



GOAL

**FROM CRISIS
TO RESILIENCE**

ANNUAL REPORT 2024

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A GOAL Zimbabwe female driver dances with a group availing of the ISALS (Internal Saving and Lending Scheme) in Stoneridge, Harare in Jan 2024.

WHO WE ARE

Amina, a displaced Syrian child, with GOAL protection worker Dalya Tekgöz. Through EU-funded LINK, GOAL has connected vulnerable communities in Türkiye with vital protection services for over five years.

A member of GOAL's South Sudan Team
based in Renk, at the Sudan - South
Sudan border crossing in Nov 2024



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 socioeconomic 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.

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.



Distribution of ready-to-use therapeutic and supplementary food for children, pregnant and lactating women affected by acute malnutrition in Tigray, Ethiopia.

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 through our words and actions.

HOW WE WORK

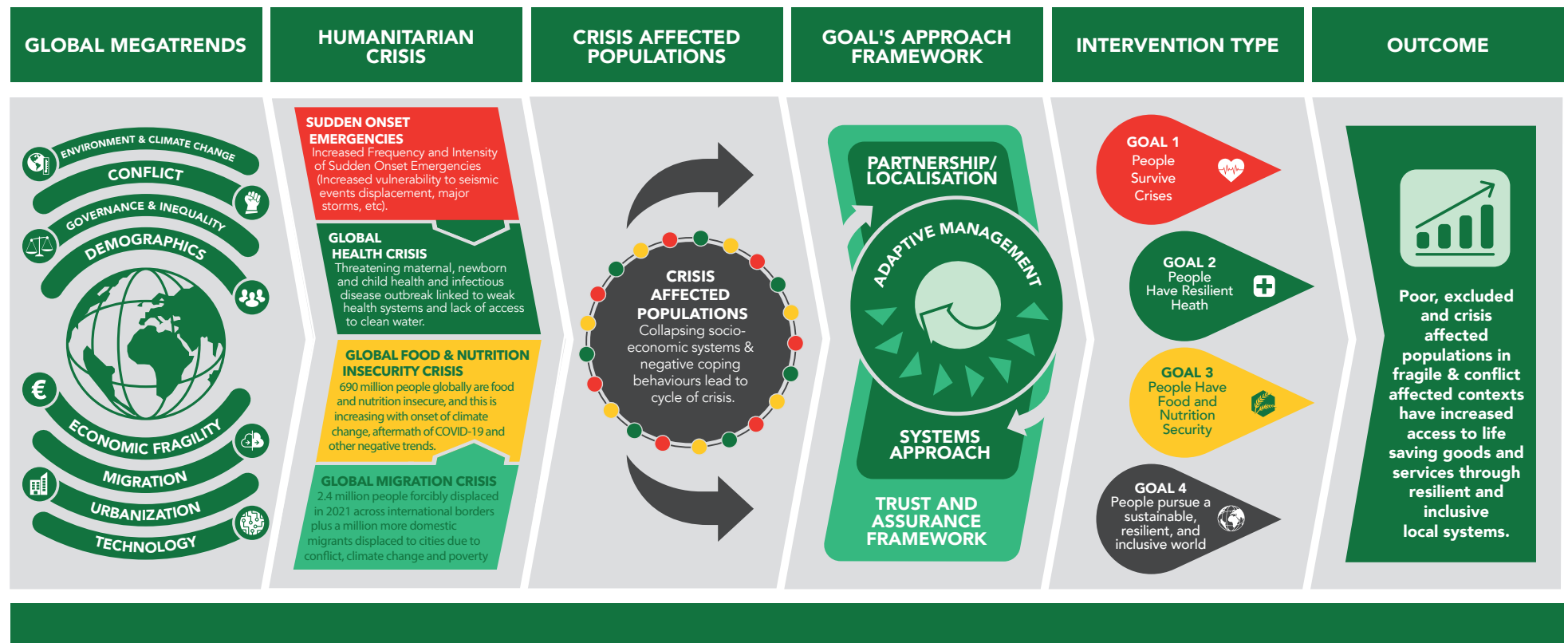
In 2024, humanitarian needs reached unprecedented levels, with crises intensifying across many of the regions where GOAL works, from extreme conflict and unimaginable hunger in Gaza, Sudan, and Syria to intense climate shocks in Ethiopia, Uganda, and Honduras. The changing landscape is forcing agencies like GOAL to be more agile and resourceful themselves, and to focus on delivering impactful humanitarian assistance with less funds.

GOAL responded by deepening its commitment to resilience, reach, impact and localisation, in line with our Strategy 2025 and our Crisis to Resilience framework. We worked together with local communities, organisations, and within and alongside systems to prepare for, respond to, and recover from crises - strengthening communities' capacity to lead their own development journeys.

By focusing on long-term resilience, equity, and locally led action, GOAL continued to address the root causes of poverty and vulnerability. Whether it's conflict, inequality, or climate change, GOAL continued to deliver life-saving humanitarian assistance where it's needed most.



Mikale Simplice, Food Security Field Officer, GOAL Haiti.



WHERE WE WORK



A MESSAGE

FROM THE CHAIRMAN AND CEO

In 2024, the world faced humanitarian challenges on a scale and severity few could have anticipated. From devastating natural disasters and escalating conflicts to economic collapse and widespread hunger, the needs of vulnerable communities soared to unprecedented levels. Nearly 300 million people required life-saving aid and protection. This unimaginable figure reminds us of the fragility of our global systems and is a testament to the urgency of our mission.

It was also a year of profound sacrifice across the global humanitarian community. According to the UN, Aid worker fatalities reached a record high, with 378 lives lost in service to others. These were not just numbers—they were brave individuals who stood on the frontlines of humanity, and we honour their courage and commitment.

When we launched Strategy 2025: From Crisis to Resilience, we could not have foreseen just how prophetic that title would become. We made bold strides towards our ambition, even as we confronted crises we never imagined. Yet through it all, the GOAL teams embodied the very essence of our organisation: GRIT (Guts, Resilience, Initiative, and Tenacity).

In Sudan, where conflict continues to cause the world's largest displacement crisis - more than 12 million by the end of 2024- GOAL remained one of the few international organisations able to operate at scale. In Haiti, where gang violence ravaged the country and millions faced acute hunger and displacement, the country endured one of the deadliest years in its recent history. But amid this spiralling violence, food insecurity, and the collapse of public services, we stood by local communities, prioritising protection and dignity in a context where both are increasingly under siege. In Gaza, we deepened our new partnership with Taawon, responding to one of the most catastrophic humanitarian emergencies in the region's history, resulting in 44,000 fatalities by December 2024.

These are just a few examples of how GOAL responded where the need was greatest, often in places where others could not reach. Across our 14 countries of operation, and with the support of more than 100 partners globally and our valued donors, GOAL reached over 12.5 million people in 2024 with emergency response and health, nutrition, WASH (Water, Sanitation and Health) and protection-related programmes.

In 2024, we advanced the progress of GOAL's Global Partnership Centre, laying the groundwork for more local, partnership-driven programming solutions. We also advanced our approach to partnership by supporting and learning from strong actors who are not just implementers, but partners in driving impactful solutions. We are not just working for communities – we are working with them, learning from their strength and supporting their leadership.

Internally, we embraced change with purpose. As part of our commitment to continuous improvement and organisational resilience, we welcomed new leadership across countries, regions and technical teams, built new systems to improve delivery, and continued to prioritise learning and accountability through strengthened governance and risk management frameworks. Together, these actions are helping us become more agile as we face into a future horizon marked by deep uncertainty, rising volatility and a rapidly shifting geopolitical and financial landscape. These are not just operational shifts; they are the building blocks of a GOAL preparing for a more challenging future ahead.



Looking ahead to the remainder of 2025 and beyond, the humanitarian horizon is marked by deepening crises, rising needs, and constrained resources. As climate-related disasters intensify, protracted conflicts deepen, and displacement reaches record levels, the demand for humanitarian assistance is growing exponentially while life-saving services are profoundly disrupted, and millions of vulnerable people have been left without support.

The resources to meet these growing needs continue to shrink at an alarming rate. GOAL, like many others, has had to make painful decisions, downsizing programmes and reducing staff. Across the sector, thousands of projects came to a sudden halt, just as global conflicts intensified to levels not seen in years.

Yet amid these trials, we find strength in solidarity. We are profoundly grateful to the Irish Government for sustaining its commitment to overseas aid. Thanks to this steadfast support and the continued generosity of the Irish public, we are still delivering critical services to families in need.

We also extend our heartfelt thanks to our European donors, including ECHO, DGIS, the Mastercard Foundation, UN Agencies,

and the dedicated staff of BHA and BPRM. Your support during these turbulent times has been a lifeline.

As we look ahead, we carry forward the lessons of a year that continue to test us – but do not defeat us.

We remain unwavering in our mission, guided by purpose and immense gratitude. We are proud of what our global team has achieved, not despite adversity, but because of it. Every person deserves dignity, justice, and the opportunity to thrive.

To our GOAL teams around the world, our partners, donors, Board members, and supporters: thank you. You are the heart and soul of this organisation. Together, we will continue to deliver hope, restore dignity, and build resilience in the world's most vulnerable communities.

Barry O'Connell
GOAL Chairperson

Siobhan Walsh
GOAL CEO

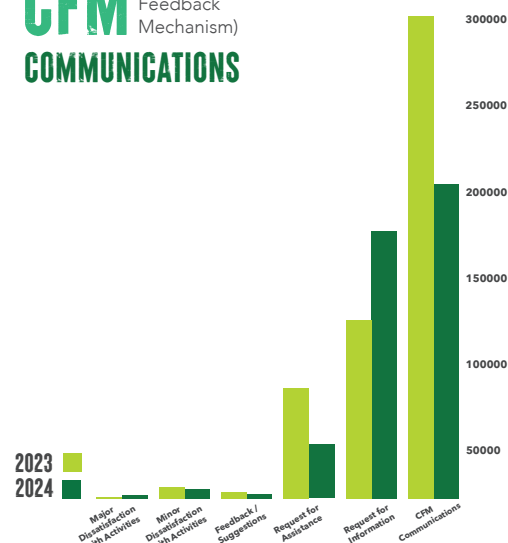


COMPARATIVE GLOBAL REACH: 2023 VS 2024

GLOBAL REACH



CFM (Community Feedback Mechanism) COMMUNICATIONS



UNIQUE REACH BY COUNTRY

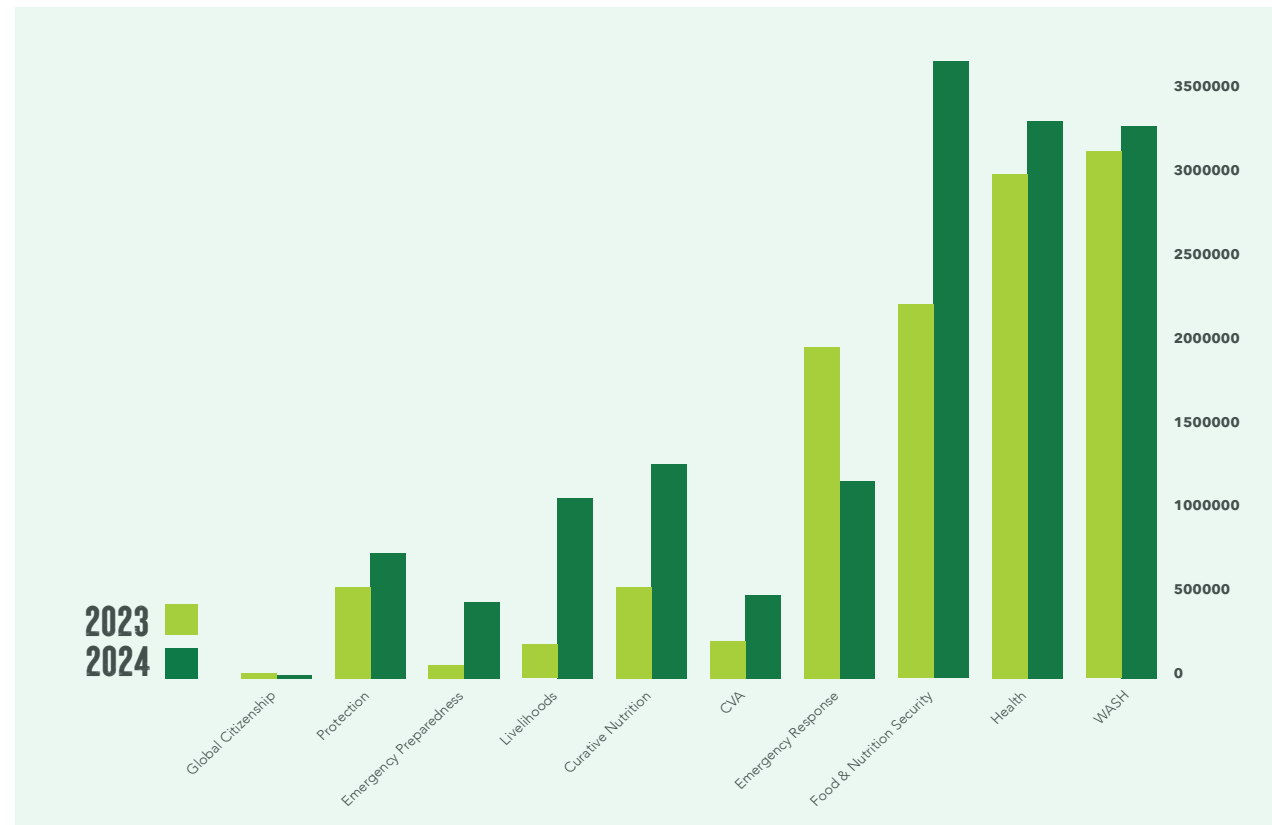
	2023	2024
ETHIOPIA	3,636,000	3,246,776
SYRIA	2,104,000	2,798,510
SOUTH SUDAN	770,000	2,147,810
ZIMBABWE	988,000	890,990
SUDAN	811,000	811,337
SIERRA LEONE	1,212,000	1,295,397
HONDURAS	400,000	380,710
NIGER	348,000	236,880
UGANDA	173,000	228,412
COLOMBIA	47,000	201,061
HAITI	68,000	156,205
TÜRKIYE	75,000	31,917
LEBANON	1,709	8,569
IRELAND	29,000	17,000
UKRAINE	5,000	1,804

UNIQUE REACH BY STRATEGIC GOAL

	2023	2024
GOAL 1 PEOPLE SURVIVE CRISES	1.6M	1.5M
GOAL 2 PEOPLE HAVE RESILIENT HEALTH	5.5M	6.4M
GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY	2.5M	3.8M
GOAL 4 PEOPLE PURSUE A SUSTAINABLE, RESILIENT AND INCLUSIVE WORLD	25k	17k
REACH THAT DOES NOT FALL UNDER THE STRATEGIC GOALS	354k	800k

REACH (NON-UNIQUE*) PER SECTOR:

* Instances of non-uniqueness occur when same individuals benefit from multiple programmes from GOAL leading to overlap across programmes.



UNIQUE PROGRAMME PARTICIPANTS

2023

2024

45%
MALE

42%
MALE

55%
FEMALE

58%
FEMALE

17%
WITH A
DISABILITY

19%
WITH A
DISABILITY

30%
UNDER
FIVE YEARS

27%
UNDER
FIVE YEARS

WHAT WE DO



Young Syrian child eating plumpy nut (ready-to-use therapeutic food primarily used to treat severe acute malnutrition in children) in refugee camp in Northern Aleppo in 2024.

STRATEGY 2025 GUIDING OUR WORK

In 2024, humanitarian needs remained at concerning levels. According to the UN OCHA Global Humanitarian Overview 2024, nearly 300 million people worldwide needed humanitarian assistance. From the escalation of conflict in Gaza and Sudan to rising displacement, food insecurity, and climate shocks in Africa and Central America, the fragility of systems across GOAL's programme countries significantly deepened. Amid this complexity, GOAL remained focused on enabling communities not just to survive crises but to build lasting resilience.

These goals came to life in 2024 through deep, context-driven partnerships, over 100 across GOAL's 14 countries of operation.

- In Gaza, GOAL partnered with local NGO Taawon, working through unimaginable conditions to deliver life-saving support.
- In Lebanon, local NGO's Amel and Nabaa enabled GOAL to respond quickly to the protracted crises in Gaza, which placed significant strain on already fragile communities across Southern Lebanon.

Strategy 2025: From Crisis to Resilience continued to guide our work, recognising that today's emergencies require systemic, locally led solutions that address both immediate needs and the root causes of fragility, inequality, displacement, environmental degradation, and weakened governance.

At the heart of Strategy 2025 are five strategic goals aimed at ensuring:

- 1. People survive crises through effective humanitarian response.**
- 2. People have resilient health through stronger systems and inclusive health promotion.**
- 3. People achieve food and nutrition security via climate-smart agriculture and market access.**
- 4. People pursue a sustainable, inclusive, and resilient world through education, empowerment, and policy influence.**
- 5. GOAL itself becomes more resilient through innovation, accountability, and sound governance.**

In Tokeh, Sierra Leone, where most families rely on fishing, GOAL's Resilience of the Blue Economy project, funded by the Sunflower Foundation through the Community Foundation Ireland, has equipped the community with vital rescue tools and training, boosting local capacity and saving lives at sea.



OUR WORK IS ROOTED IN

GOAL'S CRISIS TO RESILIENCE FRAMEWORK

BUILT AROUND FOUR KEY PILLARS:

SYSTEMS THINKING



Strengthening local systems to manage risk and deliver essential services.

PARTNERSHIP AND LOCALISATION



Working hand-in-hand with national actors to ensure sustainable impact.

ADAPTIVE MANAGEMENT



Remaining flexible and responsive as crises evolve.

TRUST AND ACCOUNTABILITY



To our donors and the communities we work with, upholding transparency, safeguarding, & community feedback.

Throughout 2024, GOAL's Global Partnership Centre continued to champion equitable, high-impact partnerships.

Working within agreed global frameworks ensures that GOAL's systems approach is local, regional, and international in nature. Whether collaborating with government ministries, community-based organisations, or private sector actors, we prioritise the delivery of our humanitarian assistance in tandem with local leadership.

Aligned with the Sustainable Development Goals (SDGs) and international humanitarian reform agendas such as the Grand Bargain, the Sendai Framework for Disaster Risk Reduction, and International Humanitarian Law, Strategy 2025 reaffirms GOAL's core values: humanitarianism, courage, partnership, transparency, accountability, and inclusiveness.

As humanitarian funding tightens and risks multiply, GOAL's Strategy 2025 provides a vital roadmap for the delivery of critical humanitarian assistance in a more sustainable manner. It ensures that GOAL can stay focused on what matters most: **enabling the world's most vulnerable communities to survive crisis, recover with dignity, and thrive long into the future.** In 2024, the strategy's role as a compass for programming was both evident and instrumental in driving forward adaptive, impactful responses.



