



# FROM CRISIS TO RESILIENCE

ANNUAL REPORT 2023



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# 1 WHO WE ARE




Tsitsi Gumbo -Nutrition Officer with GOAL Zimbabwe Team in Matabeleland South.

# WHO WE ARE

**GOAL is a non-governmental, international humanitarian organisation committed to saving lives and empowering communities to develop resilience and greater control over their lives and livelihoods. GOAL aims to increase the resilient wellbeing of the world's poorest people and focuses on those who are excluded or marginalised, particularly those who are vulnerable due to socio-economic status, gender or age.**

Driven by compassion and a desire to help poor street-living children in Calcutta (Kolkata), Irish sports journalist John O'Shea and others established GOAL in 1977. Since then, GOAL has been an agile early responder to humanitarian crises across the world, working in partnership with communities, governments and a range of other actors to deliver effective humanitarian assistance when and where needed most.



Female project participant, receiving WASH NFIs in Harare, Zimbabwe as part of cholera prevention programme.

# OUR VISION

GOAL envisions a **world beyond humanitarian crises where poverty no longer exists**, vulnerable communities exposed to shocks and stresses are resilient, **barriers to well-being are removed**, and everyone has equal rights and opportunities.

# OUR MISSION

GOAL works with the **most vulnerable communities** to help them respond to and **overcome humanitarian crises** and assist those facing poverty and exclusion to achieve greater resilience and well-being.

# 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, to respond effectively to people's needs.



## 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 to operate to the highest professional and ethical standards.



## 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 and cooperation and offer respect for everybody in our words and actions.



GOAL Sudan health team member weighs baby at child malnutrition clinic, Kassab IDP camp, North Darfur, Sudan.

# 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**.

# WHERE WE WORK



# TÜRKIYE-SYRIA EARTHQUAKE PAYING TRIBUTE TO OUR COLLEAGUES



Abdullah Aldabl



Abdullah Haj Ibrahim



Bayan Kosa



Khaled Basleh



Mohammad Alahmad



Nour Alelaiwi



Ali Shareef



Asmaa Al Hayek



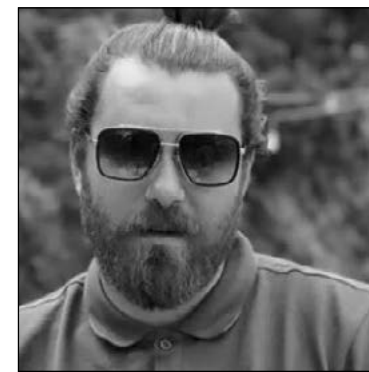
Kareman Kayyali



Abdulrahman Termainy



Ahmad Ghandour



Emre Tumanalioglu



Mohammad Alshab



Mohammad Bostaji



Simla Sural



Ebraheem Koronfol



Fahdi Elseyhhaled



Jamil Khadra



Ahmad Shaaban



Ahmad Witty



Ibrahim Dahro



Mohammad Ebraheem



Mohammed Haj Shaaban



Tareq Alothman



Mohammed Othman



Nisa Melis Tek



Khadija Kore Ahmad



Yasmin Ibrahim



Saer Mughlaj



Suliman Berri



Turki Haman



Zyna Safadi

Tulip and Jasmine;  
the national flowers  
of Türkiye and Syria  
respectively



## 32 GOAL COLLEAGUES WERE TRAGICALLY LOST IN THE EARTHQUAKE.

**In the immediate aftermath, accounting for staff became a priority in addition to assessing the scale of the devastation and response requirements. Over the first two weeks, the death toll continued to rise, and as we feared, 32 GOAL staff and aid workers were amongst that toll and had lost their lives that day. Many died with their families and loved ones. So, the earthquake was also an especially personal tragedy for GOAL.**

### MEMORIAL SERVICE

On Wednesday, July 12th, 2023, An Tánaiste and Minister for Foreign Affairs and Defence Micheál Martin addressed a special GOAL Memorial Service in Iveagh House, Department of Foreign Affairs (DFA) to honour the 32 dedicated GOAL staff members from Southern Türkiye and Northern Syria who most tragically lost their lives in the catastrophic earthquakes.

The Service was also attended by: Simon Coveney, T.D., Minister for Enterprise, Trade and Employment; Seán Fleming, Minister of State at the Department of Foreign Affairs with responsibility for International Development and Diaspora; representatives from the Oireachtas Committee on Foreign Affairs and Defence, including Senators Catherine Ardagh, Diarmuid Wilson, Gerard Craughwell, Joe O'Reilly and Fianna Fáil, TD, James Lawless; DFA Director

Generals, Michael Gaffey and Ruairi de Burca and other DFA Directors.

Of special note, a small group of GOAL Türkiye and Syria team staff members were in attendance. These staff members witnessed the 400 km of destruction first-hand. They worked on the initial emergency response and continue to work on the ongoing reinstatement and delivery of the existing humanitarian aid programmes in Southern Türkiye and Northern Syria.

Speaking in advance of the Memorial Service, which provided a solemn opportunity for GOAL friends from across the world to come together in person and online in solidarity and remembrance, Tánaiste and Minister for Foreign Affairs and Defence, Micheál Martin said, *"The devastating loss of 32 GOAL workers led to a deep sense of shock and sadness across Ireland. I would like to extend my sympathies once again to their loved ones in Türkiye and Syria, as well as to the wider GOAL family, who continue to carry a deep sense of grief and loss. While grieving their loss, it is important also to remember and celebrate their contributions to the world. These were young men and women who dedicated their lives to helping others. They were driven by a desire to assist the most vulnerable in society. They put their lives at risk to help others. That is a powerful legacy to leave and one that will continue to inspire people around the world."*



An Tánaiste and Minister for Foreign Affairs and Defence Micheál Martin addressed the GOAL Memorial Service



GOAL Chairman, CEO, Board members, SMT members, Middle East region team members and Türkiye and Syria country team members, gather outside Iveagh House, Department of Foreign Affairs, D2 for the GOAL Memorial Service

In tandem, Seán Fleming, Minister of State at the Department of Foreign Affairs with responsibility for International Development and Diaspora, said, *"The earthquake which struck Türkiye and Syria led to enormous destruction and loss of life. Among those who died were 32 staff members of GOAL. This was devastating to hear, and my thoughts are with the families and friends of those who lost their lives. It is a testament to GOAL's teams in Türkiye and Syria that they have continued to carry out the vital work of rebuilding the region despite tragically losing so many of their colleagues. GOAL's humanitarian teams perform life-saving work around the world every day."*

Also speaking about the tragic loss, Siobhan Walsh, CEO of GOAL, said, *"Humanitarian crises are increasing in number, magnitude, and complexity across the globe. We salute the humanitarian community across the globe as they tirelessly work together in close partnership to come to the aid of the world's*

*most vulnerable communities. They venture into the most challenging, dangerous environments with compassion, empathy, and a deep sense of purpose, and their work extends beyond borders and transcends cultural and political barriers."*



Siobhan Walsh, CEO, GOAL and Barry O'Connell, Chairman, GOAL remembering lost colleagues at the Memorial Service.



# A MESSAGE

## FROM THE CHAIRMAN AND CEO

**Following the unprecedented global challenges of preceding years, we all hoped 2023 would offer more stability worldwide. However, the catastrophic earthquake that killed nearly 60,000 people in early February was a horrific blow in Northern Syria and Southern Türkiye where GOAL operates. While infrastructure and buildings can be repaired, the loss of so many people – including 32 of our colleagues – cast a shadow over GOAL.**

In the days following the disaster, their fellow GOALies in the region redoubled efforts to ensure fresh water, food and essential health services reached survivors. Thousands had already endured years of displacement due to the Syrian conflict and the earthquake means that survival continues to be a day-to-day struggle.

### Responding where the need is greatest.

In Sudan, where GOAL has worked for over 35 years, the power struggle between military factions caused the world's largest displacement problem, which continues to this day, with no end in sight. To date, over 10 million people have sought safety elsewhere amidst violence, looting and increased human rights violations. With an already fragile health system close to collapse, GOAL's services are now more essential than ever.

Despite the alarming security situation, our staff's strength, commitment, and courage means GOAL remains one of the primary agencies still operating in Sudan, delivering life-saving aid, including restocking critical health clinics, and distributing multipurpose cash assistance. In 2023 GOAL reached over 247,000 people in South Kordofan and North Darfur. We continue to witness the strength and resilience of the people of Sudan, including our 125 GOALies in those two regions, amid this often forgotten war.

Responding to another shocking large-scale humanitarian crisis in Gaza, where the most recent conflict has taken the lives of tens of thousands of Palestinians, GOAL partnered with Palestinian NGO Taawon (Welfare Association). Through this partnership, GOAL is delivering life-saving humanitarian aid to communities in need, including providing food parcels, hygiene kits, water, and medication to internally displaced persons across Gaza, despite the most challenging circumstances. The courageous Taawon staff, supported by GOAL, ensure that assistance reaches those who need it most.

Siobhan Walsh, GOAL CEO and Barry O'Connell, GOAL Chairperson on a visit to the Centro Neighbourhood in the Sula Valley, Honduras in Feb 2024, to meet Barrio Resiliente programme participants. Barrio Resiliente programme, Sula Valley.

### Establishing long-term resilience.

The number of people worldwide whose wellbeing and lives are threatened by **hunger, disease, conflict, and climate change** is staggering. In 2023, there were over 110 million forcibly displaced people worldwide, 43 million of whom were children. Such statistics underline the importance of transforming GOAL's Strategy 2025, 'From Crisis to Resilience', into a reality that improves lives.

Our Strategy's aim is simple: To help strengthen vulnerable communities so they are resilient enough to overcome future crises and emergencies. GOAL's agility and expertise in responding to extreme challenges has been proven over many decades. However, short-term responses are not enough. It is essential that vulnerable communities can withstand future shocks in whatever form they take.

A vital step to achieving this is the provision of essential infrastructure. Without clean water and adequate sanitation facilities, disease easily takes hold. Water-Share Ireland, a GOAL programme, is delivering sustainable WASH (Water, Sanitation and Hygiene) programmes to highly vulnerable communities in Sierra Leone, Eastern Uganda, and Northwest Syria. As a result, over 3,500 people in Mulombi, Eastern Uganda, have access to clean and safe water, with plans to expand supply. In Sierra Leone, the Faecal Sludge Management Plant in Kingtom, built with Water-Share Ireland's help, provides essential services to the community, and now runs at full capacity. In Syria, innovative interventions in Idleb and Aleppo have addressed critical water challenges, including

groundwater depletion and leakage.

Resilience also requires having solid and sustainable sources of food and income. **The Blue Economy seeks to conserve marine and freshwater environments, while using them sustainably to produce energy, food, and economic growth. 200 million people across our world depend on this source for their livelihoods.**

GOAL has been supporting indigenous fisher communities in Honduras for over 10 years to drive economic, food, and nutritional security. In tandem, GOAL is expanding its Blue Economy programme to Sierra Leone. **Our teams across our other countries of operation in Africa are now exploring how local communities can responsibly harness the ocean as a vast and dependable food source. Protecting and investing in the Blue Economy will pay dividends for generations to come.**

### Fostering the next generation of global citizens.

GOAL understands that global justice issues cannot be addressed in isolation. By challenging systems and encouraging critical thinking, **GOAL's Global Citizenship programme fosters an understanding of humanity's need to work together in the face of climate change, sustainability, nutrition, health, and conservation challenges.**

In 2023, over 5,000 pupils participated in our Global Citizenship workshops, while 100,000 young people were reached through other events, and GOAL's innovative NextGen Youth

Network. The enthusiasm and commitment shown by young people in Ireland and around the world for this programme which promotes the 'one race, one people, one world' ideal is inspirational and gives us great confidence in our society's future.

### Partnerships for greater impact

These activities are just a snapshot of GOAL's work and impact across 2023. During the year, the energy and commitment of 3,250 GOALies worldwide was focused on saving lives and making a lasting difference in the lives of vulnerable people. For this to continue, it is essential that we maintain our enduring and fruitful partnerships with generous donors.

Our sincerest thanks are due to our steadfast partners: Irish Aid, USAID, the EU, FCDO, and other government donors. We are also incredibly grateful to have a growing number of private sector partners, including AIB, Kingspan and Mastercard. We wish to express deep gratitude to our individual donors who support us with gifts and funds raised during key annual events such as the GOAL Mile, and legacies to GOAL. Without you, our work would not be possible. Thank you for being such a vital part of the GOAL family and helping to improve the state of our world.

### Steadfast support

Since 1977, GOAL has been resolute in its support of vulnerable people and communities wherever we have operated. As Chairman and CEO, with the collective Board and Management responsibility for stewarding the organisation's maturity, we work to ensure GOAL personnel

understand its purpose and direction every day. Ensuring the safety and wellbeing of everyone associated with GOAL while maintaining the very highest standards of accountability and governance is also of the utmost importance. Our final words focus on those we strive to support around the world.

**Millions of people continue to endure and overcome unimaginable challenges. They have lost loved ones, homes, possessions, and the sense of stability that we take for granted. Yet their determination, incredible human spirit, and resilience to prevail over all this and create a better future is endlessly inspiring. We will continue to do all we humanly can to be a relevant organisation, delivering meaningful change for those who need it most.**

**Our thanks once again to all those who support the vitally important mission of GOAL.**

### Barry O'Connell

GOAL Chairperson

### Siobhán Walsh

GOAL CEO

# 2 | OUR STRATEGY

GOAL Syria team member screens children for malnutrition and provides emergency food assistance in North Aleppo.

# STRATEGY 2025 - GUIDING OUR WORK

**The world is facing a convergence of crises, leading to extreme humanitarian emergencies. These crises are also increasing in number, magnitude, and complexity and shocks in one corner of the world can ripple across the globe, worsening the extent of a crisis, causing further conflict, hunger, mass displacement, and spirals of regressive coping behaviours. Crises disproportionately affect already highly vulnerable and fragile communities, where once a crisis strikes, lives, health and wellbeing are immediately threatened.**

The International Monetary Fund (IMF) estimates that fragile and conflict-affected states are home to nearly one billion people who face challenges that range from low-capacity state institutions and the limited provision of public goods to extreme poverty, forced displacement, and conflict. Fragility and conflict are also linked to trends such as climate change, food insecurity, and persistent gender inequalities. If these trends persist, the IMF estimates that 60 percent of the global poor may live in fragile, and conflict affected states by 2030.

The UNHCR reports that more than 110 million people worldwide were forcibly displaced from their homes due to persecution, conflict, violence, and human rights violations. This represents an increase of more than 1.5 million people compared to the end of 2022 (108.5 million). More than 1 in 73 people worldwide are now forcibly displaced as a result, with the majority – almost 9 in 10 – living in low- and middle-income countries. The UNHCR also reports that 362 million people worldwide need humanitarian assistance, an increase of 30 percent since the start of 2022.

The 2030 Agenda for Sustainable Development and the unanimous adoption of the 17 Sustainable Development Goals (SDGs) by the 193 UN Member States in 2015 offered the most practical and effective pathway to tackle the causes of violent conflict, human rights abuses, climate change and environmental degradation. The 2023 Agenda also aimed to ensure a more sustainable and equitable future for all.

However, the UN Secretary General, António Guterres, has noted that the world is 'woefully off



GOAL Sudan team member chats to seed beneficiary at Kassab, IDP Camp, North Darfur, Sudan.

track to achieve the SDGs deadline of 2030 and key measures including the increased availability of liquidity to countries facing unmanageable debt burdens.

In tandem, the international community is increasingly recognising that addressing these extraordinarily complex global issues requires an integrated approach that goes beyond traditional humanitarian responses.

GOAL's Strategy 2025 titled '*From Crisis to Resilience*' acknowledges the need to strengthen local capacities by stabilising and supporting local systems, working with local partners and building

resilience in vulnerable communities facing serious risks, and where the risk threatens the ability of that community to respond or continue to function.

**GOAL will continue to work to understand global shocks and stressors, including conflict, climate change, environmental degradation, rapid unplanned urbanisation, weak or unstable governances, inequality, and forced displacement, which threaten the health, safety, security, and wellbeing of these vulnerable communities in the fragile and complex environments where we work.**

# 2023 GLOBAL REACH

## 10,000,000



### PER COUNTRY

ETHIOPIA	3,636,000
SYRIA	2,104,000
SIERRA LEONE	1,212,000
ZIMBABWE	988,000
SOUTH SUDAN	770,000
NIGER	348,000
SUDAN	247,000
HONDURAS	177,000
UGANDA	173,000
TÜRKIYE	75,000
HAITI	68,000
COLOMBIA	47,000
IRELAND	29,000
UKRAINE	5,000

### UNIQUE PROGRAMME PARTICIPANTS



**CFM** (Community Feedback Mechanism)  
COMMUNICATIONS **302k**

### UNIQUE PROGRAMME PARTICIPANT REACH

WASH	3,100,000
HEALTH	2,970,000
FOOD AND NUTRITION SECURITY	2,200,000
EMERGENCY RESPONSE	1,950,000
CURATIVE NUTRITION	537,000
LIVELIHOODS	196,000
EMERGENCY PREPAREDNESS	753,000
PROTECTION PROGRAMMES	537,000
GLOBAL CITIZENSHIP PROGRAMMES	25,000

### UNIQUE REACH BY STRATEGIC GOAL

GOAL 1	PEOPLE SURVIVE CRISES	<b>1.6M</b>
GOAL 2	PEOPLE HAVE RESILIENT HEALTH	<b>5.5M</b>
GOAL 3	PEOPLE HAVE FOOD AND NUTRITION SECURITY	<b>2.5M</b>
GOAL 4	PEOPLE PURSUE A SUSTAINABLE, RESILIENT AND INCLUSIVE WORLD	<b>25k</b>

# STRATEGIC GOAL 1

# PEOPLE SURVIVE CRISES

**GOAL responds early to humanitarian crises, enabling access to life-saving emergency relief in partnership with local actors and protection experts.**

Increasingly complex and protracted humanitarian crises that are caused by conflict, instability, poor governance and climate change often span multiple geographies and mean affected communities need additional support over longer periods.

The UN estimates that:

**OVER 300 MILLION PEOPLE** globally will require humanitarian assistance in 2024;

**OVER 114 MILLION PEOPLE** were forcibly displaced from their homes in 2023;

**1 IN EVERY 73 PEOPLE** worldwide is now displaced.

During crises and conflict, Gender Based Violence (GBV) which includes sexual violence, forced marriages and intimate partner violence, typically increases. Highlighting the disproportionate impact of conflicts on women and girls, up to 70% experience GBV in conflict situations compared to 35% worldwide. GBV prevention and response programming is therefore integrated into GOAL's emergency response.

Following the catastrophic Türkiye-Syria earthquake, the GOAL Syria team in Idlib began clearing rubble to facilitate repairs to damaged water systems. This ensured that earthquake-affected communities could continue accessing safe, clean drinking water.

## IN 2023, GOAL'S EMERGENCY RESPONSE WORK REACHED

# 5.5 MILLION PEOPLE

IN ETHIOPIA, SUDAN, SOUTH  
SUDAN, CHAD, UGANDA, SYRIA,  
TÜRKIYE, LEBANON, GAZA,  
COLOMBIA, HONDURAS & HAITI.

### SUDAN

The re-emergence of conflict in Sudan has displaced over 10 million people (including four million children), creating the world's largest displacement crisis. Human rights abuses, including ethnic cleansing and GBV, are rife. At the same time, entire communities have no access to basic services.

### SOUTH SUDAN/CHAD

Conflict in Sudan has caused enormous inflows of refugees into South Sudan and Chad, both of which have limited capacity to manage and respond adequately to a huge increase in humanitarian needs.

### ETHIOPIA

The ongoing conflict in the northern Amhara region, which escalated in April 2023, plus erratic rainfall patterns and the impacts of the previous conflict from 2020-22, have led to famine-like conditions in much of northern Ethiopia. Across the entire country, over 20 million people are now food insecure.

### TÜRKIYE/SYRIA

32 GOAL staff members were among over 50,000 people in Türkiye, and more than 5,000 in Syria, killed by the catastrophic earthquake in February 2023. Thousands of buildings were also destroyed and there was extensive infrastructural damage.

Since the Syrian conflict began in 2011, over 12 million people have been displaced and in 2023, 7 percent of its population required humanitarian assistance.

### GAZA

The horrific attacks of October 7, 2023, resulted in nearly 20,000 Gazan deaths, displaced up to 85% of the population, and destroyed approximately 300,000 homes by December 2023.

### COLOMBIA

In 2023, Colombia grappled with hosting over three million refugees fleeing economic collapse in neighbouring countries and seeking safety in Colombia. The pandemic, political instability, and rising violence in the region exacerbate the crisis for refugees and host communities alike.



Taawon (GOAL's partner in Gaza) team member distributes food aid to displaced children.

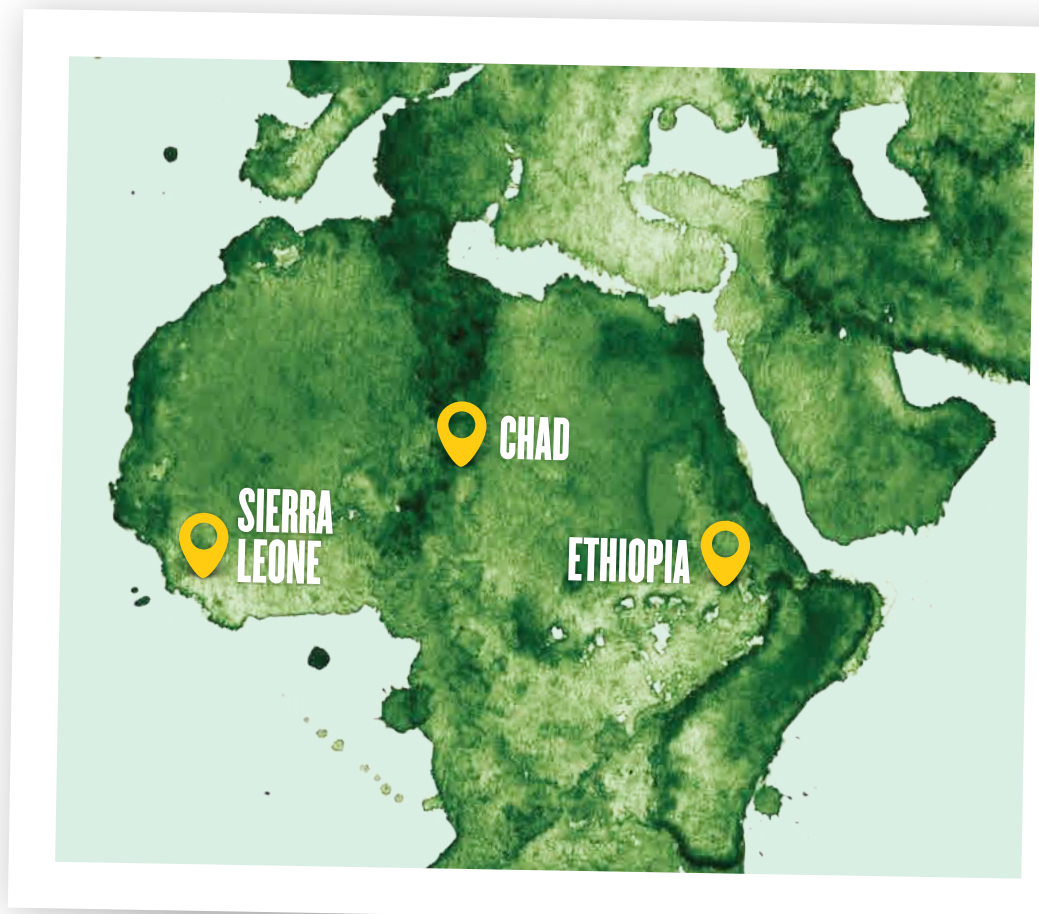
### HAITI

As of December 2023, civil unrest has killed hundreds of innocent civilians and displaced 147,000 people in the capital, Port-au-Prince. Cholera reappeared and a lack of food and clean water resulted in a severe hunger crisis. In 2023, GOAL worked with over 200 community-based organisations to access some of Port-au-Prince's most dangerous neighbourhoods.

# STRATEGIC GOAL 1 - IMPACT



Thomas Jones, WASH Coordinator, GOAL Sierra Leone, meets children from Bevehun, a remote community in Southern Province, Sierra Leone.



## CHAD

In 2023, GOAL's Emergency Response Unit (ERU) travelled to eastern Chad and worked with aid agency *Alima* and its local partner, *Alerte Santé*. Together, they identified gaps in the current response to the humanitarian needs of refugees and host populations.

This thorough scoping exercise, completed in 2023, laid the groundwork for strategic planning and preparation for the upcoming year. Leveraging these insights, GOAL, in partnership with local organisations and with the support of *Irish Aid*, plans to deliver essential healthcare services to approximately **4,000 children under five**. Additionally, GOAL aims to provide life-saving nutritional care to around **700 severely malnourished children** aged six months to five years.

## SIERRA LEONE

Climate change and environmental degradation caused reoccurring floods, landslides and fires. GOAL supported local response agencies in building emergency response and preparedness capacity.

After recording zero flood-related deaths between July and September 2023, Sierra Leone's National Disaster Management Agency thanked a number of agencies, including GOAL.

