

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.



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.

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 programme 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.

ASSURANCE FRAMEWORK