Hygiene Kit distribution by GOAL
Haiti Team members in Fonds
Parisien in Oct 2024

STRATEGIC GOAL 1

PEOPLE SURVIVE CRISES

In 2024, humanitarian needs deepened as political violence surged by 25%, with over 165,000 incidents recorded worldwide, impacting one in every eight people. Over 122.6 million people were forcibly displaced, 71% hosted in low- and middle-income countries. From Gaza and Sudan to Ukraine, crises became more protracted and complex, placing unprecedented pressure on already fragile systems.

Gender-based violence (GBV) remained one of the most severe and under-addressed consequences of conflict. **In 2024, reports of conflict-related sexual violence rose 50%, with 95% of cases involving women and girls. In Sudan, demand for GBV services increased by an alarming 288%.**

More than 60 million displaced or stateless women and girls faced elevated GBV risks globally. GOAL integrated GBV response across our emergency programmes and, as Chair of the Irish Consortium on Gender-Based Violence (ICGBV), amplified advocacy and response efforts.

In 2024, our ability to respond rapidly and responsibly was tested like never before. From the earliest days of the Gaza crisis to the worsening emergency in Lebanon, GOAL mobilised immediate support through our surge capacity and network of local partners, delivering assistance that was fast, context-sensitive, and grounded in local leadership.

This is the essence of Goal 1 in action: being there first, staying the course, and ensuring that communities in crisis are not only reached, but respected, protected, and empowered from the outset.

Contributing to SDGs



IN 2024,
UNDER GOAL 1,
WE REACHED OVER

1.4M
PEOPLE

IN ETHIOPIA, SUDAN,
SIERRA LEONE,
SOUTH SUDAN,
SYRIA, TÜRKIYE,
GAZA, LEBANON,
HONDURAS, HAITI
& COLOMBIA.

SOUTH SUDAN

In 2024, South Sudan continued to grapple with conflict, displacement, and a humanitarian crisis intensified by the war in Sudan and the influx of refugees. Under Goal 1, we reached:

- **Over 511,000 people with emergency response support**, including over 244,000 children under five, through food distributions, critical health and nutrition services, and WASH interventions.
- In Upper Nile, **GOAL teams delivered essential non-food items, including blankets, hygiene kits, and survival kits, to displaced families** crossing through the Joda border point.
- **Over 28,000 people received protection services**, including more than 18,000 women vulnerable to or impacted by GBV.

SIERRA LEONE

In 2024, Sierra Leone faced significant humanitarian challenges, including economic instability, climate-driven disasters, and disease risks. In response, under Goal 1, support was provided to:

- **Over 193,000 people with emergency response activities**, including more than 89,000 children under five and over 110,000 women, helping communities survive immediate crises.

- **Over 77,000 people through emergency preparedness activities**, including the Community-Led Action (CLA) for Disease Outbreaks approach.

SUDAN

In 2024, widespread violence displaced nearly 11.5 million people across Sudan, deepening what has become the world's largest internal displacement crisis. Under Goal 1, GOAL:

- **Provided emergency response services to over 73,000 people**, delivering life-saving healthcare, safe drinking water, and hygiene support to displaced communities in North Darfur and South Kordofan.
- Supported the resilience of communities to withstand shocks and crises, **reaching over 45,000 people with emergency preparedness**.
- **Through its leadership in the Cash Consortium of Sudan, GOAL piloted electronic cash transfers** to help vulnerable families access basic needs like food and health services in local markets, supporting crisis survival and autonomy in one of the most volatile environments globally.

ETHIOPIA

In 2024, GOAL Ethiopia continued to deliver critical life-saving support despite conflict in Amhara, access restrictions, and economic instability. Response efforts included:

- **Over 96,000 people reached through emergency response activities**, including more than 27,000 children under five, helping vulnerable communities survive crises.
- **Over 68,000 people accessed protection services** provided by GOAL. More than half of those reached were women, supporting prevention and response to GBV in crisis contexts.
- **Under the MAMI RISE research initiative, in partnership with Jimma University and the London School of Hygiene & Tropical Medicine, GOAL piloted an innovative care pathway to improve malnutrition management for at-risk mothers and infants.**
- **GOAL pioneered digital early warning systems integration** with health facilities, enabling faster crisis response and improving preparedness at the local level.

SYRIA

In 2024, Syria remained in crisis, with conflict, displacement, and the aftermath of the February 2023 earthquakes compounding the humanitarian needs of millions.

- GOAL reached over **74,000 people with direct emergency assistance**, delivering life-saving support in areas affected by conflict and infrastructure collapse.
- Over **296,000 people received cash and voucher assistance (CVA)**, providing immediate access to food, shelter, and essential services while preserving dignity and choice.
- **Through the EU-funded RELIEF IV programme, GOAL and partners reached more than 1.1 million people**, providing critical aid in food security, WASH, shelter, and winterisation, supporting earthquake and conflict-affected communities.
- Launched in May 2024, the **SANAD I programme was built on the foundations of RELIEF IV**, expanding support in emergency response, health, and basic needs delivery to the most vulnerable households.
- The **THRIVE project**, funded by the United States Agency for International Development's Bureau for Humanitarian Assistance (USAID/

BHA), was also completed and **focused on strengthening livelihoods and resilience**.

- GOAL also **adapted earthquake response operations in Aleppo**, engaging local partners to overcome payment and access barriers and ensure continuity of support in hard-to-reach areas.

TÜRKIYE

In 2024, GOAL Türkiye continued to respond to the long-term impacts of the February 2023 earthquake, delivering protection and emergency assistance in a challenging operational environment.

- Through the **ECHO-funded LINK V Protection Project, GOAL reached over 23,000 people**, primarily Syrian nomadic and semi-nomadic communities and seasonal agricultural workers, with legal support, case management, mental health and psychosocial services (MHPSS), and community-based protection.

LEBANON

In 2024, GOAL expanded its humanitarian response in southern Lebanon, supporting conflict-affected communities through strategic local partnerships.



Engineer Marwan oversees the first stage of constructing dignified shelters at Dar Alkeram in Idlib, where 105 units adapted for persons with disabilities and ultimately housed 436 displaced Syrians. Photographed by GOAL Syria Team Member, Sulaiman Aledo.

- **Through our partnership forged in 2023 with Amel International, GOAL provided health and protection services**, including medical consultations and referrals, to over **9,000 displaced people impacted by cross-border violence**.
- In late 2024, GOAL launched a **new partnership with Lebanese NGO Nabaa**, enabling the delivery of food parcels, sleeping materials, winter clothing, and emergency cash **assistance to 5,300 displaced persons in Saïda, with support from Irish Aid**.

GAZA

In 2024, GOAL built on emergency response efforts initiated in late 2023 to support displaced communities in **Gaza amid escalating humanitarian needs**.

Under Goal 1, over 14,000 people in Gaza were supported, including:

- From December 2023 to February 2024, **GOAL's partnership with Palestinian NGO Taawon** enabled the delivery of food, hygiene kits, water, and medication to **1,500 internally displaced people (IDPs)** in central and southern Gaza.
- In September 2024, GOAL and Taawon initiated a second phase of the partnership to establish and equip **medical stations across southern Gaza, targeting underserved communities**.
- **Over the next six months, these stations aim to deliver 6,000 health consultations** and treatments, providing urgent curative care, medication for chronic illnesses, wound care, sexual and reproductive health services, lab diagnostics, and hospital referrals.



Supported by the Start Network, GOAL's Ready to Act emergency response programme has aided over 10,000 people in La Guajira, Colombia, providing hygiene kits, food, and water filters, with help from Cadena Colombia, World Vision, Fundación Plan, and Help Age.

HONDURAS & COLOMBIA

In 2024, GOAL strengthened humanitarian and resilience efforts across Honduras and Colombia, responding to climate shocks, displacement, and deepening vulnerabilities.

- In Honduras, over **93,000 people** were reached with emergency preparedness, and more than **37,000** with emergency response, including gender-responsive interventions that supported **161,000** people.
- **Early warning systems** in the Sula Valley, now benefiting over **400,000** people, were recognised nationally as a model for disaster preparedness.
- In rural areas, **2,100 farming families adopted climate-smart agriculture**, while over **50** urban infrastructure projects mitigated flood risks in high-risk communities.
- In Colombia, over **100,000** people benefited from emergency preparedness efforts, with **134,000** supported through livelihoods interventions and **11,000** reached with emergency response.

- A three-year USAID/BHA programme concluded, impacting **35,000** people through urban and rural interventions.
- GOAL secured new funding from the **Irish Embassy in Bogotá** and initiated private sector partnerships to advance climate adaptation, sustainable fisheries, and resilience systems.

HAITI

In 2024, GOAL Haiti continued to provide vital support in one of the most challenging humanitarian contexts, marked by escalating gang violence and widespread displacement. Under Goal 1, over 65,000 people were supported with:

- **Food assistance to 5,200 families** in hard-to-reach areas of Port-au-Prince in partnership with AVSI and CESVI.
- Distributed over **\$1.2 million in cash** through small-scale, cash-for-work neighbourhood projects, supporting basic needs while improving local infrastructure.

TOP L-R:

Through the Resilience of the Blue Economy project, GOAL Sierra Leone provided Tokeh with vital equipment, including boat engines, GPS devices, mobile phones, and life jackets.

In Kafr Hum, one of 12 communities in Northwest Syria where GOAL restored earthquake-damaged water towers with EU support, Um Ahmad and family help young Nader (five years) with hand washing.

BOTTOM L-R:

Distribution of Hygiene and Dignity kits to displaced women in North Darfur as part of the ECHO-funded GOAL-ALIMA partnership.

Young Lebanese boy receives clothing kit as part of GOAL-Nabaa partnership response.

Louay Tajiddin, GOAL Syria WASH Engineer, inspecting a water pipe in Idleb, Northwest Syria.



LOOKING FORWARD

In 2024, GOAL will continue strengthening its institutional readiness to respond to crises by investing in a growing network of local and strategic partners. We remain committed to integrating our core priorities, including anticipatory action, disaster risk reduction, and early response, into all emergency programming.

"TODAY, SHE'S NOT ONLY SURVIVING, BUT SHE'S ALSO THRIVING"

Ola, a Syrian refugee living in and beneficiary of GOAL's earthquake response programmes, living in Tyre, Lebanon.

In September 2024, nineteen-year-old Ola experienced a life-altering tragedy when an airstrike reduced her home to rubble. Trapped under the debris for four hours, she was unconscious when help arrived. The loss of her mother-in-law and her own severe injuries left deep psychological scars.

For weeks, Ola was unable to care for her young son, Rafic, or focus on her pregnancy as she was overcome with residual fear, anxiety, and depression from the traumatic event. She struggled with insomnia and overwhelming grief, feeling disconnected from the world around her.

Reluctant at first, Ola eventually sought help from Amel, a partner organisation funded through GOAL who provided psychological support to help her navigate her grief.

With the support of a dedicated caseworker, Dalal, and psychotherapist, Samar, Ola

began her journey towards healing. Through regular therapy sessions, she slowly regained her energy, confidence, and ability to process her grief.

Over time, Ola's anxiety eased, and she reconnected with her son, finding joy in caring for him once again. Her husband, Mahmoud, also played a crucial role in her recovery, guided by Amel staff on how to support her.

"I didn't think I could feel better," she admitted. Today, Ola continues to receive psychological support and prenatal care at the Amel centre.

Her resilience and determination have transformed her life, allowing her to smile again and look forward to the future with hope. Speaking about her resilience, psychotherapist Samar shared,



A Syrian refugee living in a temporary accommodation in Tyre, Lebanon, takes advice from an AMEL Prog Support Officer.

"At the beginning, she was trapped in her pain, unable to see a way out. But with time and trust, she started to open and engage with the healing process. Her commitment has been inspiring.


Today, she's not only surviving, but she's also thriving. Her strength and resilience remind us all why we do this work."

Ola's story is a testament to the power of mental health support in times of crisis, demonstrating how dedicated care can restore hope and resilience, one step at a time.

"BUT WITH EVERY SESSION, I COULD FEEL THE WEIGHT LIFTING, EVEN IF JUST A LITTLE. I DIDN'T KNOW THAT MY PAIN WAS SOMETHING I COULD WORK THROUGH. NOW, I SEE THINGS DIFFERENTLY."



GOAL Uganda, in partnership with the Mastercard Foundation, is supporting youth to access dignified work through partnerships with financial institutions, agribusinesses, ICT providers, training institutions, and government bodies.



With support from UNICEF, GOAL expanded its WASH programme in Ganthier, Haiti, improving access to safe water, sanitation, and hygiene for children and families.

STRATEGIC GOAL 2

PEOPLE HAVE RESILIENT HEALTH

Contributing to SDGs



In 2024, conflict, displacement, and underfunding continued to undermine global health systems. 1,515 attacks on health facilities across 15 countries resulted in hundreds of deaths and the breakdown of essential services. In this fragile landscape, GOAL remained steadfast in its mission to support the development of inclusive and resilient health systems, reaching the urgent needs of over 6 million people under Goal 2 in 2024, drawing on over four decades of experience.

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
- **Building health resilience** by mitigating the impact of shocks and stresses on health outcomes; and
- **Strengthening health systems** to improve their responsiveness.

GOAL reached over **three million people with health assistance**, including more than **one million children under five**. A key focus in our efforts to build community health is WASH.

More than three million people were reached with WASH services, supported in part through Water-Share Ireland, an alliance of Irish water sector stakeholders that contributes financial support, technical knowledge, and expertise to GOAL's WASH programmes in Eastern Uganda, Northwest Syria, Zimbabwe and Sierra Leone. **This year, Water-Share Ireland expanded its reach with critical infrastructure investments and innovation:**

- In **Uganda**, GOAL progressed the expansion of the Mulombi Village Water Scheme and launched new groundwater projects in Kaabong and Buwoya, potentially reaching tens of thousands.
- In **Sierra Leone**, the faecal sludge treatment plant in Freetown advanced through new equipment upgrades and operational support, earning national recognition for impact.
- In **Northwest Syria**, groundwater modelling and leakage reduction efforts continued despite conflict-related access challenges.
- In **Zimbabwe**, GOAL completed a feasibility study for clean water provision to underserved Harare suburbs, paving the way for pilot implementation in 2025.

SYRIA

In 2024, humanitarian needs in Northwest Syria remained acute. Years of conflict, infrastructure collapse, and mass displacement left millions without safe water or basic health services. GOAL's WASH programming was critical in protecting public health during this transition period.

- **Reached over 1.7 million people with access to critical WASH services**, supporting disease prevention and dignity for displaced and conflict-affected communities.
- **Operated and maintained 60+ water stations** across Idleb and Northern Aleppo, ensuring piped water access in urban centres and informal settlements.
- **Expanded delivery of solar-powered systems** to reduce reliance on fuel-based infrastructure.
- **Launched the €9 million SANAD programme (ECHO-funded)** to deliver integrated WASH, health, and nutrition services to vulnerable populations.
- **Advanced technical research on groundwater depletion and water leakage**, contributing to evidence-based planning for sustainable urban water management.

UGANDA

In 2024, inadequate WASH services contributed to an estimated 47.1 million disease cases across Uganda. In rural areas like Agago District, anaemia remains a widespread public health challenge, affecting over half of children under five and a third of women. In response, **GOAL reached over 179,000 people with lifesaving health services and over 106,000 people with essential WASH support.**

- Constructed and **rehabilitated point water sources and piped networks in Eastern and Northern Uganda**, with ongoing expansion in Namayingo, Bugiri, and Kaabong through the Water-Share Ireland programme.
- **Delivered 90+ pre-payment devices for rural water systems** to improve sustainability and integrated them into government systems with innovation partner Practice.
- **Piloted the Lucky Iron Fish initiative in Agago, tackling iron deficiency** through a culturally adapted cooking tool, with **245 fish sold** and health monitoring tools distributed.
- **Partnered with Divine Organic Foods to scale the Lucky Iron Fish initiative** using a last-mile delivery model, creating local demand and business opportunities.

- **Supported 106 communities in four districts to achieve Open Defecation Free (ODF) status.**

SUDAN

In 2024, Sudan was devastated by civil war, leaving half the population in need of humanitarian assistance. With 80% of hospitals in conflict zones non-functional and critical medical supplies severely limited, GOAL delivered vital health and WASH services under extreme conditions.

- **Over 291,000 people reached with essential health services.**
- **151,000 people accessed critical WASH support.**
- Supported **10 health facilities in North Darfur and South Kordofan** to deliver accredited, comprehensive primary care under the Sudan Health Pro programme.
- **Rehabilitated the water and solar systems** at Kutum Hospital and restored its Stabilisation Centre for malnourished children.
- **Continued referral and treatment of children with Severe Acute Malnutrition**, despite vaccine stockouts and logistical disruptions caused by conflict.

SOUTH SUDAN

South Sudan continued to face overlapping crises driven by conflict, flooding, food insecurity, and a collapsing public health system. By the end of 2024, over 904,000 people had entered the country from Sudan, adding strain on already fragile services. Despite these challenges, **GOAL reached over 580,000 people with critical health services, including more than 317,000 women and 250,000 children under five.**

- **58,000 people reached** with essential WASH services.
- Delivered **integrated health services in 26 facilities** across Twic, Ulang, Kajo-Keji, Renk, and Abyei.
- Expanded the **Management of At-risk Mothers and Infants (MAMI) programme from 4 to 26 facilities**, improving care for malnourished mothers and infants.
- Supported **mobile outreach** in Abyei to **vaccinate under-immunised children** through a GAVI-funded partnership with IRC.
- **Screened over 10,000 displaced children and 4,000 pregnant and lactating women** for malnutrition; over **3,600 children were admitted for treatment.**



GOAL-trained Community Nutrition Volunteers in South Sudan use MUAC tapes to monitor child growth and help prevent malnutrition in their communities.

SIERRA LEONE

Sierra Leone faces some of the highest maternal and adolescent mortality rates in the world: 1,360 maternal deaths per 100,000 live births, and 46.8% of adolescent deaths linked to pregnancy-related complications. GOAL works closely with local health systems to improve child protection, adolescent sexual and reproductive health (ASRH), and WASH services. **In 2024, GOAL reached over 370,000 people with critical health programming, and more than 488,000 benefited from WASH interventions.**

- **Supported District Health Management Teams to deliver integrated health services**, with a focus on adolescents and vulnerable children, including reunification with caregivers and access to non-formal education.
- **Expanded ASRH programming and the YoCARE initiative**, training youth advocates to promote reproductive health education and advocate for access to family planning services in their communities.
- **Delivered Social Behaviour Change (SBC) interventions** to combat stigma and increase demand for adolescent health services, contributing to reduced early pregnancy and improved health outcomes.
- **Trained 105 healthcare workers in adolescent-friendly services and equipped 90 young people to engage with community leaders and drive change.**
- **Implemented WASH interventions** in Freetown and Kenema, including the country's first Faecal Sludge Management system, and increased access to clean water in rural areas.
- Used the CLA approach, adapted from the Ebola response, to **support COVID-19 vaccine uptake and build community resilience to public health threats.**

LOOKING FORWARD

In 2025, GOAL will continue to advance resilient public and community health systems that not only meet urgent needs but also address the root causes of poor health outcomes.