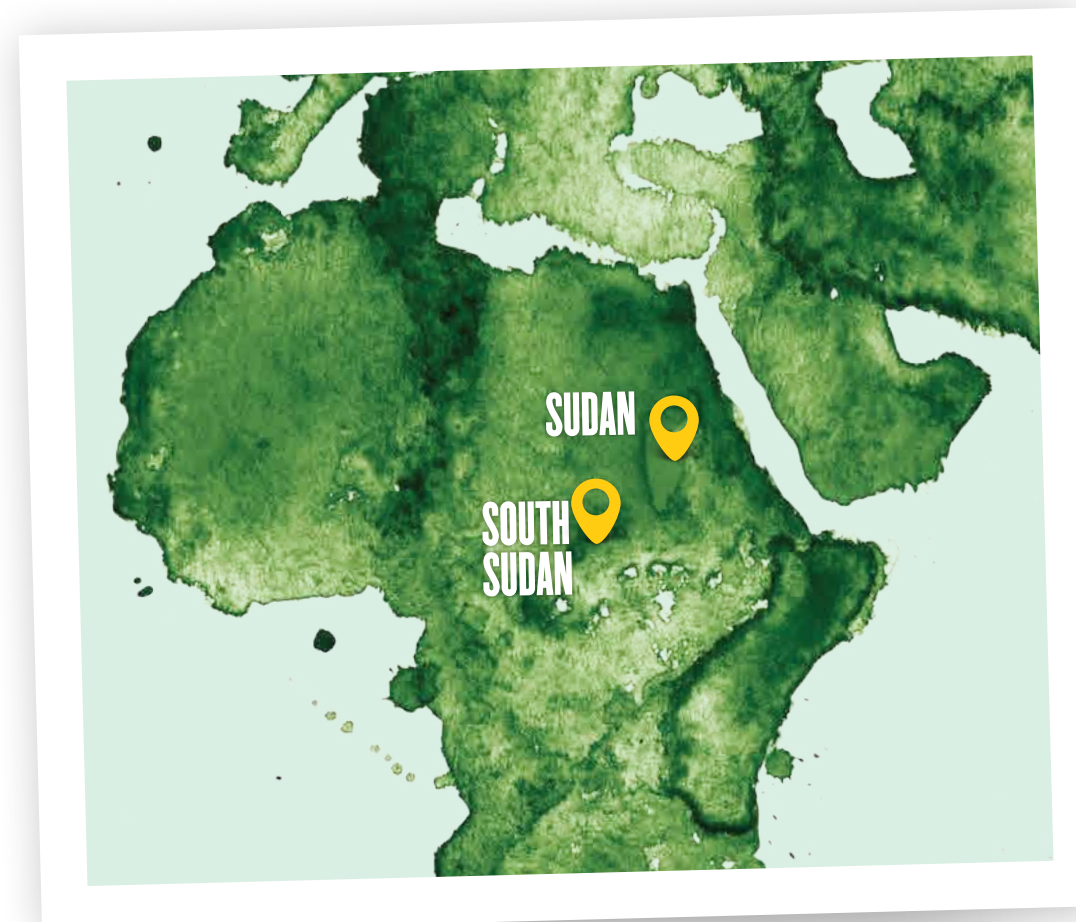
## ETHIOPIA

In 2023, there was a recorded 4.5 million internally displaced people (IDPs) as a result of conflict and climate change in Ethiopia.

- With over 30,000 IDPs entering the city of Debre Berhan between 2021 and 2023, local systems were close to collapse. At the same time, IDPs did not have access to dignified shelter, sanitation facilities or healthcare services.
- Collaborating with two Ethiopia-based agencies, GOAL constructed **500 units of duplex shelters**, a 750-metre water scheme, **10 shower blocks**, and **10 communal latrine blocks** in just five months. Shortly afterwards, the IDPs moved to the new site.
- GOAL trained **380 healthcare workers** in drought or conflict-affected areas
- In 2023, approximately **19,230 people in Ethiopia** accessed GBV response services offered by GOAL.



# STRATEGIC GOAL 1 - IMPACT



## SUDAN

- GOAL supported **17 health clinics** in North Darfur and **30 primary healthcare clinics** in South Kordofan.
- Despite disruptions by the ongoing civil war, GOAL teams continued to deliver medical supplies to hospitals, provide safe drinking water and hygiene services to thousands of IDPs, screen children for malnutrition and provide life-saving treatment via our nutrition clinics.
- Amid unprecedented inflation, GOAL delivered multi-purpose cash assistance (MPCA) to families in need.
- Since the onset of the crisis, **1,755 households** benefited from cash transfers and **1,430 households** from cash assistance via **48 GOAL-supported VSLAs** (Village Savings & Loans Associations).

## SOUTH SUDAN

Since mid-April 2023, over 500,000 South Sudanese returnees and Sudanese refugees sought refuge in South Sudan. At the Joda border point in Renk, Upper Nile State, GOAL teams delivered food, nutrition support, and WASH services. In 2023:

- **9,530 refugees and returnees** were supported with water distributions;
- **1,200 refugees and returnees** were supported with MPCA;
- **1,000 dignity kits** were distributed to survivors of GBV and women and girls at risk of GBV.

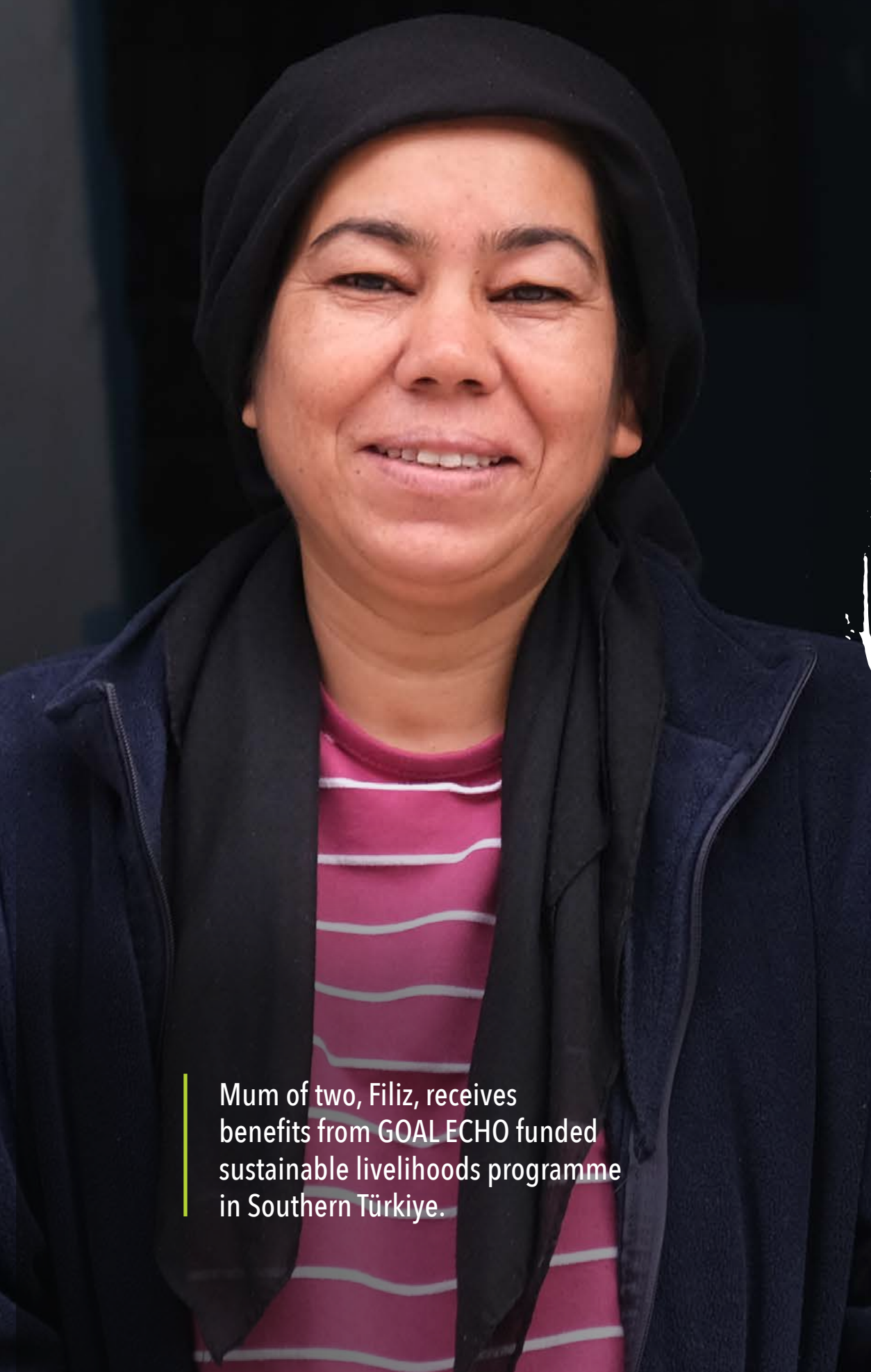
### ESSENTIAL ITEMS DISTRIBUTED IN SOUTH SUDAN:

- Blankets
- Water jerricans
- Mosquito nets
- Solar lamps
- Survival kits
- Dignity kits
- Kitchen sets
- Hygiene kits



GOAL South Sudan team member distributes food aid to refugees who have fled the Sudan war in Transit Centre in Renk, North South Sudan.

# STRATEGIC GOAL 1 - IMPACT



Mum of two, Filiz, receives benefits from GOAL ECHO funded sustainable livelihoods programme in Southern Türkiye.



## LEBANON

In November, GOAL commenced a partnership with Lebanese NGO Amel International. Funded by Irish Aid, the programme distributed hygiene kits to 27,000 IDPs and provided 1,200 IDPs along the Lebanese-Israeli border with:

- health consultations and hygiene assessments;
- access to prescription medication;
- referrals to Primary Health Care Centres and other health and social facilities;
- antenatal care and ultrasound referral for pregnant women with cardiac conditions.

## TÜRKIYE

Since 2016, GOAL has supported vulnerable Syrian refugees in Türkiye. Following the 2023 earthquake, GOAL distributed:

- essential NFIs to **20,000 individuals** which included blankets, kitchen sets and solar lamps, plus hygiene, dignity and newborn kits;
- **€1 million worth of emergency aid** from the Irish Department for Foreign Affairs. This included 4,500 blankets, 4,500 kitchen sets, 1,500 hygiene sets and 350 tents;
- emergency NFIs to **16,000 people in vulnerable communities**, using €500,000 of funds raised in our public fundraising appeal;
- **340 tents to 1,700 families;**
- **660 households** with hygiene kits and emergency shelter supplies, the cost of which was covered by €75,000 of *Irish Aid* emergency funding;
- psychosocial support, shelter, WASH NFIs, household NFIs, food kits, e-vouchers for clothing, mobile latrines, laundry facilities, and rent assistance to **50,000 targeted individuals**. This was funded by European Civil Protection and Humanitarian Aid Operations (ECHO).

## GAZA

In December 2023, GOAL commenced a partnership with Palestine's largest NGO, *Taawon* (Welfare Association) to purchase and deliver food parcels, hygiene kits, water and medication to 1,500 IDPs in Gaza.

## SYRIA

GOAL has been one of the leading humanitarian agencies in Northwest Syria since 2012. Despite the tragic loss of our dedicated colleagues, with over 1,000 local staff based in Türkiye and Syria, GOAL teams responded promptly to February 2023's catastrophic earthquakes.

In its wake, GOAL:

- provided emergency MPCA to **27,000 households** in Idleb and North Aleppo;
- used trucks to supply approximately **8,000 people** with water in places where infrastructure was not yet repaired;
- distributed ready-to-eat kits and free bread bags to **6,000 earthquake-affected households;**
- restarted our bakery programme delivering flour and yeast to bakeries that produced subsidised bread. **Eight bakeries** were added to the programme which served **121,000 earthquake-affected people** in Idleb and **37,000** in Northern Aleppo in February;
- trained **70 staff** on GBV risk mitigation to protect women and girls.

# STRATEGIC GOAL 1 - IMPACT



## HONDURAS & COLOMBIA

Unprecedented numbers of migrants from Ecuador and Venezuela, among other countries, were attempting to escape poverty and crime through the Darién Gap, a treacherous 100 km stretch of jungle and terrain between Colombia and Panama. In response, GOAL partnered with the Start Network to provide:

- food kits to **11,150 migrants**;
- psychosocial support to **1,500 children**;
- medical support to **1,600 migrants**;
- basic hygiene products to **1,500 migrant families**;
- information about safe migration to **1,000 migrants**.

## HAITI

In April 2023, GOAL launched a large-scale response to Haiti's humanitarian crisis with the aim of reaching more than 500,000 people over the following twelve months. Funding came from multiple international and local partner organisations with significant funding from USAID, Irish Aid, UNICEF and ECHO.

Efforts immediately got underway to

- better access to safe drinking water, hygiene and sanitation services;
- train and equip communities to manage their own sanitation needs, and control infection;
- access treatment services for people infected with cholera;
- provide food vouchers for families;
- offer protection from violence, abuse and exploitation for the most vulnerable, especially women and girls.

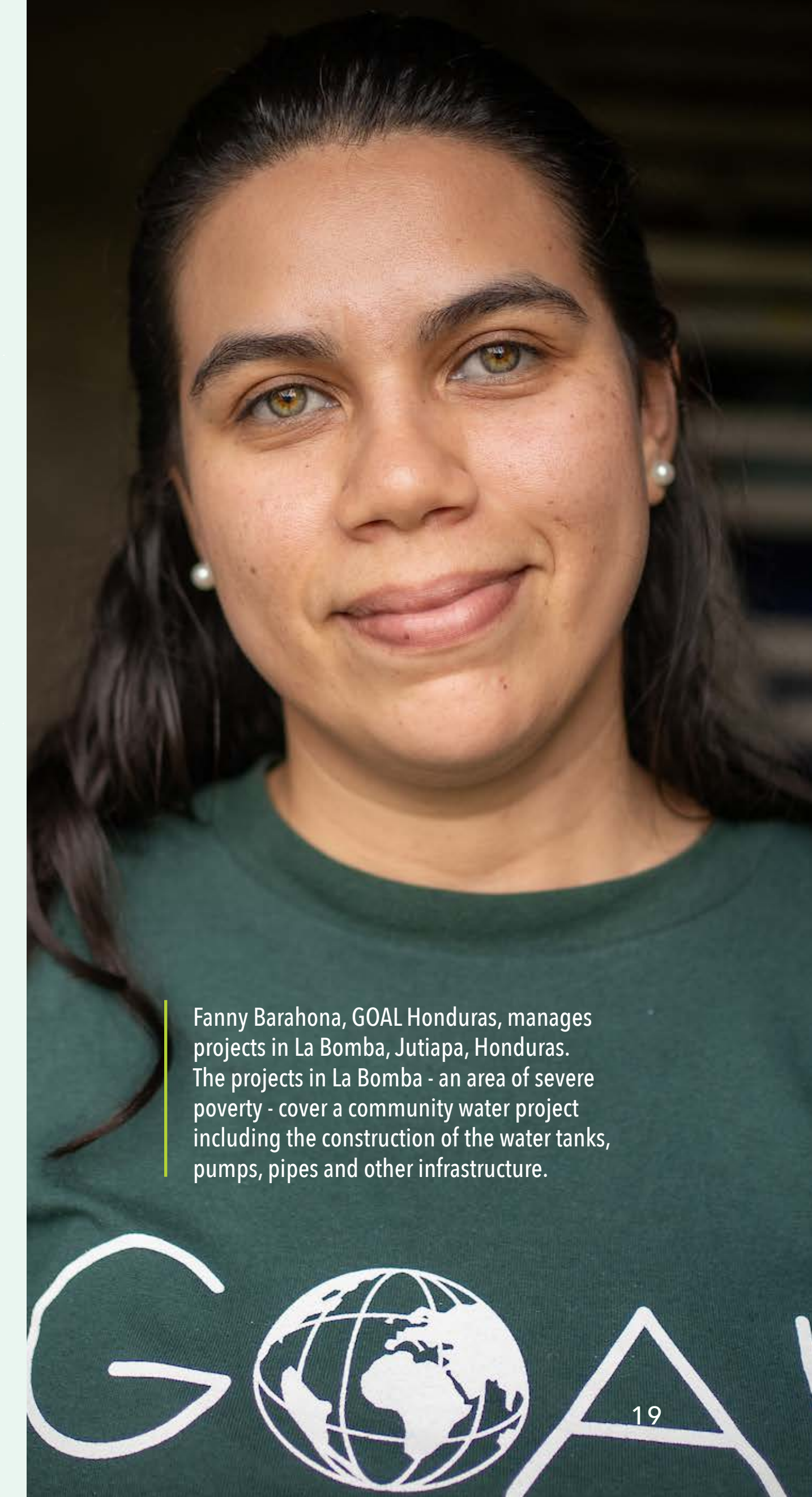
By end December 2023, with support of the USAID funding, the GOAL Haiti team had delivered:

- Direct hygiene promotion to 113,000 people;
- Improve water services to 20,000 people;
- Improved service quality from solid waste management and drainage to 503,000 people;
- Food assistance to 5,200 people;
- Food vouchers to the value of \$2.4m; and
- Cash assistance to the value of \$118k.

## LOOKING FORWARD

GOAL is committed to expanding its readiness to respond to crises by:

- Strengthening the capacity of national disaster risk management agencies, local communities and partners, to take anticipatory and early action.
- Empowering local partners to deliver timely and appropriate emergency responses.
- Continuing to form strategic partnerships with government agencies, civil organisations, and private sector businesses.



Fanny Barahona, GOAL Honduras, manages projects in La Bomba, Jutiapa, Honduras. The projects in La Bomba - an area of severe poverty - cover a community water project including the construction of the water tanks, pumps, pipes and other infrastructure.

# TÜRKIYE-SYRIA EARTHQUAKE

**GOAL has been operational in Syria since 2012 and in Türkiye since 2016, so when the catastrophic 7.8-magnitude earthquake struck on the morning of Monday, February 6th, followed by a 7.5-magnitude earthquake nine hours later, we were there.**

## IMMEDIATE AFTERMATH AND RAPID NEEDS ASSESSMENT

In the days following the disaster, GOAL responded by conducting a rapid needs' assessment and mobilising human, financial, and physical resources through our country, regional, and global teams to support those affected by the earthquake.

The assessment findings developed an Emergency Response Plan for Northern Syria and Southern Türkiye, focusing on short- medium- and long-term approaches to meet the critical needs of earthquake-affected communities. This ensured GOAL's response addressed the immediate needs and gaps of those affected and factored in resilience and early recovery into programmes.

GOAL coordinated its response with AFAD (the Disaster and Emergency Management Presidency for Türkiye) and via the UN's OCHA-led Coordination Meetings.

## ONE MONTH ON AND RAPID SCALING-UP OF RESPONSE PROGRAMME

One month on, it was estimated that the deadly earthquake had caused 46K deaths and affected 18M people across 400 km of destruction.

It was further estimated that up to 1.9M people had been displaced in the 11 affected provinces in Southern Türkiye after significant damage to 192K buildings.

In Northern Syria, the earthquake severely affected North Aleppo and Idlib. Up to 1.7K buildings were destroyed, and more than 8.6K buildings were partially destroyed. Up to 55K families who were already displaced because of the ongoing conflict were, yet again, displaced. Priority needs included shelter, medical supplies, water, sanitation, food, cash, and psychosocial support.

Prior to the earthquake, GOAL had been delivering humanitarian aid and development programmes to over **32,000** people in Southern Türkiye and more than **2.1 million** people in Northern Syria each year. In North Aleppo and Idlib in Northern Syria, our programmes included emergency response, resilient health, and food and nutrition security. In Southern Türkiye, we were supporting national systems to strengthen the protection of refugee populations affected by the Syrian crisis and working closely with communities to enable them to become more resilient by strengthening livelihoods, offering psycho-social support, protection and promoting positive coping mechanisms to affected individuals and their families. At the time of the earthquake, GOAL had **800 national staff** on the ground in Northern Syria and 140 in Southern Türkiye.

## SOUTHERN TÜRKIYE

Within hours of the earthquake in Southern Türkiye, GOAL teams were rescuing survivors from the rubble. Within days, they were starting to distribute hygiene kits, dignity kits, new-born kits, blankets, kitchen sets, and solar lamps, among other NFIs (non-food items), to over 3,500 people in Adana, Mersin, Gaziantep, Antakya, and Sanliurfa.

GOAL Türkiye also received prepositioned emergency aid from the Department of Foreign Affairs (Ireland) and continued to coordinate with AFAD to deliver hundreds of tents to survivors in the Hatay province, reaching over 1,700 individuals in need of shelter.

GOAL Türkiye activated an Emergency Information and Assistance Hotline. In the initial aftermath, this received a strong response, with incoming requests for information and humanitarian assistance such as shelter, NFIs and food provision. There was also a particular focus on providing individual protection assistance to high-risk individuals, such as members of the LGBTQI+ community, vulnerable children, and women at risk of gender-based violence.

Speaking about the rapid response in Southern Türkiye, Alek Milutinovic, Country Director, GOAL Türkiye, said:

*“Because GOAL has already been such an integral part of the refugee response programmes in Adana, Gaziantep, Hatay, and Şanlıurfa since 2016, providing aid to 33K people every year, this allowed us to transition rapidly into our*

*emergency response programming so we could begin providing life-saving assistance. We’re doing everything we can to help earthquake survivors make it through the winter.”*

*“For example, with the support of the US Bureau of Population, Refugees & Migration, GOAL teams in Adana have opened the doors of our GREEN Project Greenhouse to over 220 earthquake survivors, and our Greenhouse will be open to all earthquake victims in Adana for the foreseeable future. We’re so grateful for the support of the international community, but this crisis is nowhere close to being over,” continued Alek Milutinovic.*

## NORTHWEST SYRIA

After the earthquake, GOAL teams continued to deliver clean water, bread, and emergency cash to affected populations in North Aleppo and Idlib. In addition, staff members screened recipients for malnutrition and referred cases to available services when they arose.

The vital bakery programme was restarted, and in the immediate aftermath, GOAL Syria partnered with eight additional bakeries in earthquake-affected areas, which served a further 285,000 people.

GOAL Syria WASH (Water and Sanitation Hygiene) experts rehabilitated damaged water systems. They delivered clean water through municipal water systems and trucking to ensure essential access to clean, safe water was maintained during rehabilitation. Teams



delivered multipurpose cash assistance in North Aleppo and Idlib, targeting over 100,000 people to ensure they could afford the necessities to survive.

Jeannie Zielinski, Country Director, GOAL Syria, spoke to the severity and complexity of the crisis in Syria, a country ravaged by conflict since 2012.

*“The region of NW Syria was already extremely fragile, and the complexity and severity of this crisis cannot be overstated. It will take years to rebuild these communities. So, for now, we’re focused on saving lives. We’re providing food, clean water, cash assistance – anything to help ensure that these families survive the winter.”*

## THANK YOU.

GOAL’s emergency response would not have been possible without the extraordinary support and solidarity of the Irish public, in addition to several key donors, namely Irish Aid, AIB, JP McManus Charitable Foundation, Electric Aid and NLW. Thanks to this incredible generosity and that of our institutional partners, USAID’s Bureau for Humanitarian Assistance (BHA), European Commission Humanitarian Organisation (ECHO), and United Nations body OCHA and SCHF, GOAL was able to respond to the earthquake immediately. Today, we continue to support the people impacted by the seismic and devastating earthquake who also continue to live amid continued protracted conflict.

## “We’ve become afraid of everything.”

Ibrahim, Syrian refugee, Mersin, Southern Türkiye

**The story of Ibrahim (25) and his family is that of so many others who survived last year’s catastrophic earthquakes in Türkiye. He’s being forced to rebuild his life from scratch – again.**

When the earthquake struck while he slept, Ibrahim’s home in Adana was completely destroyed.

He and his family travelled to Mersin province where aftershocks meant they felt safer sleeping in a tent than indoors. “My mental health is very bad now. We’ve become afraid of everything.”

This isn’t Ibrahim’s first time being displaced. “Due to the war in Syria, we fled our home in Hasaka and built a new life in Adana eight years ago,” he explains. “Everything was on track, but with this earthquake, we had to leave our home again.”

Ibrahim and his family reached out to the GOAL Türkiye team who provided essential food kits, hygiene kits and blankets. “This support is very beneficial to us. We need a lot of help to get on with our lives,” Ibrahim says.

Ezgi Direybatogullari, GOAL Türkiye’s Social Services and Coaching Worker, works in Adana, but her family’s house in Hatay was destroyed. After moving her family to a safer place, she began supporting those in need.

“We support host communities and refugees impacted by the earthquake with materials such as hygiene kits, baby diapers, new-born kits, blankets, solar lamps, water cans, and ready-to-eat food kits. We all share the fear, anxiety, and pain. After this terrible earthquake, I am proud that I am a humanitarian aid worker helping our neighbours in need.”



## STRATEGIC GOAL 2

GOAL Community Midwife working in Kassab IDP Camp, North Darfur, Sudan.

