	€'000	€'000
World Food Programme	6,351	15,572
International Organisation for Migration	750	396
UN Children's Fund (UNICEF)	402	51
International Rescue Committee	255	215
World Health Organisation	109	67
UN High Commissioner for Refugees (UNHCR)	97	167
Others	38	13
Save the Children	-	14
	8,002	16,495

5(C) DONATIONS AND LEGACIES

Donor	2021	2020
	€'000	€'000
Individual giving	1,614	1,404
Legacies	328	768
Corporate donations	271	138
Total Donations and legacies	2,213	2,310

In 2021 €651k (2020: €215k) of incoming resources from donations and legacies is restricted.

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5(D) FUNDRAISING EVENTS

In 2021 €523k (2020: €540k) is generated from fundraising events, which includes the GOAL Mile, Jersey Day, Goal Ball and other miscellaneous fundraising events. All fundraising event income is unrestricted.

6 OTHER TRADING INCOME

	2021	2020
	€'000	€'000
Funds received from VAT Compensation Scheme	3	-
Miscellaneous income received	-	4
	3	4

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

7(A) EXPENDITURE ON CHARITABLE ACTIVITIES

Charitable expenditures	2021	2020
	€'000	€'000
Syria	91,617	54,972
Ethiopia	20,609	15,877
Honduras	10,689	3,644
South Sudan	7,558	13,332
Uganda	6,923	7,222
Sudan	6,868	7,041
Zimbabwe	5,996	17,955
Sierra Leone	4,779	5,957
Malawi	2,165	2,683
Haiti	2,019	1,618
Niger	1,809	1,906
Iraq	764	3,753
Other Aid Costs	1,700	1,602
	163,496	137,562
Operations Direct Support	2,984	2,974
Allocation of support costs to Charitable Activities	4,409	4,355
Foreign exchange (gain) / loss	(357)	1,152
Total: Charitable Activities	170,532	146,043

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 2021.

Negative unrestricted charitable expenditure of €2m is primarily due to favourable institutional income performance in addition to foreign exchange gains.

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 2021, such grants accounted for 11% of expenditure in field locations (2020: 12%). Expenditure incurred through partners is included in charitable activities in the consolidated statement of financial activities and is analysed by country as follows:

Country	2021	2020
	€'000	€'000
Syria	11,974	5,520
Ethiopia	2,292	3,341
South Sudan	1,334	4,371
Honduras	521	58
Haiti	506	378
Uganda	378	2,193
Sudan	206	553
Zimbabwe	158	-
Niger	89	-
Malawi	54	9
Iraq	42	62
Sierra Leone	-	291
	17,554	16,776

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	2021	2020
	€'000	€'000
Staff remuneration & other staff costs	1,045	1,026
Fundraising events & advertising	700	737
Professional fees & other costs	80	41
Premises, IT, communications & supplies	22	12
Travel & motor expenses	3	8
Allocation of support costs	8 (b) 400	396
	2,250	2,220

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

8(B) ALLOCATION OF SUPPORT COSTS

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

Department	Raising Funds	Charitable Activities	Total	Raising Funds	Charitable Activities	Total
	2021	2021	2021	2020	2020	2020
	€'000	€'000	€'000	€'000	€'000	€'000
Programme Management	-	2,625	2,625	-	2,545	2,545
Logistics & Procurement	-	359	359	-	429	429
Finance	115	1,037	1,152	133	1,201	1,334
Human Resources	32	613	645	32	601	633
IT	86	772	858	81	734	815
Central Facilities & Overheads	75	683	758	73	665	738
Governance & Compliance	92	1,304	1,396	77	1,154	1,231
	400	7,393	7,793	396	7,329	7,725

9 NET MOVEMENT IN FUNDS

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

Note	Total	Total
	2021	2020
	€'000	€'000
Unrealised net loss / (gain) on investments	18	(44)
Depreciation of tangible fixed assets	14	27
Foreign exchange (gain) / loss	7a (357)	1,152
Professional fees including pro bono services	290	215
Interest earned	(1)	(29)

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

10 OTHER INCOME / (EXPENSE)

There is no other income or expense in 2021 (2020: 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	2021 €'000	2020 €'000
Annual statutory audit - GOAL Head Office	87	90
Annual statutory audit - GOAL (International) t/a GOAL UK	12	11
	99	101

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 are not disclosed in the group auditor's 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

	2021	2020
International staff posted overseas	95	89
Head office programme support, management and administration	100	96
Fundraising	18	19
	213	204

Employee Remuneration for the financial year was

	2021 €'000	2020 €'000
International staff posted overseas		
Salaries	4,896	4,644
Social welfare costs	98	76
Healthcare	3	2
Pension	6	3
Retirement Savings	52	41
Head office: Ireland, UK, US		
Salaries	6,245	5,854
Social welfare costs	692	643
Healthcare	72	66
Pension	221	185
Retirement Savings	7	-
	12,292	11,514

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 €60k or more in the financial year was as follows:

	2021	2020
€60,000 to €69,999	14	15
€70,000 to €79,999	12	11
€80,000 to €89,999	8	6
€90,000 to €99,999	7	5
€100,000 to €109,999	3	2
€110,000 to €119,999	2	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 €963k (2020: €1,005k).