FIGHTING TO SAVE TWIN BABIES FROM MALNUTRITION: KIROS'S STORY

In the heart of Mygua Village, Ethiopia, lives Kiros Gebremeskel Zegye, a resilient 35-year-old mother.

She brought two beautiful daughters, Hewan and Selam, into the world, filling her life with joy and hope. However, this joy was soon overshadowed by daunting challenges as both daughters faced life-threatening health challenges.

After welcoming her twin daughters, Hewan and Selam, into the world, Kiros' joy was overshadowed by financial struggles and limited land for cultivation. These challenges led to severe food shortages, making daily life a relentless battle against hunger.

Kiros also suffers from a hearing disability, isolating her from community events and family matters, making it even more challenging to cope with these difficulties. Her situation worsened when baby Selam fell critically ill due to malnutrition and tragically passed away. Overwhelmed by grief, Kiros feared for Hewan, who was also suffering from severe malnutrition.

With the help of local health workers and GOAL's team in Ethiopia, Hewan was admitted to the Endamariam Health Center.

Under their care, Hewan's condition improved, moving from the stabilisation unit to the outpatient therapeutic programme. Kiros found hope as Hewan's health gradually recovered.

Despite the loss of Selam, Kiros is grateful for the support from the Endamariam Health Center and the lifesaving Joint Emergency Operation Project (JEOP), funded by USAID. Her story highlights the importance of continued support to address malnutrition and save lives.

Kiros Gebremeskel Zegye holds baby Hewan, recovering from severe malnutrition with treatment at Endamariam Health Center, supported by GOAL in Mygua, Ethiopia





Vendors in Port-au-Prince,
Haiti in Aug 2024

WHO WE ARE

ANNUAL REPORT 2024

GOAL

STRATEGIC GOAL 3

PEOPLE HAVE FOOD AND NUTRITION SECURITY

GOAL's work to strengthen food and nutrition security ensures individuals and communities can access and consume adequate, nutritious diets. This is achieved through a multi-pronged approach that supports climate-smart and nutritionally rich food production, strengthens inclusive market systems, and improves nutrition knowledge and practices. Where required, GOAL also delivers life-saving nutrition programming to the most vulnerable.

In response to this growing crisis GOAL reached over 3.8 million people under Goal 3, including:

- 3.6 million with food and nutrition security programming (1.1m of which were children under 5).
- Over 1.2 million people, 788,000 women, accessed curative nutrition services to address acute malnutrition

In 2024, food and nutrition insecurity continued to escalate globally, driven by armed conflict, economic volatility, and the growing impacts of climate change. The Global Hunger Index (GHI) reported stalled progress: 733 million people now lack sufficient calories, and 2.8 billion people cannot afford a healthy diet. Acute food insecurity is rising sharply across 22 countries and territories, with famine risks intensifying in Sudan, South Sudan, Gaza, Haiti, and Mali.

Contributing to SDGs





A post-conflict water facilities restoration project implemented in Ethiopia's Tigray region, supported by the European Union.

ETHIOPIA

GOAL Ethiopia delivered critical food and nutrition security interventions amid growing instability in Amhara, restricted humanitarian access, and widespread economic pressures. **Under Goal 3, we reached over 510,000 people**, including:

- Through the USAID-funded Resilience in Pastoral Areas (RiPA) programme, **GOAL supported agro-pastoralist households with tools to manage shocks**, including livestock insurance, health services, and commercial destocking, helping families convert vulnerable livestock into income or food.
- The **Nutrition Impact and Positive Practice (NIPP) approach was expanded across seven districts** in three regions, addressing the root causes of malnutrition through behaviour change and community-led solutions.
- **Advanced national policy dialogue on maternal and child nutrition through the MAMI RISE research initiative**, piloting care pathways for at-risk mothers and infants in partnership with Jimma University and the London School of Hygiene & Tropical Medicine.
- A focus on sustainable livelihoods saw pastoralists, pastoral dropouts and **smallholder farmers supported with climate-smart agriculture, livestock health inputs, and value chain development**.
- Over **103,000 people were reached with food and nutrition security interventions**, and more than 616,000 people received curative nutrition support, including over 200,000 children under five.

SOUTH SUDAN

In 2024, over 7.1 million people in South Sudan faced crisis-level food insecurity. With nearly 50% of the population chronically malnourished and only 4% of children meeting their basic dietary needs, GOAL delivered vital, community-based interventions to combat hunger and undernutrition.

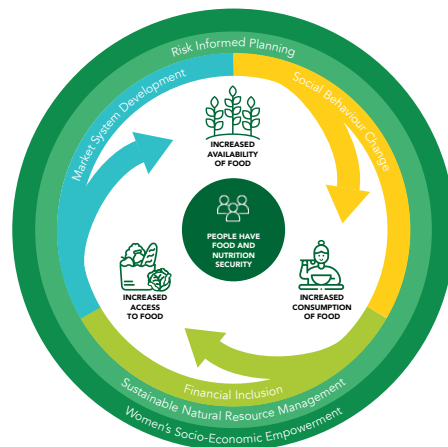
- Over **1.3 million people with food and nutrition security** interventions, including over **679,000 children under five**.
- Trained **240 Community Nutrition Volunteers (CNVs)** in Kajo Keji to detect malnutrition using MUAC tapes, follow up with at-risk children, and promote early nutrition practices.
- **Established Mother-to-Mother Support Groups in six health facilities** to promote breastfeeding, hygiene, and psychosocial support.
- **Provided cash transfers during the lean season** to support household food access.
- **Promoted kitchen gardens and climate-smart farming practices to help families grow diverse, nutritious foods** and strengthen food system resilience.

NIGER

In 2024, chronic malnutrition and food insecurity remained widespread in Niger, driven by escalating conflict, displacement, climate shocks, and limited access to land and water. With 47% of children under five chronically malnourished and over 3.2 million people food insecure, GOAL scaled its interventions to protect lives and build long-term resilience.

- Reached over **111,000 people with curative nutrition interventions and 25,000 people with targeted food security programming.**
- **Delivered the Nutrition Impact and Positive Practice (NIPP)** approach to tackle behavioural drivers of malnutrition among children under five and women of reproductive age.

- **Trained families to monitor child nutrition using MUAC tapes**, enabling early identification and referral of at-risk children.
- **Partnered with local private sector actors to distribute 83 tons of climate-resilient millet, groundnut, and cowpea seeds**, along with low-cost storage bags for farmers.
- **Supported yield increases of up to 257%** by promoting climate-smart agriculture.
- **Joined the Cash Consortium of Niger**, enabling families to access essential goods through local markets via cash-based assistance.



GOAL's S4Nut Approach

S4Nut is GOAL's Systems Approach to Resilient Food & Nutrition Security. It is a framework designed to increase access to, availability, and consumption of nutritious food through three evidence-based approaches: Market Systems Development (MSD), Social Behaviour Change (SBC), and Financial Inclusion.



With support from Irish Aid and MBRGI, GOAL's S4Nut programme in Niger is improving nutrition and resilience in Zinder's Mirriah and Gouré regions.

UGANDA

In 2024, erratic rainfall, droughts, and ongoing insecurity in northern regions further threatened food production and nutritional wellbeing. With malnutrition remaining a significant challenge, GOAL Uganda scaled evidence-based, community-driven solutions that address both the causes and consequences of food insecurity. Through integrated programming, **GOAL reached over 135,000 people with food and nutrition interventions.**

- **Delivered nutrition services through the Maternal, Newborn and Child Health and Nutrition (MNCHN) project in Agago District**, promoting access to quality maternal and child nutrition care.
- **Expanded the Nutrition Impact and Positive Practice (NIPP) model**, using gender-segregated NIPP circles to facilitate behavioural change and dietary diversity using locally available resources.

- **Supported local farmers with agronomic training, seed access, and post-harvest handling** to improve food availability and reduce seasonal losses.
- Promoted financial inclusion to strengthen food access, supporting **92,000+ youth (43% women)** in opening transactional accounts to invest in productive livelihoods.
- Used trained health entrepreneurs to drive uptake of nutrition-enhancing tools and deliver targeted health messaging in underserved communities.
- **Reached vulnerable farming households under the Systems Approach to Resilient Food & Nutrition Security (S4Nut) framework**, enhancing production of nutrient-rich, climate-resilient crops, boosting household nutrition and income.

Razia Yazid, co-founder of the Adolescents Youth Saving and Farming group in a refugee settlement in Western Uganda, diversifies her business activities after participating in the Markets for Youth project funded by the Mastercard Foundation.



SIERRA LEONE

In 2024, Sierra Leone's coastal communities faced increasing food insecurity, economic instability, and climate-related shocks. GOAL applied a resilience-based approach to improve productivity and reduce food loss in small-scale fisheries, an industry that sustains over 500,000 jobs and processes 100,000 metric tons of fish annually. **GOAL reached over 244,000 people with food security interventions.**

- Strengthened coastal food systems through the **Resilience of the Blue Economy programme**, helping fishers adapt to climate stressors and economic volatility.
- **Reduced post-harvest loss** - currently affecting up to 40% of catches - by distributing freezers, ice boxes, and stabilisers to seven fishing communities in the Western Area.
- **Promoted food and income stability through Community Savings and Loan Associations (CSLAs)**, enabling fishers to invest in better equipment and manage income gaps.
- **Worked closely with local and national authorities to align** interventions with government food security strategies and build long-term sustainability.

ZIMBABWE

In 2024, **GOAL Zimbabwe reached over 132,000 people through targeted Food and Nutrition Security programming**, responding to drought-related hunger and deepening economic pressures. El Niño-driven climate shocks left 6 million people at risk of food insecurity.

- **Delivered Multi-Purpose Cash Assistance (MPCA) and emergency nutrition screening** to drought-affected communities under the Irish Aid Acute Crisis Stream.
- **Adapted the Nutrition Impact and Positive Practice (NIPP) model** to address behavioural causes of malnutrition, integrating it into community-based programming.
- **Supported sustainable small livestock farming**, improving access to veterinary services and training in climate-resilient animal husbandry practices.
- **Led the USAID-funded UPLIFT project**, linking food and income security to legal, psychosocial, and shelter support for GBV survivors.

HONDURAS

In 2024, GOAL reached over **77,000 people with critical food and nutrition programming**. GOAL also worked to improve food security and nutrition outcomes for smallholder farmers in rural Honduras, where communities face worsening climate impacts and limited access to agricultural inputs.

- Over **2,100 small-scale farming families adopted climate-smart practices**, supported through the Humanitarian Assistance Project for Food Security, funded by USAID.
- GOAL distributed certified **climate-resilient seeds, airtight grain storage bags, and tools** to protect household food reserves, helping **farmers safeguard harvests and boost production**.
- A pilot of the **Nutrition Impact and Positive Practice (NIPP) model**, implemented with support from Fyffes, addressed behavioural drivers of malnutrition across vulnerable rural communities.
- In Gracias a Dios, GOAL's interventions helped families increase harvest yields. Some farmers reported bean harvests of up to 360 pounds, significantly improving household dietary intake survivors.

HAITI

In 2024, GOAL Haiti provided vital food security support amid one of the world's most severe humanitarian crises, marked by escalating gang violence, widespread displacement, and economic collapse.

- GOAL reached over **680,000 people with food security** programming.
- Under the **Addressing Multisectoral Needs in the Metropolitan Area of Port-au-Prince (MAPP) project**, funded by the U.S. Bureau for Humanitarian Assistance (BHA), GOAL **partnered with AVSI and CESVI** to deliver critical food assistance, psychosocial support, and WASH services.
- **5,200 households** in some of the hardest-to-reach areas received food vouchers; 4,272 families benefited from multiple rounds of support, each **valued at \$120**.
- In Carrefour, GOAL reached **3,500 residents with emergency food** support in March 2024.
- Over **\$1.2 million was distributed to vulnerable families through cash-for-work initiatives**, supporting local recovery and essential infrastructure improvements.

COLOMBIA

In 2024, GOAL Colombia supported over **35,000 people with targeted food security and livelihood interventions**, focused on flood-impacted communities and vulnerable rural households. Programmes strengthened local food systems and resilience, while integrating cultural preservation and climate adaptation.

- **Delivered 425 food kits to conflict-affected families** in Morales, Bolívar, as part of a consortium-led humanitarian response.
- **Reached over 6,000 people affected by severe flooding** in La Mojana, distributing 450 food kits to displaced households in San Jacinto del Cauca.
- Supporting rural food security through agricultural production initiatives and capacity-building for Wayuu artisans to sustain culturally rooted, food-linked livelihoods.
- **Strengthening household resilience in underserved areas by combining emergency food assistance** with longer-term livelihood restoration strategy initiatives, supporting local recovery and essential infrastructure improvements.

LOOKING FORWARD

In the year ahead, GOAL will continue to expand access to nutritious food by supporting the sustainable production, equitable distribution, and informed consumption of climate-smart, nutrient-rich foods.



GOALies distributing food kits to flood-affected communities in La Mojana, Colombia.



GOAL South Sudan Community Nutrition Volunteer conducts MUAC testing at refugee camp in Renk on Sudan - South Sudan border.

"I REALISED I COULD BUILD A BETTER LIFE. THAT DAY, I DECIDED TO EMBRACE FARMING."

Julius Loru, a 22-year-old cattle farmer from Lokeriut village, Uganda.

For years, the Karamoja region in northern Uganda has been plagued by violence, forcing residents to abandon farming out of fear for their safety.

Armed Karamojong warriors, known for their cattle raids, have caused instability despite government efforts to encourage youth to renounce this lifestyle.

Amidst this turmoil, stories of hope are emerging. One such story is that of Julius Loru. Once a cattle raider, Julius turned instead to farming after hearing about AgroMax, a partner in GOAL Uganda's Young Africa Works: Markets for Youth programme.

This programme, in partnership with the Mastercard Foundation, provides young people with practical agricultural skills and promotes Village Savings and

Loan Associations (VSLAs), which help communities save money collectively, fostering financial independence and economic growth.

Julius joined AgroMax and graduated as a lead agricultural extensionist. He now trains other youth in vegetable farming and agroforestry, generating sustainable income and inspiring his community. Julius is now a leader and mentor, teaching his peers to embrace farming as a business.

Through programmes like Young Africa Works, young people in Karamoja are discovering sustainable livelihoods beyond cattle raiding. Julius's transformation highlights the potential for peace and prosperity in the region through youth development and empowerment programmes like Markets for Youth.





Young farmer, Salome Aumabegan, is a crop and livestock farmer through the Market for Youth project in Uganda, supported by the Mastercard Foundation.

STRATEGIC GOAL 4

PEOPLE PURSUE A SUSTAINABLE, RESILIENT, AND INCLUSIVE WORLD

We continued to build bridges between people affected by crisis and those with the power to influence change, especially young people, educators, the public, and policy actors in Ireland and internationally through education, digital storytelling, public events, youth engagement and high-level advocacy. GOAL worked to ensure that more people understand their role in creating a fairer, more sustainable world, and are empowered to act on it.

Contributing to SDGs



GOAL GLOBAL CITIZENSHIP

ENGAGING COMMUNITIES



PUBLIC EVENTS DIGITAL

CAMPAIGNS

CORPORATE ENGAGEMENT

A NETWORK OF INFORMED AND INSPIRED GLOBAL ADVOCATES

Through events, campaigns, and partnerships, participants become active global citizens, advocating for justice and sustainability in their communities.

NEXTGEN EMPOWERING AND EDUCATING YOUTH



YOUTH LEADERSHIP PROGRAMS

GLOBAL YOUTH NETWORK

SCHOOL WORKSHOPS

A NEW GENERATION OF RESILIENT CHANGEMAKERS

By equipping youth with leadership skills and global awareness, this pillar nurtures the "next generation" in Ireland, ready to lead impactful change and foster cross-cultural connections.

ADVOCATING FOR CHANGE



POLICY ADVOCACY IN IRELAND

POLICY ADVOCACY IN INTERNATIONAL FORA

CHANGES IN POLICIES AND ACTIONS THAT REFLECT GLOBAL SOLIDARITY AND EQUITY

High-level advocacy ensures humanitarian and development policies align with shared global values of equity, sustainability and collective responsibility.

" CULTIVATING AN INFORMED AND ACTIVELY ENGAGED IRISH PUBLIC THAT CHAMPIONS GLOBAL RESPONSIBILITY "

The combined efforts of all pillars empower today's Irish public while fostering a legacy of global leadership and responsibility for the next generation, building a foundation of enduring support for global and sustainable development.

GLOBAL CITIZENSHIP EDUCATION

In 2024, GOAL reached over 4,200 primary students through 200 workshops across 11 counties, utilising interactive resources such as Food for Good, Changemakers, Water Wishes, and Water Come to Me. These resources helped students explore the interlinkage of food systems, water, sustainability, and global inequality, with 93% of students reporting an increased understanding of these global issues.

In partnership with the National Museum of Ireland, GOAL adapted its Changemakers resource to complement the **"We Make Our Own History"** exhibition, which reached over 700 primary students. A new resource for schools was also created to support GOAL's Jersey Day.

GOAL also engaged 110 student-teachers across four teacher training institutions, ensuring future educators are equipped to deliver impactful global citizenship education (GCE) in classrooms across Ireland. **Ninety-six per cent of student-teachers reported an increase in their GCE knowledge and skills following the training.**

GOAL
NextGen



In 2024, 3,425 young people participated in GOAL's NextGen Youth activities.

The NextGen Youth Programme brought together 33 young leaders from Ireland and six programme countries for a 10-week virtual exchange focused on conflict, climate, and gender. Participants co-created the Book of Belonging, part of GOAL's X-Change public campaign.

GOAL's NextGen Youth Network grew to 130 members. Through monthly sessions and outreach events, the network engaged 3,305 young people, including marginalised and hard-to-reach groups in Dublin through partnerships with youth services like Lourdes Youth & Community Services and St. John Bosco Centre.

TOP: GOAL NextGen celebrating BELONGING at St Patrick's Patrick's Festival 2024.

BOTTOM: GOAL's NextGen Art X-Change brought together diverse artists to explore the theme of 'BELONGING' through spoken word, street art, and illustration in Sept 2024.

PUBLIC ENGAGEMENT

Direct engagement with almost 10,000 members of the Irish public at the below events:

- **March:** Partnered with the St. Patrick's Festival to promote global solidarity through performance and youth engagement.
- **May:** GOAL NextGen Youth Programme was exhibited at the UN Civil Society Conference in Nairobi, represented by the Global Citizenship Manager and youth members from Uganda.
- **June–August:** Partnered with the Global Solidarity Hub at All Together Now, Funtropolis (Dublin), and Appetite at Airfield (Dundrum).
- **September:** Hosted the second NextGen Youth Exchange in Dublin with representatives from Ethiopia, Uganda, and Zimbabwe. Youth leaders spoke at the flagship X-Change Campaign event in Dublin City Centre.
- **October:** Participated in Dún Laoghaire-Rathdown Climate Action Week and Dublin Arts and Human Rights Festival.
- **November:** Contributed to the Department of Foreign Affairs (DFA)-Organisation for Economic Cooperation and Development (OECD) Nexus Dialogue with the OECD Development Assistance Committee (DAC) Civil Society Community.