# PEOPLE HAVE RESILIENT HEALTH

**Health Inequalities are among the deadliest crises in the world today. GOAL's Health programming is underpinned by our commitment to developing more resilient health services.**

Drawing on over 45 years of experience, GOAL is a leading agency in developing inclusive and resilient health systems. When designing these, we focus on:

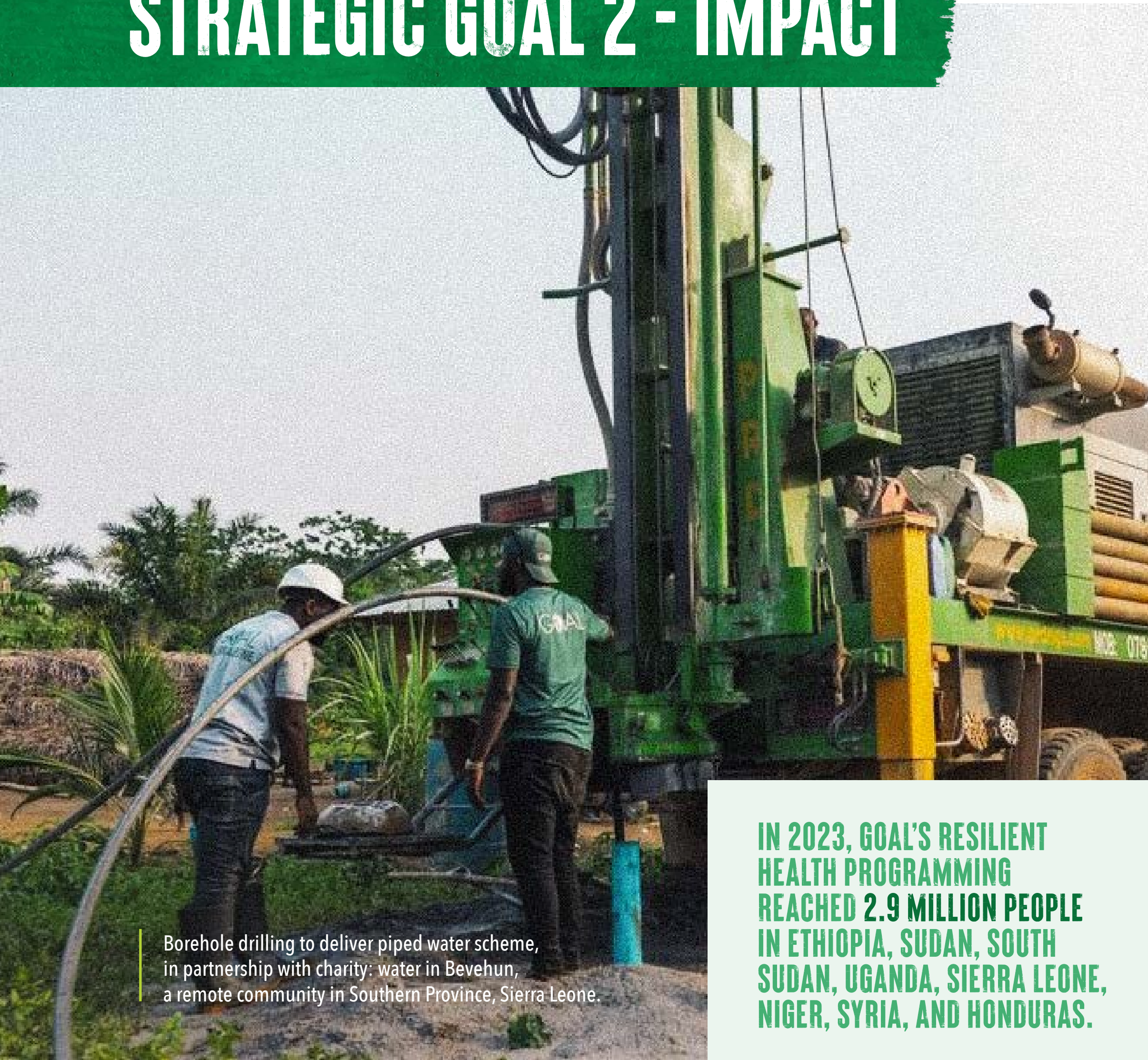
- The analysis of health systems to understand their vulnerabilities and strengths ;
- Vulnerable groups, especially women, children and young people who face compounded health challenges;
- Implementing Social and Behavioural Change (SBC) programmes to address cultural, attitudinal, and structural barriers that impede health-seeking behaviours;
- Building health resilience by mitigating the impact of shocks and stresses on health outcomes; and
- Strengthening health systems to improve their responsiveness.

Water-Share Ireland, established in 2018, is a GOAL programme resourced through the support of its members from the Irish water resources sector. Members kindly contribute funding, technical resources, and expertise to deliver sustainable WASH programmes, to highly vulnerable communities in Eastern Uganda, Sierra Leone, and Northwest Syria.

Highlights:

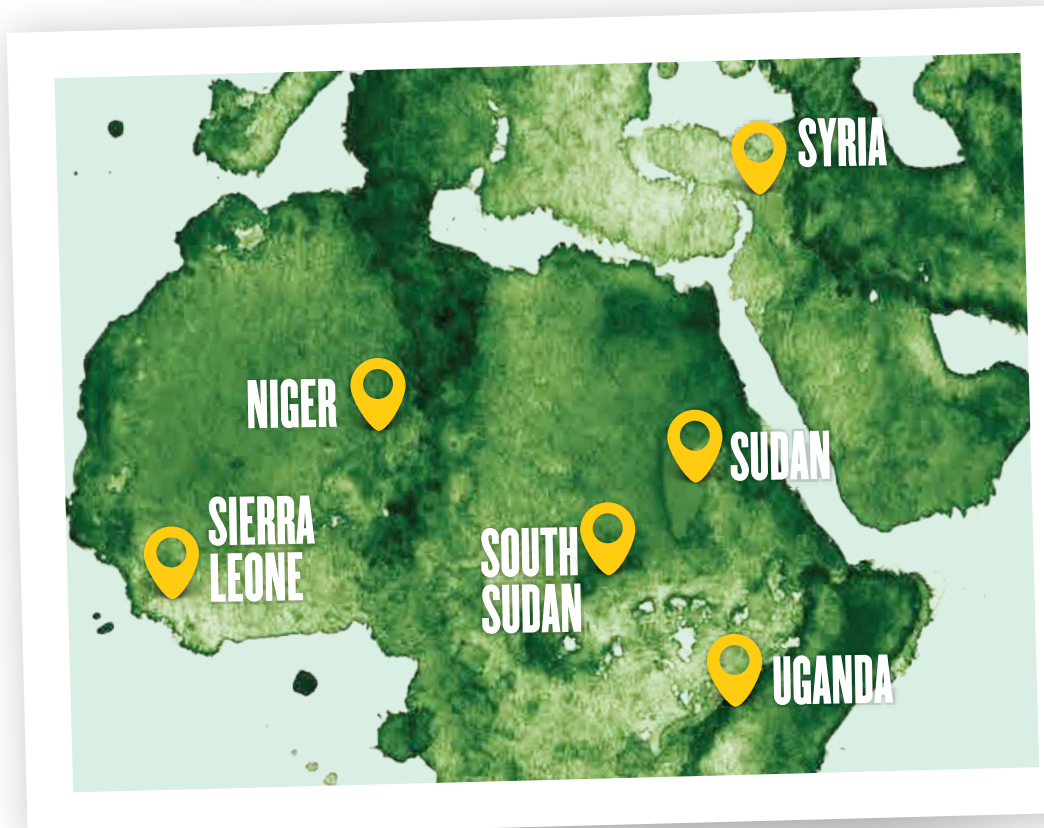
- Uganda - The Mulombi Village Water Supply Scheme, a solar-powered piped water system, was completed in November 2023 delivering safe and clean water to 3,500 people.
- Sierra Leone - Throughout 2023, the FSM (Faecal Sludge Management Plant) in Kingtom, Freetown operated at maximum capacity, processing over 5,500 trucks of faecal sludge and managing 20% of Kingtom's liquid waste.
- Syria: Despite formidable challenges, including the earthquake on 6 February 2023, collaborative efforts with RPS through Water-Share Ireland addressed critical issues, including leakage reduction projects and the implementation of long-term sustainable water management solutions.

# STRATEGIC GOAL 2 - IMPACT



Borehole drilling to deliver piped water scheme, in partnership with charity: water in Bevehun, a remote community in Southern Province, Sierra Leone.

**IN 2023, GOAL'S RESILIENT HEALTH PROGRAMMING REACHED 2.9 MILLION PEOPLE IN ETHIOPIA, SUDAN, SOUTH SUDAN, UGANDA, SIERRA LEONE, NIGER, SYRIA, AND HONDURAS.**



## SUDAN

Approximately 65% of Sudan's population lacks access to basic healthcare services and 80% of hospitals in conflict-affected areas are no longer functional. Sudan's rainy season has also heightened the risk of diseases such as measles, cholera, whooping cough, dengue fever and acute water diarrhoea (AWD).

Since the current conflict began in April 2023:

- Over **102,450 consultations** were carried out from GOAL-supported health clinics, and 47 health clinics were restocked with medical and nutrition supplies;
- **10,200 people** have been vaccinated as part of the World Health Organisation's Expanded Programme on Immunisation (EPI); and
- **69,450 children** aged under five were screened for SAM or MAM, and **895** were admitted for treatment.

## SOUTH SUDAN

Many remote communities in South Sudan have no access to basic primary healthcare services. In 2023, GOAL worked with the South Sudan Ministry of Health to improve access to primary healthcare services including immunisation, disease control, maternal health and nutrition. This involved:

- Integrated health service delivery in 19 healthcare facilities across Ulang, Twic, Kajo-Keji, Renk and Abyei;
- Nutrition programmes to treat severe acute malnutrition in children under five in 60 GOAL-supported nutrition sites; and
- 14 facilities providing gender-based violence (GBV) and mental health/psychosocial support services.

GOAL teams also implemented an inpatient therapeutic programme at a local hospital in Renk, where hundreds of people cross into South Sudan daily.

**4,000 displaced Pregnant and Lactating Women (PLW)** were screened along with **10,000 displaced children** under five for malnutrition. Over **3,600 children** were subsequently admitted for treatment.



# STRATEGIC GOAL 2 - IMPACT

## UGANDA

In Uganda, clean water access is a major issue, with approximately one-third of the country's 50,000 handpumps being non-functional. Our WASH programming focuses on increasing access to safe water through the construction of point water sources and piped schemes:

- GOAL has constructed **696** hand pump boreholes and rehabilitated **203 since 2015**, driving up water access for communities from 15% to over 60% in Namayingo District and from 45% to over 90% in Bugiri District, both in Eastern Uganda. In 2023, **88%** of the boreholes inspected were still fully functional.
- In partnership with Water-Share Ireland, GOAL also began the exploration of a large-scale piped water system to bring clean water to two sub-counties in Namayingo District. In 2023, GOAL and Water-Share Ireland completed a new borehole scheme serving **5,200 people** in Molumbi.
- GOAL also supported 106 communities in Bugiri, Namayingo, Butaleja and Kaabong Districts in achieving Open Defecation Free (ODF) status in 2023.

## SIERRA LEONE

Pregnancy-related death accounts for 46.8% of all adolescent deaths in Sierra Leone. In districts where GOAL implemented Adolescent Sexual and Reproductive Health (ASRH) programming:

- Use of modern contraception by females aged 15 to 19 has risen from 38% in 2018 to 58% in 2022. For women aged 20 to 24, the figure rose from 26% to 71%.
- There was a corresponding reduction in adolescents presenting for antenatal services, and adolescent deliveries.
- More broadly, because of the sustained approach, the percentage of people aged 10 to 24 years old with a basic knowledge of sexual and reproductive health and protection services increased from **32%** to **70%** in the last 3 years.

To sustain this progress, during 2023 :

- **10,200 people** were reached through Social Behaviour Change (SBC) activities, to combat societal norms that discourage girls from seeking ASRH services.
- GOAL trained **105 healthcare workers** in adolescent-friendly healthcare service.
- **90 young people** were trained on advocating for reproductive empowerment and engaging with community leaders.

## SYRIA

In 2023, GOAL:

- Improved access to sufficient and safe water for **1.5 million people** by operating water stations and repairing infrastructure;
- Rapidly assessed the condition of water stations and networks, and ensured 40 water stations were operational from the first week after the earthquake; and
- Identified that falling groundwater levels were likely due to farmers resorting to unregulated groundwater pumping because of broken water transport infrastructure. These investigations were undertaken as part of the Water-Share Ireland programme.

## NIGER

- In 2023, our Global Safeguarding Team rolled out psychological first aid (PFA) training that targeted **85 staff** across multiple departments with a significant pilot programme implemented to support GOAL Niger staff with their refugee response programme.

## LOOKING FORWARD

GOAL will continue to:

- support health systems to move towards greater resilience at national and community level. This will enable local systems to provide critical emergency health responses, whilst integrating protection services for vulnerable populations;
- work towards reducing community-level vulnerability to health-related shocks;
- build the capacity of individuals to improve their own health through better knowledge, and by practising health-seeking behaviours.
- repair water infrastructure and improve acceptability of water with the support of the Water-Share Ireland programme.

*“Today the community in Bevehun is drinking clean water”*

Thomas Jones, WASH Coordinator, GOAL Sierra Leone

**Mamie lives in a remote village in Bevehun, Sierra Leone. She used to collect water for drinking, cooking and laundry from a brackish, contaminated swamp full of insects and bacteria.**

Although water-borne illnesses like diarrhoea, typhoid and cholera were a constant threat, the people of Bevehun were forced to drink the contaminated water because it was the only water source they could reach on foot.

In Sierra Leone, women and children must often walk long distances to collect water for cooking, laundry and bathing. Doing so leaves them with less time for work of greater economic value or education. **Thomas Jones, Regional WASH Programme Manager** for GOAL Sierra Leone, visited Bevehun earlier this year and witnessed the situation first-hand.

*“In Sierra Leone, there is a drastic difference between a community that has clean water and a community that does not,” Thomas explains. “Let me introduce you to another community, one that got clean water three years ago.”*

*“Before, people complained of rash and diarrhoea. They spent precious time and money on medicine and clinic visits. Then, clean water comes. Over the following days and weeks, health slowly improved. Parents worry less. Kids can study more. Everyone is energised and happy.”*

GOAL teams are working to bring clean water to remote communities across Sierra Leone. With GOAL’s intervention and support from our partner, charity: water, a drilling rig arrived in Bevehun last April to bring residents safe, clean water.

*“I ask you, next time you take a drink of water, think of Bevehun,” Thomas says. “Because today they are drinking clean water.”*



# STRATEGIC GOAL 3

# PEOPLE HAVE FOOD AND NUTRITION SECURITY

Globally, nearly 800 million people do not have enough food to meet their basic nutritional needs, and demand is rising.

It is crucial that we find innovative and sustainable ways to help vulnerable communities achieve food and nutrition security.

GOAL:

- Supported climate-smart, nutritionally rich food production and sustainable and equitable market systems to give communities access to nutritious food;
- Provided safety net nutrition programming for extremely vulnerable households; and
- Increased knowledge of good nutrition practices and food storage habits to help vulnerable communities improve their own food and nutrition security.

GOAL's food and nutrition security programmes reached 2.2 million people in 2023 in Ethiopia, Sudan, South Sudan, Niger, Uganda, Sierra Leone, Zimbabwe, Honduras, Haiti, Türkiye, and Colombia. Special focus was on reaching vulnerable groups, especially women, children, and young people with disabilities and other health challenges and promoting improved subsistence and commercial production while delivering a much more adequate diet for all.

Contributing to SDGs

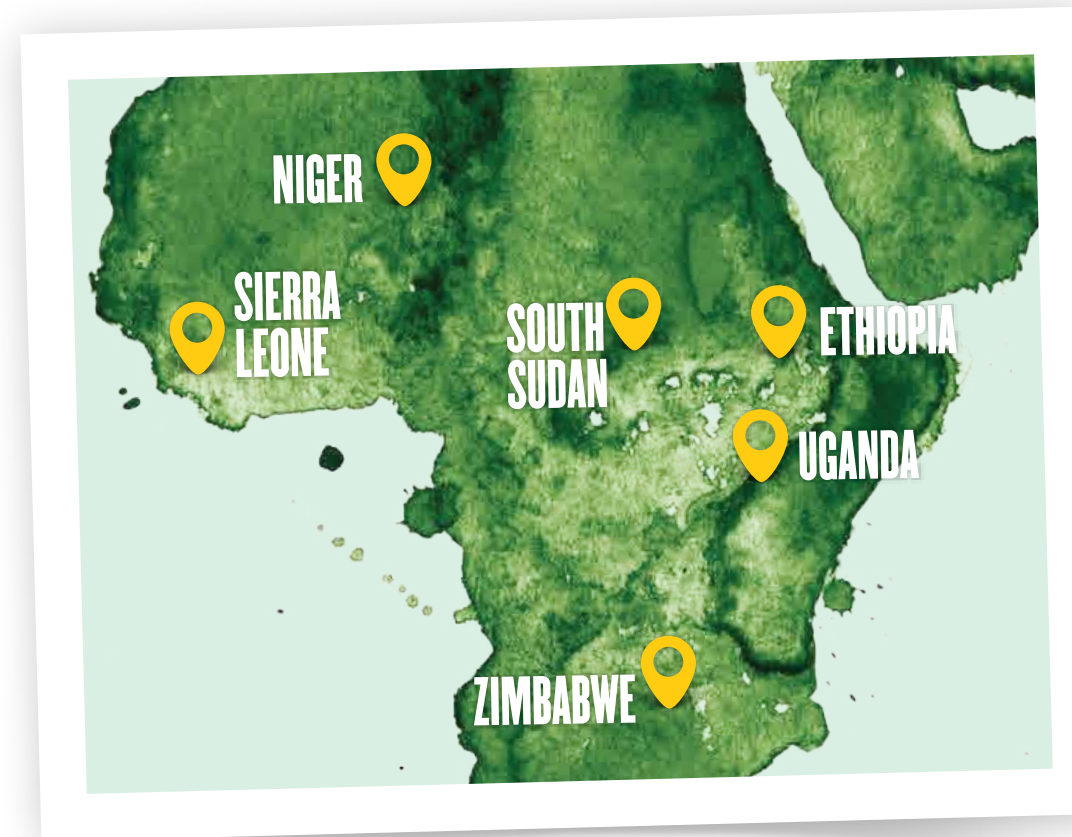


Members of the GOAL UNILIFT Cash for Work programme in Stonebridge, Harare, Zimbabwe.

# STRATEGIC GOAL 3 - IMPACT



Displaced women and children in the Oromia Region, Shalla, Ethiopia.



## ETHIOPIA

In recent years, multiple and recurring shocks have affected agro-pastoral communities in Southern and Eastern Ethiopia.

Protracted drought, locust infestations and restricted access to pasture due to COVID-19 have greatly harmed livestock health and productivity.

In response, GOAL implemented the RiPA (Resilience in the Pastoral Areas) project which helps pastoralists build resilience in various ways. These included commercial destocking which converts livestock that is likely to die into cash or meat.

**IN 2023, DESTOCKING HELPED PASTORALISTS GENERATE A PROFIT OF \$5.4 MILLION USD BY SELLING OVER 10,000 COWS AND 20,000 SHEEP OR GOATS.**

## SOUTH SUDAN

GOAL invested significant time in communities' understanding of nutrition and encouraging positive practice. We also empowered families to self-refer their children to nutrition clinics if malnutrition is a concern. In 2023, GOAL:

- Provided **132,770 children** with Vitamin A supplements;
- Gave infant and young child feeding counselling to **51,330 primary caregivers of children** under 24 months;
- Screened **25,330 children** under five for acute malnutrition; and
- Enabled **4,000 refugees and returnees** to receive training or participate in community awareness sessions on feeding maternal, infant and young children during emergencies.

We also trained:

- **240 community nutrition volunteers** (CNVs) to provide maternal, infant and young child counselling services;
- **90 health and nutrition workers** in Community Management of Acute Malnutrition (CMAM) and Integrated Management of Acute Malnutrition (IMAM) services; and
- **180 CNVs** on Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH), GBV, and safeguarding.

# STRATEGIC GOAL 3 - IMPACT

## SIERRA LEONE

Small-scale fisheries in Sierra Leone tend to be mismanaged and coastal ecosystems are threatened by climate change, overfishing and pollution.

GOAL applied learnings from its extensive Blue Economy programme in Honduras to a similar one being implemented in Sierra Leone and this will be expanded over the next three years. This project will continue to:

- support small-scale fisheries by improving management, infrastructure and access to financial services (particularly for female and youth-led enterprises);
- help fisheries and coastal communities become more resilient to climate shocks and stresses.

## NIGER

GOAL used two approaches to address high rates of malnutrition in Niger:

- our Nutrition Impact & Positive Impact (NIPP) programme addressed behavioural risks;
- training in measuring MUAC (Middle Upper Arm Circumference) allowed families to screen their own children and self-refer to nutrition clinics if they are concerned about malnourishment. In 2023, approximately **5,000 families** received MUAC training.

## UGANDA

GOAL supports two rural employment programmes, both of which are underpinned by sustainable, climate-smart agricultural practices:

### Markets for Youth (Young Africa Works)

GOAL partnered with the MasterCard Foundation and 22 national private sector and civil society organisations to create dignified, fulfilling agricultural work for **300,000 young people**. This included **30,000 refugees** and **15,000 young people** living with disabilities.

By 2023, the programme had reached over **125,000** young people (55% of whom are young women), of which over **73,000** are already making meaningful savings.

### Uganda Youth Engine

Funded by NORAD and implemented in partnership with Village Enterprise, this two-year project aims to help 3,500 people in rural communities aged between 18 and 35 gain dignified agricultural work. Since its inception the project has helped 2,476 youth farmers and continues to support about 1,240 youths every farming season.



Through the (Technical and Vocational Education Training) programme, Tanya was funded to attend hairdresser school and on graduation Tanya opened her own salon in Stonebridge, Harare, Zimbabwe

## ZIMBABWE

GOAL implemented a variety of projects to enhance household income and food security:

- The **UNILIFT Cash for Work** programme pays women aged between 15 and 65 \$53 per month for 15 days of work every month. Preference is given to women with disabled children or chronically ill family members.
- The **TIFED (Technical and Vocational Education Training)** programme covers the expenses of individuals seeking professional training.
- Climate-smart agriculture, livestock nutrition and animal health management training for sheep or goat farmers. 70-90% of the rural population own these animals which are a vital financial safety net as they are easily exchanged for cash.
- In 2023, GOAL distributed goats to farmers and continues to offer support by facilitating veterinary visits.

# STRATEGIC GOAL 3 - IMPACT



## HAITI

Together with other agencies and community based organisation partners, GOAL operated a large-scale, cash voucher-based food assistance programme in metropolitan Port-au-Prince.

Between 2023 and 2024, food vouchers provided by GOAL will have benefitted almost **26,000 people** (5,200 households) affected by high inflation and elevated prices.

## HONDURAS

To enhance food security, GOAL piloted an agroforestry programme: Growing a variety of trees around or among crops or pasture to create more diverse, productive, profitable, healthy and sustainable land-use systems.

Participants learned how to use farmland efficiently, and to classify seeds and grains for eating or planting.

## COLOMBIA

In Colombia, GOAL supported refugees under the Barrio Resiliente (Resilient Neighbourhoods) Artesanías para el Rescate (Artisans to the Rescue) programme.

Vulnerable refugees were trained to weave handbags and backpacks in the traditional style of the Wayuu indigenous community. As these backpacks are very popular amongst tourists, they can generate an income which refugees use to support themselves and their families.

## LOOKING FORWARD

GOAL will continue working to increase the nutrition security of vulnerable communities by:

- using market system-strengthening approaches tailored to a changing climate;
- promoting food security and livelihoods in the aquaculture and agriculture sectors in sustainable, inclusive and climate-smart ways;
- working with micro, small and medium enterprises, with a focus on women and youth, to sustainably increase food production.

Where market-based solutions aren't feasible, GOAL will help families improve their knowledge of malnutrition and good feeding practices, with a focus on children and pregnant and lactating women (PLWs). Safety net nutrition programming will also be provided for extremely vulnerable households.

Bernard McCaul, Director of Programmes, Innovation and Design and Siobhan Walsh, GOAL CEO, visiting a mangrove tropical forest in La Mosquitia, eastern Honduras.



“CLIMATE CHANGE IS A DRIVER OF HUMANITARIAN CRISES, WHICH ARE INCREASING IN NUMBER, MAGNITUDE, AND COMPLEXITY ACROSS THE GLOBE. MORE NEEDS TO BE DONE TO SUPPORT POPULATIONS THAT ARE BEING EXPOSED TO NEW CRISES, PARTICULARLY THOSE LIVING IN FRAGILE AND CONFLICT AFFECTED CONTEXTS. WE NEED TO STRENGTHEN LOCAL CAPACITIES, TO STABILISE AND SUPPORT LOCAL SYSTEMS TO MOVE FROM CRISIS TO SURVIVAL AND TO GREATER RESILIENCE. OUR GLOBAL TEAM REMAINS RESOLUTE IN ITS COMMITMENT TO DELIVER ON THIS IMPORTANT GOAL.”

Siobhan Walsh, CEO, GOAL

*“We can change the lives of our families and communities through farming.”*

Betty, Markets for Youth programme participant, Moroto District, Uganda.

**Betty is a mother of four living in Bazza Village, Moroto District, Uganda. She has used a wheelchair since she was seven years old.**

Before being introduced to the Markets for Youth programme, Betty sold clothes and occasionally farmed produce for her family to eat. Then she received training from AgroMax, an agri-business company and one of Market for Youth’s skills development partners.

“I was trained in planting crops like onions, cabbage and eggplants. I earn an income from these vegetables and can pay school fees and rent,” Betty says.

Betty now trains other disabled youth in good agricultural practices. One of her students, Johnson, says “I learnt how to grow vegetables from her. We used to fail with our crop due to lack of proper crop management.”

Mark, another of Betty’s students, has a visual impairment. He says: “Many trainings don’t give us hands-on skills, but this one was different. I was happy to also receive seeds, and I am very prepared for the coming rain to plant in large quantities.”

Betty believes the best way to build a more inclusive future is by empowering people living with disabilities to participate actively in their community and form a collective voice.

She now has ambitious plans to buy her own land and an irrigation system. “Agriculture is the backbone of the Ugandan economy, and we can change the lives of our families and communities through farming, if we do it the right way,” she says.