In addition to the staff numbers disclosed above, an average of 2,883 (2020: 2,506) locally recruited staff were employed in GOAL's overseas operations during the financial year.

CHIEF EXECUTIVE REMUNERATION

The Chief Executive Officer is paid €110k (2020: €110k) per year and receives a 7.5% contribution to a defined contribution pension scheme. She received no additional benefits in the current or prior year.

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
Cost			
At 1 January 2021	481	9	490
Additions	-	-	-
Disposals	(5)	-	(5)
At 31 December 2021	476	9	485
Depreciation			
At 1 January 2021	448	9	457
Depreciation charge	20	-	20
Disposals	-	-	-
At 31 December 2021	468	9	477
Net Book Value At 31 December 2021	8	-	8
Net Book Value At 31 December 2020	33	-	33

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

15 TANGIBLE FIXED ASSETS - COMPANY

	Equipment €'000	Vehicles €'000	Total €'000
Cost			
At 1 January 2021	483	9	492
Additions	-	-	-
Disposals	(5)	-	(5)
At 31 December 2021	478	9	487
Depreciation			
At 1 January 2021	450	9	459
Depreciation charge	20	-	20
Disposals	-	-	-
At 31 December 2021	470	9	479
Net Book Value At 31 December 2021	8	-	8
Net Book Value At 31 December 2020	33	-	33

16 STOCKS - GROUP AND COMPANY

	Group		Company	
	2021 €'000	2020 €'000	2021 €'000	2020 €'000
Aid commodities	4,010	3,188	3,981	3,160
	4,010	3,188	3,981	3,160

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	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Grants receivable	9,355	13,240	9,182	12,059
Prepayments	3,851	3,262	3,389	3,211
Sundry debtors	697	903	666	798
Accrued income	123	120	123	120
Intercompany receivable	-	-	-	1,045
At 31 December	14,026	17,525	13,360	17,233

All of the above amounts fall due within one year.

The intercompany receivable in 2020, 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 2021, 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	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Market value at 1 January	695	651	693	650
(Decrease) / Increase in value during the year	(31)	44	(30)	43
Market value at 31 December	664	695	663	693
Funds on term deposit	212	212	212	212
Total current asset investments	876	907	875	905

GOAL

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

	Group		Company	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Accruals	13,522	12,911	12,151	12,101
Provisions	6,845	7,352	6,845	7,352
PAYE / PRSI	202	201	181	191
Trade creditors	223	130	223	130
Intercompany payable	-	-	227	-
Sundry creditors	18	10	4	3
At 31 December	20,810	20,604	19,631	19,777

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	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Fair Value				
Forward foreign currency contracts in debtors	275	1,489	275	1,489
Forward foreign currency contracts in creditors	(297)	(1,480)	(297)	(1,480)
Net Position	(22)	9	(22)	9

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

Amount purchased	Amount sold	Forward rate agreed	Maturity date
€ 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 2021 (2020: Nil).

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

Group	2021		2020	
	€'000		€'000	
Obligations which fall due:				
Within one year		524		449
Between one and five years		308		474
At 31 December		832		923

Company	2021			2020		
	€'000			€'000		
	Total	Head Office	Branches	Total	Head Office	Branches
Obligations which fall due:						
Within one year	439	199	240	411	184	227
Between one and five years	268	-	268	427	165	262
At 31 December	707	199	508	838	349	489

Letter of financial support for GOAL (International)

GOAL has issued a letter of financial support to GOAL (International) dated 23rd June 2022, in which GOAL confirms it will continue to support GOAL (International), as and when required for the foreseeable future.

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 7th April 2022, 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	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
<i>Measured at fair value through profit or loss</i>				
Current asset listed investments	664	695	663	693
Derivative financial assets	275	1,489	275	1,489
<i>Measured at undiscounted amounts</i>				
Funds held on Term Deposits	212	212	212	212
Debtors and other receivables	10,052	14,143	9,848	12,857
Accrued income	123	120	123	120
Intercompany receivable	-	-	-	1,044

Financial liabilities	Group		Company	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
<i>Measured at fair value through profit or loss</i>				
Derivative financial liabilities	297	1,480	297	1,480
<i>Measured at undiscounted amounts</i>				
Creditors and other payables	20,608	20,403	19,450	19,586

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

Fair Value Gains and Losses	Group		Company	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
On financial assets measured at fair value through profit or loss	(31)	44	(30)	43
On derivative financial instruments measured at fair value through profit or loss	(22)	9	(22)	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
	2021	2021	2021	2020	2020	2020
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	8,842	24,012	32,854	9,413	13,487	22,900
Net movement	1,897	(2,094)	(197)	(571)	10,525	9,954
Fund balances at 31 December	10,739	21,918	32,657	8,842	24,012	32,854

Company	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2021	2021	2021	2020	2020	2020
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	8,485	24,079	32,564	9,119	12,738	21,857
Net movement	2,229	(2,543)	(314)	(634)	11,341	10,707
Fund balances at 31 December	10,714	21,536	32,250	8,485	24,079	32,564