TOP L-R:

Albert Ssebagala and Yvette Kuveya, GOAL NextGen Youth members from Uganda and Zimbabwe at our X-Change Campaign launch of Book of BELONGING in Sept 2024.

GOAL's Global Citizenship Team at the 2024 St Patrick's Festival in Dublin Castle in March 2024.

Sarah Tanishka Nethan, Chair of GOAL NextGen Youth Network with Darragh Wynne, from GOAL's Global Citizenship Team at the St. Patrick's Festival in March 2024.

BOTTOM L-R:

Up to June 2024, GOAL's Global Citizenship Team, in partnership with National Museum of Ireland delivered education workshops for over 500 primary school children.

A mini Global Citizen dancing on the GOAL stage at the 2024 St Patrick's Festival in Dublin Castle in March 2024

Fun on GOAL Global Citizenship stage at the 2024 St Patrick's Festival in Dublin Castle in March 2024



LOCALISATION AND PARTNERSHIP IN ACTION

GOAL recognises that lasting, systemic change cannot be achieved in isolation. Addressing poverty, crisis, and social injustice requires deeply rooted, locally led partnerships. We believe that local actors, including communities, civil society, and governments, must be at the forefront of humanitarian and development efforts, with international organisations playing a supportive, enabling role.

To that end, GOAL aligns its work with a wide range of partners, combining global expertise with local knowledge to deliver sustainable, community-driven solutions. We maintain strong relationships with institutional donors, including the Governments of Ireland, the UK, the USA, the European Union, and the United Nations. We also collaborate with INGOs, private sector actors, and local organisations to strengthen systems and amplify local leadership where it matters most.

GOAL's Approach to Localisation

Localisation is at the heart of **GOAL's Crisis to Resilience Framework**, under **Pillar 2: Partnership & Localisation**, recognising the knowledge and leadership that local actors bring. We are committed to supporting their capacity, governance, and sustainability, enabling them to respond to crises and drive long-term change. This approach underpins our support for the Grand Bargain and the Grand Bargain 2.0, which call for increased direct support to local and national responders.

In 2024, GOAL advanced localisation by working with over 100 local partners to deliver a timely, appropriate and sustainable humanitarian response. This included:

- **Gaza:** In partnership with Palestinian NGO Taawon, GOAL supported the operation of two medical stations in Northern Gaza, led and staffed by local actors with locally sourced supplies.
- **Ukraine:** With Irish Aid support, GOAL strengthened the capacity of its Ukrainian partner, Right to Protection (RtP), as it adapted to the evolving crisis, maintaining its role as a key responder for IDPs, refugees, and stateless persons.
- **Ethiopia:** Long-standing partnerships with MCMDO and Center of Concern were deepened through joint work on child protection, crisis response, and partner-led safety and security planning. GOAL supported investments in governance, operations, and peer learning.
- **Colombia:** GOAL provided facilitation and technical support through the Irish Aid-funded For a Better World programme to community committees led by local women in La Guajira and Magdalena.
- **Lebanon:** GOAL partnered with Lebanese NGOs Amel and Nabaa to scale up aid delivery in Southern Lebanon.



TOP: Derek O'Rourke, Global Safety & Access Advisor, GOAL, and John Rynne, Regional Director, GOAL, meeting with Right to Protection colleagues in Kyiv, Ukraine, July 2024.

BOTTOM: Members of the Ukraine based Right to Protection (GOAL's partner in Ukraine) Team in Kyiv.



GLOBAL
PARTNERSHIP
CENTRE



Irish Aid
An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade

Launched in 2023 to advance GOAL's localisation agenda, the GPC is helping shift power to local actors through targeted support, flexible funding, and leadership development. Based in Uganda and funded by Irish Aid, the GPC has quickly become a driver of partner-led systemic change.

STRENGTHENING LEADERSHIP AND ORGANISATIONAL CAPACITY

In 2024, the GPC collaborated with four executive leadership coaches to train **14 local partner organisations and 32 senior leaders**. They include:

- **Global Executive Leadership Initiative (GELI):** Kindly sponsored and trained two partners from Honduras.
- **Urban Research Centre (URC):** Provided leadership coaching to five partners in Syria.
- **BCA Leadership Coach:** Provided face-to-face training to six partner organisations in Sierra Leone, with 18 participants attending.
- **Leading International Futures Together (LIFT):** Trained our partner Mucobadi, in Uganda, to enhance leadership values.

In Ethiopia, Beza Posterity Development Organisation used GPC funding to implement the Enterprise Resource Planning Centre, a resource planning software.

Enabling Locally Driven Systems Change

The GPC also helped partners design and lead more effective responses through tailored technical and strategic support.

- In **Sierra Leone**, over **90 staff and partners** participated in systems thinking workshops to improve health, WASH, and economic programming.
- In **Ethiopia**, partners strengthened security systems in collaboration with GOAL's Global Safety & Access team, critical for navigating volatile contexts.

With support from GOAL's Partnership Centre, GOAL-partner Beza Posterity Development Organisation (BPDO), has strengthened its operations, improving efficiency, funding access, and impact across health, nutrition, women's empowerment, and emergency response.



GPC PARTNERSHIP SPOTLIGHT:

BUILDING A CULTURE OF SAFEGUARDING IN UGANDA

In 2024, MUCOBADI in Uganda was one of the partner organisations of the Global Partnership Centre. Established in 2000, the civil society organisation is dedicated to fostering community resilience and promoting long-term development to combat poverty and inequality through community-based initiatives.

Partnering with the GPC empowered MUCOBADI to embark on a growth journey, fostering a culture of safeguarding with technical guidance and support from GOAL.

GOAL acknowledges the critical importance of a comprehensive safeguarding policy for humanitarian organisations to clearly define the expected conduct for staff, volunteers, suppliers, and contractors

during all project activities. Striving to lead in humanitarian safeguarding practices, GOAL supports our partner organisations in integrating safeguarding throughout their market system programmes through the implementation of a code of conduct, a safeguarding policy, a designated safeguarding focal point, and clear reporting and investigation procedures.

With financial and technical support from GOAL, MUCOBADI developed its first safeguarding policy, appointed safeguarding focal points, and is now fostering a culture of safeguarding within the organisation. Through consistent communication, regular meetings, and newsletters, MUCOBADI has successfully integrated safeguarding into its organisational culture.



By integrating safeguarding into its recruitment and tender processes, MUCOBADI ensures its commitment to safeguarding is clear and actionable from the outset. This approach has created an environment where staff members feel confident and comfortable raising concerns or reporting any policy violations. This integrated approach has allowed MUCOBADI to implement its safeguarding policies into all its programmes, supporting some of Uganda's most vulnerable groups, including children, women, and people with disabilities.

To ensure the continuity of effective safeguarding practices, MUCOBADI is incorporating safeguarding indicators into its Monitoring, Evaluation, and Learning (MEAL) framework. This approach facilitates data collection and analysis to address concerns and integrate participant feedback

into programming. Additionally, their programme team conducts stakeholder consultations and assessments during project design and planning to proactively mitigate safeguarding risks before they arise. Regular reviews of their safeguarding policies have allowed MUCOBADI to ensure they remain relevant in the ever-changing humanitarian context.

Since MUCOBADI developed and integrated its safeguarding policy with the Global Partnership Centre's support, there has been an increase in project participation among women and people with disabilities. MUCOBADI now has the capacity to identify and address future safeguarding challenges. Consequently, the organisation has secured additional funding, driven by the growing demand from donors to integrate safeguarding measures into programming.



Bridget Bikorwenda, from Northern Uganda, who had to leave school, launched multiple small businesses after joining the Markets for Youth project, implemented in partnership with the Mastercard Foundation.



GOAL's Markets for Youth programme, funded by the Mastercard Foundation, is tackling youth unemployment in Uganda by expanding opportunities in the agriculture sector.

INNOVATION

GOAL's approach to innovation is grounded in its commitment to discovering new perspectives, ideas, and processes that deliver transformative and practical solutions to pressing global challenges. Innovation, as defined in Strategy 2025, is not merely a good idea; it must be a validated, scalable intervention with the proven capacity to create positive change and be replicated across contexts facing similar challenges. In a world where humanitarian crises are growing in complexity, innovation is essential for GOAL to stay agile, effective, and forward-thinking.

In line with our Strategy 2025 and embedded within our Crises to Resilience (CTR) framework, innovation remains central to our programming. It enables us to co-create sustainable solutions with communities and partners while strengthening our ability to anticipate and adapt to emerging needs. Through our investments in innovation, we aim to push the boundaries of traditional development approaches, making way for impact at scale and lasting systemic change.



HUMANITARIAN INNOVATION FUND

Launched in early 2022, GOAL's Humanitarian Innovation Fund was established to identify, support, and scale high-potential innovations within GOAL programmes.

Now in its third year, the Fund has grown by over 46% since its inception, with a total value of €220,000 in 2024.

Financed by Irish Aid and managed by GOAL's Programme Innovation Lab, the Fund is designed to back solutions that can be scaled to help reduce and overcome humanitarian crises.

In 2024, GOAL proudly announced a new strategic partnership with Kingspan, a global building materials company operating in over 80 countries, who contributed a generous €150,000, further strengthening the Fund's reach and potential impact.

Initially open only to GOAL's global and country programme teams, the Fund expanded its eligibility in 2024 to welcome applications from external partners, including social enterprises, private sector companies, and research institutions. 2024's focus prioritised innovations in health, resilience, and digital technology that address the challenges of humanitarian response.

HUMANITARIAN INNOVATION DEN

In 2024, GOAL hosted its Humanitarian Innovators' Den, a dynamic pitching event inspired by the popular television shows Dragons' Den and Shark Tank, to determine the winners of the 2024 Humanitarian Innovation Fund.

Innovators from across the organisation and beyond presented their breakthrough ideas for funding, aiming to tackle critical humanitarian challenges.

An expert judging panel evaluated the pitches through an intensive selection process. The panel included Alison Cowzer, serial entrepreneur, investor on Dragons' Den, and GOAL Board member; Conor Twomey, GOAL USA Board member and CEO of AI One; David Elliott, CEO of The Gallus Edge; and Louise Foody, Managing Director of Convoke.

HIF is kindly supported by:



THE WINNERS OF THE 2024 GOAL HUMANITARIAN FUND

In the two workstreams were:

- **In the Digital Technology Solutions Workstream, the Community-based Health Emergency Early Warning and Response System, led by GOAL Niger**, leveraging existing data and community engagement to improve response to health crises in the Mirriah district in the Zinder region in Niger.
- **In the Resilience Workstream, the Energy Transition in Small and Medium-Scale Fisheries project, led by GOAL Colombia in partnership with COLGAS and Fundación Capital**, introduces sustainable energy solutions to artisan fishing communities in La Guajira, Colombia and aims to reduce CO2 emissions and operational costs, enhancing both economic viability and environmental sustainability.

In addition, the Fund extended support to two other initiatives:

- **The 'Token Tap Digital Remote Monitoring Tool for Water Systems in Uganda' introduces a digital tracker for the TokenTap prepayment mechanism.** This initiative enhances the sustainability of rural water systems by providing real-time data on handpump usage and ensuring consistent revenue for maintenance, aligned with SDG 6.
- **The 'Tackling Vaccine and Medical Supply Challenges: Drone Delivery Programme for Improved Connectivity and Emergency Response in South Sudan,'** which aims to pilot medical drones for efficient vaccine and medical supply delivery in remote areas, thereby reducing vaccine-preventable diseases and enhancing healthcare accessibility in South Sudan.



A TokenTap installed in Bugiri, Uganda, developed by GOAL and Practica, dispenses clean water via prepaid tokens, generating funds for pump maintenance.



WATER-SHARE IRELAND

A GOAL PROGRAMME

WATERSHARE IRELAND: SPARKING INNOVATION IN THE WASH SECTOR

Water-Share Ireland is a GOAL programme that brings together public, private, and academic partners from Ireland's water sector to co-create solutions for global challenges.

The initiative builds on Ireland's deep expertise in water management and GOAL's extensive field knowledge, with the shared ambition of driving innovation and impact in the countries where we work.

In 2024, Water-Share Ireland reached a major milestone with the launch of its inaugural WASH Hackathon, hosted in partnership with Dublin City University. The event brought together more than 70 water engineers, academics, and sector professionals from organisations such as Uisce Éireann, RPS (a Tetra Tech company), AECOM, Veolia, and Makerere University in Uganda.

Over 24 hours, 14 multidisciplinary teams worked intensively to develop innovative, practical, and scalable solutions to WASH challenges faced by communities in Water-Share Ireland programme countries in Uganda, Sierra Leone, Syria and Zimbabwe.



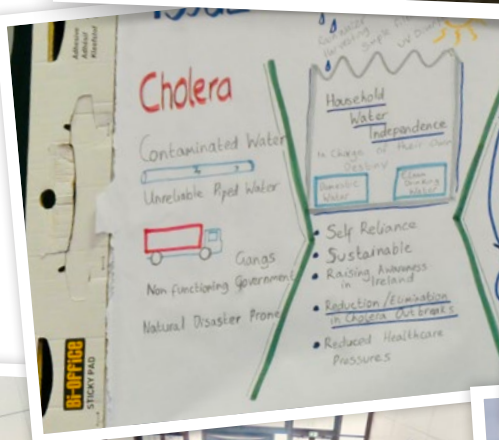
TOP:
GOAL's Faecal Sludge Management (FSM) plant in Freetown, Sierra Leone.

MIDDLE L-R:
Water-Share Ireland, in partnership with Uisce Éireann and DCU Water Institute, hosted Ireland's first-ever Water-Share Ireland Hackathon in September 2024.

GOAL and Water-Share Ireland are restoring vital water infrastructure in Syria after years of conflict and the 2023 earthquakes.

BOTTOM: L-R:
Hackathon Participants 2024 pictured in DCU.

In Harare, Zimbabwe, GOAL and Water-Share Ireland are reviewing options to provide safe water to outlying suburbs where the local supplies are contaminated and poorly managed.



WINNING SOLUTION HACKATHON SPOTLIGHT: URINE DIVERSION DRY TOILET (UDDT)

The winning concept came from Team Max Liquor & the Suspended Solids, a group composed of current and retired professionals from Uisce Éireann, UCD, and Veolia. Their innovation, the Urine Diversion Dry Toilet (UDDT), responds to pressing sanitation challenges in Sierra Leone, where 20% of the population still practices open defecation and access to safe toilets is limited due to poor ground conditions.

The UDDT is a waterless solution that separates liquid and solid waste, enabling the production of compost and reducing dependency on costly fertiliser, especially relevant in the wake of global supply shocks. The team's proposal builds on GOAL's existing school-based pilots and presents a sustainable, scalable household-level solution.

RUNNER UP RAINWATER HARVESTING IN HONDURAS

Team HydroHackers from RPS was awarded second place for their innovative rainwater harvesting system designed for the Choluteca region in Honduras. Their solution, which uses locally available materials to capture and store rainwater from rooftops, aims to improve household access to clean water in areas facing severe contamination. The proposed pilot would begin with 50 homes and scale over time.

The Hackathon was a powerful demonstration of GOAL's commitment to cultivating innovation through collaboration. Outcomes from the event will inform future programming and pilots under Water-Share Ireland, as we continue to connect Irish expertise with global WASH challenges.

Dr Ciprian Briciu-Burghina of DCU Water Institute leads discussions at the inaugural Water-Share Ireland Hackathon 2024.



| A GOAL beneficiary from Stoneridge, Harare, Zimbabwe availing of a UNILIFT Water Point.

**"WE USED TO WALK FOR HOURS,
CARRYING HEAVY BUCKETS...
NOW, WITH CLEAN WATER CLOSE BY,
OUR CHILDREN ARE HEALTHIER, AND
WE HAVE TIME TO FOCUS ON OUR LIVES
AND LIVELIHOODS."**

- Tholiwe Ngwenya, Nopemano village, Zimbabwe

THANK YOU

With heartfelt thanks to Jerry Grant, our founding Chair, whose vision and leadership continue to shape the success of Water-Share Ireland. We extend our deep appreciation to Alan Curran, Senior Director at RPS, who assumed the Chair in late 2024 and continues to lead the programme with focus and commitment.

We are especially grateful to Niall Gleeson and our strategic partners at Uisce Éireann for their steadfast support and engagement throughout the year. Their collaboration has been instrumental in delivering innovative, high-impact WASH initiatives.

Our sincere thanks also go to Shane Dempsey, Executive Director of ACEI, and the wider ACEI team, for coming on board as our Charity Partner, helping to drive sector-wide awareness and support for Water-Share Ireland's mission.

We acknowledge with gratitude the DCU Water Institute, led by Professor Fiona Regan, for their generous hosting of our inaugural Hackathon, an exciting and energising step for the programme's future.

Finally, we thank Engineers Ireland for their valued support, including their sponsorship of key events such as the Water-Share Ireland Annual Meeting and Hackathon. Their partnership continues to create essential platforms for engagement, innovation, and collaboration.

To our Steering Committee, who guide and shape the programme with such clarity and purpose, thank you for keeping us focused and delivering with impact.

And finally, to all our Members, Patrons, Supporters, and Friends- a special thanks: your generosity, time, and expertise made Water-Share Ireland possible in 2024. Your continued support is not only valued, it is vital.



Since its founding in 2019, Water-Share Ireland has benefited greatly from the support of Uisce Éireann, Ireland's national public water utility. Uisce Éireann has provided key administrative, legal, and communications resources to this strategic partnership between the Irish water sector and GOAL and has played a vital role in shaping the partnership's future operational framework.



Launched in May 2024, the EU-funded SANAD programme built on RELIEF IV to deliver urgent food, WASH, shelter, and winter support to over 1.1 million people affected by conflict, displacement, and the 2023 earthquakes.





PEOPLE & ORGANISATIONAL DEVELOPMENT

ADVANCING GOAL 5: BUILDING ORGANISATIONAL RESILIENCE

In line with GOAL's Strategy 2025 and our commitment to **Goal 5: Building Organisational Resilience**, 2024 marked a pivotal year in achieving the first objective under this goal, 'Investing in our people', the cornerstone of our mission and success. Our efforts focused on building a diverse, inclusive, and future-ready workforce while strengthening leadership, performance, and HR systems to support sustainable growth across our 14 countries of operation.

TOP L-R:

Colin Lee, GOAL Prog Ops Director, presenting at the 2024 Dublin Programme Conference.

Phyllis Jepkorir, GOAL South Sudan CD, at the 2024 Dublin Programme Conference.

MIDDLE L-R:

Colleagues Doaa Ghadab and Zeina Ali Bajo from GOAL Syria.