*“Since Mummy started growing vegetables, we have a balanced diet. Although she lives with a disability, she provides our rent and food, and is also able to send us to school.”*

Agatha, Betty’s daughter

# STRATEGIC GOAL 4

# PEOPLE PURSUE A SUSTAINABLE, RESILIENT, AND INCLUSIVE WORLD

GOAL partnered with St Patrick's Festival (SPF) in March 2023 and delivered an exciting programme of events at the Festival Quarter in Collins Barracks National Museum of Ireland. The theme of the festival was ONE, celebrating diversity, inclusion and oneness through art and culture.

Through the GOAL Global Youth Programme and Global Youth Network, we actively built links between young people, teachers, schools, communities and decision-makers in Ireland, and GOAL's programme countries.

Through workshops, competitions, engagement, and skills' training, we worked to ensure that children, young people, and adults value the agenda of a fairer, more equal, and sustainable world is possible.

Contributing to SDGs





# GLOBAL CITIZENSHIP EDUCATION

- Working with students and educators, seven regionally based facilitators delivered over 220 Global Citizenship Education (GCE) workshops in **46 schools** across **14 counties in Ireland**, reaching over **5,000 students**.
- GOAL's GCE resources were also delivered online and in person to over **140 qualified student teachers**.
- In September, we launched 'Food for Good' which explores how food systems are connected to the SDGs. This is now being delivered in primary schools nationwide.



Mary Van Lieshout GOAL Deputy CEO, President Michael D. Higgins, his wife Sabina Higgins, and designer Thunde Perry at GOAL's global garden for the 2023 Bloom Festival.

Supported by Irish Aid, the garden featured olive trees, hazelnuts and flax from the Middle East, sweet potatoes and Ethiopian bananas from Africa, corn and beans from Latin America, and sunflowers from Ukraine.

Denis Wembi, Josh Marikopo, Bezawit Liro and Clodagh Sulley, from Uganda, Zimbabwe, Ethiopia, and Ireland, spoke at the Earth Rising Festival which aimed to inspire collective action towards a sustainable and hopeful future. Pictured with Emer O'Neill, Teacher, Children's Author, and TV Presenter.



# PUBLIC ENGAGEMENT

- In **March**, GOAL NextGen launched a partnership with St Patrick's Festival to celebrate and promote Global Citizenship through live performance, dancing and storytelling.
- In **June**, GOAL teamed up with award-winning garden designer Tünde Perry to create a vibrant and engaging garden for Bloom 2023. Inspired by ecosystems, plants, and crops from various regions where GOAL works. Supported by Irish Aid, GOAL's Global Garden, sparked conversations about how people in Ireland can act for a sustainable, resilient, and inclusive world.

- In **November**, 'Spark' gathered new voices and ideas from Ireland, Ethiopia, Nigeria, Ivory Coast and Colombia to collaborate for change and global solidarity.

An original song entitled 'Spark', written by Irish/Ivorian singer Celavidmai, Evan Flaherty and Darragh Purcell from Irish band Scoth, was chosen as RTE2's Song of the Week and reached number one in Ireland.

A short video created by THINKHOUSE also incorporates a striking visual piece from designer and illustrator Grace Enemaku who drew on her Irish upbringing and Nigerian heritage.

- In **September**, GOAL hosted the second NextGen Youth Exchange. This invites members of GOAL's Global Youth Network living in Ethiopia, Honduras, Iraq, Sierra Leone, Uganda or Zimbabwe to Dublin. Attendees exchange ideas for a more sustainable future and attend youth, climate and human rights-focused seminars and discussions.



Spoken word artist Adam Mohamed, RTE presenter Emer O'Neill, and visual creative Paula Roldan pictured at the GOAL NextGen X-Change launch of 'Spark'.



*"Amid ever-divisive global crises and conflict, this project is a rallying cry for unity, creativity, and action, urging the world to come together for a common cause."*

Victoria Walsh, GOAL  
Global Citizenship Manager

# 3 | HOW WE OPERATE



GOAL implements the Markets for Youth programme in Uganda in collaboration with local partners, including MUCOBADI, a community resilience and development agency based in Bugiri, Eastern Uganda.

# LOCALISATION AND PARTNERSHIPS IN ACTION

**GOAL is acutely aware that tackling poverty, crisis, and social injustice is complex.**

As this can only be achieved by aligning approaches, resources and expertise with others, GOAL:

- has long-standing partnerships with institutional funders including the governments of Ireland, the UK and the USA, the European Union and the United Nations and is;
- committed to building relationships with other agencies and private sector partners for greater impact.

**Localisation** is the strategy of working closely with permanent local actors, including government agencies, private sector entities, organisations and communities to lead and deliver humanitarian aid.

## GOAL'S APPROACH TO LOCALISATION

Localisation is the cornerstone of effective humanitarian action, we aim to bolster local organisations' capacity to respond to crises and promote long-term sustainability.

- By harnessing local actors' unparalleled local knowledge and cultural understanding, GOAL strives to deliver our programmes more efficiently and effectively while ensuring they are culturally appropriate and relevant.
- Strengthening local partnerships reflects GOAL's support of the Grand Bargain, a framework adopted by humanitarian donors, organisations and affected countries at the World Humanitarian Summit 2016.
- GOAL also supports the **Grand Bargain 2.0**, a 2021 framework extension aimed at improving coordination, strengthening local leadership, and streamlining financing and reporting processes.

A GOALie drilling a borehole in Bevehun, a remote community in Sierra Leone, in partnership with charity:water

## GPC

In 2023, GOAL launched the GPC (Global Partnerships Centre). Based in Uganda and supported by Ireland's Department for Foreign Affairs and Irish Civil Society Programme (ICSP), the Centre's overall goal is for permanent local actors in GOAL programme countries to catalyse lasting systemic change in humanitarian and development responses. The centre made significant progress and has already selected 11 local partner organisations from Ethiopia, Uganda, Zimbabwe, Sudan, Niger and Honduras to support with organisational development.



### Multi-skilled team

The Global Partnership Centre will draw on expertise from across GOAL to create a multi-disciplinary team with skills including programme management, leadership and governance systems analysis, co-creation and partnership development.



*“Our GPC is a cornerstone initiative aimed at fortifying GOAL’s partnership portfolio and steadfast dedication to the localisation agenda. By recognising the critical role that local actors play in leading locally-driven humanitarian initiatives, our goal is to foster sustainable, systemic change.”*

Mandy Yamanis, Director, GPC

## PARTNERSHIP SPOTLIGHT: DISPLACEMENT RESPONSE IN ETHIOPIA

In 2023, the Global Partnership Centre worked with Centre of Concern (CoC) and the Development Expertise Centre (DEC) who have been essential in providing an effective humanitarian response in Debre Behan, Ethiopia.

Since 2021, armed conflict in Ethiopia has forced millions of families from their homes, which led to 30,000 internally displaced people (IDPs) setting up makeshift shelters in the city of Debre Behan.

GOAL quickly collaborated with the Ethiopia Humanitarian Fund (EHF) to address their shelter, health, WASH, nutrition and other essential needs, and alleviate the strain on the city's overwhelmed health system.

Life-saving medications were also provided, and mobile health and nutrition teams were deployed.

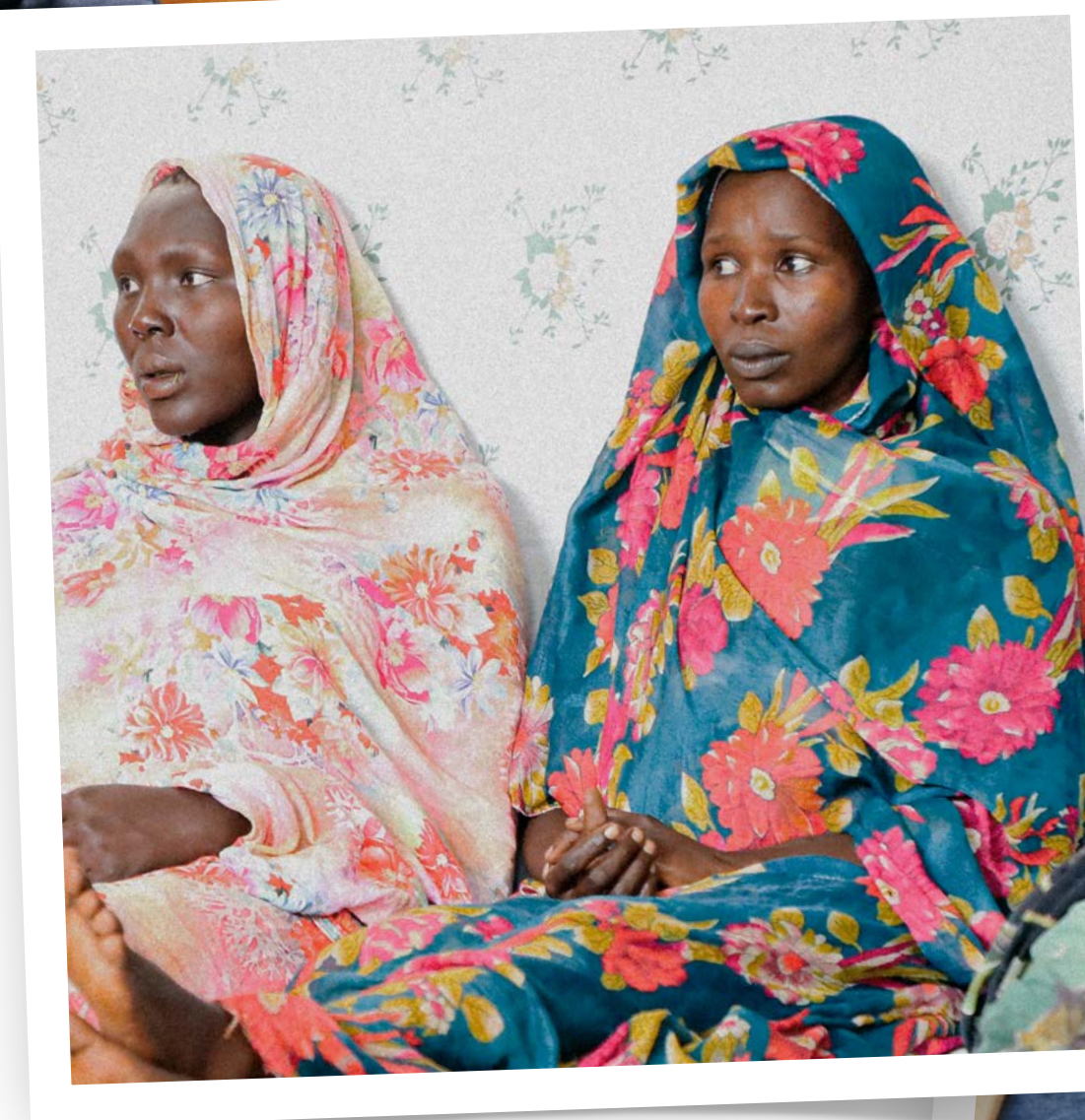
In just five months, government-owned farmland was transformed into a well-established IDP camp. In partnership with CoC and DEC, GOAL also initiated the construction of:

- **500** Duplex shelter units;
- a **750**-metre water scheme;
- **ten** shower blocks;
- **ten** communal latrine blocks.

The newly established health facilities, schools, compact shops, water distribution points and even small vegetable gardens have all contributed to the sense of renewal and optimism now noticeable in the camp.

*"We are all humanitarians dedicated to saving lives and supporting people in need. However, the GOAL team is uniquely built for such a mission. It is the collaboration that resulted in achieving such remarkable work in a short period."*

Wasihun Teshome, Development Expertise Centre, Debre Behan, Ethiopia.





REDPESCAH, the Network of Fishermen from the North of Honduras, is made up of 23 organisations of fishers. They have a fish shop in the capital Tegucigalpa to sell their fish at fair prices to the public. REDPESCAH is supported by GOAL through its Blue Economy programme.

# INNOVATION

As the challenges that GOAL faces become increasingly complex, finding new perspectives and approaches that lead to transformative change is essential in achieving our vision of a world beyond humanitarian crises. GOAL believes that innovation can come from anywhere, including our teams across the world, and the partners and communities that we work with. To leverage this shared ambition, GOAL has a Programme Innovation Lab that leads and coordinates the organisation’s innovation strategy and delivery. The Innovation Lab is supported by a range of partners, including Irish Aid.

## HUMANITARIAN INNOVATION FUND

In early 2022, GOAL launched the €150,000 **Humanitarian Innovation Fund** to support and encourage promising innovations.

Financed by Irish Aid and managed by GOAL’s Programme Innovation Lab, the Fund fosters innovations with the potential to reduce and overcome humanitarian crises.

In 2023, applicants from GOAL’s global and country programme teams pitched innovative and scalable ideas for funding at a Humanitarian Innovators’ Den session.

The winning ideas demonstrated immense potential for impact, scalability and effectiveness in addressing the humanitarian challenges of vulnerable communities aiming to achieve long-term resilience.

### Innovation Fund Partners



# HUMANITARIAN INNOVATION FUND WINNER: LUCKY IRON FISH

The 2023 Humanitarian Innovation Fund winner was the Uganda-based **Lucky Iron Fish (LIF)** team.

The LIF is a US Food and Drug Administration-certified, reusable iron cooking tool in the shape of a fish. Made from food-grade electrolytic iron powder, the LIF helps address iron deficiency anaemia by fortifying meals with extra iron when used during cooking. As a cost-effective alternative to traditional iron supplements, it aims to improve future health outcomes, especially among women and children. Outcomes will be measured by real-time data collected via custom apps.

## WORLDWIDE STUDIES ON THE IMPACT OF LIF USAGE FOUND:

- a notable decrease in the prevalence of anaemia among women and children;
- improved cognitive performance in children;
- significant increase in serum ferritin levels amongst women of reproductive age in Southeast Asia;
- annual healthcare system savings of over \$4 million due to reduction in anaemia in Cambodia.



## NEXT STEPS

GOAL will collaborate with Divine Organic Foods, a company which works with over 3,500 root-tuber farmers in northern Uganda, to:

- identify those most vulnerable to anemia in locations where the LIF will be piloted;
- develop a strategy for delivering and promoting the LIF;
- train agents to promote the LIF and educate households on its benefits and uses;
- explore the potential for producing a comparable product in Uganda if there is a positive uptake of the LIF.

### The LIF will be promoted through:

- campaigns;
- mobile messaging;
- Community Health Workers (CHW) consultations;
- collaboration with the Ministry of Health and district governments.



Entrepreneur and investor, **Alison Cowzer** (and GOAL Board member), contributed her insights and expertise to the 2023 Irish Aid, supported GOAL Humanitarian Innovation Fund application, shortlisting, and selection process.

## OTHER WINNING IDEAS

The three other ideas selected for innovation funding were:

- **Token Tap for Hand Pumps – Uganda**  
This low-cost, low-tech innovation introduces a coin-operated prepayment mechanism for accessing water from hand pumps.
- **Promoting Climate Resilient Urban Sanitation through community-based waste management systems: Phase 2 – Sierra Leone**  
This project utilises organic matter, including human waste, to produce methane gas for cooking and agriculture.
- **Zim Men Connect – Zimbabwe**  
Zim Men Connect is an informative and interactive smartphone application that provides boys and men with access to information on gender-based violence (GBV) and referral pathways.

# INCLUSIVE PROGRAMMING

GOAL is fully accountable to those we work with, is committed to Safe, Accountable and Inclusive Programming (SAIP) and ensures the safeguarding of children and adults. We ensure the barriers to inclusion are understood and inform our programming. Furthermore, we support anyone facing exclusion to participate in and shape their societies and have equitable access to goods and services.

This means:

- our programmes adapt and respond to the priorities, preferences and needs of those we engage with, and promote equitable access and transformative change;
- the people we work with are aware of, and understand, their rights and entitlements and the behaviours they can expect from GOAL, and feel empowered to report their concerns;
- we seek out, listen and respond to feedback and concerns in an appropriate, timely and survivor-centred manner;
- we aim to ensure that children and adults are safe from deliberate or inadvertent actions and failings that place them at risk of exclusion, abuse, sexual exploitation, injury and any other harm;
- we collaborate and partner with others who share our vision of safe, accountable and inclusive programming so we can learn from, and support, one another;
- inclusive programming is a fundamental tenet of GOAL's work across all our countries of operation.

Markets for Youth participants selling their products at an agricultural expo in Uganda, supported by the Mastercard Foundation.



## CENTERING PEOPLE & EMPOWERING COMMUNITY FEEDBACK IN THE DIGITAL AGE

The Community Feedback Mechanisms (CFMs) let communities actively participate in designing, delivering and evaluating GOAL programming. The CFM was set up to enhance the effectiveness of our work. Originally it was largely paper-based, and as part of our commitment to continuous improvement, we undertook a comprehensive digitisation process to increase the efficiency of CFMs.

- Each country programme has now established a fully operational and inclusive CFM.
- GOAL reached 10 million people across 14 countries, processing 325,000 CFM communications. Of these communications, they have been invaluable input incorporated into programme design and enhancing or adapting other systems and approaches.
- The accessibility of smartphones means WhatsApp, Telegram, QR codes, email and free telephone hotlines were used to give feedback conveniently and discreetly. However, true inclusivity means ensuring that vulnerable and marginalised groups without access to smartphones or data can also give feedback. GOAL continues to support in-person channels like help-desks, outreach teams, suggestion boxes and community meetings.

A community-member in Syria scanning a QR code to use GOAL's Community Feedback Mechanism (CFM)



Care Group, Kassab IDP camp, North Darfur, Sudan.

## LEADING THE WAY ON GENDER-BASED VIOLENCE (GBV)

In 2023, GOAL CEO Siobhan Walsh and Deputy CEO Mary Van Lieshout were appointed as co-Chairs of the Irish Consortium on Gender Based Violence (ICGBV), an alliance of 12 Irish human rights, humanitarian and development organisations plus Irish Aid and the Irish Defence Forces.

*“In partnership with the Consortium members and underpinned by constant knowledge sharing, my hope is that we collectively strengthen our commitment to gender equality, advance best practices, and reduction in GBV and drive the ultimate eradication of violence, particularly GBV.”*

Siobhan Walsh, CEO, GOAL

## LEADERSHIP IN ACTION: GOAL'S COMMITMENT TO TACKLING GBV

WHO-derived data confirms that for the past decade, one in three women worldwide has endured physical or sexual violence, primarily at the hands of an intimate partner. This violence often begins at a young age, with one in four young women (aged 15-24 years) who have been in a relationship already experiencing violence from an intimate partner by the time they reach their mid-twenties. As part of their Shadow Pandemic public awareness campaign, UN Women (the UN entity dedicated to gender equality and the empowerment of women) confirms that all types of violence against women and girls, particularly domestic violence, intensified since the pandemic.

### GBV IN CONFLICT AND CRISES CONTEXTS

During crises and conflict, the risk of GBV typically increases, including instances of sexual violence, forced marriages, and intimate partner violence. In many conflict contexts, up to 70% of women and girls experience GBV, compared to 35% worldwide, highlighting the impact of gender inequalities and the differentiated impacts of conflicts on women and girls.

In such conflict zones, essential services are limited, and women and girls who have experienced GBV become more vulnerable to isolation and lack of support.

### GOAL'S COMMITMENT TO TACKLING GBV IN 2023

Acknowledging the gravity of GBV, GOAL continued to systematically integrate initiatives to address GBV across all programme sectors. Our work in addressing GBV involved preventing GBV, reducing exposure risk, and providing support in response to GBV instances.

Here are some GBV prevention related innovative initiatives from five of our countries of operation, implemented during 2023.

#### ETHIOPIA

In Ethiopia, GOAL's protection staff implemented community based integrated GBV, child protection, and psychosocial support activities. We helped establish referral pathways, provided cash support for survivors, and set up safe, women-friendly spaces, contributing to the holistic well-being of affected communities.

Our GOAL Ethiopia programme also had a strong focus on supporting homeless youth, providing them with safe spaces, essential services such as sanitation, education, and counselling, as well as psychosocial support that works to address the challenges faced by youth living on the streets who are vulnerable to GBV.

#### SIERRA LEONE

In Sierra Leone, GOAL was involved in initiatives such as the 'Hands off our Girls' campaign, which was launched in 2018 by Fatima Maada Bio, first lady of Sierra Leone.

The initiative sought to heighten awareness and influence policies on child sexual abuse and exploitation, including child marriage and GBV, which are contributing factors towards Sierra Leone's high adolescent maternal mortality rate. On International Women's Day 2023, the First Lady hosted an event engaging male adolescents to influence the behaviour of boys and young men when interacting with young girls.

GOAL also worked closely with national and local government actors to deliver adolescent sexual and reproductive health programming in Sierra Leone, including the Ministry of Health and Sanitation and the National Secretariat for the Reduction of Teenage Pregnancy.

GOAL Sierra Leone's Adolescent Sexual and Reproductive Health programme continues to deliver significant positive changes by addressing social norms, reducing stigma, and empowering adolescents to advocate for improved services and societal change, including those related to GBV. The programme has also employed various interventions that have contributed to a reduction in adolescent pregnancies and maternal deaths.

#### ZIMBABWE

GOAL's work in Zimbabwe seeks to transform harmful social and gender norms contributing to GBV. With support from Irish Aid, GOAL has implemented the Gender Action Learning System (GALS).

This approach uses participatory processes to enable household members to negotiate their needs and interests to find innovative, gender-equitable livelihood planning and intervention solutions. GALS has also identified GBV as having adverse consequences on livelihoods, economics, and food security. Community members have developed commitments and actions to address GBV, household decision-making, ownership and control of resources, and division of labour in their households and communities.

**Inclusive Programming:** As part of its work on GALS, GOAL Zimbabwe recognises the importance of engaging with men and boys not merely as perpetrators but as allies and survivors of GBV. Understanding the evolving role of men in society, including the changing concept of masculinities, is crucial to GOAL Zimbabwe's efforts to prevent and respond to GBV.

GOAL Zimbabwe established itself as a leader in this area with its locally-led NGO partners specialising in GBV, including Childline, Musasa and Padare Men's Forum on Gender, and

supported initiatives that challenge harmful norms and values.

Supported by USAID, the UPLIFT programme in Zimbabwe;

- placed a significant emphasis on protecting individuals from GBV;
- provided safe shelters for those who lack family or community support systems;
- offered legal, medical and psychosocial counselling support;
- gave emergency cash to women and survivors so they can access emergency legal and medical services promptly.

## HONDURAS

Collaborating with the GBV Sub-Cluster, GOAL Honduras supported the development of the GBV Alert System to identify and respond to GBV risks within communities. This innovative approach enhances understanding and facilitates targeted prevention and response efforts. In response to the migration crises in Central America, GOAL assisted vulnerable and displaced communities, recognising their heightened susceptibility to GBV while travelling along migration routes in the region.

## SUDAN

Amid the Sudan conflict which erupted in April 2023, various forms of GBV have risen significantly affecting not only intimate partner relationships but also escalating instances of sexual and domestic violence. Vulnerable groups like older women, adolescent girls, individuals with disabilities, and men and boys facing increased risks due to displacement, loss of income, and limited access to basic services. The impact extends beyond immediate concerns, with underreported cases contributing to lasting physical, mental, and sexual health issues. An estimated 4.2 million people in Sudan, require GBV-related support, with a concerning increase of one million by the end of 2023.

During 2023, the GOAL Sudan team addressed these challenges by identifying and referring cases, supporting survivors, and collaborating with national partners to map available services for those affected by gender-based violence at the field level.



GOAL combating GBV using awareness raising campaigns in Stoneridge, Zimbabwe, as part of the UPLIFT/SIMUDZA project.



Authors Paul Howard and Emer O'Neill, and RTE Group Soccer Correspondent, Tony O'Donoghue teamed up to encourage us all to run or walk a GOAL Mile, over the Christmas 2023 holiday and 25,000 people across the country kindly did.

# FUNDING OUR WORK

GOAL deeply appreciates the support given by individuals, families, communities, groups, clubs, companies, foundations and institutions that enabled us to provide lifesaving and life-changing aid to over 10 million people in 2023. This support is essential to deliver humanitarian assistance and build resilience to future crises.

In 2023, our operational budget totalled **€203m** with generous contributions from donors in Ireland and abroad, as well as from institutional donors.



## HOW WE ARE FUNDED

We would also like to thank our other key donors, (including Trusts and Foundations) who supported us during 2023.

GOAL's top five institutional donors in 2023:



They include:

- AIB
- Bank of Ireland Staff Charitable Fund
- charity: water
- Christian Blind Mission
- Community Foundation Ireland
- Davy Charitable Foundation Ireland
- Eleanor Crook Foundation
- ElectricAid
- FCDO
- IOM
- Light for our World
- JP McManus Charitable Foundation
- Musgrave Charitable Trust
- NLW
- Norad
- The Bureau for Population, Refugees and Migration (BPRM) – USDOS
- The Sunflower Foundation
- UNHCR
- UNICEF
- Vanguard Charitable Trust
- WFP

# FUNDING OUR WORK

## CONNECTING COMMUNITIES: HIGHLIGHTS FROM PUBLIC FUNDRAISING CAMPAIGNS 2023

In 2023, GOAL's public fundraising and marketing initiatives hit record highs, surpassing income targets and securing the largest public and corporate donations since 2011. Events like the Corporate Cycle, GOAL Mile, and GOAL Jersey Day, among others, brought our communities of GOALies together, raising crucial funds and demonstrating unequivocal support and solidarity.

Bernard Jackman, former Irish rugby international, Leinster and Connaught player, senior RTE rugby commentator, Irish Independent rugby correspondent and more recently High-Performance Director for Horse Sport Ireland, celebrates Jersey Day 2023 with Olivia Carroll and Adelaide Hickie (both aged nine years, Scoile Bride, Ranelagh, D6).



Dan Sheehan, Irish international rugby player (has 26 caps for Ireland) and Leinster province player, teamed up with six year old, Billy Sutton and five-year-old Isobel Coady, both from Booterstown, and 11 year old Harrison Doherty, from Shankill, Co. Dublin to promote participation in GOAL Mile 2023.