24 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2021	2021	2021	2020	2020	2020
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	8	-	8	33	-	33
Current assets	19,171	34,659	53,830	21,401	33,504	54,905
Current liabilities	(8,440)	(12,741)	(21,181)	(12,592)	(9,492)	(22,084)
Fund balances at 31 December	10,739	21,918	32,657	8,842	24,012	32,854

Company	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2021	2021	2021	2020	2020	2020
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	8	-	8	33	-	33
Current assets	18,657	33,588	52,245	20,992	32,796	53,788
Current liabilities	(7,951)	(12,052)	(20,003)	(12,540)	(8,717)	(21,257)
Fund balances at 31 December	10,714	21,536	32,250	8,485	24,079	32,564

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
Restricted funds	24,012	170,521	(172,615)	-	-	21,918
<i>Unrestricted funds:</i>						
General funds	6,609	2,095	(167)	25	(31)	8,531
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	33	-	-	(25)	-	8
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	8,842	2,095	(167)	-	(31)	10,739
Total funds	32,854	172,616	(172,782)	-	(31)	32,657

Prior Year	Opening Balance	Incoming Resources	Outgoing Resources	Transfers	Gains and Losses	Closing Balance
	€'000	€'000	€'000	€'000	€'000	€'000
Restricted funds	13,487	155,463	(144,938)	-	-	24,012

<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

Total unrestricted funds	9,413	2,710	(3,325)	-	44	8,842
Total funds	22,900	158,173	(148,263)	-	44	32,854

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
Restricted funds	24,079	169,079	(171,622)	-	-	21,536
<i>Unrestricted funds:</i>						
General funds	6,252	1,919	341	25	(31)	8,506
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	33	-	-	(25)	-	8
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	8,485	1,919	341	-	(31)	10,714
Total funds	32,564	170,998	(171,281)	-	(31)	32,250
Prior Year	Opening Balance	Incoming Resources	Outgoing Resources	Transfers	Gains and Losses	Closing Balance
	€'000	€'000	€'000	€'000	€'000	€'000
Restricted funds	12,738	151,050	(139,709)	-	-	24,079
<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
Total unrestricted funds	9,119	2,097	(2,775)	-	44	8,485
Total funds	21,857	153,147	(142,484)	-	44	32,564

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	3,131	20,743	(20,297)	3,577
Haiti	369	2,110	(1,572)	907
Honduras	1,679	10,523	(10,681)	1,521
Iraq	74	558	(632)	-
Kenya	4	-	-	4
Malawi	260	2,093	(2,201)	152
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	126	1,928	(1,702)	352
Sierra Leone	510	4,683	(4,677)	516
South Sudan	440	7,614	(7,197)	857
Sudan	6,129	3,668	(6,922)	2,875
Syria	5,659	90,853	(91,890)	4,622
Uganda	4,908	6,053	(6,704)	4,257
Ukraine	6	-	-	6
Zimbabwe	512	7,007	(5,880)	1,639
Head Office	115	12,688	(12,260)	543
	24,012	170,521	(172,615)	21,918

Movement in Group restricted funds in the prior 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	12,561	(13,262)	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
	13,487	155,464	(144,939)	24,012

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	3,127	20,743	(20,297)	3,573
Haiti	369	2,107	(1,569)	907
Honduras	1,679	10,523	(10,681)	1,521
Iraq	74	348	(422)	-
Kenya	4	-	-	4
Malawi	190	2,046	(2,175)	61
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	126	1,897	(1,694)	329
Sierra Leone	339	4,683	(4,689)	333
South Sudan	439	6,754	(6,340)	853
Sudan	6,129	3,668	(6,922)	2,875
Syria	5,659	90,853	(91,890)	4,622
Uganda	5,355	6,053	(7,151)	4,257
Ukraine	6	-	-	6
Zimbabwe	380	6,949	(5,766)	1,563
Head Office	113	12,455	(12,026)	542
	24,079	169,079	(171,622)	21,536

Movement in Company restricted funds in the prior 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
	12,738	151,050	(139,709)	24,079

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 seventy seven of its employees (2020: sixty-eight). 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 €227k (2020: €188k). €8k (2020: €6k) 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 twenty four employees (2020: sixteen). 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 €59k (2020: €41k). €10k (2020: 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 2021 the Company had 13 company members (2020: 13), who have each guaranteed the liabilities of the Company up to a maximum of €6.35. This guarantee continues for one year after membership ceases in respect of debts and liabilities contracted prior to cessation.

The Company is availing of the exemption permitted by Section 304 of the Companies Act to not present a Statement of Financial Activities for the Company. As disclosed in Note 4, the Company had net expenditure for the year of €314k (2020: €10,707k net income).

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 2021, one of GOAL's Directors visited GOAL's overseas operations at a cost of €5k (2020: €1k) which was borne by the Group. Such costs related to pre-travel medical assessments 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 23rd June 2022.

Cooking in a displacement camp in Idlib, Syria





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