Zimbabwean team member receives LIFT Leadership Development Cert.

BOTTOM L-R:

GOALie delivers aid to displaced communities in Türkiye via EU-funded LINK project.

Vanal Jean-Philippe, WASH Team Lead, GOAL Haiti.

STRENGTHENING LEADERSHIP AND MANAGEMENT

In 2024, GOAL prioritised leadership development as a critical driver of organisational resilience.

- Two cohorts of **senior leaders, from Regional Directors to HQ Department Managers, completed the GOAL Leadership Development Programme**, featuring psychometric assessments, coaching, and group learning.
- **A refreshed suite of management e-trainings was launched** via GOAL's Global Learning Management System, enhancing management capabilities and personal effectiveness.
- **Communications training was delivered to senior leaders** by Core Media and Trinity College's Lir Academy.
- **The Managing@GOAL programme was introduced at HQ**, supporting people managers with tools for effective leadership across the employee lifecycle.

These initiatives were underpinned by GOAL's Leadership Competency Framework and Learning & Development Framework, ensuring a structured, values-driven approach to building leadership capacity.



LIVING GOAL VALUES - FOSTERING AN INCLUSIVE & RESPECTFUL WORKPLACE

In 2024, GOAL continued to strengthen its commitment to building an inclusive, respectful, values-driven organisational culture where all staff can thrive.

Recognising the importance of fairness, access, and belonging across diverse global contexts, key initiatives included:

- A baseline review of workplace culture and people policies, identifying areas for improvement and future focus
- Learning sessions for HR and Communications teams on:
- Best hiring practices
- Workplace accessibility and awareness
- Updates to HR systems and recruitment tools, including:
- Accessible job descriptions
- Improved hiring processes
- A new Women in Leadership webinar series, launched with participation from 60% of HQ senior and mid-level female staff.
- Internal LIFT Leadership Roundtables focused on "Embracing Difference in the Workplace," which helped spark meaningful conversations across the organisation.

These initiatives reflect GOAL's commitment to building a strong, representative workforce, and ensuring our ways of working reflect the values we bring to our programmes.

EMBEDDING A CULTURE OF GROWTH WITH GROW WITH GOAL

Building on a successful 2023 pilot, the Grow with GOAL performance and development programme was rolled out in 2024 to staff in Sierra Leone, Zimbabwe, Haiti, Sudan, and South Sudan.

The programme promotes regular development conversations and supports staff in taking ownership of their growth journey, professionally and personally.

- It was introduced through online webinars, follow-ups, and support materials.
- **Over 1,700 staff were actively using the Grow with GOAL process by the end of 2024**, reinforcing a culture of continuous learning and empowerment across GOAL's country teams.

GOAL PROGRAMMES CONFERENCE OVERVIEW

In September 2024, GOAL hosted its Programmes Conference at HQ in Dún Laoghaire, bringing together 80 colleagues from across Africa, the Middle East, and Latin America. Led by GOAL's Senior Leadership Team, the conference focused on learning, innovation, and collaboration.

The four-day event offered a valuable opportunity for cross-country exchange, reflection on strategic progress, and exploration of emerging trends in global programming and funding. Sessions covered topics such as crisis preparedness, climate resilience, and innovation in practice, all with a view to strengthening impact and accountability across our work.

GOAL HQ and Country Team
Members at the GOAL Programmes
Conference, Sept 2024





Mother and wife, Maikeli is part of 'Artisans to the Rescue', a GOAL initiative in Colombia supported by USAID and Tierra de Hombres, empowering refugees and host communities through skills training and economic opportunity.

SAFE, ACCOUNTABLE, AND INCLUSIVE PROGRAMMING

GOAL is committed to Safe, Accountable and Inclusive Programming (SAIP), a fundamental tenet of our work across all programme countries. This means placing people at the centre of all we do, ensuring the safeguarding of children and adults, and actively addressing the root causes of exclusion and marginalisation. In line with our 2025 Strategy, our inclusive programming approach ensures that:

- 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.

STRENGTHENING ORGANISATIONAL CAPACITY

In 2024, GOAL's Safeguarding Team deepened organisational capacity across country offices. A comprehensive set of SAIP training tools and checklists was developed and finalised for use by country offices, and two trainings were piloted in Zimbabwe in May. These tools now form a key part of all country Safeguarding Action Plans. GOAL also continued to actively contribute to international safeguarding networks, including Bond (UK), InterAction (US), and Dóchas (Ireland), ensuring that our practice reflects global best standards.

EMPOWERING COMMUNITIES THROUGH ENHANCED FEEDBACK SYSTEMS

GOAL's Community Feedback Mechanisms (CFMs) remain at the heart of our commitment to SAIP.

Since their inception in 2011, CFMs have evolved into dynamic tools that empower communities to shape programming by voicing feedback, raising concerns, and requesting support. **In 2024, over 207,000 communications were recorded across GOAL's 14 countries of operation**, underscoring the system's continued relevance and responsiveness.

In 2024, Syria, Türkiye, and Zimbabwe recorded the highest levels of CFM engagement.

TOP: GOAL's mobile Hotline and CommCare App on tablet in Türkiye.

BOTTOM: Gospel Chingwaru, Urban Resilience Coordinator, GOAL Zimbabwe, visits Betty Jumbi to discuss multipurpose cash transfer programme, in Mbare flats, Harare.



DIGITALISED COMMUNICATION MANAGEMENT

The transformation of CFMs into digital-first platforms was fully realised in 2024 through the adoption of CommCare, a mobile data application that enabled staff to enter and manage community communications in real time using phones, tablets, or laptops. This eliminated prior delays in data logging, ensuring that even in remote field sites, responses could be swift, coordinated, and evidence-based.

CommCare is supported by Microsoft Power BI, which provides live dashboards for programme teams. This allows data from across countries to be monitored, analysed, and acted on globally. This integration has enabled GOAL to manage communications more effectively and address trends before they escalate into systemic issues.

The most common communication types in 2024 were:

- Requests for Information
- Requests for Assistance



TRANSFORMING LIVES, TACKLING GENDER BASED VIOLENCE (GBV)

GBV remains one of the most pressing and pervasive human rights challenges globally. At GOAL, our response is grounded in the belief that everyone has the right to live free from violence, and that survivors must be at the centre of any response, empowered, heard, and supported.

In 2024, GOAL delivered protection services to over 738,000 people, including more than 390,000 women, and over 307,000 individuals were reached with gender equality and social inclusion (GESI) programming, reflecting our deepening commitment to equity and inclusion across our work.

FIELD-BASED PROTECTION AND INNOVATION

In Colombia, where GBV is a growing crisis, GOAL scaled tailored interventions in communities such as Tasajeras and Manaure. **These programmes provide psycho-social tools, support for survivors, and raise awareness about legal protections and referral pathways.** With HealthNet TPO, GOAL launched the 'We Are Voice' campaign, combining digital media and in-person workshops to challenge harmful norms.

Irish Consortium on Gender Based Violence



GOAL CHAIR OF THE IRISH CONSORTIUM ON GENDER BASED VIOLENCE (ICGBV)

As Chair of the ICGBV in 2024, GOAL played a leadership role in influencing global GBV policy and practice. In March, GOAL's Deputy CEO and Director of External Affairs, Mary Van Lieshout, co-led the ICGBV delegation to the **UN Commission on the Status of Women (CSW68)** in New York, where we highlighted critical funding gaps in GBV response globally

GOAL also supported the development and publication of the ICGBV's landmark 2024 report, **"From Survivor-Centred to Survivor-Led,"** which captures key lessons from promising survivor-led initiatives.

This work is advancing the sector's approach to survivor agency and accountability, and amplifying voices that have too often gone unheard.

REGIONAL ACTION IN FRAGILE CONTEXTS

In Lebanon, since late 2023, GOAL has been working in partnership with the Amel Association to deliver emergency health services to displaced communities, with an emphasis on the prevention of GBV and protection. With Irish Aid support, this initiative targets young girls, boys, women, and the elderly, groups particularly at risk in crisis settings.

Meanwhile, in Zimbabwe, GOAL's MenConnect App continues to break new ground as an innovative response for male victims of GBV, a group that often faces stigma and silence. Following successful testing, the App is preparing for scale-up in collaboration with the Ministry of Health and other partners. GOAL also plans to integrate MenConnect into the Young Africa Works programme in Uganda, reaching new populations with vital tools and referral support.

PROGRAMMING WITH PURPOSE: UGANDA'S YOUTH LEADING CHANGE

Through our flagship Markets for Youth: Young Africa Works programme, GOAL is equipping over 300,000 rural youth in Uganda with pathways to economic empowerment. But this is more than a livelihood programme, it's a platform for tackling gender inequality and GBV at its root. The programme fosters a new generation of leaders committed to dignity, equality, and social change by promoting equitable access to markets, expanding financial inclusion, and amplifying youth voices.



Markets for Youth participant who challenged gender roles in her community to become a successful businesswoman.



| Bikorwenda Bridget, Markets for Youth participant



THANK
YOU

Dieudonne Leroy, Regional Safety and Access Advisor, GOAL Haiti.

FUNDING OUR WORK

We are deeply grateful to every individual, family, community, group, club, company, foundation and institution that supported GOAL in 2024. Your generosity and commitment made it possible for us to deliver lifesaving and life-changing aid to people affected by crisis, conflict, poverty, and inequality.

Thanks to your support, GOAL has reached over 12.4 million people in some of the world's most vulnerable and crisis-affected communities. From emergency response to long-term development programming, your contributions made every intervention

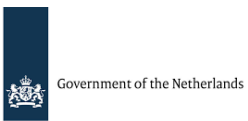
possible, from providing food, clean water, and protection services to empowering youth, supporting livelihoods, and building resilience.

We remain committed to ensuring a sustainable and diversified income base, enabling us to respond swiftly to emerging needs while investing in resilient futures for the communities we serve.

In 2024, GOAL operated with a total budget of €184 million.

- Unrestricted income: €4 million
- Restricted income: €180 million

Top Five Institutional Donor Funding 2024:



Thank you to our other key donors for their support in 2024:

- AIB
- Bureau of Population, Refugees, and Migration (BPRM)
- Catholic Relief Services
- charity: water
- Christian Blind Mission
- Community Foundation Ireland
- Foreign, Commonwealth and Development Office (FCDO)
- Jersey Overseas Aid
- JP McManus Charitable Foundation
- Kingspan
- Mastercard Foundation
- Start Fund
- UNICEF
- World Food Programme (WFP)

TOP L-R:

Tavengwa Tavengwa and Rumbie Tavengwa at the 2024 GOAL Ball.

Dan Sheehan, Irish international Rugby Player and GOAL Ambassador with four year old, Aria Shahab in Aug 2024.

Runners taking part in the St. Raphael's School, Stillorgan, Co. Dublin GOAL Mile on Christmas Day 2024.

MIDDLE L-R:

GOALies runner in Great Ethiopia Run Nov 2024.

David Gillick, Athlete and GOAL Ambassador and his children launching Jersey Day in Sept 2024.

BOTTOM L-R:

Patrick Kielty, RTE Late Late Show with GOAL Ambassador, Ciara Maagean promoting GOAL Mile 2024.

Damien Duff, Shelbourne FC Manager promoting Jersey Day in Sept 2024.



**THANK YOU TO ALL
WHO CHAMPIONED
OUR CAUSE.**

TOP L-R:

Siobhan Walsh, GOAL CEO and Barry McConnell, GOAL Chairman at the start of GOAL's Corporate Cycle in May 2024.

Dan Sheehan, Irish international rugby player and GOAL Ambassador at launch of Jersey Day in Aug 2024.



MIDDLE L-R:

Leanne Kiernan, Liverpool and Ireland Footballer supports GOAL Mile 2024.

Rugby Tots, Maynooth celebrate Jersey Day 2024.

Participants in the GOAL Corporate Cycle from Dún Laoghaire to Howth and back to Dún Laoghaire in May 2024.


BOTTOM L-R:

Bernard Jackman, announced as new GOAL Ambassador in Oct 2024.

Eamonn Coughlan, Marty Morrissey, Thammy Nguyen and David Gillick at the GOAL Ball in May 2024.

Shamrock Rovers, Midfielder, Danny Mandroui and RTE Group Soccer Correspondent, Tony O'Donoghure at GOAL Mile launch in Nov 2024.



A close-up photograph of a woman with dark hair tied in a bun, wearing a colorful floral shirt, kissing a young child on the cheek. The child is wearing a blue t-shirt and looking directly at the camera. The background is a rustic wooden structure with some items hanging on it.

Silvia Calderón with her child in La Guajira, Colombia.
With Irish Aid support, GOAL has established
Women's Community Committees to empower local
women and strengthen community resilience.

ADVOCACY AND STAKEHOLDER COMMUNICATIONS

GOAL is committed to strengthening our impact in the countries where we work through effective public advocacy. We understand advocacy as the intentional effort to influence change and drive action at local, national, and international levels in pursuit of our vision, which is:

"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."

Advocacy is central to achieving our mission and aligns with our approach outlined in our Theory of Change, which aims to strengthen the systems in which communities live and work.

GOAL's Strategy 2025 also provides an opportunity to further strengthen our approach to advocacy and ensure a cohesive and whole-organisational approach to amplify our impact. In essence,

- GOAL's advocacy efforts offer clear benefits to the communities with whom we work.
- GOAL's advocacy is relevant to contemporary national and international public policy agendas and will add value, considering our expertise, size and geographic presence.
- GOAL works in partnership with communities, peers and other key stakeholders to achieve effective and maximum impact.

- All GOAL advocacy thoroughly considers relevant risks through a Risk Assessment Process.

In 2024, following the launch of our Advocacy Strategy in 2023, GOAL worked to deepen its advocacy and key stakeholder engagement in three key areas, through a gender-sensitive and climate crisis lens. These were:

- **Humanitarian Crisis** - aligned to overarching Strategy 2025 Goal 1 – People Survive Crises
- **Resilient Health** – aligned to overarching Strategy 2025 Goal 2 – People Have Resilient Health
- **Food and Nutrition Security** – aligned to overarching Strategy 2025 Goal 3 – People Have Food and Nutrition Security

ADVOCACY IN ACTION 2024

SHINING A LIGHT ON SUDAN'S HUMANITARIAN CRISIS: GOAL IN PARTNERSHIP WITH DÓCHAS MEMBERS, TRÓCAIRE & CONCERN

In September 2024, GOAL CEO Siobhán Walsh joined a high-level panel at the Oireachtas, in partnership with Dóchas members, Trócaire and Concern, to advocate for greater international attention to the escalating humanitarian crisis in Sudan.

She highlighted the urgent need for support in the face of rising malnutrition and hunger, particularly among children, and warned of broader humanitarian concerns, including the increasing risk of gender-based violence. In Eastern Sudan alone, GBV cases have more than doubled since the conflict began.

The panel called on Ireland to strengthen its global leadership by increasing Official Development Assistance (ODA) to 0.7% of GNI by 2030, stressing the need for immediate international action to prevent further deterioration of the crisis.



Mary Robinson, Chair of the Elders and former President, with GOAL CEO, Siobhán Walsh and leading representatives from Concern Worldwide, Trócaire and World Vision Ireland at the emergency Dóchas briefing on Sudan in Sept 2024.



GOAL CEO, Siobhán Walsh and leading representatives from Dóchas, Concern Worldwide, Trócaire and World Vision Ireland address the Foreign Affairs Oireachtas Committee on the humanitarian crisis in Sudan, and the urgent need for greater assistance.

GOAL AT WORLD WATER WEEK 2024



World Water Week 2024, held in Stockholm from August 25 to 29, focused on "Bridging Borders: Water for a Peaceful and Sustainable Future." The event explored water cooperation for peace and security, covering human, food, nutrition, ecosystem, and energy security, as well as their interconnections.

Alan Reade, GOAL Global WASH Advisor, attended the event and partnered with Thies Timmermans, Project Engineer at Practica, to present the TokenTap initiative. This coin-operated, low-cost hand pump dispenser, first installed in Bugiri, Uganda, generates revenue to maintain access to safe drinking water, a solution of interest to global water experts at the event.

Following the event, Alan used GOAL's communication platforms to highlight the urgent global water crisis, emphasising the need to address critical water challenges and the vital role of the private sector in funding and providing services.



GOAL MEETS MINISTER MÍCHEÁL MARTIN IN ETHIOPIA

In July 2024, during a visit to Kenya and Ethiopia, Ireland's then Tánaiste and Minister for Foreign Affairs, Micheál Martin, met with political leaders to discuss Ireland's ongoing support for development, as well as future efforts toward peace and stability. The Tánaiste also met with representatives from INGOs operating in Ethiopia, which Irish Aid and the Department of Foreign Affairs and Trade, Ireland, support.

On Thursday, July 18th, in Addis Ababa, John Rynne, GOAL Regional Director for Africa, and Richard Ukuni, Acting Country Director for GOAL Ethiopia, had the privilege of meeting with the Tánaiste. Micheál Martin has long been a staunch advocate for the humanitarian aid sector. During their meeting, John and Richard briefed the Minister on GOAL's work in Ethiopia since the 1980s and emphasised the importance of continued funding from Irish Aid.

GOAL ON WORLD HUMANITARIAN WEEK 2025

World Humanitarian Day is commemorated every year on 19th August to pay tribute to humanitarian workers killed and injured in the course of their work, and to honour all aid and health workers who continue to provide life-saving support and protection to people most in need.

On World Humanitarian Day 2024, Mon 19th Aug, GOAL joined 412 humanitarian organisations in an Open Letter to the Member States of the UN General Assembly, on behalf of the IASC Principals, to call for the protection of civilians, including their staff and to;

1. End attacks on civilians and take active steps to protect them and the critical civilian infrastructure they rely on.
2. Protect all aid workers, including local and national actors, and their premises and assets and facilitate their work, as called for in UN Security Council Resolution 2730 adopted this May.
3. Hold perpetrators to account. Those who commit violations of International Humanitarian Law (IHL) cannot go unpunished.

It is essential, now more than ever, that we stand in solidarity and urge governments to act for Humanity, ensuring no further violations of International Humanitarian Law go unchecked.



GOAL AT 2024 UN SUMMIT OF THE FUTURE EVENT

On Sat 21st September, GOAL partnered with the Department of Foreign Affairs, Ireland, at the Permanent Mission of Ireland to the UN in New York at a 'UN Summit of the Future 2024' related event. The event was opened and hosted by H.E. Fergal Mythen, Ireland's Ambassador and Permanent Representative to the UN. The event focused on the power of multisectoral partnerships for innovation and impact, leveraging the example of the groundbreaking GOAL-funded Faecal Sludge Management (FSM) plant in Freetown, Sierra Leone.

This plant, which opened in Freetown in 2021 and is now operated in collaboration with Water-Share Ireland and the Freetown City Council, is leading the way in innovative waste management by dewatering hundreds of truckloads of latrine sludge annually, supporting sustainable climate action, and creating a greener future.

