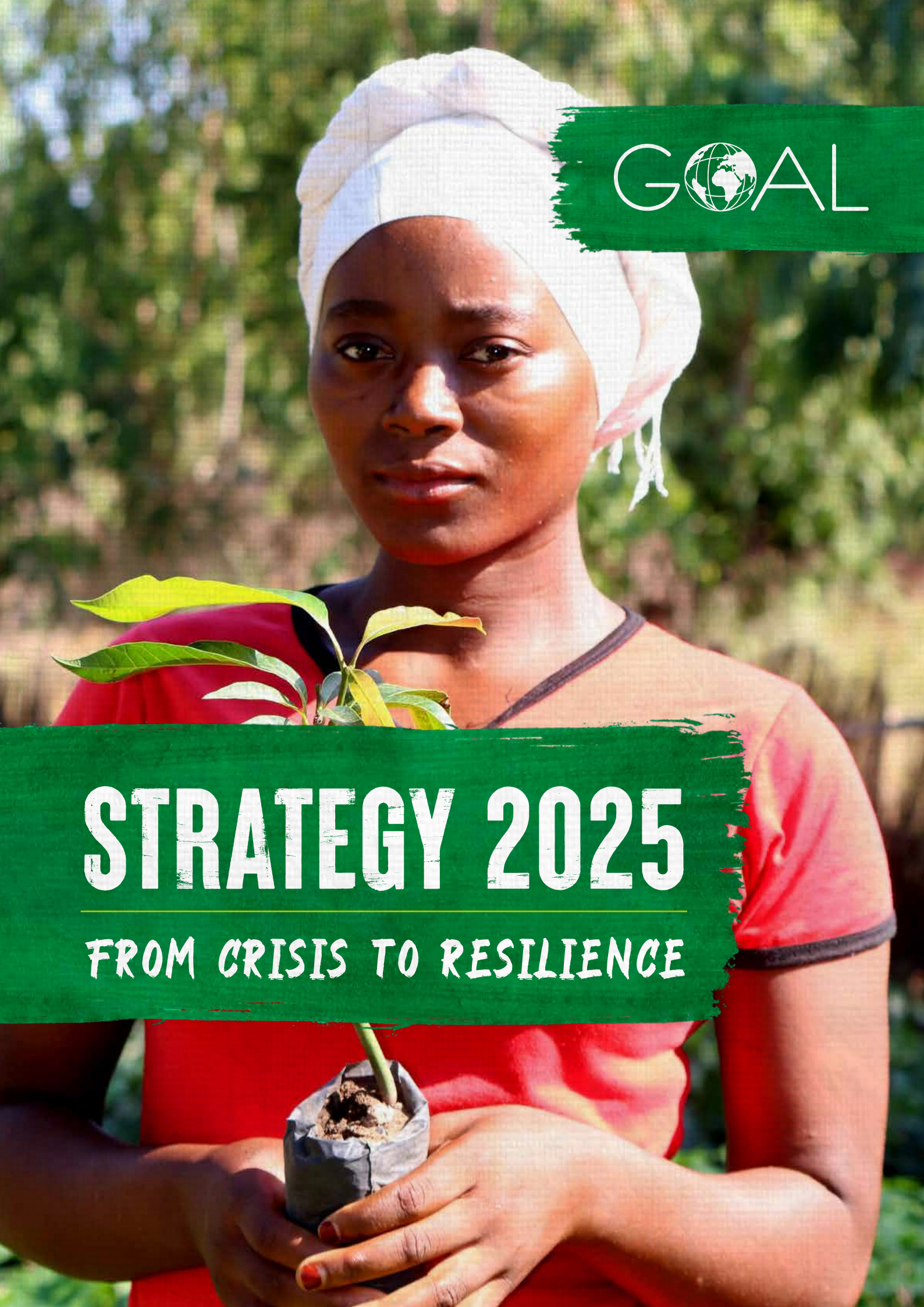

GOAL

STRATEGY 2025

FROM CRISIS TO RESILIENCE

Hurricane response in Honduras.

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THE STRATEGY IN CONTEXT

GOAL STRATEGY **2025**

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THE STRATEGY IN CONTEXT

Setting the scene for the delivery of a new strategy is appropriate as we live through a protracted period of extraordinary global turbulence. In the past twenty years, we have experienced the collapse of the global financial system, a global pandemic and significant shocks to the global food system alongside the ever-deepening impact of the climate and environmental crisis.

Humanitarian crises are increasing in number, magnitude, and complexity across the globe and a growing number of states and regions are characterised as even more fragile and conflict affected.

In our globalised interconnected world, shocks in one corner can ripple across the globe. They can often worsen crises elsewhere by triggering conflict, displacement and spirals of negative coping behaviours.

Crises disproportionately affect those facing poverty and exclusion and threaten their health, well-being and lives. According to the International Committee of the Red Cross[1], there are two billion people affected by fragility, conflict or violence today and by 2030, half of these people will live in extreme poverty. Over 82 million people are displaced[2] due to violence and conflict and an estimated 243 million people worldwide depend on some sort of humanitarian assistance[3].

The international community's adoption of the Sustainable Development Goals in 2015 was a commitment to transform our world, recognising the complex interaction between humanitarian, development and peace imperatives, and the universality of the challenges faced by our global family. While there has been important progress, the UN (United Nations) Secretary-General clearly states that the world is 'tremendously off track' to achieve the Sustainable Development Goals (SDGs) by 2030. With the global pandemic, progress has stalled and, in some cases, sadly, decades of progress have been reversed.