Esmee Doyle (aged six years) and Emerson Doyle (aged four years) from Greystones, Co. Wicklow promoting GOAL Mile 2023 with Anne Cassin, RTE Nationwide Presenter and Bryan Dobson, RTE News at One Presenter.



Dr Jack McCaffrey, Gaelic Footballer, and winner of six all-Ireland medals (who currently plays for Clontarf) and is a long-term GOALie also helped promote GOAL Mile 2023.

Pictured outside the gates of Leinster House, Minister Josepha Madigan, T.D., Isabella Rosney (aged six years) and Jonathan Rockett (aged five years) both from Booterstown National School, Co. Dublin lined out for GOAL Jersey Day 2023.



# FUNDING OUR WORK



GOAL Mile start, Merlin Woods, Doughiska Road, Galway on Christmas Day, 2023.



GOAL Mile start on Dun Laoghaire East Pier, St Stephen's Day, 2023.

David Mee, Conor O'Grady, Seb Cassidy, Seb McCormack, Oran Menton, Oisín Byrne, Chris Murphy, Ollie McLoughlin, Benjamin Owens, James Kennedy, and Theo McClafferty from 4<sup>th</sup> class, St Brigid's Boys, National School Foxrock, enjoying Jersey Day 2023.



Over 50 executives from the banking, legal, consulting, recruitment, energy, telecommunications, technology, media, and retail sectors saddled up in the rain and cycled over 50kms from Dun Laoghaire to the Howth Summit, Dublin and back, in support of GOAL at the annual Corporate Cycle Sept 2023.

## THANK YOU TO ALL WHO CHAMPIONED OUR CAUSE.

# ADVOCACY AND STAKEHOLDER COMMUNICATIONS

GOAL's Theory of Change aims to strengthen the systems in which communities live and work. To achieve this, public advocacy and influencing strategies that prompt change and action at local, national and/or international levels are essential.

GOAL's voice is further amplified by partnering with peer agencies and networks.

## GUIDING PRINCIPLES FOR ADVOCACY

GOAL's decisions on which advocacy opportunities to pursue are guided by the following clear principles:

- GOAL's advocacy efforts offer clear benefits to the communities with whom we work.
- GOAL works in partnership with communities, peers and other key stakeholders to achieve effectiveness and maximise impact.
- GOAL's advocacy is relevant to contemporary national and international public policy agendas and will add value, considering our expertise, size and geographic presence.
- All GOAL advocacy thoroughly considers relevant risks through a Risk Assessment Process.

### The focus of our advocacy

Our Advocacy Strategy 2025 outlines how GOAL will deepen our advocacy through a gender-sensitive and climate crisis lens in three key areas:

- Humanitarian crises
- Resilient health
- Food and nutrition security

GOAL's 2025 'From Crisis to Resilience' strategy also provides a coherent whole-organisational approach that amplifies our advocacy's impact.

GOAL supported VSLA (Village Savings Loan Association) member in Kutum, North Darfur, Sudan

provided with the financial support of the European Union

GOAL

# ADVOCACY IN ACTION IN 2023

## JANUARY

GOAL along with other CEOs and agency leaders met Minister Sean Fleming, to discuss Irish Aid's 2023 commitment to supporting the Irish Consortium on Gender Based Violence's efforts to end GBV.

## FEBRUARY

Along with 13 other humanitarian aid sector leaders, GOAL CEO Siobhan Walsh met with Tánaiste and Minister for Foreign Affairs, Micheál Martin, and Minister of State at the Department of Foreign Affairs, Sean Fleming. Together, they discussed how the international community can better support vulnerable communities.

## MARCH

GOAL launched a partnership with St. Patrick's Festival which allowed GOAL NextGen, the organisation's global citizenship education initiative, to host free events that shed light on our interconnected world and the causes and consequences of global crises and inequality. GOAL NextGen endeavours to inspire young people across Ireland to act in pursuit of a sustainable, resilient and inclusive future for all.

## APRIL

Presenting to the Oireachtas Committee on Foreign Affairs, Mary Van Lieshout, GOAL's Director of External Affairs, highlighted the lack of global progress on the SDGs and recommended specific actions:

- launch a fund to strengthen locally led initiatives tackling GBV, women's rights and health in the Global South;
- increase climate finance contributions to the Global South beyond 2025;
- reduce polluting emissions and phase out fossil fuels;
- make good on the political commitments given at the 2023 UN High-Level meeting on Universal Health Coverage to deliver health for all.

## JUNE

Dóchas's pre-Budget submission urged the Irish Government to tackle the critical issues of conflict, climate change and hunger. GOAL, alongside other agencies, recommended increasing resources and policy commitments to deliver a more sustainable and equitable future.



Siobhan Walsh, CEO of GOAL, attending a meeting with CEOs and other agency leaders, along with Minister Sean Fleming, to discuss reinstating Irish Aid's commitment to the Irish Consortium on Gender Based Violence (ICGBV).



Siobhan Walsh, CEO of GOAL, attending a roundtable meeting with Tánaiste and Minister for Foreign Affairs, Micheál Martin, and Minister of State at the Department of Foreign Affairs with responsibility for International Development and Diaspora, Sean Fleming.



## JULY

In New York, GOAL CEO Siobhan Walsh, Director of Fundraising and Comms Eamon Sharkey, and GOAL Board Member Alison Cowzer, met with Fergal Mythen, Irish Ambassador to the United Nations, and Donal Kenneally and Shane Kelly from Ireland's Permanent Mission to the UN.

This crucial meeting discussed GOAL's extensive work in Northwest Syria, ongoing operations in Sudan and GOAL's status as the largest INGO across the LAC region. GOAL also expressed its appreciation for work done by the Mission and the Department of Foreign Affairs for their input and impact on the United Nations Security Council to champion peace, co-operation, and safe humanitarian access.

## AUGUST

Siobhán Walsh and Mary Van Lieshout from GOAL were appointed as the new Co-Chairs of the ICGBV for the next two years. During this time, GOAL will host the Consortium in its Dublin-based HQ. As chair, GOAL will progress the Consortium's mandate of increasing knowledge and understanding of violence against women and girls.

## OCTOBER

Mary Van Lieshout, GOAL's Director of External Relations and ICGBV Co-Chair, addressed the launch of the ICGBV position paper on Women, Peace, and Security.

## DECEMBER

- At the annual Global Refugee Forum, GOAL joined other agencies in urging global leaders to meet their international commitments to provide sustained and equitable support to refugees and asylum seekers.
- GOAL reiterated its commitment and advocacy efforts for forcibly displaced people while highlighting concerns that the **New Pact on Migration and Asylum**, agreed by the European Commission, Council of the EU, and European Parliament, was a potential threat to safety, humanity and the rights of individuals seeking refuge across European borders.

*"The recent accord between the European Parliament and the Council highlights changes that may exacerbate the ongoing humanitarian crisis for millions forced to leave their homes, particularly women and children... it emphasises intensified border controls, jeopardising the protection of these vulnerable communities."*

Mary Van Lieshout, GOAL Deputy CEO commenting on the New Pact on Migration and Asylum.



April 2023 - Mary Van Lieshout highlighted GOAL's concerns regarding lack of global progress on the SDGs to the Oireachtas Committee on Foreign Affairs.



# ACCOUNTABILITY

## CODES OF GOVERNANCE, STANDARDS, COMMITMENTS AND CHARTERS FOR GOAL

**GOAL is committed to maintaining the highest levels of good governance across our organisation and programmes.**

We prioritise accountability with all our stakeholders, particularly the communities, donors, and partners that we work with. GOAL's Board is collectively responsible for ensuring delivery of GOAL's strategy, and upholding its vision, mission, and core values.



**An Rialálai Carthanas Charities Regulator**

### Charities Governance Code

GOAL confirmed full compliance with the Code in 2023.



### Triple Lock

As a Triple Lock charity, GOAL met the required standards of transparent reporting, ethical fundraising and good governance.



### Sphere Standards

GOAL's humanitarian work is guided by the Sphere standards, a set of principles and minimum humanitarian standards for humanitarian response.



### IASC Six Core Principles regarding Protection from Sexual Exploitation and Abuse

GOAL's work was guided by the Six Core Principles regarding protection from sexual exploitation and abuse.

A GOALie in Sudan facilitating a Village Savings & Loan Association (VSLA) meeting in Kassab IDP camp, North Darfur.



### Counter Trafficking and Modern Slavery Statement In line with the UK Modern Slavery Act 2015

GOAL published an annual counter-trafficking and modern slavery statement outlining the steps we are taking to prevent modern slavery in GOAL and our supply chain.



### Core Humanitarian Standard (CHS) on Quality and Accountability

In 2023, GOAL undertook a self-assessment against the Core Humanitarian Standards which included document review, a survey of staff, focus groups and interviews with partners in the field. In early 2024, GOAL received a CHS Certificate of Compliance following a review by the Humanitarian Quality Assurance Initiative (HQA)



### Fundraising Regulator of England, Wales, and Northern Ireland Code of Fundraising Practice and the Fundraising Promise

GOAL registered with the Fundraising Regulator Northern Ireland and is committed to following the Code of Fundraising Practice and the Fundraising Promise.



### Payment Card Industry (PCI) Data Security Standard

GOAL meets PCI compliance. The PCI DSS (Payment Card Industry Data Security Standard) is an information security standard designed to reduce payment card fraud by increasing security controls around cardholder data.



### Dóchas Code of Conduct on Images & Messaging and Code of Conduct on Safeguarding

GOAL committed to choosing images and messages that represent the full complexity of the situations in which we work and seeking the permission of the people whose photos we use. GOAL is also a signatory to the Dóchas Code of Conduct on Safeguarding, confirming our commitment to lead a culture of safeguarding in the Irish humanitarian and development sector.

### REGULATION OF LOBBYING ACT 2015

#### Regulation of Lobbying Act 2015

GOAL is registered on the Register of Lobbying and informed the Standards Commission about its lobbying activities three times per year. In 2023, GOAL submitted nil returns of lobbying activity.



#### UK Cyber Essentials

GOAL received Cyber Essentials certification in 2022, demonstrating GOAL's commitment to cyber security and guarding against the most common cyber threats. In addition GOAL's Technical Advisory Board provided strong oversight on cyber security management and mitigations.



### UN Convention on the Rights of the Child

The UN Convention on the Rights of the Child (UNCRC) is the basis of GOAL's work involving children. It is the most complete statement of children's rights ever produced and the most widely ratified international human rights treaty in history.



### IDEA Code of Good Practice for Development Education

GOAL was also a member of the Code of Good Practice for Development Education. Members of this Code commit to strengthening their Development Education practice through an annual self-assessment process.

#### Candid Platinum Seal of Transparency for 2023

GOAL was awarded the Platinum Seal of Transparency for achieving the highest standards of transparency and accountability.

# 4 DIRECTORS' REPORT



GOAL

Fanny Barahona, GOAL Honduras, meets with family who are benefitting from the Resilient Neighbourhoods & Shelter Project in Santa Rita, Yoro, Honduras

# OUR STRUCTURE, GOVERNANCE, MANAGEMENT AND BOARD

**GOAL is committed to maintaining the highest levels of good governance across our organisation and programmes. We prioritise accountability with all our stakeholders, particularly the communities, donors, and partners that we work with. GOAL's Board is collectively responsible for ensuring delivery of GOAL's strategy, and upholding its vision, mission, and core values.**

The Board, all of whom are non-executive directors, provide governance and strategic oversight, in addition to leadership for the

organisation through a diverse set of expertise and experience, including financial and accounting, risk, humanitarian, programming, branding and communication, and technological expertise, among other areas. The Board, as a governing body, has collective responsibility, and is accountable for ensuring and monitoring that GOAL is acting within its authorised objects; remains solvent; is legally compliant and that they each act in accordance with statutory director duties. The Board meets regularly and is advised by a series of Advisory Boards which include external experts to ensure GOAL continues to operate at the highest level of effectiveness.

Young girl in Tigray, Ethiopia, washing her face using GOAL supported hand pump, as part of an ECHO funded WASH programme.



Gospel Chingwaru, Urban Resilience Coordinator, GOAL Zimbabwe outside the Mbare flat complex in Harare

**GOAL has a range of policies, procedures and systems that comprise our Workplace Integrity Framework and compliment and support our cultural commitment to accountability and integrity. The framework incorporates core policies including the Code of Conduct, Child and Adult Safeguarding Policy, Protection from Sexual Exploitation and Abuse Policy, Whistleblowing Policy, Anti-Fraud Policy, Conflict of Interest Policy and internal controls and management systems which empower and guide all internal stakeholders.**

GOAL adheres to all relevant Irish law, including company law, charity law, and to the Dóchas Irish Development NGOs' Code of Corporate Governance. GOAL is registered with the Charities Regulatory Authority in Ireland. GOAL's Board has formally adopted the Charities Governance Code which complies with the six principles of governance to sure we are advancing our charitable purpose, behaving with integrity, leading people, exercising control, working effectively, and being accountable and transparent. GOAL has a Donor Charter in place which outlines our commitment towards our donors regarding accountability, transparency, and utilization of resources. GOAL complies with the Charities Act 2009,

Dóchas-CGAI Irish Development NGOs Code of Corporate Governance, Core Humanitarian Standard, Dóchas Code of Conduct on Images and Messaging and Data Protection Act 2019 (including GDPR). In addition, GOAL has achieved 'Triple Lock' standard (transparent reporting, good fundraising, and governance), as confirmed by Charities Institute Ireland.

## BOARD EFFECTIVENESS, CONFLICTS OF INTEREST AND REMUNERATION IN 2023

Each member of the Board is required on an annual basis to sign the GOAL Code of Conduct and is required to declare any Conflicts of Interest at each Board meeting.

Any new members of the Advisory Boards or the GOAL Board are also required to sign the GOAL Compliance Policies including our Conflicts of Interest Policy and Code of Conduct as part of their induction program.

All members of GOAL's Boards and Advisory Boards are non-executive and completely voluntary. GOAL Board members, as a practice, visit a number of our countries of operation.

GOAL Board members did visit some of our countries of operation to inform their work covered by the GOAL's expenses policy.

The Board of GOAL, through its Nominations Committee, focused on succession planning, skills capability, and diversity with the engagement of an external consultant to support this important work.

## BOARD TRAINING

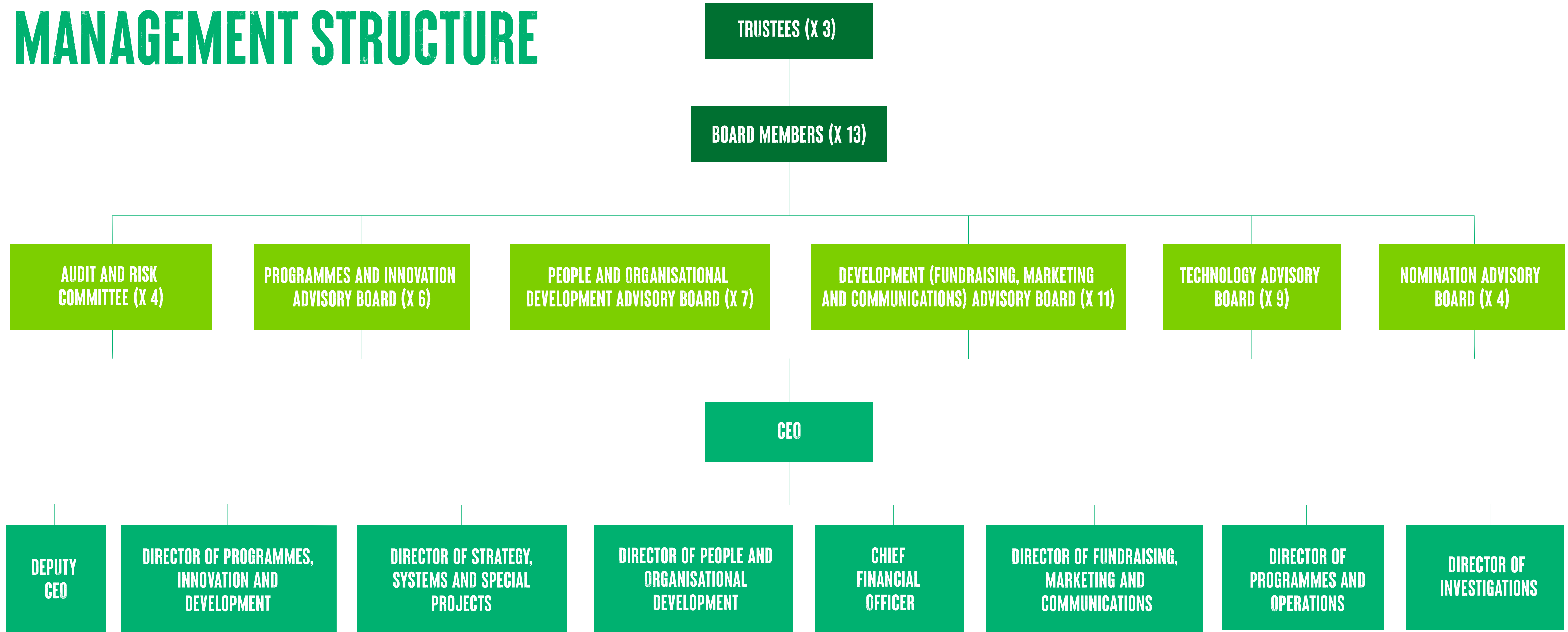
A new Company Secretary was appointed and full training and induction into this new role for the existing director was provided.

In 2023, Board Directors and Committee Members were invited to 20+ different events, including internal webinars on GOAL's work and visits to country offices, where they interacted with staff, partners, and other stakeholders to further enhance the Board's knowledge of GOAL's programming. In addition there were five Board meetings throughout 2023.

### Areas of **Board Focus during Financial Year ended 31 December 2023:**

- Monitoring progress against GOAL Strategy 2025 'From Crisis to Resilience', Key performance Indicators (KPIs), and global monitoring framework.
- Reviewing quarterly Management report to the Board.
- Risk Management, Risk Appetite, Risk Policy review.
- Reviewing, approving, and reporting ongoing compliance with the Charities Governance Code.
- Approving selected policies such as a new Environmental Policy and revised Whistleblowing Policy.
- Approving GOAL's budget and oversight of quarterly finances and financial sustainability.
- Reporting to Company Members at the AGM (27th July 2022).
- Reviewing GOAL's draft approach to Locally-Led Development.

# GOVERNANCE AND MANAGEMENT STRUCTURE



# MANAGEMENT AND BOARD

## BOARD MEMBER PROFILES

### Barry O'Connell

#### BOARD MEMBER & CHAIRPERSON

Barry O'Connell is a senior business executive with global experience driving growth and transformation in Ireland, Russia, Switzerland, Austria, New Zealand, Australia, Malaysia, and Singapore. Barry brings in-depth experience across senior strategic roles to the GOAL Board and a track record of delivering ambitious business outcomes while ensuring long-term commercial, social and environmental sustainability. He is passionate about building organisational capability to create value, from talent development to infrastructure and digitalisation.

### Alison Cowzer

#### BOARD MEMBER

Alison Cowzer is co-founder of East Coast Bakehouse and Managing Director of The Company of Food. As an investor and Dragon on RTE's Dragon's Den series, she has invested in several start-up enterprises. Alison is also a director of Women for Election and The Ronald McDonald House Charity.

### Brian Fitzgerald

#### BOARD MEMBER

Brian FitzGerald joined Simply Blue, a leading Blue Economy project developer, in 2021 as Director of External Affairs and Stakeholder Liaison (Irl). Previously, Brian was Officer Commanding Naval Operations and Second in Command of Ireland's Naval Service. In 2017, he planned and coordinated the rescue of over 3,000 migrants in the Mediterranean. Brian holds a Masters Degree in Marine and Maritime Law and a Bachelor's in Law from UCC.

### Brona Kernan

#### BOARD MEMBER

Currently IT Director at Zurich Ireland, Brona Kernan has a track record in delivering complex business and IT transformation initiatives. She was awarded ICT Professional of the Year 2005 and a Fellowship by the Irish Computer Society in 2012, the same year she was invited to join the Institute of Directors. Appointed to GOAL's Board of Directors in November 2022, she is now a member of GOAL's Technology Advisory Board.



GOAL Honduras team member, Alejandra Martinez, talking to Katia Issela Escobar, in her family shop in La Bomba, Atlántida, Honduras, which is supported by the GOAL Honduras livelihoods programme.



## Edel Briody

### BOARD MEMBER

Edel Briody is currently Head of Corporate Security, Risk and Compliance at Vodafone Ireland after working in various roles for Vodafone over the last six years. She has more than 20 years of security experience, during which she primarily worked in the telecommunications industry. Edel holds Business, Legal, Investigations and Risk Management qualifications, and she is currently completing the Chartered Directors Programme for directors and strategic business leaders.

## Jemma Houlihan

### BOARD MEMBER

Jemma Houlihan is a non-executive director and finance executive with over 20 years' experience growing and managing businesses. She is a Fellow of the Institute of Chartered Accountants in Ireland and a member of the Institute of Directors in Ireland. Jemma was previously Finance Director and founder of Shared Access, a developer of multi-operator telecoms infrastructure and Finance Director and founder of Easy-Cash which introduced in-store ATMs to Ireland.

## Kieran Kelly

### BOARD MEMBER

Kieran Kelly is a Chartered Accountant with 37 years' experience working for Ernst & Young, where he served on the Irish leadership team and the European Governance Board. As a

Partner, he managed clients in various sectors, including regulated institutions and charitable organisations. Kieran is currently a council/board member at several educational institutions. He specialises in leadership, transformational change and project management, and chairs GOAL's Audit & Risk Committee.

## Mary J Jennings

### BOARD MEMBER

Mary Jennings is an international consultant with 30 years' experience in policy, practice and aid management. Mary's areas of particular interest include institutional development, aid effectiveness, decentralisation, civil society, gender equality and gender mainstreaming, and food and nutrition security. She has experience working with a range of donors, central government, national implementing institutions, local authorities and NGOs.

## Saad Houry

### BOARD MEMBER

Saad Houry joined UNICEF in 1978 and was appointed Senior Advisor to the Executive Director in June 2011 after serving as Deputy Executive Director, Programmes. Since retiring in 2012, Mr Houry has helped UN organisations, NGOs and Foundations in the development and humanitarian assistance fields. He holds a Bachelor of Science from the American University of Beirut and a Master of Science in Neurobiology from the University of London.



ECHO and WHO Visit to Abyei, South Sudan-GOAL Compound and Admin Office

## Sean Fitzpatrick

### BOARD MEMBER & COMPANY SECRETARY

Sean Fitzpatrick is currently Group HR Director for John Sisk and Son. Sean joined Sisk in 2016 after spending almost six years as HR Director of Bord Gáis Energy (BGE) following similar roles in the Energy, Financial Services and ICT sectors, and 16 years in the Defence Forces. Sean holds a Masters in Human Resource Management and a Diploma in Executive Coaching from UCD Smurfit School of Business.

## Tim O'Connor

### BOARD MEMBER

Tim O'Connor spent most of his career in the Department of Foreign Affairs, served as Secretary General to the President of Ireland, was Africa Director, and held several overseas postings. Since retiring from public service in 2010, he has run his own advisory business and held several not-for-profit positions. He was Chairman of the Advisory Board of the Gathering Ireland 2013 and Vice Chairman of Limerick National City of Culture 2014.

### Tavengwa Tavengwa

BOARD MEMBER (from May 2024)

Tavengwa Tavengwa is a Partner with EY with over 25 years' experience advising technology leaders in understanding and appropriately managing IT risks inherent in the digital transformation journey. He has supported large PLCs in managing the IT risks associated with large ERP systems implementation and the implementation/review of IT internal control frameworks.

Tavengwa's journey began in a low-income suburb in Zimbabwe, where he witnessed first-hand the transformative impact of non-governmental organisations on local communities. This formative experience ignited a lifelong passion for empowering individuals and communities to unlock their fullest potential. Tavengwa also sits on the Board of an educational organisation which provides Senior Leadership training programmes that focus on diversity of leadership styles.

Sean Fitzpatrick, Board member, on a tech support visit to the Markets for Youth programme in Western Uganda (Mbarara & Kamwenge)



Alison Cowzer, Board member, meeting GOALie and community members from Kenema, Eastern Province, Sierra Leone in Oct 2023

BOARD MEMBER	MEETING ATTENDANCE	TENURE	ROLE
Barry O'Connell - Chairperson	5/5	Joined Board 2021.	Board Member and Chairperson of Nominations Adv Board
Christopher Clinch	2/2	Joined Board 2019. Resigned from Board 28 <sup>th</sup> Sept 2023	Board Member and Member of Development Adv Board
Jimmy Deenihan	1/1	Joined Board 2018. Resigned from Board 30 <sup>th</sup> March 2023.	Board Member and Member of Fundraising Advisory Board
Kieran Kelly	5/5	Joined Board 2017.	Board Member and Chairperson of Audit and Risk Committee
Saad Houry	5/5	Joined Board 2021.	Board Member and Member of Programmes and Innovation Adv Board
Mary Jennings	5/5	Joined Board 2012.	Board Member and Chairperson of Programmes and Innovation Adv Board
Brian Fitzgerald	4/5	Joined Board 2019.	Board Member and Member of Audit and Risk Committee
Alison Cowzer	5/5	Joined Board 2018.	Board Member and Chairperson of Development Adv Board
Jemma Houlihan	5/5	Joined Board 2015.	Board Member and Member of Programmes and Innovation Adv Board and Audit and Risk Committee
Edel Briody	4/5	Joined Board 2022.	Board Member and Member of Audit and Risk Committee
Sean Fitzpatrick	4/5	Joined Board 2022.	Board Member and Member of Technology Advisory Board and People Advisory Board
Tim O'Connor	4/5	Joined Board 2018.	Board Member and Member of Nominations Advisory Board
Brona Kernan	4/5	Joined Board 2022.	Board Member and Member of Technology Advisory Board

# ADVISORY BOARDS

GOAL Board members sit on Advisory Boards that concentrate on the agency's key areas of work, ranging from operations to programmes.