Speakers from the GOAL side included Mary Van Lieshout, our former Deputy CEO and Director of External Relations; James Riak, Country Director of GOAL Sierra Leone; Jerry Grant, Founder of Water-Share Ireland; and Raman Farmar, Chief Administrator of Freetown City.

GOAL MEETS PERMANENT MISSION OF IRELAND TO THE UN

On Thursday, 12th September in New York, GOAL USA Executive Director Eamon Sharkey and GOAL Global Director of International Programmes Bernard McCaul were honoured to meet with representatives from the Permanent Mission of Ireland to the United Nations, including Fergal Mythen, Ambassador of Ireland to the Mission.

The Mission aims to transform the principles and values outlined in the UN Charter into impactful global actions addressing a variety of global challenges.

The meeting and positive exchange of ideas offered an excellent opportunity for Eamon and Bernard to highlight some of GOAL's work and impact across the world, including:

- Implementing the innovative R4S Systems approach in Honduras to enhance resilience in vulnerable communities as part of the Blue Economy program.
- Sustaining a humanitarian response in Syria since the conflict began in 2011. Key projects include bringing safe and clean water to over 1.5 million people in Northwest Syria.
- Delivering critical humanitarian aid in Sudan, supporting health clinics, infant malnutrition screenings and treatments, and vaccination efforts in the world's largest displacement crisis.
- Providing large-scale emergency assistance to over 500,000 individuals in Haiti following the political instability and gang violence in April 2023.



A GOALie supports a woman with safe water access in Haiti, part of an emergency response funded by USAID, Irish Aid, UNICEF, and EU Humanitarian Aid.



ENGAGING AROUND COP29

GOAL closely monitored the outcomes of COP29 in Baku, Azerbaijan, from November 11th to 22nd, a crucial gathering that addressed the climate crisis and established a new finance target to enable all nations to enhance their climate action.

Climate Justice recognises the disproportionate impact of climate change globally. The countries most affected are those least responsible for the problem and have the fewest resources to protect themselves.

Through our communications, GOAL advocated for stronger international support to:

- Increase funding for climate adaptation
- Strengthen carbon reduction commitments
- Ensure fair access to global systems for small-scale farmers
- Include marginalised and vulnerable groups in policies and actions
- Support initiatives to empower local communities to build resilience

In Niger, communities supported by GOAL revitalised degraded land to improve harvests by promoting the use of Zai holes, a traditional method for rehabilitating agricultural land. Communities are trained to maintain these holes, ensuring a sustainable food supply during drier periods.

In Uganda, GOAL helps communities grow nutrient-rich, sustainable crops and teaches farmers how to cultivate them successfully. This initiative has been effective in reducing childhood malnutrition and enhancing the overall health of children and communities.

GOAL also contributed to policy dialogue around global food security, calling for fairer investment, stronger local partnerships, and support for small-scale producers and local markets. We emphasised the importance of inclusive approaches that reflect the lived realities of those most impacted by hunger and instability.

GOAL has been working in food-insecure countries, such as Niger, Honduras, and Ethiopia, for over 40 years to support communities facing crises.

While GOAL did not formally attend COP29, we utilised our platforms to advocate for a transformation of global food systems that is more sustainable, resilient, and inclusive. This includes policies and programmes aimed at improving food production and distribution methods. GOAL's approach supports local actors, strengthens resilient food systems, and promotes financial inclusion for smallholders.

Key areas for transformation include:

- Climate-smart agriculture and sustainable fisheries
- Broad engagement with stakeholders
- Targeted investment
- Building resilience to vulnerabilities and shocks



Climate friendly farming in Northern Uganda in Dec 2024.

CARTON 1

ADVOCACY SPOTLIGHT

GOAL SUPPORT FOR PROHIBITION OF CHILD MARRIAGE ACT, 2024 IN SIERRA LEONE

On 2nd July 2024, President Maada Bio of Sierra Leone signed The Prohibition of Child Marriage Act 2024 into law. The provisions of this Act are as follows.

- Minimum Marriage Age Set at 18, No Exceptions: The law standardises the minimum marriage age at 18 across Sierra Leone, overriding previous laws that allowed underage marriage with parental consent.
- Strict Penalties for Offenders: Those who arrange, conduct, or attend child marriages—including parents—face up to 15 years in prison, fines of at least 50,000 leones, or both. Related offences include cohabitation with a minor or aiding a marriage.
- Annulment and Compensation for Past Child Marriages: Individuals married as children before the law can seek annulment and may receive compensation. The legitimacy of children from such unions is preserved.
- Future Marriages Between Adults and Minors Are Void: Any such marriages are automatically invalid under the new law.

- Victim Protection and Support: The law includes legal protections, access to education, and support services for victims of child marriage.

On Thurs, 27th Sept, our former Deputy CEO and Director of External Relations, Mary Van Lieshout, and GOAL Sierra Leone Country Director, James Riak, attended a high-level dinner in New York to support the introduction of the Prohibition of Child Marriage Act 2024.

Her Excellency hosted this dinner, the First Lady of Sierra Leone, Fatima Maada Bio and His Excellency Brig. Retired, Dr. Julius Maada Bio, President of Sierra Leone.



GOAL Deputy CEO Mary Van Lieshout, and GOAL Sierra Leone Country Director, James Riak attended a high-level dinner on the Prohibition of Child Marriage Act 2024 hosted by Her Excellency, the First Lady of Sierra Leone Fatima Maada Bio in New York in Sept 2024

A young Sierra Leonean carries her child at the dump in Kingtom, Freetown in Jan 2025



STAKEHOLDER ENGAGEMENT AND ASSOCIATED COMMUNICATIONS 2024

ICGBV & GOAL AT THE 2024 UN COMMISSION ON THE STATUS OF WOMEN (CSW)

The ICGBV, chaired by GOAL, took centre stage at the 68th annual UN Commission on the Status of Women (CSW) in New York in March 2024.

The CSW is the UN's largest annual gathering focused on gender equality and women's empowerment. The theme for CSW 2024 was: "Accelerating the achievement of gender equality and the empowerment of all women and girls by addressing poverty and strengthening institutions and financing with a gender perspective." At this event, governments, civil society organisations, experts, and activists from around the world came together to agree on actions and investments that can eliminate women's poverty and advance gender equality.

During CSW 2024, the ICGBV participated in a key side event on 14th March titled **"Partnering for Gender Equality and the Empowerment of Women and Girls: The Contribution of Development Finance."**

Co-sponsored by Ireland, Sierra Leone, Austria, Canada, Denmark, the Netherlands, the Alliance for Feminist Movements, and the OECD, this event explored funding mechanisms for gender equality initiatives, particularly efforts around preventing, mitigating, and responding to GBV.

The side event was led by ICGBV Coordinator Róisín Gallagher, in partnership with Consortium Co-Chair and former Deputy CEO and Director of External Affairs at GOAL, Mary Van Lieshout.

Speaking ahead of the event, ICGBV Co-Chair Mary Van Lieshout emphasised the urgent need for governments to increase unrestricted, flexible, and multi-year funding for GBV initiatives. She highlighted that:



The Irish delegation to #CSW68 (UN Commission on the Status of Women) L-R, Roisin Gallagher, ICGBV, Tom Crowley Irish Aid, Margaret Martin, Chair, National Women's Council of Ireland and Jane Ann Duffy, Head of Equality and Gender Equality Unit in the Department of Children, Equality, Disability, Integration and Youth.

"FUNDING TOWARDS ENDING VIOLENCE AGAINST WOMEN AND GIRLS REMAINS UNACCEPTABLY LOW, MAKING UP LESS THAN 1% OF OVERSEAS DEVELOPMENT AID AND LESS THAN 1% OF TOTAL HUMANITARIAN FUNDING."

A Sudanese family flees the war in Sudan and cross the border into South Sudan at Renk in Nov 2024.



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
Carthanais
Charities
Regulator

Charities Governance Code: Irish charities are required to report on their compliance with the Charities Governance Code through a declaration on their Annual Report. GOAL confirmed full compliance with the Code in 2023.



FUNDRAISING
REGULATOR

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



Triple Lock: GOAL is a Triple Locked charity. The three standards include transparent reporting, ethical fundraising, and good governance.



Sphere

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



Counter Trafficking and Modern Slavery Statement In line with the UK Modern Slavery Act 2015: GOAL publishes an annual counter-trafficking and modern slavery statement outlining the steps we are taking to prevent modern slavery in GOAL and our supply chain.



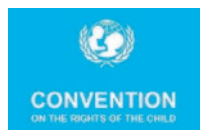
CYBER
ESSENTIALS

UK Cyber Essentials: GOAL received Cyber Essentials certification in 2022, demonstrating GOAL's commitment to guarding against the most common cyber threats and its commitment to cybersecurity.



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.



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 is the most widely ratified international human rights treaty in history.



IDEA Code of Good Practice for Development Education:

GOAL is 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.



Regulation of Lobbying Act 2015:

GOAL is registered on the Register of Lobbying and informs the Standards Commission about its lobbying activities. In the financial year 2023/24, GOAL submitted nil lobbying returns to the register, focusing on areas including but not limited to Business and Human Rights, Civil Society Space and Human Rights, Climate Justice, Sustainable Food Systems and Vaccine Equity.



Dóchas Code of Conduct on Images & Messaging and Code of

Conduct on Safeguarding: GOAL is 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 in the 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.



Integrity at Work (IAW): GOAL is a member of IAW, a programme designed by Transparency International Ireland. GOAL signed the IAW Pledge to protect anyone who raises concerns of wrongdoing from being penalised and promises to act in response to those concerns. ICVA Principles of Partnership GOAL is a signatory of the Principles of Partnership (PoP). The principles of equality, transparency, results-oriented approach, responsibility, and complementarity provide a framework for organisations to engage on an equal and transparent footing.



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 of the outcomes of the process by the Humanitarian Quality Assurance Initiative (HQAI). The certification demonstrates GOAL's commitment to putting communities and people affected by crises at the centre of what we do and aligning our internal procedures to the CHS framework.

In Carrefour, one of Haiti's most vulnerable communities, GOAL is improving access to safe water with support from BHA and helping families affected by poverty, violence, and inflation.



Water distribution in Port-au-Prince, Haiti, June, 2024.

DIRECTORS' REPORT



Expanding access to clean water in Zimbabwe and reaching communities that have long relied on contaminated water sources.

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 to all our stakeholders, particularly the communities, donors, and partners with whom we work. GOAL's Board is collectively responsible for ensuring the delivery of GOAL's Strategy and upholding its vision, mission, and core values.

The Board, comprising all non-executive directors, provides governance, strategic oversight, and leadership for the organisation through diverse 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 a collective responsibility and is accountable for

ensuring that GOAL acts within its authorised objects, remains solvent, is legally compliant, and ensures that each director acts independently in accordance with statutory 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.

GOAL has a range of policies, procedures, and systems that comprise our Workplace Integrity Framework, complementing and supporting our cultural commitment to accountability and integrity. The framework incorporates core policies, including our 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 that empower and guide all internal stakeholders

GOAL adheres to all relevant Irish law, including company law, charity law, and 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 six core principles of governance to ensure we are advancing our charitable purpose, behaving with integrity, leading people, exercising control, working effectively, and being accountable and transparent. We also adhere to the Additional Standards prescribed by the Charities Governance Code for larger charities. GOAL has a Donor Charter in place, which outlines our commitment towards our donors regarding accountability, transparency, and utilisation of resources. GOAL complies with the Charities Act 2009, as amended, 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 achieved the 'Triple Lock' standard (transparent reporting, good fundraising, and governance) for 2024 and was notified of this by Cii (Charities Institute Ireland) on Mon 22nd Jan 2024 and achieved the 'Triple Lock' standard for 2025 and was notified of this by Cii on Mon 27th Jan 2025.

BOARD EFFECTIVENESS, CONFLICTS OF INTEREST AND REMUNERATION IN 2024

All members of GOAL's Boards and Advisory Boards are non-executive and act in an entirely voluntary capacity as required by the GOAL Constitution, which sets out the normal term limits for directors. Directors are re-elected on a rotation basis at the AGM each year, and any new Directors appointed by the Board during the year are also re-elected by the membership at the AGM each year. Any exceptions to the term limits set out in the GOAL Constitution are approved by the Board upon recommendation by the Nominations Committee.

Each Board member is required to sign the GOAL Code of Conduct annually and declare any Conflicts of Interest at each Board meeting. Any new members of the Advisory Boards or the GOAL Board are required to sign the GOAL Compliance



Fritz Sougrain, Food and Nutrition Security Officer, GOAL Haiti in Aug 2024

Policies, including our Conflicts of Interest and GOAL Code of Conduct, as part of their induction programme (last reviewed, updated, and approved by the Board in September 2024, respectively).

GOAL Board members visit some of our countries of operation as a practice. In 2024, GOAL Board members visited two of our countries of operation to inform their work - GOAL's expenses policy covered expenses relating to these visits. Edel Briody, Director and Audit and Risk Committee Member, visited Sierra Leone in February 2024, and Alison Cowzer, Director and Chair of the Fundraising and Communications Advisory Board, visited Uganda in June 2024.

Through its Nominations Committee, the GOAL Board focused on succession planning, skills capability, and diversity. An external consultant was engaged to support this important work, resulting in the appointment of three new Board members in 2024. Tavengwa Tavengwa was appointed in April 2024, and Alan Kealy and Joanne Looby were appointed in August 2024.

BOARD TRAINING

Our three new board members, appointed in 2024, received a full training and induction programme over multiple days. This was delivered by the SMT in partnership with the Assistant Company Secretary and Board Chairperson in a formal capacity, as well as existing members of the Board and Advisory Board in more informal, one-on-one sessions.

An important aspect of this training details the responsibilities and statutory duties of Board members, as well as the manner in which the Board's authority to govern GOAL is delegated to the CEO and the Executive team for the daily operation of the organisation. This is overseen and monitored by the governance framework in place, which encompasses the Advisory Boards, Audit and Risk Committee (ARC), and formal Board meeting structures.

In total, in 2024, Board Directors and Advisory Board Members were invited to and attended over 20 (TBC) 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. There were five formal Board meetings throughout 2024. Areas of Board focus during the Financial Year, ending on the 31st of December 2024 included:

- Monitoring progress against GOAL Strategy 2025 'From Crisis to Resilience', Key Performance Indicators (KPIs), and global monitoring framework.
- Reviewing quarterly management reports for the Board.
- Maturing the GOAL approach to risk and overseeing training on the new GOAL Risk Policy and Framework, with Board Member Edel Briody, travelling overseas for presentation of a pilot training programme to management in Sierra Leone.
- Reviewing, approving, and reporting ongoing compliance against the Charities Governance Code and updates to the Charities Act 2009.
- Approving core policies including the revised Code of Conduct and revised Conflicts of Interest Policy, Information Technology Acceptable Use Policy, IT Information Security Policy, Risk Management Policy, Investment Policy and the Prevention of Sexual Exploitation, Abuse and Harassment Policy.
- Approving GOAL's budget and oversight of quarterly finances and financial sustainability.
- Reviewing Board structure and skills, resulting in the appointment of three new Directors.
- Reviewing and building on GOAL's draft approach to Locally Led Development.
- Reporting to Company Members at the AGM (July 2024).



TOP L-R:

Alison Cowzer, GOAL Board Member in Lira District, on visit to Northern Uganda, June 2024

Barry O'Connell, GOAL Chairman, on visit to Honduras, Feb 2024

MIDDLE L-R:

Tim O'Connor, GOAL Board Member supporting GOAL Mile, Dec 2024

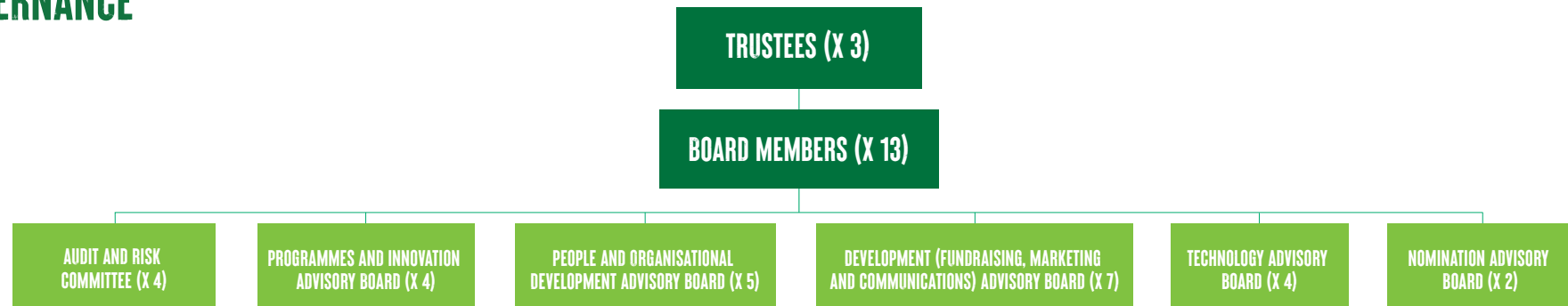
Edel Briody, GOAL Board Member, with Mary Van Lieshout, former GOAL Deputy CEO and Minister Sao-Kpato Hannah Isata Max-Kyne in SL in Feb 2024

BOTTOM: Barry O'Connell, GOAL Chairman with Bernard McCaul, Director of Progs, Innovation and Development on Feb 2024 visit to Honduras.

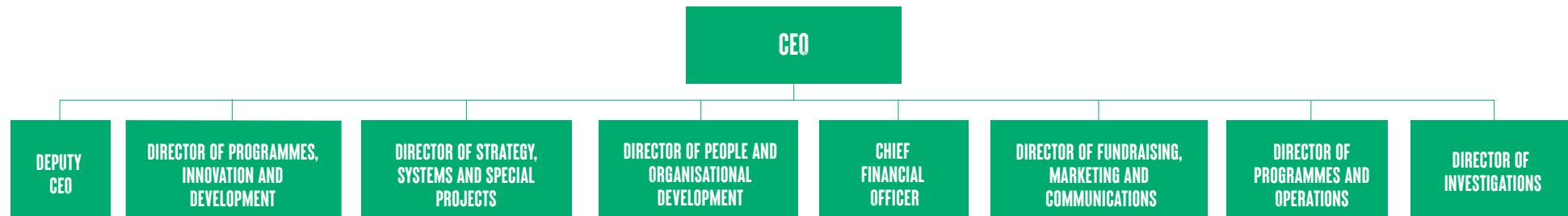


GOVERNANCE AND MANAGEMENT STRUCTURE 2024

GOVERNANCE



MANAGEMENT



MANGEMENT 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 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 Master's Degree in Marine and Maritime Law and a Bachelor's in Law from UCC.

Brona Kernan

BOARD MEMBER

Currently, as 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 Zimbabwe Prog Manager meets with ISALS (Internal Saving and Lending Scheme) Group Mufakosi, Harare, Jan 2024.



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.



Alison Cowzer, Board member, John Gowen, GOAL Director of Strategy and David Gillick, GOAL Ambassador with members of the GOAL Uganda Team in Kampala, June 2024.