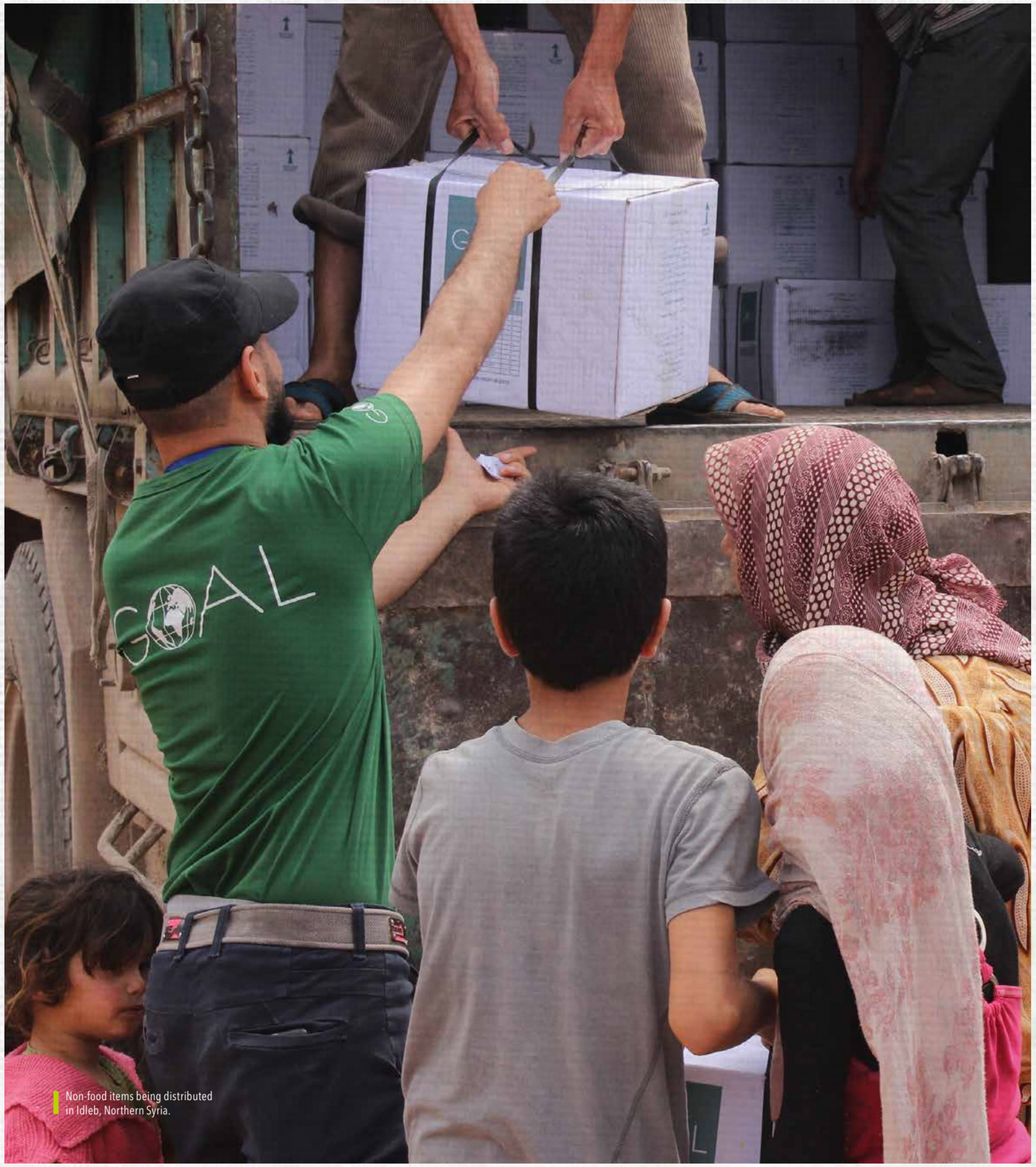
The international community is increasingly recognising that more must be done, to move vulnerable populations exposed to disaster hazards, particularly those living in fragile and conflict-affected contexts, beyond humanitarian crisis and to achieve greater resilience. Key to this is strengthening local capacities by stabilizing and supporting local systems as populations move from crisis to survival and onto greater resilience.

To meet these growing and complex challenges, a new way of responding to crises is called for and this is the cornerstone of GOAL's new strategy, titled ***From Crisis to Resilience***.

[1] https://www.icrc.org/en
[2] https://www.unhcr.org/en-ie/figures-at-a-glance.html
[3] https://devinit.org/resources/global-humanitarian-assistance-report-2021

Past programming in Sierra Leone.

GOAL 45 YEARS ON... LOOKING TO THE FUTURE



Non-food items being distributed in Idleb, Northern Syria.

GOAL STRATEGY **2025**

GOAL 45 YEARS ON... LOOKING TO THE FUTURE

Responding to the needs of people affected by humanitarian crisis has been at GOAL's core for the past 45 years. Over this time, GOAL has become known for responding to many of the world's most significant humanitarian crises in the hardest to reach contexts. GOAL stands with local populations and actors to assist them overcome crises and supports them on the journey from crisis, through recovery, to longer-term solutions.

For GOAL, crises are defined when local systems are unable to respond or continue to function when confronted with risk events. GOAL works to deeply understand these shocks and stresses; including conflict, climate change, environmental degradation, rapid unplanned urbanization, weak or unstable governance, inequality and forced displacement; some of the many risks that threaten the health, safety, security and well-being of affected populations.

Acknowledging the multiple crises impacting the world today, GOAL calls out three of the most significant global humanitarian crises which threaten large portions of the world's population, particularly those left furthest behind in fragile and conflict-affected contexts.

These are; **a)** a Global Health Crisis where health systems across the world, and particularly those in fragile and conflict-affected contexts, cannot meet essential health needs, including responding to health emergencies such as infectious disease outbreaks, **b)** a Global Food Insecurity Crisis, where more than 860 million people don't have enough nutritious food to meet the basic dietary needs, and **c)** a Global Migration Crisis, where more than ever, vulnerable populations are forcibly displaced due to conflict, climate change and other factors.

GOAL will continue to bring to bear its core sector competencies in health, nutrition, food security and livelihoods and will continue to prioritise our organisational readiness to mobilize large scale rapid response to affected populations.