Advisory Board Members share their expertise, experience and guidance with senior management. Please note as follows:

- Advisory Boards are comprised of Board members, senior managers and voluntary external experts who add additional value.
- Each meets four times a year, apart from the Audit and Risk Committee which meets six times a year.
- Terms of reference for each Advisory Board are reviewed annually and any proposed amendments are presented to the GOAL Board for approval.

## GOAL'S ADVISORY BOARDS

AS OF 31 DECEMBER 2023

- **Audit and Risk Committee**  
(four members)
- **Programmes and Innovation Advisory Board** (six members)
- **People and Organisational Development Advisory Board**  
(seven members)
- **Development (Fundraising, Marketing & Communications) Advisory Board**  
(eleven members)
- **Technology Advisory Board**  
(nine members)
- **Nomination Advisory Board**  
(four members)



Polite Sithole, Field Officer, receives update from Lindiwe, a chicken breeder, in Stonebridge, Harare, Zimbabwe, who is participating in the UPLIFT (Cash for Work programme). Cash assistance (one off grant) is given to buy chicks and feed and help individual rear chicks to sell.

### Audit and Risk Committee

While all directors have a duty to act in the interest of the organisation, members of the Audit and Risk Committee act independently from the executive. It ensures that all stakeholders' interests are properly protected regarding:

- financial reporting oversight;
- internal control;
- internal and external audit;
- risk management;
- corporate governance.

Being a unitary Board, all directors remain equally responsible for the organisation's affairs as a matter of law.

### Programmes and Innovation Advisory Board

The Programmes and Innovation Advisory Board advises on innovations and emerging priorities in international programme operations and strategy. They also work closely with the Audit and Risk Committee to ensure information regarding programmatic risks is exchanged, captured, and assessed.

### Nomination Advisory Board

Members of the Nomination Advisory Board monitor the size and composition of the Board, and its advisory boards, and also make any necessary recommendations on succession planning.

### People and Organisational Development Advisory Board

Members of the People and Organisational Development Advisory Board assist and advise on talent attraction, talent management, succession plans, performance management and compensation and benefits.

### Development (Fundraising and Marketing) Advisory Board

Members of the Development Advisory Board have expertise in sales, digital, media, public relations and corporate foundations, they share their knowledge of investment, income generation, communications and marketing.

### Technology Advisory Board

Members of the Technology Advisory Board support the integration of GOAL's business processes in order to achieve a digital workplace. In partnership with management, they also work to generate investment in GOAL's digital space by identifying potential strategic partners.

# SENIOR PERSONNEL 2023

## Siobhan Walsh

### CHIEF EXECUTIVE OFFICER

Siobhan joined GOAL in 2018 as CEO, bringing over 27 years of NGO experience in Asia and Africa, including leadership of Concern Worldwide US for 17 years. She holds a Bachelor's in French and Economics and Post-Graduate Diplomas in Social/Economic Policy and Community Development and Marketing. Siobhan was appointed as a Young Global Leader by the World Economic Forum for 5 years and underwent leadership training at Harvard, Yale and George Mason University. She worked with the Stauton Family in the US to set up a National Foundation on Sepsis for the Rory Staunton Foundation in honour of their son Rory and supported a US not-for-profit with a turnaround strategy.

## Brian Egan

### CHIEF FINANCIAL OFFICER

Brian joined GOAL as Chief Financial Officer (CFO) in October 2022. A Chartered Accountant, he brings over 20 years of Group CFO experience that spans emerging economies in Africa, Asia, the Middle East and South America. As well as his significant involvement in charitable foundations, Brian has served as CFO for public companies listed on international stock exchanges, managing Finance, Treasury, Tax, IT, Risk, Legal and Company Secretarial functions. Brian Egan resigned on 30th April 2024.

## John Gowen

### DIRECTOR OF STRATEGY, SYSTEMS AND SPECIAL PROJECTS

John, a seasoned business executive with over 30 years of diverse sector experience, has primarily worked overseas, notably in Africa, spanning the resource, development, finance, fintech and social enterprise sectors. His primary focus is to work with the leadership team to ensure the successful delivery of GOAL's Strategy 2025, across all five organisational goals.

## David Kilcline

### DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT

David has 15 years' experience in HR, including working with Concern Worldwide and in professional services in the UK and Asia. He holds a BA from UCD, an MA in Human Resource Management from the National College of Ireland, an MPhil from Trinity College, Dublin, and a Graduate Diploma in IR from the LSE. At GOAL, David prioritises people development and advocates for innovative humanitarian HR approaches.

## Colin Lee

### DIRECTOR OF PROGRAMME OPERATIONS

Having first worked with GOAL from 1995 to 2003, Colin became GOAL Director of Programme Operations in 2023. In 2003, he established Plan International in Ireland and became its Chief Executive in 2006. He has held leadership positions with IMC and led the Gorta Group's integration with United Purpose in 2021. Colin has a BA in History & Politics from NUIG and Masters Degree in International Studies from UL.

## Alphonsus Martyn

### DIRECTOR OF INVESTIGATIONS

Alf joined GOAL in 2018 after a 34-year career with An Garda Síochána where he rose to Detective Superintendent in the Garda National Economic Crime Bureau, led the Financial Intelligence Unit (FIU), specialised in fraud investigations and led high-profile murder probes. Since joining GOAL, Alf has served as Investigations Manager and, as of 2020, Director of Investigations. Alf holds an LLB in Law and a Legal and Business Studies Diploma.

## Bernard McCaul

### DIRECTOR OF PROGRAMMES, INNOVATION AND DEVELOPMENT

Bernard McCaul is Regional Director for LAC and Country Director for Central America where he has spearheaded GOAL's Urban Resilience, Blue Economy and Humanitarian Leadership programmes. Bernard is also lead author of GOAL's Analysis of Resilience of Communities to Disaster and Resilience for Social Systems Approaches. With expertise in developing and implementing large-scale public-private partnerships, Bernard is a trained advocate in systems' thinking for development.

## Eamon Sharkey

### DIRECTOR OF FUNDRAISING, MARKETING AND COMMUNICATIONS

Joining GOAL as Director of Fundraising and Marketing in 2018, Eamon has over 12 years' marketing and fundraising experience gained in Ireland and Australia with organisations like Trócaire and Caritas. Holding a Bachelor of Arts from UCD and a Masters Degree in International Development and Business Administration, Eamon is dedicated to leveraging compelling communications to address global challenges such as inequality, poverty, and climate change.

## Mary Van Lieshout

### DEPUTY CEO

Mary Van Lieshout joined GOAL in 2013 as Head of Monitoring Evaluation Accountability and Learning and currently serves as Deputy CEO, drawing on over 20 years' experience in the humanitarian sector. Mary specialises in humanitarian public health, research and advocacy and holds an MSc in Community Health and General Practice from Trinity College Dublin and an MA in International Relations from Dublin City University.

## SENIOR PERSONNEL 2023

### Gabriella Prandini

#### HUMANITARIAN DIRECTOR

Drawing on over 20 years' experience with organisations such as Concern, CAFOD and Terre des Hommes, Gabriella became GOAL Humanitarian Director in 2022. Previously, she was Country Director for GOAL Zimbabwe as the country faced challenges including Cyclone Idai and COVID-19. Gaby also worked with GOAL Ethiopia for five years, heading up the Humanitarian Response Programme that allowed GOAL to respond to severe drought and high levels of malnutrition.

### John Rynne

#### INTERIM REGIONAL DIRECTOR, EAST AFRICA

John became GOAL's Interim Regional Director for East Africa in 2022 bringing over 20 years' experience with organisations including Plan International, Vital Voices and Concern. Initially joining GOAL in 1996, John has been Country Director in Rwanda, Tanzania and Zaire, as well as Global Humanitarian Advisor and Emergency Preparedness Advisor. John holds a degree in Social Studies from Trinity College Dublin and a Certificate of Qualification in Social Work.

### Lorraine Marriott

#### REGIONAL DIRECTOR, MIDDLE EAST

Bringing over 15 years' leadership experience in conflict and post-conflict environments in the Middle East, Lorraine joined GOAL in 2019. She specialises in operations and project management, resource acquisition and programme implementation for US and EU multi-lateral donors. Holding an MBA in International Management, Lorraine is experienced in programme implementation in education, gender, child protection and WASH. She has also contributed to establishing and growing not-for-profit start-up enterprises.

### Phil Gelman,

#### REGIONAL DIRECTOR, LAC

Phil joined GOAL in August 2023, as LAC Regional Programme Coordinator - Urban Resilience. Previously, Phil was Regional Advisor at the USAID Office of Foreign Disaster Assistance/BHA, based in Costa Rica, where he played a key role the development of regional strategies for disaster risk reduction. And prior to USAID, Phil worked with the Catholic Relief Services based in Tegucigalpa, Honduras in Project Management and Regional Technical Specialist roles and with CARE International in Emergency Response Officer and Project Management roles.



Kimberly Rivera, Project Technician, and Alejandra Martinez, Visual Communication Officer, both with GOAL Honduras. Kimberly and Alejandra stand at the doors of the Puerto Cortés Hospital in Honduras where a Kingspan - GOAL collaboration is driving the construction of a new wing at the hospital.

## SENIOR PERSONNEL 2023

### Aleksandar Milutinovic

#### COUNTRY DIRECTOR, TÜRKIYE

With a deep knowledge of the Syrian conflict and extensive humanitarian and development experience, Aleksandar became GOAL Country Director for Türkiye in 2022. Previously, he was CARE Country Director in Syria, Country Director for the International Rescue Committee in Iraq, a World Bank consultant in Serbia and Mercy Corps Mission Director in the West Bank and Gaza. He holds a degree in Management.

### Billy Abimbilla

#### COUNTRY DIRECTOR, ETHIOPIA

Billy assumed the role of Country Director for Ethiopia in October 2022, transitioning from his position as Country Director for South Sudan. Before joining GOAL, Billy held Country Director roles in multiple countries with various organisations. These included Oxfam, ChildFund USA, War Child and ActionAid, among others.

### Dawit Beyene

#### COUNTRY DIRECTOR, UGANDA

With over 19 years' experience, including as Country Director for GOAL in Sudan and Interim Country Director in South Sudan, Dawit was appointed as GOAL's Country Director in Uganda in 2023. Previously, Dawit served as Head of Office for Mercy Corps in Darfur and Assistant Country Director – Programmes for Action Against Hunger (ACF) in Yemen. Dawit holds an MA in Rural Development and Sociology and a BA in Social Administration.

### James Riak

#### COUNTRY DIRECTOR, SIERRA LEONE

James Riak was appointed Country Director for GOAL in Sierra Leone (SL) in April 2022. James has worked for GOAL for 15 years, most recently as Programmes Director in SL for the last four years. Before this, James served as Area Coordinator in Kenema and Programme Coordinator in Bombali. James has been based in SL since 2015, moving there after many years of service to with the GOAL South Sudan programme. James holds a Master's in Sustainable Development and a Master of Science in Public Health.

### Gashaw Mekonnen

#### COUNTRY DIRECTOR, ZIMBABWE

Gashaw was appointed Country Director of GOAL Zimbabwe in April 2022. Gashaw brings over 20 years of experience, including time as Country Director and Roving Country Director across Sierra Leone, Haiti, Niger, South Sudan, and Malawi, as well as various other GOAL positions in South Sudan and Ethiopia. Gashaw's background is in rural development and development management. He is a trained advocate of Community Development Approaches and a Trainer of Trainers on participatory tools.

### Jeannie Zielinski

#### COUNTRY DIRECTOR, SYRIA

Jeannie joined GOAL in 2019 and leads a team of over 500 primarily located in Northwest Syria, with additional staff in Türkiye and Jordan. She has extensive international humanitarian and development experience, having managed multi-million-dollar budgets and spearheading the design, construction and implementation of various programmes. Previously, Jeannie spent over 25 years with CARE, holding senior roles in Africa and Latin America before leading change management initiatives in the USA.

### Leopold Buhendwa

#### COUNTRY DIRECTOR, NIGER

Leopold joined GOAL in 2016, bringing over 25 years of management and senior technical advisement experience in humanitarian aid, international development and public health. He initially served as the chief of party for a USAID-funded project in Malawi and currently holds the position of Country Director in Niger.

### Luigi Loddo

#### COUNTRY DIRECTOR, HONDURAS

Luigi joined GOAL over 13 years ago and focuses on business development, climate change adaptation, sustainable natural resources management, humanitarian aid and disaster risk reduction. Luigi has played pivotal roles in GOAL's Green and Blue Economy initiatives and disaster preparedness programmes in Central America. Prior to joining GOAL, he worked with the United Nations Development Programme and collaborated with Italian NGOs, Alesei and GVC, in the LAC region.

## SENIOR PERSONNEL 2023

### Marcelo Gonzalez

#### COUNTRY DIRECTOR, COLOMBIA

Marcelo Gonzalez was appointed Country Director for GOAL in Honduras in January 2023. Marcelo has over 25 years of experience in international development and humanitarian aid. Before this role, he was a Roving Technical Advisor for Disaster Risk Reduction at GOAL. He has also worked as a Humanitarian, Development, and Business Consultant, Humanitarian Programme Coordinator for Oxfam Italia in Lebanon, and Operations Manager for NGO GVC in Nicaragua. Marcelo holds a Master's Degree in International Cooperation and Humanitarian Aid and is a specialist in Disaster Risk Management.

### Matt Knight

#### COUNTRY DIRECTOR, HAITI

Matt Knight was appointed Country Director for GOAL in Haiti in June 2023. He has over four years' experience at GOAL, having previously served as Emergency Systems Director, Emergency Response Logistics, and Procurement Advisor in different GOAL locations. Matt has extensive experience from his roles at Public Health England and from other roles in Field Logistics and Logistics Management in Sierra Leone. He holds a Master's degree in Psychotherapy from the University of Sheffield and a BSc in Psychology from the University of Hull, UK.

### Nathan Kennedy

#### PROGRAMME DIRECTOR, SUDAN

Nathan Kennedy joined GOAL initially in June 2016 and held positions as Cash Based Response Manager and Cash and Markets Coordinator. He was then Sudan Programme Director for four years up to Sept 2022. More recently Nathan undertook a short-term assignment as Interim Country Director with the GOAL Haiti Team but in Nov 2023, Nathan resumed his position as Programme Director for GOAL Sudan. Prior to working with GOAL, Nathan held positions with Plan International in Senegal and Niger. Nathan holds a Master of Arts in Law and Diplomacy from Tufts University, Boston, and a Bachelor of Arts from Carlton College, Minnesota.

### Phyllis Jepkorir

#### COUNTRY DIRECTOR, SOUTH SUDAN

Phyllis Jepkorir was appointed Country Director for GOAL South Sudan in January 2023. With over 15 years' experience at GOAL prior to this appointment, Phyllis held previous roles such as Systems Director in Ethiopia, Assistant Country Director for Systems in Malawi and South Sudan, and Logistics Coordinator. Phyllis holds an MBA in Strategic Management from Texila American University in Guyana. She has extensive experience in systems implementation, procurement, logistics, and strategic planning.



Courtenay Pollard, GOAL Trusts and Foundations Manager, on a visit to La Masica, Honduras talking to farmer and GOAL-supporter Agroforestry project participant, Selvin Adalid Molina and inspecting a healthy crop of beans.

# RISK MANAGEMENT

Since 1977, GOAL has responded to many of the world's most significant humanitarian crises in the hardest-to-reach contexts. While GOAL cannot do this without taking risks, we must always thoroughly consider the best ways to protect the communities with whom we work, our staff and our stakeholders' trust.

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 and management of risks. Essential to effective risk management, GOAL's line of assurance model is based on COSO's (Committee of Sponsoring Organisations of the Treadway Commission) internal control framework.

While some risks and opportunities, including innovating for change and efficiency, must be embraced and managed, others must be minimised. During 2023, GOAL consulted widely on the further development of our risk management approach. GOAL's Risk Appetite approach enables us to make informed decisions, align them with GOAL's organisational strategy, and promote strong organisational governance.

GOAL's Risk Appetite Statement has been developed in consultation with the leadership team, middle management, and in full collaboration with the Board of Directors.

**Risk Management** is a critical element of GOAL's everyday activities and in GOAL we believe that Risk Management is 'everyone's business.' Our approach is informed by ISO 31000 methodology. The table below sets out six identified key risks over 2023.

## HIGH RISK APPETITE

**Example Risk:** Courage in Programming

Areas in which we strategically take risk in a planned, managed way. This is because we have determined that the potential upside benefits outweigh the potential costs.

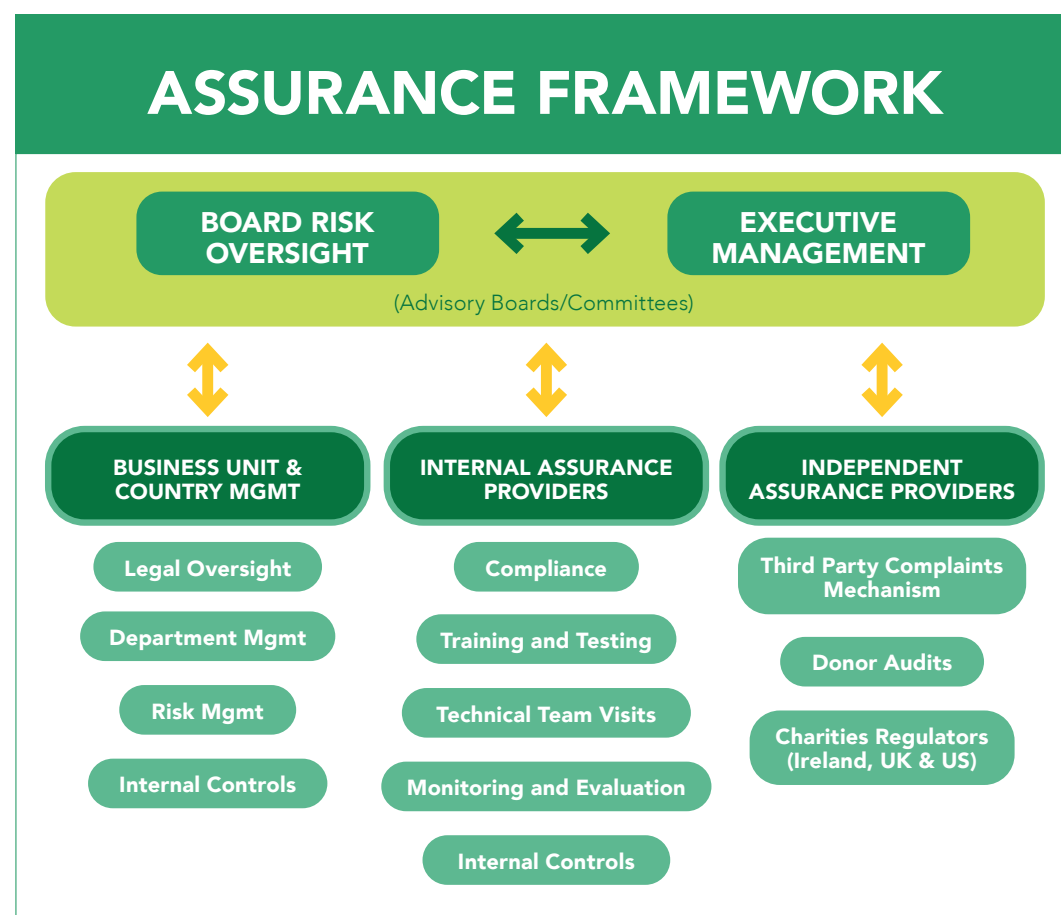
## MEDIUM RISK APPETITE

Areas in which we must constantly balance a given decision's potential upside benefits and downside costs.

## LOW RISK APPETITE

**Example Risk:** Code of Conduct breaches

Areas in which we avoid risk or act to minimise as far as possible the likelihood of the risk occurring because we have determined the potential downsides are intolerable.





# MANAGING KEY RISKS AND UNCERTAINTIES

	SAFETY AND SECURITY	FUNDING AND FINANCIAL STABILITY	SAFEGUARDING
PRIORITY	GOAL's programming takes place in many high-risk, remote, and insecure areas, many affected by protracted conflict and fragility. The safety, well-being and security of our staff, partners, and communities with whom we work is of the highest importance to us.	Ensuring financial stability is a key priority for GOAL. This is impacted by an increasingly competitive arena for public funds and pressure on institutional funding from a growing range of crises due to conflict, environmental damage and fragility.	GOAL works with many marginalised populations, including women, children, and people with disabilities and those in remote fragile geographies. Safeguarding the well-being of our programme participants is core to GOAL's mission.
RISK	Risk of GOAL and any of its partner staff coming to harm, including abductions/fatalities, to GOAL staff, partners, or programme participants because of GOAL's programming, including through failure to exercise its organizational duty of care in terms of health, safety, and security of stakeholders.	Risk of shifts in donor priorities and geographies resulting in shortfalls in funding to meet strategic commitments.  Reduction in funding from institutional donors and other diverse sources of income which would impact programme delivery.	Risk of harm to programme participants and or staff or partners, due to failure to adhere to GOAL's Code of Conduct or failure to implement GOAL's Safeguarding Policies and protocols.
MITIGATION	A comprehensive suite of HR and Security policies exists and is underpinned by regular training and simulations. We have regular monitoring from our global security teams, country Focal Points who do regular scenario planning, including regular reporting to the Audit and Risk Committee and engagement with our Board Focal Point on security.	Growing new funding streams by diversifying our range of institutional donors or funding streams within current donors, along with strengthening our range of events and engagements with the public are key mitigations. Our Funding and Business Development function continuously reviews and identifies new opportunities in line with GOAL's strategic priorities, competencies, and Fundraising Strategy.	GOAL has a global Safeguarding Advisor and network of over 70 focal points across our global operations, together with a comprehensive suite of standards setting out GOAL's safeguarding protocols. At Induction, all staff are trained on and sign our Child Protection Policy and our Protection from Sexual Exploitation, Abuse and Harassment Policy. A mandatory Safeguarding e-learning programme exists in our key languages. Our global Focal Points work with our country teams to ensure teams are supported in implementing our safeguarding policies. In 2023, a Supplier Code of Conduct was also introduced for all Suppliers. Referral pathways were identified in all country programmes for additional onward referrals and support for any individual reporting a breach to GOAL.

# MANAGING KEY RISKS AND UNCERTAINTIES

	<b>FRAUD THEFT AND CORRUPTION</b>	<b>STAFF RETENTION AND RECRUITMENT</b>	<b>CYBER SECURITY AND DATA PROTECTION</b>	<b>ENVIRONMENT &amp; CLIMATE CHANGE</b>
<b>PRIORITY</b>	Working in highly insecure, fragile, and often remote geographies poses significant risk to GOAL resources including through fraud, theft or corruption.	Highly skilled, motivated, and well supported staff underpin our ability to deliver on our mission.	Protecting our data in secure, confidential systems is an ever increasing priority in a time of increased cyber-attacks.	In addition to addressing climate catastrophe as a cross cutting theme in our programs, GOAL is deeply committed to the global effort to protect our environment for future generations
<b>RISK</b>	Lack of compliance with our strong assurance framework and corporate standards, may result in losses, (financial and reputational), impacting overall stability and trust with key stakeholders.	The risk is that today's highly mobile workforce will result in gaps in functions impacting successful delivery of our support to communities in crisis.	The risk is that non-adherence to strong IT protocols and protections compromises security resulting in financial / reputational risk and / or breach of Data Protection protocols.	Risk of insufficient response to environmental impact on operations to impacting environmental resilience.
<b>MITIGATION</b>	GOAL has a robust and externally validated assurance framework including a range of policies and protocols and internal resources to prevent, identify and respond to any allegation of fraud, theft, corruption, physical, sexual abuse, or harassment. All relevant staff are trained on our comprehensive set of internal and financial controls. This internal assurance environment includes a robust Complaints Response Mechanism, a third-party complaints system, a Community Feedback Mechanism in each programme and an Investigations Unit to provide training, guidance and conduct investigations as appropriate.	We have a People Advisory Board guiding our HR function on best and emerging practices to ensure we attract and retain skilled motivated staff and that our culture fosters performance, engagement, diversity, and inclusivity.	GOAL's Technology Advisory Board supports the executive in the development of strong Cyber security measures, including mandatory, regular training, simulations, testing and monitoring of behaviors.	GOAL strengthened its Environment Policy in 2023, complementing it with an Implementation Framework to guide all staff on key priorities. Led by our Climate Advisor, all GOAL field programmes and HQ have explicit action plans/ commitments which are monitored and reported biannually to the Audit and Risk Committee.

# FINANCIAL HIGHLIGHTS

The financial highlights provide an overview of the income and expenditure for 2023. GOAL remained in a stable and sustainable financial position, consistent with the performance of the prior year. GOAL continues to focus on strengthening core functions of the organisation, investing in business development and fundraising activities to generate income, which stabilise the global finances, and maintains a robust financial model. Investment will continue into 2024 with benefits expected to deliver both increased restricted and unrestricted funding.

## INCOME

Total income amounted to €205.6m in the year ended 31st December 2023 (2022: €203.4m), of which €203m (2022: €200m) was restricted to international humanitarian programmes. GOAL is immensely grateful for the strong institutional funding from national governments including those of Ireland, 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 2023.