Sean Fitzpatrick

BOARD MEMBER & COMPANY SECRETARY

Sean Fitzpatrick is currently Group HR Director for John Sisk and Son. Sean joined Sisk in 2016, following a career that spanned almost six years as HR Director of Bord Gáis Energy (BGE), as well as 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 operated his own advisory business and held several positions at not-for-profit organisations. He was the Chairman of the Advisory Board for Gathering Ireland 2013 and Vice Chairman of Limerick's National City of Culture 2014.

Tavengwa Tavengwa

BOARD MEMBER

Tavengwa Tavengwa is a Partner with EY, with over 25 years of experience advising technology leaders on understanding and appropriately managing IT risks inherent in the digital transformation journey. He has supported large public limited companies (PLCs) in managing the IT risks associated with the implementation of large ERP systems and the review of internal IT 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 sparked a lifelong passion for empowering individuals and communities to reach their full potential. Tavengwa also sits on the Board of an educational organisation that provides Senior Leadership training programmes focusing on the diversity of leadership styles.

Alan Kealy

BOARD MEMBER

Alan Kealy is a Chartered Accountant and international CFO with extensive Governance and Board level experience. During his career with Western Union, he served as a Board member of their regulated entities in Turkey (Chair) and the UK, as well as other principal subsidiaries, focusing on shaping strategy, managing risks, and supporting executive teams. In his executive career, he has led high-impact teams internationally in Europe, the Americas, the Middle East and Africa (MEA), and the Asia-Pacific (APAC) region, building expertise in navigating complex international regulatory environments and leading through transformation. He was previously Head of Group Financial Reporting at DEPFA Bank, Ireland's largest bank at the time.

Alan holds a B.Comm. International degree from UCD, is a member of the Institute of Directors, and has a Professional Diploma in Corporate Governance from UCD Smurfit Business School.

Joanne Looby

BOARD MEMBER

Joanne Looby is the Global Marketing Director at Diageo Company, where she has spent 17 years building global and local brands.

Joanne has experience across Africa, having held the Guinness Global Marketing Director, Africa role in 2019 and 2022, when she moved to Kenya to lead the beer business for Diageo, East Africa Breweries. Before this, Joanne held several positions within Diageo's marketing function, which gave her extensive exposure to multiple elements of the marketing mix, including brand management, relationship marketing, and digital marketing.

Joanne's marketing expertise is strengthened by her international experience when she gained an understanding of diverse cultures and how to operate in that context.

In partnership with Mastercard Foundation, GOAL is developing a new wave of ambitious young people in the Karamoja region who are embracing opportunities in the agricultural sector to build more resilient and diverse livelihoods.



BOARD MEMBER	MEETING ATTENDANCE	AGM ATTENDANCE	TENURE	ROLE
Barry O'Connell (Chair)	3/4	Yes	Joined Board 2021.	Board Member and Chairperson of Nominations Adv Board
Alison Cowzer	3/4	Yes	Joined Board 2018.	Board Member and Chairperson of Development Adv Board
Captain Brian Fitzgerald	3/4	Yes	Joined Board 2019.	Board Member and Member of Audit and Risk Committee
Brona Kernan	4/4	Yes	Joined Board 2022.	Board Member and Member of Technology Advisory Board
Edel Briody	4/4	Yes	Joined Board 2022.	Board Member and Member of Audit and Risk Committee
Jemma Houlihan (resigned 14 December 2024)	4/4	Yes	Joined Board 2015.	Board Member and Member of Programmes and Innovation Adv Board and Audit and Risk Committee
Kieran Kelly	4/4	Yes	Joined Board 2017.	Board Member and Chairperson of Audit and Risk Committee
Mary Jennings	4/4	Yes	Joined Board 2012.	Board Member and Chairperson of Programmes and Innovation Adv Board
Timothy O'Connor	3/4	Yes	Joined Board 2018.	Board Member and Member of Nominations Advisory Board
Saad Houry	4/4	Yes	Joined Board 2021.	Board Member and Member of Programmes and Innovation Adv Board
Sean Fitzpatrick	4/4	No	Joined Board 2022.	Board Member and Member of Technology Advisory Board and People Advisory Board
Tavengwa Tavengwa	3/4	Yes	Appointed 29 April 2024	Board Member
Alan Kealy	2/2	N/A	Appointed 13 August 2024	Board Member and Member of Audit and Risk Committee
Joanne Looby	2/2	N/A	Appointed 13 August 2024	Board Member and Member of Development (Fundraising and Marketing) Advisory Board

ADVISORY BOARDS

GOAL Board members sit on Advisory Boards that concentrate on the organisation'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 2024

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

Audit and Risk Committee

Unlike the other Advisory Boards, the ARC has limited delegated powers to review and, if seen fit, approve the granting of Powers of Attorney in line with a GOAL Board-approved process to Country Directors and other staff, nominated by the GOAL Executive.

ARC Members act independently from the executive to ensure all stakeholders' interests are properly protected regarding:

- Financial reporting oversight;
- Internal control;
- Internal and external audit;
- Risk management;
- Corporate governance.

As a unitary Board, all Directors remain equally responsible for the organisation's affairs as a matter of law. However, the ARC operates as a filtering channel to ensure proper oversight of the above critical matters and makes recommendations to the Board for approval.

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 make any necessary recommendations on succession planning.

People and Organisational Development Advisory Board

Members of the People and Organisational Development Advisory Board provide assistance and advice on talent attraction, talent management, succession planning, performance management, compensation, and benefits. Development (Fundraising and Marketing) Advisory Board Members: The Development Advisory Board's members possess expertise in sales, digital marketing, media, public relations, and corporate foundations. They share their knowledge of investment, income generation, communications and marketing.

GOAL policy on remuneration, including how rewards and benefits are devised, is reviewed on an ongoing basis at the People and Organisation Development Advisory Board, with any recommendations relating to CEO remuneration and overall budget for staff remuneration requiring formal Board approval.

Fundraising and Comms Advisory Board

Members of the Fundraising and Comms 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 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.

Nomination Advisory Board

Members of the Nomination Advisory Board monitor the size and composition of the Board and its advisory boards and make any necessary changes.

SENIOR PERSONNEL 2024

Siobhan Walsh

CHIEF EXECUTIVE OFFICER

Siobhan joined GOAL in 2018 as CEO, bringing over 27 years of experience in NGOs in Asia and Africa, including a 17-year leadership role at Concern Worldwide US. She holds a Bachelor's degree in French and Economics, as well as post-graduate diplomas in Social and Economic Policy, Community Development, and Marketing.

Siobhan was appointed a Young Global Leader by the World Economic Forum for a five-year term and underwent leadership training at Harvard, Yale, and George Mason University.

She worked with the Staunton Family in the US to establish a National Foundation on Sepsis for the Rory Staunton Foundation, in honour of their son, Rory. She supported a US not-for-profit organisation with a turnaround strategy.

John Gowen

DIRECTOR OF STRATEGY, SYSTEMS AND SPECIAL PROJECTS

John is a 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. John holds a BA Mod from Trinity College Dublin (TCD) and an MBA from the University of Cape Town.

Paul Morrissey

CHIEF FINANCIAL OFFICER

Paul joined GOAL in January 2025 and is an experienced finance leader with over 20 years of experience, having held senior finance positions in large multinational companies and public limited companies, including Vodafone Ireland, Kingspan, Digicel, and Grafton Group. He was recently employed by Circle VHA, a large Social Housing Charity based in Dublin, which manages nearly 3,000 properties across Ireland. Paul has highly developed financial skills, including managing financial functions, reviewing strategic performance, and presenting to Boards of Directors. Paul has also managed a global treasury function to meet business debt of \$7 billion. He has executed a transformation programme to generate \$250 million in savings, as well as a redesigned organisational operating model. Paul has a track record of leading business strategy and demonstrated ability to engage all levels of organisations through strong business partnering to achieve objectives. Paul has been a qualified accountant for over twenty years and holds an Economics Degree from Trinity College Dublin (TCD).

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 Diploma in Legal and Business Studies.

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 University College Dublin, an MA in Human Resource Management from the National College of Ireland, an MPhil from Trinity College, Dublin, and a Graduate Diploma in International Relations from the London School of Economics. 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 was appointed as the Director of Programme Operations at GOAL 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 integration of the Gorta Group with United Purpose in 2021. Colin holds a BA in History and Politics from NUI Galway and a Master's Degree in International Studies from the University of Limerick.

Martin Dunlea

CHIEF INFORMATION OFFICER (CIO)

Martin has extensive experience as a CIO/COO, executive technology leader and management consultant. He has over 20 years of experience working in global organisations, defining and delivering global business strategies and providing support in large multinational organisations across North America, Latin America, Europe, and Asia.

Martin holds an MBA from Trinity College Dublin and a B.Eng. from University College Cork and is an adjunct professor and mentor at the Cork University Business School, UCC. He is a Chartered Engineer (IEI) and a graduate of the Executive Development Programmes at IMI (IE), IESE (ES), and Cranfield (UK). His primary focus is to provide strategic direction in the development of GOAL's business operation processes and optimisation of technology to support GOAL's Strategy 2025. The diversity of the portfolio includes management responsibility for global IT, procurement, logistics, compliance, and business optimisation.

SENIOR PERSONNEL 2024

Bernard McCaul

DIRECTOR OF PROGRAMMES, INNOVATION AND DEVELOPMENT

Bernard McCaul has 24 years of professional experience in private sector consulting and international aid in Latin America and Caribbean (LAC) region. He is currently serving as Director of Programmes, Innovation, and Development for GOAL, specialising in innovation, programme management, resilience, systems thinking, and social impact investing. Bernard was also the lead author of the 'Analysis of Resilience of Communities to Disaster and Resilience for Social Systems Approaches' published by GOAL in 2024.

Bernard is highly experienced in developing and delivering large public-private partnerships primarily in the water services sector and is trained in 'systems thinking for development'. He led the development of GOAL's urban resilience programme, Blue Economy programme and Humanitarian Leadership programmes in the LAC region. He has driven a successful business development portfolio, securing over €25M in funding for GOAL's programmes in the LAC region.

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 the Humanitarian Response Programme, which enabled GOAL to respond to severe drought and high levels of malnutrition.

John Rynne

REGIONAL DIRECTOR, AFRICA

John was appointed as GOAL's Regional Director for Africa in 2022, bringing over 20 years of experience with organisations including Plan International, Vital Voices, and Concern. Initially joining GOAL in 1996, John has served as 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.

Phil Gelman

INTERIM 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.



In Mungue District, Matabeleland South, Zimbabwe, a GOAL staff member demonstrates safe and nutritious cooking practices to female nutrition care group members.

SENIOR PERSONNEL 2024

Ali Kaya

COUNTRY DIRECTOR, TÜRKIYE

Ali Kaya was appointed Country Director of GOAL Türkiye in August 2024.

Ali joins GOAL with over 10 years of experience in humanitarian aid from Save the Children, where he held several key leadership roles, including an overseas post on the Ukraine response. Most recently, Ali served as the Area Manager for the Türkiye earthquake response in Gaziantep, overseeing a diverse team of 100 staff members and an annual budget of US\$25 million. Ali's experience extends beyond emergency response. He previously worked with NRC and CARE International in Türkiye as Programme Manager, where he managed multi-sectoral programs, including CVA, Shelter & WASH, Food Security, and Livelihood initiatives. Ali also successfully led a diverse portfolio of programmes and teams to deliver high-quality and impactful programmes, working in close coordination with a range of external stakeholders, including the government, partners, and programme donors.

Ali holds a Master's Degree in International Relations from Corvinus University of Budapest, Hungary and a BSc in Economics from Karadeniz Technical University in Türkiye.

Leo Buhendwa

COUNTRY DIRECTOR, NIGER

Leo has over 25 years of experience in management and senior-level technical advisory roles, working in the fields of humanitarian aid, international development, and public health. He joined GOAL in 2016, initially as the chief of party of a USAID-funded project in Malawi, and currently serves as the country director in Niger.

Tamer Kirolos

COUNTRY DIRECTOR, SYRIA

Tamer Kirolos joined GOAL as Country Director for Syria in October 2024. Tamer has over 30 years of experience in the humanitarian aid and development sector, including 18 years with Save the Children. Throughout his career, he has held senior positions, leading large and complex humanitarian response programmes with diverse, cross-cultural teams.

In his most recent role as Gulf Initiative Director at Save the Children International, Tamer led strategic engagements with Gulf Cooperation Council states, significantly increasing fundraising and establishing long-term strategic partnerships. He also took on additional responsibilities as MENAEE Regional Advocacy and Resource Mobilisation Director based in Amman.

Previously, Tamer held several Country Director roles for Save the Children in Egypt, Yemen, Zambia, Jordan, and Lebanon, where he successfully expanded budgets, led large teams, and implemented impactful programs across various sectors. He has also worked as Assistant Regional Director with CARE International in the Middle East and Eastern Europe.

Tamer possesses a deep understanding of key donors in both humanitarian and development contexts and proven expertise in strategic, program, award, and organisational leadership.

Dawit Beyene

COUNTRY DIRECTOR, UGANDA

Dawit was appointed Country Director for GOAL Uganda in February 2023.

Dawit brings over 19 years of experience to the role, including time as GOAL Country Director in Sudan and Interim Country Director in South Sudan. Before joining GOAL, Dawit served as Head of Office for Mercy Corps in Darfur and Assistant Country Director – Programmes for Action Against Hunger (ACF) in Yemen. Before that, Dawit worked with Tufts University/ Feinstein International Centre as a consultant in various roles in Ethiopia.

Dawit's educational background includes a Master's degree in Rural Development and a Bachelor's degree in Sociology and Social Administration. Over the years, he has managed humanitarian and development programmes in complex and protracted humanitarian settings.

James Riak

COUNTRY DIRECTOR, SIERRA LEONE

James Riak was appointed as Country Director for GOAL in Sierra Leone 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 as Programme Coordinator in Bombali. James has been based in Sierra Leone since 2015, having moved there after serving for many years in our South Sudan programme. James holds a Master's in Sustainable Development and a Master's of Science in Public Health.

Gashaw Mekonnen

COUNTRY DIRECTOR, ZIMBABWE

Gashaw was appointed as CD of GOAL's Zimbabwe programme in April 2022. Gashaw brings over 20 years of experience to the role, including time as a Roving CD and CD across Haiti, Niger, South Sudan, and Malawi, as well as various other positions in our South Sudan and Ethiopia programmes. Gashaw was the CD in Sierra Leone for the last three and a half years. Gashaw's background is in rural development and development management. He is a trained advocate in Community Development Approaches and a Training of Trainers (ToT) trainer in participatory tools. Over the years, he has managed humanitarian and development programmes in a challenging political environment.

Phyllis Jepkorir

COUNTRY DIRECTOR, SOUTH SUDAN

Phyllis Jepkorir was appointed Country Director for GOAL South Sudan in January 2023. With over 15 years of experience at GOAL before this appointment, Phyllis held previous roles, including 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.

SENIOR PERSONNEL 2024

Neva Khan

COUNTRY DIRECTOR, ETHIOPIA

Neva joined as Ethiopia Country Director, based in Addis Ababa, in April 2025, from World Vision, where she served as Senior Programme Manager, based in the UK. Before her four years at World Vision, Nevan held CD positions for VSO and Oxfam in Pakistan and with Merlin in Ethiopia.

Neva is also a proud former GOALie, having spent ten years working in various roles at our aid agency from 1994 to 2004. During this period, Neva spent time as a HIV Coordinator, as a Regional Coordinator for India, the Philippines, Vietnam, Bosnia, Kosovo, Honduras, and El Salvador, as a Donor Liaison Officer and as a Project Officer for Cambodia, India, the Philippines, Vietnam, Ethiopia, Sudan & Uganda. Neva originally trained as a Registered General Nurse and then Midwife in the George Eliot Hospital, Nuneaton, UK.

Matt Knight

COUNTRY DIRECTOR, MATT KNIGHT

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.

Sanjida Tawhid

COUNTRY DIRECTOR, SUDAN

Sanjida joined as Sudan Country Director, based in Port Sudan, in January 2025.

Sanjida is a seasoned humanitarian operations leader from Bangladesh with 17 years of experience in disaster and conflict settings across multiple countries in Africa and Asia. She is committed to building strong local teams, driving the localisation agenda, and mainstreaming gender, protection, and disaster risk reduction (focusing on climate change) using community-participatory tools, into all programming.

Sanjida joined from Relief International, where she was a CD in Iran since December 2023. Prior to that, Sanjida held CD, Roving Field Coordinator (in the Emergency Response and Readiness Unit) and communications-related positions for Action Against Hunger in Bangladesh, Yemen, India, Indonesia, Cameroon, Afghanistan, and South Sudan. Early in her career, Sanjida also held positions with the International Rescue Committee (IRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC).

Sanjida holds an MA in International Journalism from Cardiff University and a Bachelor of Business Administration from North South University in Bangladesh.

Luigi Loddo

COUNTRY DIRECTOR, COLOMBIA

Luigi Loddo is a forestry engineer with over 20 years of experience working in fragile contexts on business development, climate change adaptation, sustainable natural resources management, humanitarian aid, and disaster risk reduction fields.

With over 13 years of experience working with GOAL, as Assistant Country Director for Programmes and Area Coordinator for GOAL's programmes in Northern Honduras, Luigi has played strategic roles in GOAL's Green and Blue Economy and disaster preparedness programmes in Central America.

Luigi previously worked with the UNDP in Honduras, managing a large GEF-funded Climate Change Adaptation programme, and with Italian NGOs Alesei (as Country Director) and GVC in the Latin American and Caribbean (LAC) region. Experienced in developing solutions for sustainable natural resources management in multicultural and indigenous contexts, Luigi is an advocate for the implementation of an inclusive and sustainable blue and green economy.

Marcelo Gonzales

COUNTRY DIRECTOR, HONDURAS

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.



RISK MANAGEMENT

Since 1977, GOAL has responded to humanitarian crises in the world's most challenging and high-risk environments. These contexts expose all stakeholders, communities, staff, partners, and donors to heightened risk. As such, a structured and responsive approach to risk management is central to GOAL's operations.

In 2024, GOAL launched an updated Risk Management Policy, grounded in the ISO 31000 Enterprise Risk Management standard, replacing the 2020 policy. This policy supports a consistent and dynamic approach to identifying, assessing, and managing risks, both those that pose threats and those that present opportunities for innovation and impact.