GOAL will maximise the impact of its interventions by applying an ***Innovative Crisis to Resilience (CTR) Framework***, honed over the past decade of reflection and learning. The Framework includes protecting, stabilising and strengthening local systems in crisis affected contexts to address urgent humanitarian needs, building local capacities to prepare for and respond to crises, while increasing the capacities of essential local systems to continue to function and thrive when faced with a crisis.

GOAL will progress this ambition by bringing a new perspective to localisation focusing on local systems and the actors within, partnering and strengthening based on their role within these critical local systems and, in a crisis context, supporting the coordination of responses where appropriate.

GOAL will deliver this strategy under its robust and trusted Assurance Framework, which is designed to assure full transparency and accountability of GOAL and its partners, so that benefit is received with dignity by those who need it most. This Assurance Framework is deeply informed by our safeguarding and protection efforts, which embed gender and safe inclusive programming at the heart of all we do.

GOAL promotes the resilience of the Blue Economy in Latin and Central America.

ALIGNMENT WITH GLOBAL PRIORITIES

GOAL STRATEGY **2025**

Nutrition programming in Zimbabwe.

ALIGNMENT WITH GLOBAL PRIORITIES

As one actor of many in humanitarian crises, GOAL works towards shared goals alongside partners at both the local and global levels.

Global frameworks and laws provide for the rights of victims of armed conflict and structure the response to humanitarian needs, while simultaneously addressing deep-rooted development challenges and mitigating the impacts of armed conflict.

Such frameworks offer the prospect of greater coordination, collaboration and impact from the full range of humanitarian actors. Working within agreed global frameworks ensures that GOAL's systems approach is local, regional, and international.

INTERNATIONAL HUMANITARIAN LAW[4]

Conflict shapes many of the crises where GOAL intervenes. International Humanitarian Law provides the rules to limit the impacts of armed conflict. GOAL is guided by the law's principles related to the unimpeded passage of humanitarian aid, the freedom of movement of humanitarian workers and the protection of civilians, refugees and the wounded and sick.

THE SUSTAINABLE DEVELOPMENT GOALS/AGENDA 2030[5]

GOAL understands the 17 SDGs as holistic and interlinked and aims to make specific contributions to progress on goals 1 (no poverty), 2 (zero hunger), 3 (good health and well-being), 5 (gender equality) and 6 (clean water and sanitation).

THE TRIPLE NEXUS/NEW WAY OF WORKING[6]

The New Way of Working draws attention to the complex inter-linkages between development, humanitarian and peace interventions. Through its focus on systems and long-term resilience, GOAL shares the UN approach of increasingly engaging across the triple nexus.

THE GRAND BARGAIN IN HUMANITARIAN OPERATIONS[7]

GOAL work is aligned with the four outcome pillars of the Grand Bargain 2.0: Flexibility and predictability, transparency, and tracking; Equitable and principled partnerships; Accountability and inclusion; and Prioritisation and coordination. Through our strategic approach, from Crisis to Resilience, we work towards alignment on all four of these outcomes.

THE SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION[8]

Operating across acute and protracted crises and in some more stable contexts, GOAL has a core commitment to Disaster Risk Reduction (DRR). We share the four priorities of the framework and strive to go further, forging new approaches to DRR in fragile and conflict-affected states.

[4] https://www.dfa.ie/our-role-policies/international-priorities/international-law/international-humanitarian-law/
[5] https://sdgs.un.org/2030agenda
[6] https://www.un.org/jsc/content/new-way-working
[7] https://interagencystandingcommittee.org/grand-bargain
[8] https://www.undrr.org/publication/sendai-framework-disaster-risk-reduction-2015-2030

A mother with her baby daughter in Ethiopia.

OUR VISION, MISSION AND VALUES

Small-fisheries support in Honduras.

GOAL STRATEGY **2025**

OUR VISION, MISSION AND VALUES

VISION

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

MISSION

GOAL works with the most vulnerable communities to help them respond to and overcome humanitarian crises, and to assist those facing poverty and exclusion 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, in order 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 a welcoming organisation and embrace diversity. We are committed to a culture of inclusion, cooperation and offer respect for everybody in our words and actions.

THEORY OF CHANGE

If the inherent capacities of vulnerable people are developed, the systems in which they live and work are strengthened, and positive global action is catalysed, then communities facing crisis, poverty, and exclusion will achieve greater resilience and well-being.

Malnutrition screening in Ethiopia.

HOW WE WORK

Delivery of emergency supplies in Northern Syria.

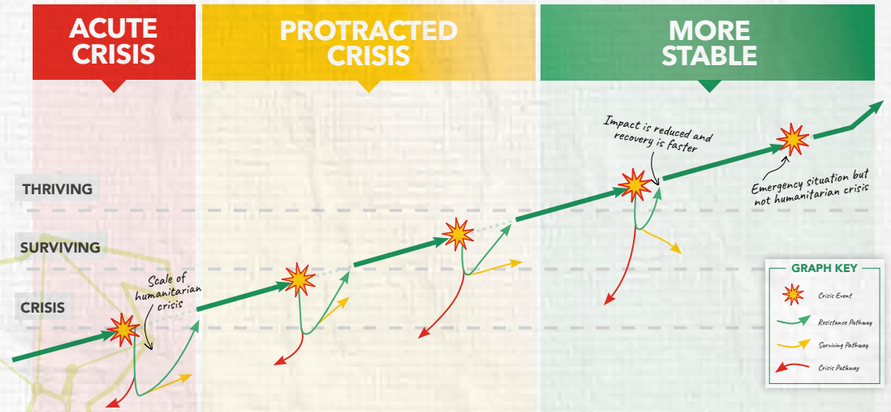
GOAL STRATEGY **2025**

HOW WE WORK

Humanitarian crises are differentiated by the capacity of local systems to respond to shocks.

GOAL's response is informed by the resilience of the systems already in place, working towards a vision of robust and adaptive systems capable of responding to emergencies without triggering a humanitarian crisis. In GOAL, we analyse the local context, in order to design a response that provides life-saving emergency assistance, and contributes to building resilience in health, nutrition, food security and livelihoods. Our focus is on stabilising and strengthening systems.