Key highlights to note are:

- Income of €199.3m (2022: €198.7m) was earned from charitable activities. Note 5(a) to the financial statements provides a detailed analysis of income received from each of the institutional donors.
- GOAL's largest donor is USAID, who awarded €103m of funding income (2022: €113m) which equates to 54% of the total portfolio. ECHO is the second largest donor, providing €30m, equating to 16% of income (2022: 10.5%). GOAL is hugely grateful for its long standing and growing partnership with Irish Aid, who contributed €14.7m of strategic funding to implement GOAL's humanitarian work in the developing world (2022: €13.8m).

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

Female project participant receiving CVA (Cash and Voucher Assistance) in Harare, Zimbabwe. Programme provided in partnership with START Network.

- Note 5(b) to the financial statements provides details of the donations-in-kind (DIK's). DIK's increased by 50%, which was primarily due to the World Food Programme responding to one of the most significant migration crises in Ethiopia, and supporting GOAL's emergency relief programme located there.
- Fundraising income is comprised of income generated from public donations, appeals, legacies and fundraising events. Fundraising income increased by 31% over the previous financial year, driven by the incredible generosity of the Irish public in response to the Türkiye/Syria Earthquake appeal. The increase in fundraising income also reflects the investment made in this area during 2023.

## EXPENDITURE

Total expenditure for the year €197.5m (2022: €198.3m) is shown in the Consolidated Statement of Financial Activities. This is comprised of €194m (2022: €195.6m) spent on charitable activities, and €3.4m (2022: €2.7m) on the cost of raising funds.

GOAL's primary focus is the delivery of aid to those most in need. Our Overseas and Relief Development expenditure of €185m remained largely consistent with the prior year (2022: €188.6m). Note 7(a) to the financial statements provides a detailed analysis of the charitable expenditure across each of the country programmes.

The most notable changes relate to increased programming across three countries of operation, namely, the Haiti programme rose by €4.3m, the Ethiopia programme which increased by €3m, and the South Sudan programme which increased by €2.5m.

While Syria makes up 53% of GOAL's total overseas relief and development expenditure, the scale of programme activity in Syria declined in 2023 by €2.7m or 3%, with this trend expected to continue into 2024. The decrease is due to the USAID RESTORE programme being completed in July 2023. USAID commenced another humanitarian programme with GOAL Syria, called THRIVE which runs until June 2024.

There was also a reduction in expenditure in Zimbabwe by €3m, due to the completion of USAID phase 1 of the UPLIFT programme (food security, child protection and livelihood restoration programme). Programming in Honduras decreased by €2m by the completion of a number of programmes in 2023. Programming declined in some areas of Sudan, as it was impacted by the outbreak of civil war in April 2023.

The cost of raising funds increased by €707k or 26% over the prior year, which was primarily driven by the costs relating to the Türkiye/Syria earthquake appeal. The increased investment in fundraising delivered an increased return on fundraising income in 2023.

## STATEMENT OF FINANCIAL POSITION

Key highlights to note include an increase in total reserves by €8.1m, resulting from an increase in Unrestricted Reserves by €2.5m and an increase in Restricted Reserves by €5.6m.

The financial performance in 2023 left GOAL in a better position for 2024 as the organisation continues to strengthen. GOAL continues to grow and implement its programme of work while investing in organisational and programme infrastructure. This will be of heightened importance as the world continues to face the risks driven by the conflict in Gaza, Sudan and in Ukraine. GOAL is in a stable position to navigate these challenges and will continue to work to maintain this stability throughout 2024.

## RESERVES

GOAL's reserves policy is to maintain a prudent level of unrestricted reserves at a 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 twelve months' unrestricted expenditure at 2023 budgeted levels. GOAL's total reserves at the end of 2023 were €45.7m (2022: €37.6m) comprising of the following:

- Restricted Reserves €30m (2022: €24.4m) - being funds which are for a particular purpose as specified by the institutional donor, individual giver, or legacy.
- Unrestricted Reserves €15.7m (2022: €13.2m) - 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 €13.5m (2022: €11m) - 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 (2022: €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.

# OTHER MATTERS

## BRANCHES AND SUBSIDIARIES

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 2023, GOAL operated branches in the following countries: Colombia, Chad, Ethiopia, Gaza/Lebanon, Haiti, Honduras, Iraq, Niger, Sierra Leone, South Sudan, Sudan, Syria, Türkiye and Zimbabwe. GOAL Uganda is a separate legal entity registered in Uganda to carry out the work of GOAL. GOAL Ukraine (Charitable fund, GOAL), is a legal entity that operates under the constitution of Ukraine, and the laws on charity and charitable organisations in Ukraine. GOAL Ireland, a dormant charitable non-governmental organisation registered in Kenya; VENGOAL, a non-profit civil association in Venezuela; and GOAL USA, Inc., an incorporated not-for-profit corporation in the United States of America.

## POLITICAL DONATIONS

The Group did not make any political donations in the financial year (2022: Nil)

## STAFF AND VOLUNTEERS

The nature of GOAL's operations dictates that staff overseas are very often required to live and work in remote locations, in basic conditions, and to carry out their work in some very challenging situations. The Board would like to express their appreciation, for the courage and dedication of all staff worldwide for the contribution they make to the work of GOAL.

GOAL is an equal opportunities employer. The aim of its equal opportunities policy is to ensure that all people receive equality of opportunity within GOAL regardless of gender, race, religion, disability, nationality, marital/family status, or sexual orientation. It is the policy of GOAL to ensure the health and welfare of its employees by maintaining a safe place and system of work. This policy is based on the requirements of the Safety, Health, and Welfare at Work Act, 1989.

## DIRECTORS COMPLIANCE STATEMENT

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

- a. Acknowledge that they are responsible for securing the Company's compliance with its relevant obligation (as defined in that legislation). Confirm that a compliance policy statement has been drawn up and that



GOAL Sudan staff member audits NFI supplies in store in Kutum, North Darfur, Sudan

- appropriate arrangements or structures are in place that are, in the Directors' opinion, designed to secure material compliance with relevant obligations; and
- b. Confirm that a review was undertaken during the 2023 financial year of the arrangements and/or structure that has been put in place as referred to in (a) above.

## GOING CONCERN

GOAL's financial performance for 2023 as set out on pages 78 to 115, was satisfactory. GOAL's unrestricted reserves as of 31 December 2023 amounted to €15.7m (2022: €13.2m). The unrestricted reserves policy is set out in note 1.

The Global impact of the conflicts in Ukraine and

the Middle East continues to be felt, and GOAL continues to monitor and mitigate these risks through a combination of strong control systems and close partnership and communication with all stakeholders. There still remains a risk that a severe global economic downturn will result in a decrease in Gross National Income (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 the two-year period 2024 - 2025, 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.

Budgets and business plans have been robustly challenged for 2024 and 2025, and cashflow forecasts have been prepared under different scenarios. The Directors have reviewed these forecasts and are satisfied that the organisation can be sustained on this reduced basis.

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

Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, has been the audit firm of choice for GOAL for over 20 years. Deloitte and GOAL are agreed that in line with good governance protocols and practices, that GOAL will engage a new audit firm for 2024. GOAL acknowledges and appreciates the great work of Deloitte over the years.



GOAL Syria team member and provides emergency food assistance in IDP camp in Idleb, Northern Syria

# FUTURE PLANS

We operate in a complex world marked by multifaceted crises - increased levels of conflict, growing global migration, and the immediate, pressing reality of climate change. The demographics of many countries are changing irreversibly, while advancements in technology possess the power to reshape humanity for better or worse.

Against this ever-shifting backdrop, GOAL prioritises tackling three of the most pressing humanitarian crises that threaten significant cohorts of the world's population, especially those left furthest behind in the most fragile and conflict-affected contexts.

These include:

- The **Global Health Crisis** persists as health systems worldwide, especially in fragile and conflict-affected regions, grapple with immense demands for essential health services. This includes the critical task of responding to major health emergencies, both locally and globally.
- The **Global Food Insecurity Crisis**. The World Food Programme estimates that 783 million people worldwide face chronic hunger and lack sufficient nutritious food for their basic dietary needs. The scale of this crisis is worsened by weather extremes, conflict, and economic shocks, including soaring food prices.

- The **Global Migration Crisis**, which continues to see an unprecedented rise in vulnerable populations forced to flee their homes due to persecution, conflict, violence, human rights violations, and climate change.

GOAL's core competencies lie in delivering emergency response and programmes focused on health, food and nutrition security, and livelihood development. We remain committed to implementing impactful and sustainable initiatives in these areas of focus across our regions and countries of operation. Additionally, GOAL will continue to prioritise enhancing our organisational readiness and capacity to mobilise large-scale rapid responses for affected populations.

Through our Strategy 2025 and Crisis to Resilience framework, GOAL is committed to fully embracing the principle of localisation. This involves strengthening local systems by fostering equitable partnerships with local actors in all countries for operation. Our approach represents unwavering solidarity with local communities, empowering them to turn crises into opportunities for resilience. Recognising the expertise and contextual understanding of local actors enables us to deliver more effective and relevant humanitarian responses.

GOAL is implementing its Strategy 2025 under a robust and trusted Assurance Framework,

designed to ensure full transparency and accountability for GOAL and its partners. This framework aims to ensure that programme participation is delivered, and benefits are received with dignity by those who need it most. It is informed by our safeguarding and protection efforts, streamlining gender and safe, inclusive programming at the heart of all our activities.

Amidst great uncertainties in our operating environment in 2024 and beyond, GOAL's corporate focus will seek to enhance organisational resilience through the cohesive integration of all business functions. This integration will bolster organisational agility, rapid and proactive decision-making for greater impact. Our key areas of focus to strengthen organisational resilience will include:

- **Continued investment in our people**, with a focus on developing our global leadership teams.
- **Strengthening our Crisis to Resilience programming approach**, with a strong emphasis on understanding and operating within local systems and fostering partnerships with a variety of permanent local actors to maximise impact and sustainability.
- **Enhancing GOAL financial resilience** by expanding and diversifying our funding sources. This involves engaging with new

donors, researching opportunities in new country markets, and collaborating with country teams to strengthen emergency response capacities.

- **Strengthening our Evidence and Learning** with a commitment to enhance transparency, promote best practices, and foster continuous improvement across all our programmes.

GOAL is one of many actors responding to humanitarian crises and is committed to operating within global frameworks while adhering to national and international laws that protect the rights of victims of armed conflict. Our crisis response is structured to address immediate humanitarian needs while also tackling underlying development challenges and mitigating the impacts of armed conflict. Embracing these frameworks enables greater coordination, collaboration, and impact among all humanitarian actors, ensuring that our approach is responsive at the local, regional, and international levels.

On behalf of the Board of Directors



Barry O'Connell  
19<sup>th</sup> July 2024



Kieran Kelly  
19<sup>th</sup> July 2024

# 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 (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 misstatement, 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  
19<sup>th</sup> July 2024



Kieran Kelly  
19<sup>th</sup> July 2024



GOAL Resilient Neighbourhoods programme officer, meeting Nidia, a project participant in the small village of Colonia Fatima, near to Tegucigalpa, Honduras who received support from GOAL to strengthen her small business, a bakery called Tortillería Bertila.



# LEGAL & ADMINISTRATIVE INFORMATION

## DIRECTORS

Barry O'Connell (Chair)

Alison Cowzer

Captain Brian Fitzgerald

Brona Kernan

Christopher Clinch  
(resigned 28<sup>th</sup> Sept 2023)

Edel Briody

Jimmy Deenihan  
(resigned 30<sup>th</sup> March 2023)

Jemma Houlihan

Kieran Kelly

Mary Jennings

Timothy O'Connor

Saad Houry

Sean Fitzpatrick

Tavengwa Tavengwa

## SECRETARY

Sean Fitzpatrick  
(appointed 14<sup>th</sup> December 2023)

Christopher Clinch  
(resigned 14<sup>th</sup> December 2023)

## ASSISTANT COMPANY SECRETARY

Úna Ní Mhurchú  
(appointed 14<sup>th</sup> December 2023)

Alison Mitchell  
(resigned 14<sup>th</sup> December 2023)

## CEO

Siobhan Walsh

## REGISTERED OFFICE

Carnegie House  
Library Road  
Dun Laoghaire  
A96 C7W7  
Co. Dublin

## WEBSITE

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

## COMPANY REGISTRATION NUMBER

201698

## REGISTERED CHARITY NUMBER

20010980

## REVENUE CHARITABLE STATUS NUMBER

CHY 6271

## SOLICITORS

A&L Goodbody  
IFSC, North Wall Quay  
Dublin 1

Maples and Calder  
75 St Stephen's Green  
Dublin 2

Latham and Watkins  
99 Bishopsgate  
London, UK

## PRINCIPAL BANKERS

Allied Irish Bank  
Greystones  
Co. Wicklow

## AUDITORS

Deloitte Ireland LLP  
Chartered Accountants  
and Statutory Audit Firm  
29 Earlsfort Terrace,  
D02 AY28  
Dublin 2

A GOALie in Sierra Leone repairing a water pump in Sierra Leone, where remote communities rely on boreholes for access to safe, clean water for drinking, cooking, and bathing.



# INDEPENDENT AUDITOR'S REPORT

CNVs (Community Nutrition Volunteers) visiting families at the Kassab IDP camp, North Darfur, Sudan



## 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 2023 and of the incoming resources and application of resources, including group's income and expenditure for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

the group financial statements:

- the Consolidated Statement of Financial Activities;
- the Consolidated Balance Sheet;
- the Consolidated Cash Flow Statement; and
- the related notes 1 to 33, 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 33, including a summary of significant accounting policies as set out in note 1.

The relevant financial reporting framework that has been applied in their preparation 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.

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



### 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.

### Other information

The other information comprises the information included in the Annual Report 2023, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Annual Report 2023. 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.

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



A further description of our responsibilities for the audit of the financial statements is located on IAASA's website at: <https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements>. 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.

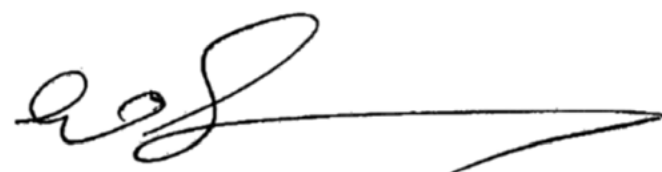
#### Matters on which we are required to report by exception

Based on the knowledge and understanding of the group and 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, 29 Earlsfort Terrace, Dublin 2

Date: 22<sup>nd</sup> July 2024



# FINANCIAL STATEMENTS

A one-year-old child undergoing MUAC measurement during a mobile health service session in Danot woreda, Dolo zone, Somali region, Ethiopia. This vital health service is provided by GOAL's nutrition programme, supported by funding from USAID/OFDA.

## GOAL

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted Funds 2023 €'000	Restricted Funds 2023 €'000	Total Funds 2023 €'000	Unrestricted Funds 2022 €'000	Restricted Funds 2022 €'000	Total Funds 2022 €'000
<b>INCOME</b>							
Charitable activities	5 (a)	20	199,298	199,318	50	198,638	198,688
Donations and legacies	5 (c)	1,837	3,307	5,144	2,526	1,375	3,901
Fundraising events	5 (d)	968	20	988	786	-	786
Investments		46	-	46	11	-	11
Other trading income	6	55	-	55	3	-	3
		<b>2,926</b>	<b>202,625</b>	<b>205,551</b>	<b>3,376</b>	<b>200,013</b>	<b>203,389</b>
<b>EXPENDITURE</b>							
Charitable activities	7	(2,895)	196,966	194,071	(1,931)	197,544	195,613
Raising funds	8	3,382	-	3,382	2,675	-	2,675
		<b>487</b>	<b>196,966</b>	<b>197,453</b>	<b>744</b>	<b>197,544</b>	<b>198,288</b>
Net gain / (loss) on investments	9 / 17	52	-	52	(170)	-	(170)
<b>Net income</b>		<b>2,491</b>	<b>5,659</b>	<b>8,150</b>	<b>2,462</b>	<b>2,469</b>	<b>4,931</b>
Taxation	10	-	-	-	-	-	-
<b>Net movement in funds</b>		<b>2,491</b>	<b>5,659</b>	<b>8,150</b>	<b>2,462</b>	<b>2,469</b>	<b>4,931</b>
<b>RECONCILIATION OF FUNDS</b>							
Total funds brought forward		13,201	24,387	37,588	10,739	21,918	32,657
<b>Total funds carried forward</b>		<b>15,692</b>	<b>30,046</b>	<b>45,738</b>	<b>13,201</b>	<b>24,387</b>	<b>37,588</b>

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 2023

	Notes	2023 €'000	2022 €'000
<b>TANGIBLE FIXED ASSETS</b>	13	-	-
<b>CURRENT ASSETS</b>			
Stocks	15	3,628	4,881
Debtors and prepayments	16	17,913	21,950
Investments	17	214	706
Cash and cash equivalents		47,950	35,896
		<b>69,705</b>	<b>63,433</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors, accruals and provisions	18	<b>(20,365)</b>	<b>(21,238)</b>
<b>Net current assets</b>		<b>49,340</b>	<b>42,195</b>
<b>LIABILITIES - Amounts falling due after one year</b>			
Creditors, accruals and provisions	18	<b>(3,602)</b>	<b>(4,607)</b>
<b>Net assets</b>		<b>45,738</b>	<b>37,588</b>
<b>FUNDS</b>			
Unrestricted funds	23	15,692	13,201
Restricted funds	23 / 25	30,046	24,387
<b>Total funds carried forward</b>		<b>45,738</b>	<b>37,588</b>


## ON BEHALF OF THE BOARD OF DIRECTORS



Barry O'Connell Director / Chairperson

19<sup>th</sup> July 2024

Date



Kieran Kelly Director

19<sup>th</sup> July 2024

Date



**GOAL**  
COMPANY BALANCE SHEET  
AS AT 31 DECEMBER 2023

	Notes	2023 €'000	2022 €'000
<b>TANGIBLE FIXED ASSETS</b>	14	-	-
<b>CURRENT ASSETS</b>			
Stocks	15	3,616	4,844
Debtors and prepayments	16	19,459	21,653
Investments	17	212	705
Cash and cash equivalents		45,250	34,186
		<b>68,537</b>	<b>61,388</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors, accruals and provisions	18	<b>(18,751)</b>	<b>(20,289)</b>
<b>Net current assets</b>		<b>49,786</b>	<b>41,099</b>
<b>LIABILITIES - Amounts falling due after one year</b>			
Creditors, accruals and provisions	18	<b>(3,602)</b>	<b>(4,607)</b>
<b>Net assets</b>		<b>46,184</b>	<b>36,492</b>
<b>FUNDS</b>			
Unrestricted funds	24	16,415	12,419
Restricted funds	24 / 26	29,769	24,073
<b>Total funds carried forward</b>		<b>46,184</b>	<b>36,492</b>

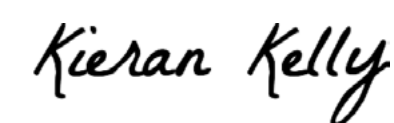
ON BEHALF OF THE BOARD OF DIRECTORS



**Barry O'Connell** Director / Chairperson

19<sup>th</sup> July 2024

Date



**Kieran Kelly** Director

19<sup>th</sup> July 2024

Date

## GOAL

CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2023

		2023	2022
		€'000	€'000
<b>Net cash generated by operating activities</b>	(a)	<b>11,464</b>	<b>1,242</b>
<b>Cash flows from investing activities:</b>			
Interest received		42	5
Dividends received		4	6
Proceeds from sale of investments		544	-
<b>Net cash generated by investing activities</b>		<b>590</b>	<b>11</b>
<b>Net increase in cash and cash equivalents</b>		<b>12,054</b>	<b>1,253</b>
Cash and cash equivalents at beginning of the financial year		35,896	34,643
<b>Cash and cash equivalents at the end of the financial year</b>		<b>47,950</b>	<b>35,896</b>
<b>(a) Reconciliation of net movement in funds to net cash inflow from operating activities</b>			
<b>Net movement in funds</b>		<b>8,150</b>	<b>4,931</b>
<b>Adjusted for:</b>			
Decrease / (Increase) in debtors and prepayments		4,037	(7,924)
(Decrease) / Increase in creditors, accruals and provisions		(1,878)	5,035
Decrease / (Increase) in stocks		1,253	(871)
Change in derivative financial assets & liabilities, net		-	(22)
Decrease in deferred income		-	(74)
Depreciation of tangible fixed assets		-	8
(Gain) / Loss on investments		(52)	170
Income from investments		(46)	(11)
<b>Net cash generated by operating activities</b>		<b>11,464</b>	<b>1,242</b>

## GOAL

COMPANY CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2023

		2023	2022
		€'000	€'000
<b>Net cash generated by operating activities</b>	(a)	<b>10,501</b>	<b>421</b>
<b>Cash flows from investing activities:</b>			
Interest received		15	5
Dividends received		4	6
Proceeds from sale of investments		544	-
Net cash generated by investing activities		<b>563</b>	<b>11</b>
<b>Net increase in cash and cash equivalents</b>		<b>11,064</b>	<b>432</b>
Cash and cash equivalents at beginning of the financial year		34,186	33,754
<b>Cash and cash equivalents at the end of the financial year</b>		<b>45,250</b>	<b>34,186</b>
<b>(a) Reconciliation of net movement in funds to net cash inflow from operating activities</b>			
<b>Net movement in funds</b>		<b>9,692</b>	<b>4,242</b>
<b>Adjusted for:</b>			
Decrease / (Increase) in debtors and prepayments		2,194	(8,294)
(Decrease) / Increase in creditors and provisions		(2,543)	5,265
Decrease / (Increase) in stocks		1,229	(863)
Depreciation of tangible fixed assets		-	8
(Gain) / Loss on investments		(51)	170
Decrease in deferred income		-	(75)
Income from investments		(20)	(10)
Change in derivative financial assets & liabilities, net		-	(22)
<b>Net cash generated by operating activities</b>		<b>10,501</b>	<b>421</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS

## 1 ACCOUNTING POLICIES

### (A) Format of the financial statements

GOAL is constituted under Irish company law as a company limited by guarantee and is a registered charity. Prior to Companies Act 2014, companies not trading for gain for the members were not within the scope of company law requirements with regard to formats and content of financial statements which applied to for-profit companies, thus permitting the adoption of a format appropriate to a charity. As permitted by section 291(3)(4) of the Companies Act 2014, the Group and Company have varied the standard formats specified in that Act for the Statement of Financial Activities, the Balance Sheets and Cash Flow Statement. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with sections 4.6, 10.6 and 14.22 of that SORP.

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 disclosing 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; GOAL USA, Inc., an incorporated not-for-profit corporation in the United States of America; and GOAL Ukraine (Charitable fund, GOAL), a legal entity that operates under the constitution of Ukraine, and the laws on charity and charitable organisations in Ukraine.

All transactions and balances with the subsidiary undertakings have been eliminated in preparation of the consolidated financial statements.

### (D) Recognition of income

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

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**1 ACCOUNTING POLICIES** (continued)

of those conditions is probable, and is within the control of the organisation. GOAL is subject to financial and compliance audits by institutional donors. The amount of expenditures, if any, which may be disallowed are charged against income in the statement of financial activities.

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

**(E) Recognition of expenditure**

- (i) Expenditure is analysed between charitable activities (activities in furtherance of the charity's objects) and costs of raising funds.
- (ii) The costs of each activity have been separately accumulated and disclosed. Expenditure is recognised in the period to which it relates. Expenditure incurred but unpaid at the balance sheet date is included in accruals and other creditors. Charitable expenditure comprises all expenditure incurred by the charity in meeting its charitable objects as opposed to the costs of raising funds to finance these activities. Publicity costs are included under the costs of raising funds due to the nature of the costs being linked to the raising of funds in furtherance of the charity's objects.
- (iii) Expenditure in project locations overseas is recognised as charitable expenditure in the period it occurs.
- (iv) Distributions to beneficiaries of donations in kind, such as foodstuffs and medical supplies, are recognised as expenditure in the financial year that they are distributed to beneficiaries. Valuations of donations in kind are based on the unit cost to the donor. If such a valuation is not available, reasonable prevailing market rates are used.

**(F) Allocation of support costs**

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

**(G) Tangible fixed assets**

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

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, they are subject to a review to ensure that they do not conflict with the ethos and beliefs of the charity.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**1 ACCOUNTING POLICIES** (continued)**(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 and field accounts 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 10). 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 Comprehensive Income, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

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

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

Financial assets and liabilities are only offset in the balance sheet when 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.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 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.

## 3 GOING CONCERN

GOAL's financial performance for 2023, which is set out on pages 78 to 115, was satisfactory. GOAL's unrestricted reserves as at 31 December 2023 amounted to €15.7m (2022: €13.2m). The unrestricted reserves policy is set out in note 1.

The Global impact of the conflict in Ukraine and the Middle East continues to be felt, and GOAL continues to monitor and mitigate these risks through a combination of strong control systems and close partnership and communication with all stakeholders. There still 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 the two-year period 2024 - 2025, 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.

Budgets and business plans have been robustly challenged for 2024 and 2025, and cashflow forecasts have been prepared under different scenarios. The Directors have reviewed these forecasts and are satisfied that the organisation can be sustained on this reduced basis.

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 Ireland, 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; GOAL USA, Inc., an incorporated not-for-profit corporation in the United States of America; VENGOAL, a non-profit civil association in Venezuela; and GOAL Ukraine (Charitable fund, GOAL), a legal entity that operates under the constitution of Ukraine, and the laws on charity and charitable organisations in Ukraine.