TRAJECTORY FROM CRISIS TO RESILIENCE

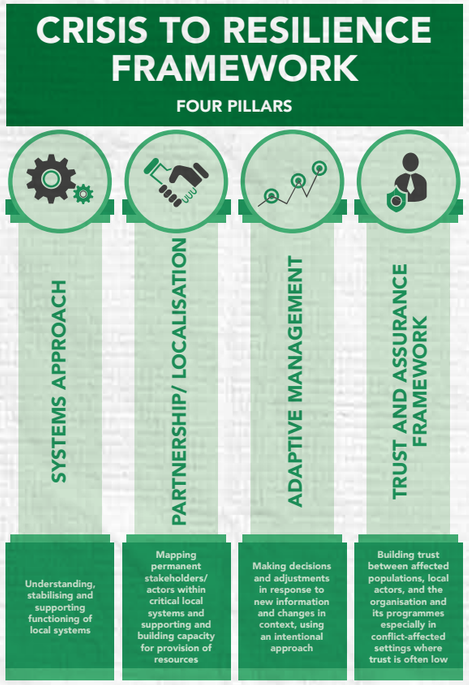


	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
CONTEXT	Local systems collapsed and completely dependent on external support	Local systems weak and unable to cope. External support needed.	Local systems coping but need some external support	Local systems mostly functioning. External support minimal.	Local systems robust and fully functioning
GOAL RESPONSE	**Lifesaving humanitarian relief**	**Humanitarian relief and provision of surge capacity to stabilise local systems**	**Provide surge support within local systems**	**Only work within local systems where gaps exist**	**Targeted support for unforeseen/new emergencies**

THE CRISIS TO RESILIENCE FRAMEWORK

No matter how fragile or collapsed the local situation, there are always systems of some kind in place, albeit often overwhelmed or under attack. There are always local actors in place, with unique knowledge and capabilities.

To mitigate duplicating/diminishing local systems and actors, and through comprehensive research and analysis of our programmes in the worst conflicts and crises in the world, externally validated, GOAL has developed a four-pillar integrated approach that constitutes GOAL's Crisis to Resilience Framework:



Pillar 1: Systems Approach

Even in the most fragile contexts there are pre-existing local systems and GOAL works to understand these before offering assistance in emergencies, health, WASH[9], nutrition, food security and livelihoods. In this way, we support the maintenance of essential services and build readiness for future crises.

Our systems approach ensures that we will:

- Map and analyse local systems and identify gaps to be addressed in order to maintain access to these services.
- Temporarily carry out specific functions to support existing systems, where permanent actors are absent and new actors have not emerged.
- Stabilise critical existing systems that deliver lifesaving and life-sustaining goods and services.

Pillar 2: Partnership/Localisation

Understanding that local systems are made up of multiple actors that are the principal catalysts of change, GOAL will facilitate change alongside these permanent local actors, knowing that they will remain in the system long after GOAL has departed. This ensures that our efforts support established local systems and avoid duplicating work already being carried out by resident actors. This is part of GOAL's commitment to progressing the ambitions of localising partnerships for greater impact.

Our localised & partnership approach ensures that we will:

- Map and analyse the local actors[10] in each context, listen to their needs and programme in consultation.
- Work in partnership, to stabilise, build and/or support resilient local systems.
- Promote strategic networking for collaboration, cohesion and advocacy with other international actors.

[9] Water, Sanitation and Hygiene.
[10] This includes government agencies, private sector businesses and civil society organisations.

Pillar 3: Adaptive Management

As crises are characterised by unpredictability, risk and threats, GOAL operates with a proactive approach to risk-monitoring and a readiness for adaptation.

Our adaptation approach ensures that we will:

- Maintain context-specific monitoring of identified risks (e.g., conflict and security monitoring, threats to food system, extreme weather threats) and carry out regular scenario planning to build response readiness.
- Strengthen information systems that allow monitoring of changing contexts, informing rapid operational/programming decisions.
- Learn from our programming through regular analysis and reflection, and make decisions and adapt programmes, in partnership with local stakeholders.

Pillar 4: Trust and Assurance Framework

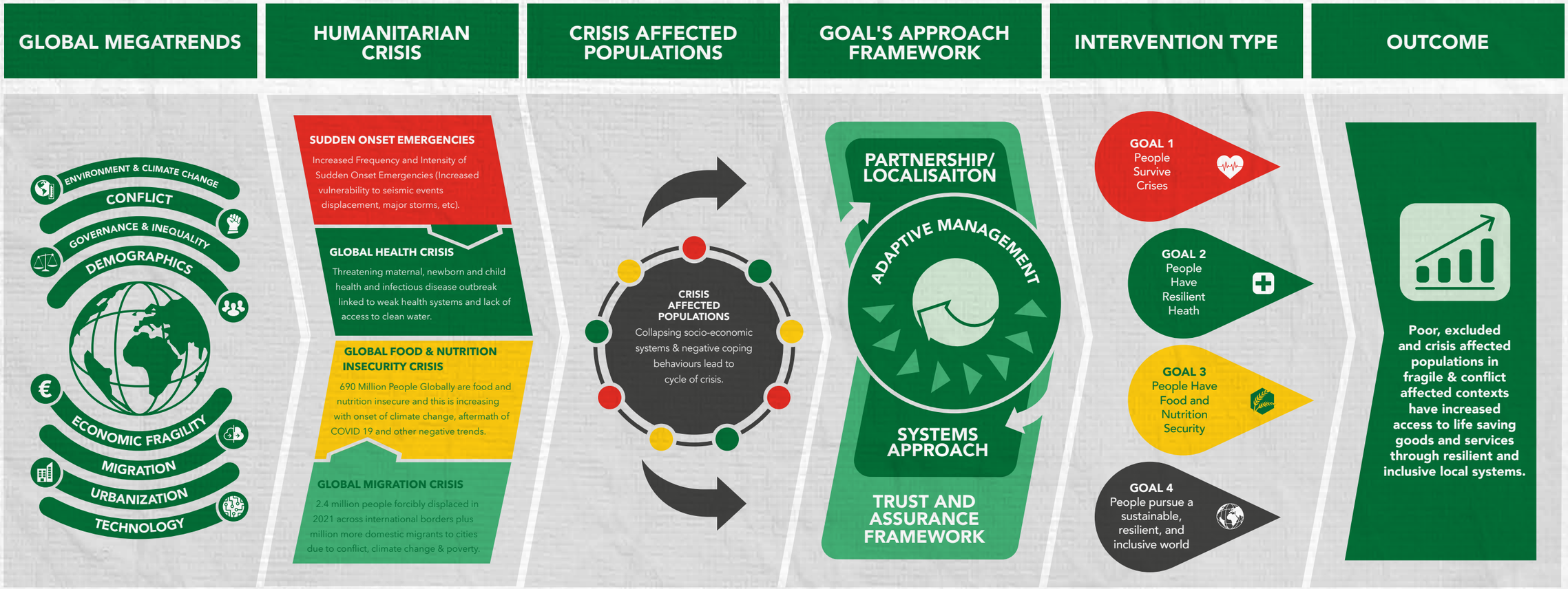
Humanitarian crises are characterised by risks to all stakeholders present. To gain the trust necessary to contribute to long-term resilience, GOAL commits to the highest standards of transparency and accountability to all its stakeholders.

Our approach to building trust ensures that we will:

- Design and implement assurance frameworks that build trust and increase transparency and accountability.
- Inform communities, fully and effectively, of their rights and feedback mechanisms.
- Implement feedback mechanisms that receive regular input, including requests and complaints, using the most relevant local technology.
- Maximise and further enhance GOAL's complaints response and whistle-blowing mechanisms, Compliance, Internal Audit and Investigations functions.

Water collection in Uganda.

GOAL STRATEGY **2025**



FROM CRISIS TO RESILIENCE

GOAL staff working with communities in Honduras.

STRATEGIC PRIORITIES 2025

GOAL STRATEGY **2025**

Non-food items being distributed to displaced people in Ethiopia.

STRATEGIC PRIORITIES 2025

With a 45-year track record developing expertise in emergency response, health, WASH, nutrition, food security and livelihoods, and a Crisis to Resilience Framework that focuses on systems, partnership, adaptation and accountability, GOAL will deliver the following strategic priorities over the course of this plan.

GOAL 1: PEOPLE SURVIVE CRISES

In ***humanitarian response***, we are an early responder enabling access to life-saving emergency relief, while partnering with protection experts to ensure we do no harm. GOAL is committed to expanding its institutional readiness to respond while also investing in an emergency network of partners to better respond to existing and future humanitarian crises.

Objective 1.1: GOAL will deliver effective emergency responses.

Actions

- Provide rapid response to sudden onset emergencies in fragile and conflict-affected contexts.
- Ensure access to life-saving assistance, including food, health, nutrition and WASH assistance through multiple modalities, prioritising Cash and Voucher Assistance.
- Strengthen organisational capacity to track and respond to humanitarian crises in high-risk countries.

Objective 1.2: Build strategic partnerships for emergency preparedness, anticipation and response.

Actions

- Strengthen the capacity of national disaster risk management agencies, communities, and partners for anticipatory and early action.
- Empower and support local partners to deliver emergency responses that are timely and needs appropriate.
- Form strategic partnerships with government agencies, civil society organisations, and private sector businesses in complementary thematic and sectoral areas; shelter, protection, technology, and communications.
- Increase GOAL's engagement with strategic alliances and networks focused on emergency response.

GOAL 2: PEOPLE HAVE RESILIENT HEALTH

GOAL works on building resilient public and community health systems that not only respond to the needs of the communities they serve but also address the underlying causes of poor health outcomes.

GOAL also prioritises working with communities to explore social, cultural and institutional barriers using its systems approach. Each programme is underpinned by inclusion and social and behaviour change methodologies that encourage communities to work together to find solutions, and as a result, improve their resilience. In resilient health, we contribute to strengthening crisis-affected health systems through analysis, partnership and preparedness, emphasising WASH, maternal and child health, including nutrition.

Objective 2.1: Support health systems towards greater resilience at community/district levels.

Actions

- Identify the risks, gaps and permanent actors in local health systems.
- Enable existing systems to provide critical health emergency response focusing on support to the health/ nutrition systems under stress, services for acute malnutrition and emergency WASH.
- Strengthen the quality of health services, including WASH and nutrition.
- Strengthen the preparedness and response capacities of national agencies and high-risk communities for health-related crises.
- Ensure access to protection services as an integral part of health responses where necessary.

Objective 2.2: Reduce community-level vulnerability to health-related shocks and build the capacity of communities to take positive steps to improve their own health.

Actions

- Conduct health assessments to analyse community level health resilience including maternal and child health, reproductive health, and family planning.
- Improve the nutritional status of high-risk individuals, throughout infancy, childhood, adolescence and into adulthood, through community-based approaches.
- Use a range of evidence-based social behaviour change approaches to improve the use of sustainable and safe water, sanitation and hygiene services in rural and urban low-income communities.
- Collaborate with key stakeholders to influence local and national policies and regulations in support of community and systems resilience to health-related shocks.

GOAL 3: PEOPLE HAVE FOOD AND NUTRITION SECURITY

GOAL's work to strengthen people's food and nutrition security will be achieved through improved subsistence production, improved commercial production (linked to better market access and availability of nutritionally diverse foods for the community at large) and improved consumption of an adequate diet by all.

In food and nutrition security, we work to ensure communities can access and consume nutritious food. We do this by supporting climate-smart, nutritionally rich food production in sustainable and equitable market systems, developing skills to stimulate incomes that support the consumption of adequate diets, and where required, by providing safety net nutrition programming for households in extreme vulnerability.