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

<b>Net income / (expenditure) for the financial year</b>	<b>Country of Incorporation</b>	<b>2023</b>	<b>2022</b>
		<b>€'000</b>	<b>€'000</b>
GOAL Ireland	Ireland	9,692	4,242
GOAL (International)	United Kingdom	57	(16)
GOAL USA, Inc.	United States of America	(323)	(22)
GOAL Uganda	Uganda	(941)	434
GOAL Ukraine	Ukraine	(335)	293
		<b>8,150</b>	<b>4,931</b>
<b>Retained reserves at the financial year end</b>	<b>Country of Incorporation</b>	<b>2023</b>	<b>2022</b>
		<b>€'000</b>	<b>€'000</b>
GOAL Ireland	Ireland	46,184	36,492
GOAL (International)	United Kingdom	547	490
GOAL USA, Inc.	United States of America	72	395
GOAL Uganda	Uganda	(1,023)	(82)
GOAL Ukraine	Ukraine	(42)	293
		<b>45,738</b>	<b>37,588</b>



## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 5 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:

5 (a) Institutional Donors	Note	2023 €'000	2022 €'000
United States Agency for International Development (USAID)		102,827	112,940
European Commission Humanitarian Office (ECHO)		30,142	20,332
Irish Aid (Dept. of Foreign Affairs, Ireland)		14,680	13,835
UN Office for the Coordination of Humanitarian Affairs		10,790	11,293
MasterCard		5,062	5,494
charity : water		4,136	2,744
UN Children's Fund (UNICEF)		3,335	5,421
US Bureau of Population, Refugees and Migration		3,057	4,304
Adam Smith International		2,325	-
Project Concern International		2,134	1,120
European Union		1,600	1,146
International Rescue Committee		1,286	1,008
Save the Children		1,119	381
Catholic Relief Services		948	449
London School of Hygiene and Tropical Medicine		924	1,406
World Food Programme		856	891
IMA World Health		824	459
UN High Commissioner for Refugees (UNHCR)		596	933
World Health Organization (WHO)		592	236
International Union for Conservation of Nature		509	395
The Norwegian Agency for Development Cooperation		261	305
Cooperazione Internazionale		199	208
Accion International		99	390
Concern Worldwide		59	1,067
International Organization for Migration		(10)	1,262

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**5 INCOME FROM CHARITABLE ACTIVITIES** (continued)**5 (a) Institutional Donors (continued)**

Crown Agents (HPF - Health Pooled Funds) South Sudan	-	1,228
Others, including Trusts and Foundations	2,512	3,804
Sub Total: Institutional Donor Income	<b>190,862</b>	<b>193,051</b>
Donations in kind	5 (b) 8,456	5,637
<b>Total Income from Charitable Activities</b>	<b>199,318</b>	<b>198,688</b>

**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	2023 €'000	2022 €'000
World Food Programme	5,533	4,365
UN Children's Fund (UNICEF)	1,055	796
World Health Organisation	799	8
Irish Aid (Dept. of Foreign Affairs, Ireland)	480	-
UN High Commissioner for Refugees (UNHCR)	363	89
Sudan Ministry of Health	121	100
United Nations Population Fund (UNFPA)	-	200
Others	105	79
	<b>8,456</b>	<b>5,637</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**5 INCOME FROM CHARITABLE ACTIVITIES** (continued)

5 (c) Donations and legacies	2023	2022
	€'000	€'000
Individual giving	3,207	1,841
Corporate donations	1,551	1,196
Legacies	386	864
<b>Total Donations and legacies</b>	<b>5,144</b>	<b>3,901</b>

In 2023 €3,307k (2022: €1,375k) of incoming resources from donations and legacies is restricted.

**5 (d) Fundraising events**

In 2023, €988k (2022: €786k) is generated from fundraising events, which includes the GOAL Mile, Jersey Day, Goal Ball and other miscellaneous fundraising events. In 2023, €968k of this fundraising event income is unrestricted (2022: €786k).

**6 OTHER TRADING INCOME**

	2023	2022
	€'000	€'000
Pro bono professional services	34	-
Funds received from VAT Compensation Scheme	4	3
Other	17	-
	<b>55</b>	<b>3</b>

The professional fees figure above €34k (2022: nil) is in respect of professional services provided on a pro bono basis.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 7 EXPENDITURE ON CHARITABLE ACTIVITIES

	2023	2022
	€'000	€'000
<b>7 (a) Charitable expenditures</b>		
Syria / Türkiye	98,086	100,839
Ethiopia	30,622	27,629
Sudan	9,257	10,994
South Sudan	8,800	6,254
Honduras / Colombia	8,731	10,881
Uganda	8,237	7,499
Haiti	6,765	2,475
Zimbabwe	4,857	7,837
Sierra Leone	4,478	5,287
Niger	3,328	2,503
Ukraine	654	1,083
Iraq	239	302
Gaza / Lebanon	167	-
Chad	57	-
Malawi	(17)	317
Other Aid Costs	1,202	4,687
<b>Subtotal: Overseas Relief &amp; Development</b>	<b>185,463</b>	<b>188,587</b>
Operations Direct Support	3,196	2,976
Allocation of support costs to Charitable Activities	5,048	4,581
Foreign exchange loss / (gain)	364	(531)
<b>Total: Charitable Activities</b>	<b>194,071</b>	<b>195,613</b>

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

Programmes and activities are closely monitored by the management team and the Directors are satisfied that expenditure on charitable activities is fairly stated for the financial year ended 31 December 2023.

Negative unrestricted charitable expenditure of €2.9m (2022: €1.9m) is primarily due to favourable institutional income performance in addition to foreign exchange gains.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**7 EXPENDITURE ON CHARITABLE ACTIVITIES** (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 2023 such grants accounted for 13% of expenditure in field locations (2022: 10%). Expenditure incurred through partners is included in charitable activities in the consolidated statement of financial activities and is analysed by country as follows:

Country	2023 €'000	2022 €'000
Syria / Türkiye	12,257	10,200
Ethiopia	4,852	2,139
Haiti	2,507	-
Uganda	926	992
Sudan	879	974
Honduras / Colombia	719	2,267
Ukraine	490	-
Niger	410	115
Zimbabwe	311	1,167
Sierra Leone	172	90
Gaza / Lebanon	167	-
Iraq	120	80
Chad	57	-
South Sudan	(116)	798
	<b>23,751</b>	<b>18,822</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 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	2023 €'000	2022 €'000
Staff remuneration & other staff costs		1,292	1,064
Fundraising events & advertising		1,454	1,038
Professional fees & other costs		116	99
Premises, IT, communications & supplies		18	26
Travel & motor expenses		44	31
Allocation of support costs	8 (b)	458	417
		<b>3,382</b>	<b>2,675</b>

## 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 2023 €'000	Charitable Activities 2023 €'000	Total 2023 €'000	Raising Funds 2022 €'000	Charitable Activities 2022 €'000	Total 2022 €'000
	Programme Management	-	2,889	2,889	-	2,596
Logistics & Procurement	-	307	307	-	380	380
Finance	137	1,240	1,377	131	1,181	1,312
Human Resources	36	683	719	33	624	657
IT	80	733	813	72	658	730
Central Facilities & Overheads	77	718	795	76	711	787
Governance & Compliance	128	1,674	1,802	105	1,407	1,512
	<b>458</b>	<b>8,244</b>	<b>8,702</b>	<b>417</b>	<b>7,557</b>	<b>7,974</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 9 NET MOVEMENT IN FUNDS

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

	Note	Total 2023 €'000	Total 2022 €'000
Unrealised net (gain) / loss on investments	17	(1)	170
Depreciation of tangible fixed assets	13	-	8
Foreign exchange loss / (gain)	7(a)	364	(531)
Professional fees		432	377
Interest earned		(42)	(5)
Gain on sale of investments	17	(51)	-

## 10 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, GOAL USA, Inc. in the United States of America; VENGOAL, a non-profit civil association in Venezuela; and GOAL Ukraine (Charitable fund, GOAL), a legal entity that operates under the constitution of Ukraine, and the laws on charity and charitable organisations in Ukraine.

## 11 AUDITOR'S REMUNERATION

Group auditor's remuneration	2023 €'000	2022 €'000
Annual statutory audit - GOAL Head Office	129	94
Annual statutory audit - GOAL (International) t/a GOAL UK	11	12
	<b>140</b>	<b>106</b>

The amounts above are inclusive of VAT and outlay.

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

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 12 PARTICULARS OF EMPLOYEES

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

	2023	2022
International staff posted overseas	85	87
Head office programme support, management and administration	100	98
Fundraising	24	21
	<u>209</u>	<u>206</u>

Employee Remuneration for the financial year was

	2023	2022
	€'000	€'000
<b>International staff posted overseas</b>		
Salaries	4,953	4,901
Social welfare costs	113	102
Healthcare	4	3
Pension	8	5
Retirement Savings	61	61
<b>Head office: Ireland, UK, US</b>		
Salaries	6,287	6,303
Social welfare costs	672	681
Healthcare	98	75
Pension	256	275
	<u>12,452</u>	<u>12,406</u>



## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**12 PARTICULARS OF EMPLOYEES** (continued)

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

	2023	2022
€60,000 to €69,999	22	16
€70,000 to €79,999	17	17
€80,000 to €89,999	9	8
€90,000 to €99,999	7	9
€100,000 to €109,999	1	2
€110,000 to €119,999	4	3
€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, Inc., amounted to €1,101k (2022: €1,078k).

In addition to the staff numbers disclosed above, an average of 3,036 (2022: 3,265) locally recruited staff were employed in GOAL's overseas operations during the financial year.

**Chief executive remuneration**

The Chief Executive Officer was paid €117.5k (2022: €110k) and received €21k pension contribution in 2023 (2022: €8.2k). 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 31 discloses the reimbursement of out of pocket expenses incurred in fulfilling the duties of directors.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 13 TANGIBLE FIXED ASSETS - GROUP

	Equipment €'000	Vehicles €'000	Total €'000
<b>Cost</b>			
At 1 January 2023	478	9	487
Additions	-	-	-
Disposals	-	-	-
<b>At 31 December 2023</b>	<b>478</b>	<b>9</b>	<b>487</b>
<b>Depreciation</b>			
At 1 January 2023	478	9	487
Depreciation charge	-	-	-
Disposals	-	-	-
<b>At 31 December 2023</b>	<b>478</b>	<b>9</b>	<b>487</b>
<b>Net Book Value At 31 December 2023</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Book Value At 31 December 2022</b>	<b>-</b>	<b>-</b>	<b>-</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 14 TANGIBLE FIXED ASSETS - COMPANY

	Equipment €'000	Vehicles €'000	Total €'000
<b>Cost</b>			
At 1 January 2023	478	9	487
Additions	-	-	-
Disposals	-	-	-
<b>At 31 December 2023</b>	<b>478</b>	<b>9</b>	<b>487</b>
<b>Depreciation</b>			
At 1 January 2023	478	9	487
Depreciation charge	-	-	-
Disposals	-	-	-
<b>At 31 December 2023</b>	<b>478</b>	<b>9</b>	<b>487</b>
<b>Net Book Value At 31 December 2023</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Book Value At 31 December 2022</b>	<b>-</b>	<b>-</b>	<b>-</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 15 STOCKS - GROUP AND COMPANY

	Group		Company	
	2023	2022	2023	2022
	€'000	€'000	€'000	€'000
Aid Commodities	3,628	4,881	3,616	4,844
	<b>3,628</b>	<b>4,881</b>	<b>3,616</b>	<b>4,844</b>

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

## 16 DEBTORS AND PREPAYMENTS

	Group		Company	
	2023	2022	2023	2022
	€'000	€'000	€'000	€'000
Grants receivable	12,568	16,521	12,409	16,405
Prepayments	4,437	4,492	4,110	3,888
Sundry Debtors	824	861	815	854
Accrued Income	84	76	74	76
Intercompany receivable	-	-	2,051	430
<b>At 31 December</b>	<b>17,913</b>	<b>21,950</b>	<b>19,459</b>	<b>21,653</b>

All of the above amounts fall due within one year.

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

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 17 CURRENT ASSET INVESTMENTS

At 31 December 2023, the current asset investments are composed of Fidelity Investments, as well as funds placed on term deposit for periods greater than three months but less than one year. On 26th of May 2023; ordinary shares in Kerry Group plc, Allied Irish Banks plc, and Irish Life & Permanent Group Holdings plc, which were all donated to GOAL, were sold at the market value of €544k.

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	
	2023 €'000	2022 €'000	2023 €'000	2022 €'000
Market value at 1 January	494	664	493	663
Increase/(Decrease) in value during the year	52	(170)	51	(170)
Sale of investments	(544)	-	(544)	-
<b>Market value at 31 December</b>	<b>2</b>	<b>494</b>	<b>-</b>	<b>493</b>
Funds on term deposit	212	212	212	212
<b>Total current asset investments</b>	<b>214</b>	<b>706</b>	<b>212</b>	<b>705</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**18 LIABILITIES - CREDITORS, ACCRUALS AND PROVISIONS**

Liabilities; amounts falling due within one year	Group		Company	
	2023 €'000	2022 €'000	2023 €'000	2022 €'000
Accruals	8,834	9,918	7,253	8,997
Provisions	11,084	10,835	11,084	10,835
PAYE / PRSI	205	212	179	182
Trade creditors	190	272	190	272
Sundry creditors	52	1	45	3
<b>At 31 December</b>	<b>20,365</b>	<b>21,238</b>	<b>18,751</b>	<b>20,289</b>

Liabilities; amounts falling due over one year	Group		Company	
	2023 €'000	2022 €'000	2023 €'000	2022 €'000
Termination Payables - Overseas Local Staff	<b>3,602</b>	<b>4,607</b>	<b>3,602</b>	<b>4,607</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 19 COMMITMENTS

There are no capital commitments at 31 December 2023 (2022: Nil).

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

## Group

	2023	2022
	€'000	€'000
<b>Obligations which fall due:</b>		
Within one year	865	537
Between one and five years	1,363	2,217
<b>At 31 December</b>	<b>2,228</b>	<b>2,754</b>

## Company

	2023			2022		
	€'000			€'000		
	Total	Head Office	Branches	Total	Head Office	Branches
<b>Obligations which fall due:</b>						
Within one year	784	223	561	443	164	279
Between one and five years	1,325	668	657	2,183	894	1,289
<b>At 31 December</b>	<b>2,109</b>	<b>891</b>	<b>1,218</b>	<b>2,626</b>	<b>1,058</b>	<b>1,568</b>

*Letter of financial support for GOAL (International)*

GOAL has issued a letter of financial support to GOAL (International) dated 16th July 2024, in which GOAL confirms it will not demand repayment of the intercompany debt due from GOAL (International) to GOAL except to the extent that sufficient unrestricted cash is available to GOAL (International) to repay the intercompany debt in whole or in part.

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

GOAL has issued a letter of financial support to GOAL Relief and Development Organisation (GOAL Uganda) dated 22nd March 2024, in which it states that GOAL supports the operations of GOAL Uganda and will provide cash resources to meet any liabilities, should they fall due.

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 20 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	
	2023	2022	2023	2022
	€'000	€'000	€'000	€'000
<i>Measured at fair value through profit or loss</i>				
Current asset listed investments	2	494	-	493
<i>Measured at undiscounted amounts</i>				
Funds held on Term Deposits	212	212	212	212
Debtors and other receivables	13,392	17,382	13,224	17,259
Accrued income	84	76	74	76
Intercompany receivable	-	-	2,051	430
Financial liabilities	Group		Company	
	2023	2022	2023	2022
<i>Measured at undiscounted amounts</i>				
Creditors and other payables	20,160	21,026	18,572	20,107

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

Fair Value Gains and Losses	Group		Company	
	2023	2022	2023	2022
	€'000	€'000	€'000	€'000
On financial assets measured at fair value through profit or loss	52	(170)	51	(170)



## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 21 RECONCILIATION OF FUNDS

Group	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2023	2023	2023	2022	2022	2022
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	13,201	24,387	37,588	10,739	21,918	32,657
Net movement	2,491	5,659	8,150	2,462	2,469	4,931
<b>Fund balances at 31 December</b>	<b>15,692</b>	<b>30,046</b>	<b>45,738</b>	<b>13,201</b>	<b>24,387</b>	<b>37,588</b>

Company	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2023	2023	2023	2022	2022	2022
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	12,419	24,073	36,492	10,714	21,536	32,250
Net movement	3,996	5,696	9,692	1,705	2,537	4,242
<b>Fund balances at 31 December</b>	<b>16,415</b>	<b>29,769</b>	<b>46,184</b>	<b>12,419</b>	<b>24,073</b>	<b>36,492</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 22 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2023	2023	2023	2022	2022	2022
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	-	-	-	-	-	-
Current assets	21,166	48,539	69,705	20,491	42,942	63,433
Current liabilities	(5,474)	(14,891)	(20,365)	(7,290)	(13,948)	(21,238)
Non-Current Liabilities	-	(3,602)	(3,602)	-	(4,607)	(4,607)
<b>Fund balances at 31 December</b>	<b>15,692</b>	<b>30,046</b>	<b>45,738</b>	<b>13,201</b>	<b>24,387</b>	<b>37,588</b>

Company	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2023	2023	2023	2022	2022	2022
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	-	-	-	-	-	-
Current assets	20,754	47,783	68,537	19,643	41,745	61,388
Current liabilities	(4,339)	(14,412)	(18,751)	(7,224)	(13,065)	(20,289)
Non-Current Liabilities	-	(3,602)	(3,602)	-	(4,607)	(4,607)
<b>Fund balances at 31 December</b>	<b>16,415</b>	<b>29,769</b>	<b>46,184</b>	<b>12,419</b>	<b>24,073</b>	<b>36,492</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 23 MOVEMENTS IN GROUP FUNDS

Current Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers €'000	Gains and Losses €'000	Closing Balance €'000
<b>Restricted funds</b>	<b>24,387</b>	<b>202,625</b>	<b>(196,966)</b>	-	-	<b>30,046</b>
<i>Unrestricted funds:</i>						
General funds	11,001	2,926	(487)	-	52	13,492
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	-	-	-	-	-	-
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>13,201</b>	<b>2,926</b>	<b>(487)</b>	-	<b>52</b>	<b>15,692</b>
<b>Total funds</b>	<b>37,588</b>	<b>205,551</b>	<b>(197,453)</b>	-	<b>52</b>	<b>45,738</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**23 MOVEMENTS IN GROUP FUNDS** (continued)

Prior Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers €'000	Gains and Losses €'000	Closing Balance €'000
<b>Restricted funds</b>	<b>21,918</b>	<b>200,013</b>	<b>(197,544)</b>	-	-	<b>24,387</b>
Unrestricted funds:						
General funds	8,531	3,376	(744)	8	(170)	11,001
Designated funds:						
<i>Minimum cash reserve</i>	1,200	-	-	-	-	1,200
<i>Tangible fixed asset fund</i>	8	-	-	(8)	-	-
<i>Emergency response fund</i>	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>10,739</b>	<b>3,376</b>	<b>(744)</b>	-	<b>(170)</b>	<b>13,201</b>
<b>Total funds</b>	<b>32,657</b>	<b>203,389</b>	<b>(198,288)</b>	-	<b>(170)</b>	<b>37,588</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 24 MOVEMENTS IN COMPANY FUNDS

Current Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers €'000	Gains and Losses €'000	Closing Balance €'000
<b>Restricted funds</b>	<b>24,073</b>	<b>201,614</b>	<b>(195,918)</b>	-	-	<b>29,769</b>
Unrestricted funds:						
General funds	10,219	2,850	1,094	-	52	14,215
Designated funds:						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	-	-	-	-	-	-
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>12,419</b>	<b>2,850</b>	<b>1,094</b>	-	<b>52</b>	<b>16,415</b>
<b>Total funds</b>	<b>36,492</b>	<b>204,464</b>	<b>(194,824)</b>	-	<b>52</b>	<b>46,184</b>
<b>Prior Year</b>	<b>Opening Balance €'000</b>	<b>Incoming Resources €'000</b>	<b>Outgoing Resources €'000</b>	<b>Transfers €'000</b>	<b>Gains and Losses €'000</b>	<b>Closing Balance €'000</b>
<b>Restricted funds</b>	<b>21,536</b>	<b>199,334</b>	<b>(196,797)</b>	-	-	<b>24,073</b>
Unrestricted funds:						
General funds	8,506	3,250	(1,375)	8	(170)	10,219
Designated funds:						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	8	-	-	(8)	-	-
Emergency response fund	1,000	-	-	-	-	1,000
<b>Total unrestricted funds</b>	<b>10,714</b>	<b>3,250</b>	<b>(1,375)</b>	-	<b>(170)</b>	<b>12,419</b>
<b>Total funds</b>	<b>32,250</b>	<b>202,584</b>	<b>(198,172)</b>	-	<b>(170)</b>	<b>36,492</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 25 GROUP RESTRICTED FUNDS

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

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	4,366	30,927	(30,350)	4,943
Chad	-	60	(57)	3
Gaza / Lebanon	-	230	(167)	63
Haiti	463	6,504	(6,683)	284
Honduras / Colombia	1,213	8,153	(8,566)	800
Kenya	3	-	-	3
Malawi	305	-	(5)	300
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	162	3,102	(3,192)	72
Sierra Leone	888	4,669	(4,603)	954
South Sudan	1,420	7,693	(8,671)	442
Sudan	3,526	8,466	(9,600)	2,392
Syria / Türkiye	5,175	104,615	(97,000)	12,790
Uganda	4,987	8,991	(8,304)	5,674
Ukraine	682	591	(656)	617
Zimbabwe	522	4,306	(4,796)	32
Head Office	585	14,318	(14,316)	587
	<b>24,387</b>	<b>202,625</b>	<b>(196,966)</b>	<b>30,046</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**25 GROUP RESTRICTED FUNDS** (continued)

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

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	3,577	27,344	(26,555)	4,366
Haiti	907	2,019	(2,463)	463
Honduras / Colombia	1,521	10,541	(10,849)	1,213
Kenya	4	-	(1)	3
Malawi	152	647	(494)	305
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	352	2,304	(2,494)	162
Sierra Leone	516	5,823	(5,451)	888
South Sudan	857	6,662	(6,099)	1,420
Sudan	2,875	11,604	(10,953)	3,526
Syria / Türkiye	4,622	101,232	(100,679)	5,175
Uganda	4,257	8,244	(7,514)	4,987
Ukraine	6	1,761	(1,085)	682
Zimbabwe	1,639	6,715	(7,832)	522
Head Office	543	15,117	(15,075)	585
	<b>21,918</b>	<b>200,013</b>	<b>(197,544)</b>	<b>24,387</b>

## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

## 26 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	4,362	30,927	(30,351)	4,938
Chad	-	60	(57)	3
Gaza / Lebanon	-	229	(167)	62
Haiti	457	6,457	(6,630)	284
Honduras / Colombia	1,213	8,108	(8,539)	782
Kenya	3	-	-	3
Malawi	240	-	(5)	235
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	162	2,996	(3,086)	72
Sierra Leone	714	4,669	(4,603)	780
South Sudan	1,417	7,626	(8,604)	439
Sudan	3,526	8,465	(9,600)	2,391
Syria / Türkiye	5,173	104,547	(96,931)	12,789
Uganda	4,987	8,979	(8,297)	5,669
Ukraine	635	576	(594)	617
Zimbabwe	510	4,306	(4,786)	30
Head Office	584	13,669	(13,668)	585
	<b>24,073</b>	<b>201,614</b>	<b>(195,918)</b>	<b>29,769</b>



## GOAL

## NOTES TO THE FINANCIAL STATEMENTS (continued)

**26 COMPANY RESTRICTED FUNDS** (continued)

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

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	3,573	27,344	(26,555)	4,362
Haiti	907	1,972	(2,422)	457
Honduras / Colombia	1,521	10,541	(10,849)	1,213
Kenya	4	-	(1)	3
Malawi	61	646	(467)	240
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	329	2,193	(2,360)	162
Sierra Leone	333	5,823	(5,442)	714
South Sudan	853	6,603	(6,039)	1,417
Sudan	2,875	11,603	(10,952)	3,526
Syria / Türkiye	4,622	101,230	(100,679)	5,173
Uganda	4,257	8,223	(7,493)	4,987
Ukraine	6	1,714	(1,085)	635
Zimbabwe	1,563	6,642	(7,695)	510
Head Office	542	14,800	(14,758)	584
	<b>21,536</b>	<b>199,334</b>	<b>(196,797)</b>	<b>24,073</b>

## GOAL

### NOTES TO THE FINANCIAL STATEMENTS (continued)

#### 27 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 one hundred and four of its employees (2022: one hundred and five). 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 €264k (2022: €279k). €1k was owed from the schemes (2022: €13k).

#### 28 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 six employees (2022: twenty one). 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 €61k (2022: €61k). There was no amount due from or owed to the schemes at year end (2022: €11k owed to the scheme).

#### 29 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.

## GOAL

### NOTES TO THE FINANCIAL STATEMENTS (continued)

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#### 30 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 Companies Act, the Company is exempt from including the word "limited" in its title.

At 31 December 2023 the Company had 14 company members (2022: 16), who have each guaranteed the liabilities of the Company up to a maximum of €6.35. This guarantee continues for one year after membership ceases in respect of debts and liabilities contracted prior to cessation.

The Company is availing of the exemption permitted by Section 304 of the Companies Act to not present a Statement of Financial Activities for the Company. As disclosed in Note 4, the Company had net income for the year of €9,692k (2022: €4,242k).

#### 31 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.

As disclosed in Note 12, 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 providing an opportunity for the Directors to familiarise themselves with GOAL's activities around the world. During 2023, two of GOAL's Directors visited GOAL's overseas operations at a cost of €5k (2022: €13k) which was borne by the Group. Such costs related to pre-travel medical assessments and costs, visiting country visas, economy flights, and accommodation.

#### 32 POST BALANCE SHEET EVENTS

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

#### 33 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Directors on 19th of July 2024.



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