Objective 3.1: Increase the food and nutrition security of vulnerable communities using market system strengthening and other approaches.

Actions

- Identify the risks, gaps and permanent actors in relevant systems including market systems, financial services and food production.
- Promote food security and livelihoods in the aquaculture/agriculture sectors.
- Partner with climate-smart actors to ensure agriculture/aquaculture practices and strategies of vulnerable communities are tailored to the demands of a changing climate.
- Link producers and communities with informal and formal financial services.
- Work with Micro, Small & Medium Enterprises (MSME), with a focus on women and youth, to sustainably increase the scale of climate-smart food production and linkages to market.
- Establish/strengthen and support the operationalisation of early warning response and social protection systems.

Children in a displacement camp in Ethiopia.

GOAL STRATEGY **2025**

Internally Displaced Persons, Ethiopia Koral.

Objective 3.2: Increase capacities of vulnerable communities to support their food and nutrition security.

Actions

- Identify root causes of food and nutrition insecurity of vulnerable communities.
- Increase the resilience of households to food insecurity and malnutrition by improving knowledge and practice of food processing, preservation and storage techniques.
- Create an enabling environment for understanding of and addressing malnutrition through appropriate care and feeding practices at community level.
- Collaborate with key stakeholders to influence local and national policies and regulations that will enhance food and nutrition security.

GOAL 4: PEOPLE PURSUE A SUSTAINABLE, RESILIENT, AND INCLUSIVE WORLD

GOAL understands how we act and live as individuals and communities can impact vulnerable communities living in fragile and conflict-affected settings. We will actively work to build links between the voices and experiences of people in crisis and young people, communities and decision-makers in Ireland and internationally through public engagement, global citizenship education and influencing activities.

Objective 4.1 Engage with young people in Ireland to take action to influence the global dimensions of humanitarian crises.

Actions

- Create a platform that brings together young people from Ireland and GOAL's programme countries in the GOAL Global Youth Programme and Global Youth Network to stimulate actions to achieve change.
- Optimise existing networks and events to engage young people in public spaces, national events, exhibitions and through digital campaigning.

Objective 4.2: Facilitate students and educators in schools to understand, influence and take action on the global dimensions of humanitarian crises through global citizenship.

Actions

- Support teachers and schools to provide engaging and impactful global citizenship education to pupils through workshops, competitions, resource development and other facilitative activities.
- Conduct global citizenship education beyond primary and secondary education settings, working alongside individuals and groups, including third level institutions and graduate programmes, to take positive action.
- Develop civil society, private sector and technology partnerships to contribute to greater shared knowledge at scale and more impactful outcomes for the sector.

Objective 4.3: Influence leaders and duty-bearers to address international crises with local, national and international policies.

Actions

- Build an evidence base for public engagement and influencing work based on GOAL's experience responding to crises.
- Collaborate with key stakeholders to influence local, national and international norms and regulations in favour of international humanitarian policy and practice, in support of better health resilience, and to enhance food and nutrition security.
- Deepen and strengthen strategic engagements with a broad range of partners, consortia and platforms to influence policy and practice in humanitarian action and development.

Sustainable livelihoods through beekeeping in Honduras.

OTHER PROGRAMME PRIORITIES

Maternal Health Clinic, Sierra Leone.

GOAL STRATEGY **2025**

OTHER PROGRAMME PRIORITIES

WHERE WILL GOAL RESPOND

GOAL will continue to respond to acute and protracted crises in fragile and conflict-affected contexts where our expertise in emergency response, health, nutrition, food security and livelihoods is relevant and can have a significant impact.

GOAL will work in the Middle East, Africa and Latin America, across conflict and displacement affected settings, where chronic humanitarian needs emerge or need to be sustained. GOAL will also explore new territories over the course of the strategy.

TARGETING

Over the course of this new strategy, GOAL's target group is vulnerable communities in fragile and conflict-affected contexts that are facing crisis, poverty and exclusion.

GOAL will continue to work with local stakeholders to identify the most vulnerable communities and will actively seek out and support women and youth to bring a perspective from those constituencies. We aim to measure change as it impacts the most vulnerable and excluded people.

SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING

As an organisation committed to Safe, Accountable and Inclusive Programming (SAIP), we place people at the centre of our programmes and ensure the safeguarding of children and adults. GOAL is fully accountable to those we work with. We are inclusive in our approaches to ensure that the barriers and mechanisms that prevent inclusion are understood and used to inform programming, to support those facing exclusion to participate in and shape their societies and have equitable access to goods and services.

- It means our programmes adapt and respond to the priorities, preferences and needs of those we engage with, and they promote equitable access and transformative change.
- It means that 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.
- It means we seek out, listen and respond to feedback and concerns for our target groups 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 engage, collaborate and partner with others that share our vision of Safe, Accountable & Inclusive Programming to learn from and support one another.

GOAL will continue to strengthen its culture where all our staff and volunteers understand and embrace the importance of Safe, Accountable and Inclusive Programming, and embrace and honour GOAL's values, behaviours and code of conduct.

BUILDING DYNAMIC PARTNERSHIPS & LOCALISING APPROACHES

Working in partnership drives smarter and more effective solutions. GOAL engenders a culture of dynamic engagement with a diverse range of partners and reaffirms its commitment to developing systematic best practice approaches to partnerships while maintaining the highest levels of good governance and accountability.

GOAL is therefore committed to strengthening all its relationships with governments, INGOs and private sector partners. Reflecting on GOAL's commitment to localisation, GOAL will focus on building

relationships with local partners focusing on their current expertise, while also collectively strengthening good governance and support structures, (financial/ and HR systems and programme management). GOAL will also source/provide technical programmatic advisory or training services to its local partners.

GOAL will prioritise strategic partnerships with government agencies and other local partners to strengthen early warning response systems for national disaster management, shock responsive social protection and resilient healthcare systems and services.

GOAL's approach to partnership will include the creation of a 'Global Partnership Centre' that will explore and develop new and evolving models of partnerships, such as,

- Identify local partners & agencies for strategic investment.
- Strengthen the leadership and governance of partner agencies to support their growth and development.
- Provide training, technical advice and guidance across a range of operational and programmatic functions.
- Facilitate and strengthen strategic networking and collaboration between partner agencies.

GOAL's Global Partnership Centre will enable GOAL to move beyond 'business-as-usual' so that engagement with partners will evolve from a focus on partners' programme management capacities to strengthening local leadership and decision-making.

The Centre will provide thought-leadership and practical opportunities to collaborate more effectively with a broader range of local actors, including public sector agencies and the private sector, in building humanitarian leadership capacity to strengthen local systems and make them more resilient.

PRIORITISING A CULTURE OF INNOVATION

GOAL defines innovation as a new perspective, idea, technology or process that leads to better solutions or improvements to resolve important challenges. An innovation should be more than just a good idea, something that can be validated in terms of its capacity to achieve change and can be replicated by others facing similar or related challenges and has the potential to achieve change at scale.

Within the time frame of GOAL's Strategy 2022-2025, GOAL will:

- Develop GOAL's newly launched ***Programme Innovations Lab*** that builds on the success of GOAL's Resilience Innovation and Learning Hub. With an innovation fund, the Lab will provide strategic guidance and support for innovation across GOAL.
- ***Explore and embrace new technologies and new technology partners to enhance our responses to crises, evidence and learning***. GOAL will increase its support for innovation related to new technologies and develop new strategic corporate partnerships to progress this.
- ***Seek to increase grants that support innovation within GOAL programmes***. GOAL will set up an Innovation Fund that will be strategically allocated to support pilots.

EVIDENCE AND LEARNING AT GOAL

GOAL has a strong commitment to evidence and learning, and with continued investment in a culture of learning and accountability and its MEAL infrastructure, GOAL's ambition is to ensure we become a resilient organisation prepared for the challenges of 21st-century crises.

Data driven decision making is critical for GOAL and we will invest in technologies and processes that enable the monitoring and collection of high-quality evidence from diverse sources, ensuring that evidence is regularly reviewed and used to inform courageous strategic decisions.

Within the time frame of GOAL's Strategy 2022-2025, GOAL will:

- Invest in the compilation, dissemination and circulation of GOAL's programmatic learning internally and externally to our key stakeholder, donors and our broader networks.
- Further strengthen its evidence base through robust monitoring, rigorous evaluation and innovative research and piloting innovative technologies in GOAL's MEAL units.
- Evolve its learning processes and knowledge sharing systems.
- Increase programme impact through evidence-based leadership and strategic decisions that guides dynamic adaptations.

GOAL 5: BUILDING ORGANISATIONAL RESILIENCE

GOAL's ambition for organisational resilience means a harmonious integration of all business functions to enable proactive organisational decision making for greater impact. Organisational resilience focuses on our people, funding and systems to leverage coherence and greater resilience.

Our approach is built on understanding our people and their work, facilitating a collaborative process to assess the needs and capacity to absorb change.

Key Dimensions of building resilience

- Organisational Knowledge and skills: Staff expertise & competencies;
- Organisational culture: Shared beliefs, values and attitudes that influence behaviour
- Organisational Infrastructure: structure, protocols, and processes, technology;
- Organisational financing: Income generation, stewardship and accountability;
- Organisational engagement and partnerships: Intra-organisational and inter-organisational relationships and connections and communications.

Objective 1: Investing in our People

GOAL is a people-centric organisation; we rely on our people to deliver the organisation's mission. Ensuring a diverse, equitable and inclusive organisational culture for our employees and partners' is fundamental to who we are and believe it is also essential to our success.

Our focus on diversity is both important and necessary in the evolution of our organisation. GOAL will:

- Deliver our duty of care to staff ensuring their safety and protection through investment in our security, assurance and governance frameworks.
- Equip all staff with skills to do their job today and empower them to develop the skills they need to develop and shape their future career through our new ***Grow with GOAL*** development framework.
- Identify talent at all levels of our organisation and develop partnerships with academic and corporate institutions to accelerate their leadership experience.
- Design a new Intern programme to offer new experiences and opportunities globally.
- Partner with the private sector and agencies to improve well-being and connection in an ever-changing work environment.
- Leverage our partnership with LIFT Ireland to foster a culture of greater connectedness and well-being across our global network.

A dedicated GOALie in Zimbabwe.

GOAL STRATEGY **2025**

DIVERSITY & INCLUSION AT GOAL

At GOAL we believe in equal rights and equal opportunities. With a commitment to continuous improvement, we will continue developing our inclusive workplace model that evaluates our teams for diversity and includes, acknowledges and celebrates the multicultural practices of our organisation and fosters a culture where voices are welcomed, heard and respected.

We are committed to creating a culture of belonging, where all team members are valued for who they are and given equal opportunity to grow and succeed, with no discrimination based on their race, colour, gender identity, gender expression, religion, age, sexual orientation, socioeconomic status, national or ethnic origin, disability, marital status, or identification with any marginalized community in the countries where we work.

Diversity, equity and inclusion can look different in every country, and we are committed to creating positive change at a local level within all our teams across the world.

As an organisation, we are committed to taking clear, collaborative steps to measure the inclusive culture of GOAL to understand individual experience of inclusion as it relates to organisational behaviour and activity, and use rich qualitative insights from employees through individual and group fora.

We will improve our recruitment practices to attract more diverse talent and ensure our global leadership teams foster equity, inclusion and diverse perspectives that are valued in decision making.

Objective 2: Diversifying and managing our Funding

GOAL will seek to grow and diversify its funding base to enhance our financial resilience and maximise the impact of our organisational strategy. We will leverage the capacity for collaboration at country, regional and global levels to realise our organisational ambition.

During the strategy period GOAL will:

- Deepen our relationship with core ***institutional donors*** whilst continuing to diversify our funding base.
- Increase our ***corporate and public fundraising*** revenue with a particular focus on digital and a continued emphasis on individual giving and fundraising events.
- Strengthen and develop our ***strategic partnerships and networks*** to maximise funding opportunities in support of our strategy with peer agencies and corporate and academic organisations.
- Explore new and non-traditional revenue streams and ***innovative financing mechanisms*** for GOAL.
- Ensure effective management and stewardship and accountability of all funds raised with future investment in systems and processes.

Objective 3: Strengthening the communications & marketing of our work.

Strong internal and external communications are central to our mission and in this new strategy GOAL will maximise our impact by melding resources in a cohesive strategy that communicates programming impact and unique capabilities.

Specifically, GOAL will:

- Invest in the communications and marketing function at HQ and in-country with the necessary skills, equipment and access to internal support to capture and share programmatic achievements and learnings, impact stories, innovations and evidence of transformative change across our programmes.
- Invest in the marketing and communications infrastructure to design internal and external communications and marketing strategies.
- Optimise communications tools to advance GOAL's culture, staff engagement, recruitment and retention priorities.

Objective 4: Technology

At GOAL, technology is crucial in driving greater efficiencies, improving systems and processes, and supporting our accountability and decision-making framework while facilitating innovation and scale.

GOAL will;

- Foster a culture that embraces technology with effective change management to promote staff adoption and use of systems.
- Enhance the efficiency of operational processing, data quality and management decision making.
- Strengthen digital security, data privacy and cyber hygiene for GOAL technology users globally through training and the election of IT (Information Technology) leadership champions.
- Maximise partnerships and learnings from the private sector to enhance our Technology agenda.

Objective 5: Environmental Sustainability

In addition to addressing climate catastrophe as a cross-cutting theme in our programmes, GOAL is deeply committed to the global effort to protect our environment for future generations. This includes commitments to the sustainable management of our facilities globally, monitoring how we travel and strengthening the assessment of the environmental impact of our programming approaches while building strong environmental protection measures in collaboration with the communities with whom we work. Learning from partners, private and public, to accelerate efficiencies is a priority.

Livelihoods programming in Uganda.

GOALies at work in Sierra Leone.

GOAL STRATEGY **2025**

Objective 6: Governance & Integrity Framework

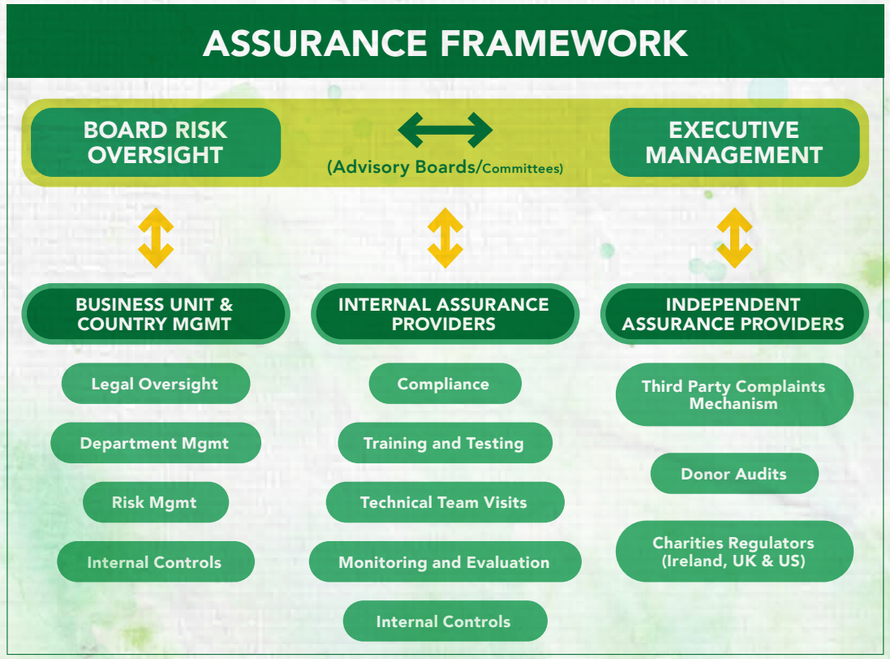
GOAL is committed to effective, accountable and transparent governance.

Over the course of the new strategy, the Board will oversee the execution of the strategy, with a key focus on culture, people programmme quality, and accountability across the GOAL network.

The Board will continue to promote strong internal governance, business management practices, with a key focus and investment in the organisational approach to risk management.

Over the course of the strategy, GOAL will:

- Invest in the organisational approach to managing risk and develop a strategic relationship with a risk management specialist.
- Ensure the continuous improvement of all rigorous policies, internal controls and management systems, which empower and guide all internal stakeholders to manage and understand their risks.
- Ensure the evolution of our internal assurance providers and processes (Compliance, Legal, Internal Audit, Safeguarding, Complaints Response, Investigations and Monitoring and Evaluation) to further strengthen the organisation's capacity to identify and mitigate risks.
- Evolve our mechanisms that connect the learnings from the Assurance functions to our global leadership teams to accelerate programme/ system adaptations to enhance programme delivery and quality.
- Explore new operating models for a global agency with a key focus on partnerships.
- Maximise GOAL's Governance network: USA, IRL, UK
- Invest in a Diversity, Equity and Inclusion strategy.
- Promote a data driven culture in monitoring of the global strategy.



Displaced communities from Syria supported by GOAL.

CONCLUSION

GOAL STRATEGY **2025**

Local leaders supporting water and sanitation activities in Ethiopia.

CONCLUSION

The commitments in this strategy will enable us to remain true to our mandate created over 45 years ago to stand with people and communities in crisis, and that united with our supporters, partners and donors, we continue to play a critical role in the creation of a more just, equitable and sustainable future for the most vulnerable in our world.

GOAL

UKRAINE

TÜRKIYE

SYRIA

IRAQ

NIGER

SUDAN

SIERRA LEONE

SOUTH SUDAN

ETHIOPIA

UGANDA

ZIMBABWE

HAITI

HONDURAS

COLOMBIA

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