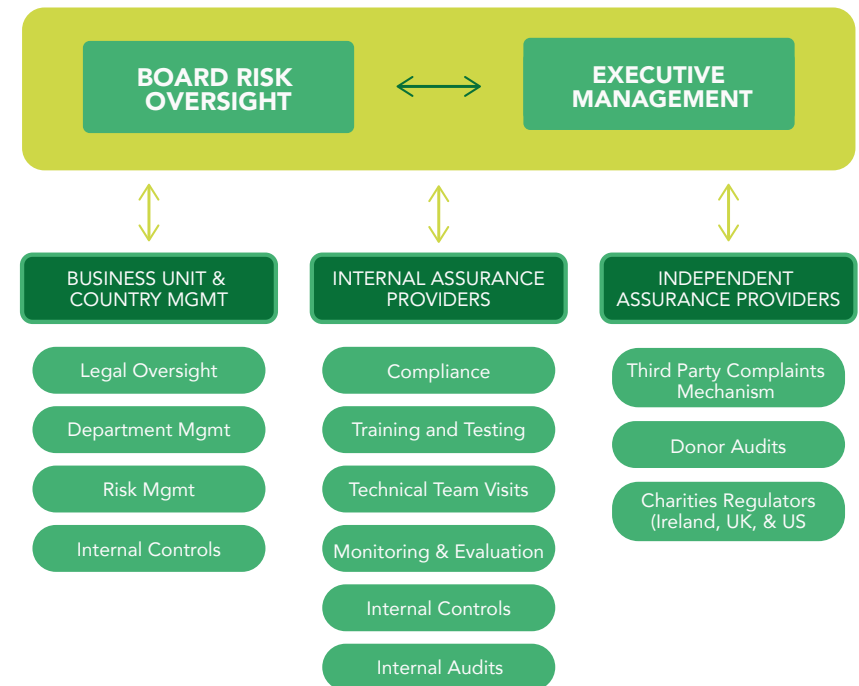
It requires the continuous monitoring and review of our risk management system's performance, including soliciting the opinions of GOAL's beneficiaries, donors, partners, and GOAL's staff. GOAL's risk management system is fostered to help improve our decision-making processes and result in more efficient allocation of GOAL's resources to help achieve our core values of humanitarianism, courage, partnership, transparency & accountability and inclusiveness, moving from crises to resilience.

GOAL defines risk as 'the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events'. This definition shapes our risk management framework, which is aligned with the Committee of Sponsoring Organisations of the Treadway Commission's (COSO's) internal control model and further strengthened by our Assurance and Workplace Integrity Framework.

Our Assurance Framework ensures full transparency and accountability in our operations and those of our partners. It is designed to ensure GOAL's Risk Management systems are robust and reliable. It is deeply informed by our safeguarding and protection efforts, with gender equality and inclusive programming embedded across all work.

In 2024, GOAL continued to monitor, review and update its Risk Appetite, reflecting varying tolerance levels across different areas. For example, we adopt a high-risk appetite for programme delivery, and a low-tolerance approach to safeguarding, health, safety and security.

ASSURANCE FRAMEWORK



RISK APPETITE STATEMENT

GOAL's Risk Appetite defines the level and type of risk the organisation is willing to take in pursuit of its strategic objectives, including the successful delivery of Strategy 2025.

In fragile, high-need contexts where we work, principled risk-taking is essential to achieve impact, but GOAL understands this must be balanced with a strong commitment to safeguarding, accountability, and programme quality.

GOAL's Risk Management Policy defines a formal Risk Appetite Statement, categorising risk appetite across nine key risk areas in our organisation-wide risk register (captured in the table below).

In 2024, this guided decision-making across our global operations and ensured that risk was managed consistently and transparently.

Embedding our risk appetite into everyday decision-making necessitates clear leadership, systems integration, and a culture of learning. In 2024, GOAL invested in training, aligning with planning and reporting tools, and employing insights from audits, feedback, and compliance mechanisms to facilitate risk-informed action.

Throughout 2024, formal training programmes were conducted across all of GOAL's countries of operation, involving senior management and representatives from all functional areas related to risk categories.

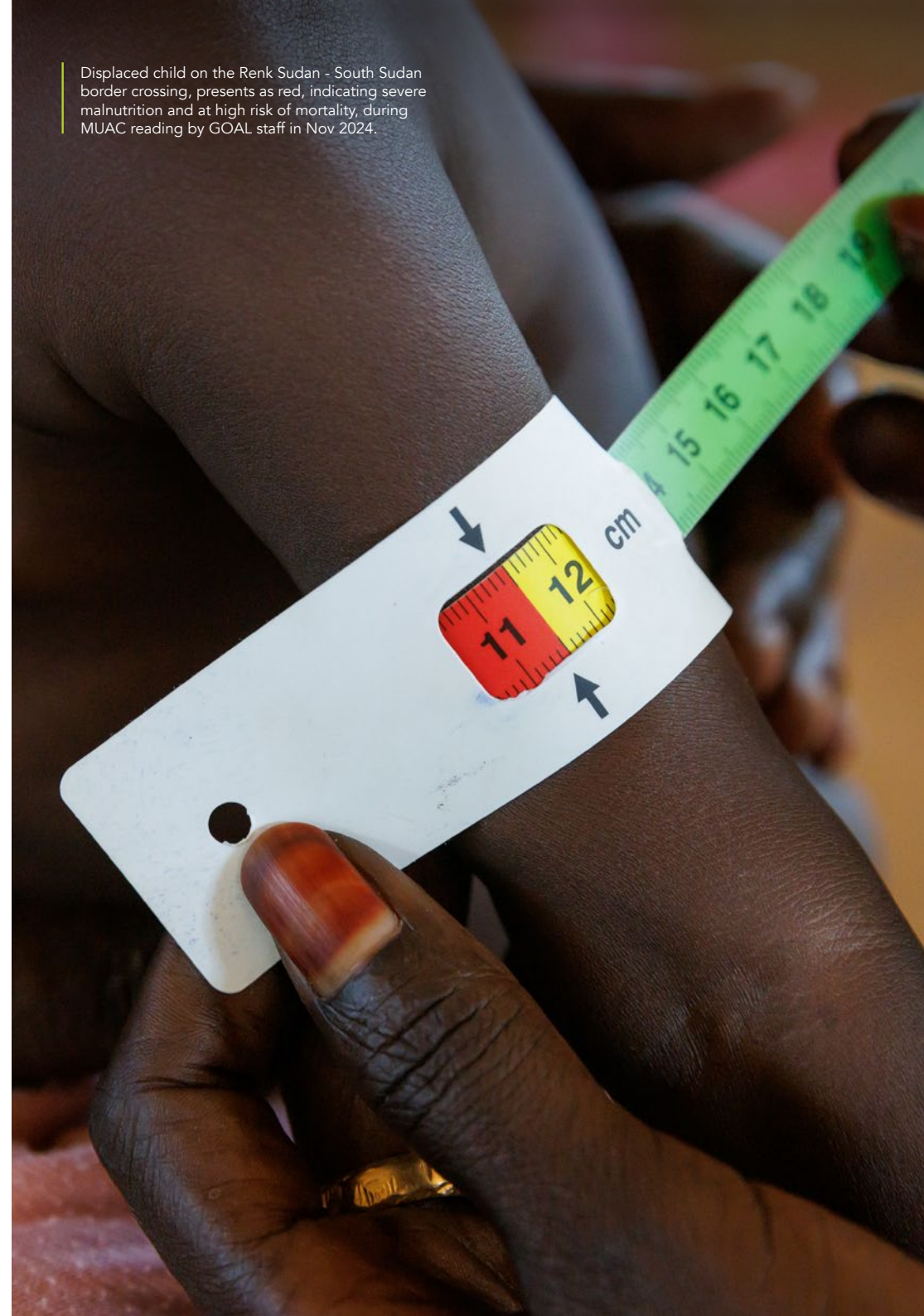
This Statement has been developed in consultation with senior and middle managers and in full collaboration with the Board of Directors. Staff and the Board review it annually.

Risk management is integral to GOAL's Strategy 2025 - From Crises to Resilience, which includes a dedicated goal on Organisational Resilience.

This involves strengthening risk governance, internal controls, assurance mechanisms, and feedback loops across leadership levels.

The Board oversees our risk culture and capacity to ensure continuous improvement. Through this enhanced framework, GOAL continues to deliver with integrity, adapt to a dynamic risk landscape, and uphold the trust placed in us by communities and partners.

Displaced child on the Renk Sudan - South Sudan border crossing, presents as red, indicating severe malnutrition and at high risk of mortality, during MUAC reading by GOAL staff in Nov 2024.



GOAL'S SPECIFIC RISKS IDENTIFIED & ASSOCIATED RISK APPETITE

RISK APPETITE LEVEL	DESCRIPTION	RISKS
HIGH	GOAL is willing to take on justifiable high levels of risk in pursuit of its programme objectives, provided that appropriate mitigations are in place and opportunities exist to adopt innovative solutions.	<ul style="list-style-type: none"> ▪ PROGRAMME DELIVERY ▪ SECURITY
MEDIUM	GOAL is willing to undertake strong justifiable risks provided that mitigations are put in place to manage this risk. GOAL's ability to absorb financial losses should these mitigations fail and the risk materializes is low.	<ul style="list-style-type: none"> ▪ FUNDING & FINANCIAL STABILITY ▪ RECRUITMENT & RETENTION
CAUTIOUS	GOAL is willing to take on a degree of risk to achieve selected outcomes and where significant benefit and opportunity exists. Adequate controls are in place to reduce the risk to medium/low.	<ul style="list-style-type: none"> ▪ LEGAL AND COMPLIANCE ▪ GOVERNANCE, COMPLIANCE, LEGAL & REGULATIONS
LOW	GOAL is not willing to undertake any activities that may result in reputational damage with communities, government, partners and donors.	<ul style="list-style-type: none"> ▪ REPUTATIONAL DAMAGE TO GOAL ▪ DATA SECURITY ▪ SUPPLY CHAIN & LOGISTICS
ZERO	GOAL is committed to minimizing exposure to risks that could adversely impact operational continuity, financial performance, or reputation. Decisions are guided by a cautious approach, with a strong emphasis on regulatory adherence, ethical standards, and long-term sustainability.	<ul style="list-style-type: none"> ▪ HEALTH & SAFETY ▪ SAFEGUARDING ▪ CYBER SECURITY

THROUGH GOAL'S QUARTERLY RISK REGISTER CYCLE, RISK REPORTING IS REVIEWED AND ESCALATED AT EACH STAGE.

1 COUNTRY & DEPARTMENT MANAGERS

Risks are discussed and reviewed in detail. Country Directors and their SMT (Departments) discuss, compile and review these detailed risk registers. Country registers are reviewed with the Regional Director.

2 CONSOLIDATION & IDENTIFICATION OF CHANGES:

Risks are reviewed by Desk Officers (Countries), HQ Risk Owners (HQ) for completeness, and in line with their understanding of current risks and mitigations.

3 REVIEW, ANALYSIS, ACTION PLAN:

Country Risk Registers: The Deputy CEO, Regional directors, and Head of International Programmes reviewed Country Risk Registers in detail during the pre-SMT meeting. Feedback is provided to ensure scoring is consistent with peer risks in other country registers.

HQ Risk Registers are reviewed with the CEO and the Head of Risk, with feedback or updates requested as applicable.

4 MANAGEMENT REVIEW & ACCEPTANCE

GOAL Senior Management team review overall Country and HQ risk scores. A focus is placed on Red Risk review and planned mitigation measures for these risks, with additional actions discussed and agreed as applicable.

The level of organisational impact is also considered at this stage, with key country risks incorporated into the HQ risk register if applicable.

5 FORMAL ORGANISATION ACCEPTANCE OF RISK MITIGATION & MANAGEMENT

Risks are reviewed by Desk Officers (Countries), HQ Risk Owners (HQ) for completeness, and in line with their understanding of current risks and mitigations.

Throughout 2024, the risk profiles for GOAL HQ have been steady with no new risks identified or registered.

Annual trends include a focus on key strategic categories, including Funding and Financial Stability, Financial, Governance, Compliance, Legal and Regulations. Economic volatility, interconnected global events, and regional instabilities continue to have an impact on risk management.

Like many global organisations, GOAL continues to address security risk by implementing robust security measures to address cybersecurity and data privacy concerns, such as continuous monitoring, employee training, and strict access controls.

Looking ahead, our primary focus is to further develop our risk management capabilities, particularly in forecasting and proactively addressing emerging risks with a more structured approach. Given the current geopolitical landscape, unpredictable funding cycles, security threats, environmental challenges, and the increasing likelihood of future conflicts, it is imperative that we adopt a more comprehensive and forward-thinking risk strategy. By leveraging expert insights and strengthening our internal processes, we aim to build a more resilient and adaptive organisation capable of navigating the complex and evolving risk environment.

FINANCIAL HIGHLIGHTS

The financial highlights provide an overview of GOAL's income and expenditure for 2024. The organisation maintained a stable and sustainable financial position, in line with the previous year's performance. GOAL continues to strengthen its core functions and invest in business development and fundraising activities to support income generation and financial stability. These efforts underpin a robust financial model and further investment is planned for 2025.

INCOME

Total income amounted to €184m in the year ended 31st December 2024 (2023: €206m), of which €180m (2023: €203m) 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.

Key highlights to note are:

- Income of €179m (2023: €199.3m) 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.
- In 2024, GOAL continued to receive strong backing from its international donors. This included €88.5m in funding from USAID (2023: €106m), among other key contributors supporting the organisation's global programmes.
- The European Union provided €18.9m in funding in 2024 (2023: €31.7m), supporting a range of GOAL's programmes.

GOAL's emergency response project RELIEF, funded by the EU and other donors, reached over one million people across Northwest Syria between May 2023 and May 2024.

- GOAL is hugely grateful for its long-standing and growing partnership with Irish Aid, who contributed €13.9m of strategic funding to implement GOAL's humanitarian work in the developing world (2023: €14.7m).
- Note 5(b) to the financial statements outlines the details of donations-in-kind (DIKs), which increased by 12.8% in 2024. This growth was primarily driven by contributions from Catholic Relief Services in response to a major migration crisis in Ethiopia, supporting GOAL's emergency relief efforts in the region.
- Fundraising income, which includes public donations, appeals, legacies, and fundraising events, remained a valuable and stable source of support for GOAL in 2024. In 2024, income levels reflected a steady year of planned fundraising activity, following the exceptional response to the Türkiye/Syria earthquake emergency appeal in 2023. Continued investment in fundraising capacity supports long-term growth and donor engagement, with a focus on diversifying income sources and building sustainable support for GOAL's mission.

EXPENDITURE

Total expenditure for the year amounted to €180m (2023: €197.5m), as detailed in the Consolidated Statement of Financial Activities. Of this, €176.7m (2023: €194m) was spent on charitable activities, with €3.4m (2023: €3.4m) allocated to the cost of raising funds.

GOAL's primary focus is the delivery of aid to those most in need. In 2024, Overseas and Relief Development expenditure amounted to €167m (2023: €185m), supporting the implementation of humanitarian and development programmes across the countries where GOAL operates. Expenditure levels reflect the scope of activities carried out during the year, aligned with available funding and programme priorities. A detailed analysis of charitable expenditure by country programme is provided in Note 7(a) to the financial statements.

In 2024, GOAL continued to deliver critical humanitarian and development programmes across its country portfolio. The largest share of expenditure remained in Syria/Türkiye, reflecting ongoing efforts in response to complex emergencies in the region. Although expenditure in Syria/Türkiye decreased to €75.9m (2023: €98.1m), this aligns with the phased completion of certain programmes and the transition to new initiatives.

Significant programme investments increased in South Sudan, rising to €11.6m (2023: €8.8m), and in Honduras/Colombia, which grew to €10.3m (2023: €8.7m). Expenditure in Haiti also increased, reaching €8.1m (2023: €6.8m), supporting the continuation of GOAL's work in the region.

In Ethiopia, expenditure remained substantial at €28.6m (2023: €30.6m), while programme costs in Uganda grew to €9.7m (2023: €8.2m), driven by operational needs and programme delivery across both countries. Spending in Sudan and Zimbabwe remained relatively steady.

Programme expenditure varied across other countries, reflecting evolving humanitarian needs and the completion of specific projects. Notably, expenditure in Gaza/Lebanon increased to €0.4m (2023: €0.2m), while Ukraine saw a modest decrease.

The overall expenditure profile demonstrates GOAL's continued commitment to adapting its response according to needs and funding availability, maintaining a focus on delivering effective aid to vulnerable populations worldwide.

The cost of raising funds remained consistent with the prior year, reflecting ongoing investment in fundraising efforts that continue to deliver valuable income in support of GOAL's mission.

STATEMENT OF FINANCIAL POSITION

Key highlights include an increase in total reserves of €3.7m (2023: €8.1m), comprising a €2.3m rise in Unrestricted Reserves (2023: €2.5m) and a €1.4m increase in Restricted Reserves (2023: €5.6m). This performance further strengthens GOAL's financial position going into 2025. The organisation continues to grow its programme of work while investing in both organisational capacity and programme infrastructure. This investment is especially important as GOAL responds to global challenges, including the ongoing conflicts in Gaza, Sudan, and Ukraine. GOAL remains in a stable financial position and is well placed to maintain this stability in the year ahead.



Women in Kutum, North Darfur, Sudan availing of GOAL's VSLA (Village Savings Loans Association) scheme.

RESERVES

GOAL's reserves policy is to maintain a prudent level of unrestricted reserves 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 in 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 €5.6m. 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 2024 budgeted levels. GOAL's total reserves at the end of 2024 were €49.5m (2023: €45.7m), comprising the following:

- Restricted Reserves €31.5m (2023: €30m) – being funds which are for a particular purpose as specified by the institutional donor, individual giver, or legacy.
- Unrestricted Reserves €18m (2023: €15.7m) – funds which are available to the organisation for general purposes as approved by the Board through the annual budgeting process.

Unrestricted Reserves are broken down as follows:

- General Unrestricted Reserves €15.8m (2023: €13.5m) – These are funds which are available to an individual charity for the general purposes of the charity and include amounts received from Institutional Donors which are used to fund support costs.
- Designation Funds €2.2m (2023: €2.2m) – these are unrestricted funds that have been allocated by the Board for a specific purpose and are therefore not available for general use.

Rachel Baraka, a refugee in western Uganda, transitioned from relying on aid to running multiple small businesses through the Markets for Youth project, implemented in partnership with the Mastercard Foundation.



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 2024, 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.

GOAL USA is a related, though independently governed entity, based in the United States of America. GOAL USA supports the global mission of GOAL by providing financial resources for programmes, supports the recruitment of personnel, provides technical support to programmes and represents GOAL at multiple fora in the US. GOAL USA is governed by an independent Board

of Directors, who retain control over the financials and operations. GOAL USA is not controlled by the Group and is not consolidated in the Group's results for 2024.

POLITICAL DONATIONS

The Group did not make any political donations in the financial year (2023: 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.



In Sudan, two female beneficiaries in the Kassab camp benefit from GOAL's WASH programmes, which aims to improve water, sanitation, and hygiene in the region.

DIRECTORS COMPLIANCE STATEMENT

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

- Acknowledge that they are responsible for securing the Company's compliance with its relevant obligation (as defined in that legislation). Confirm that a compliance policy statement has been drawn up and that appropriate arrangements or structures are in place that are, in the Directors' opinion, designed to secure material compliance with relevant obligations; and
- Confirm that a review was undertaken during the 2024 financial year of the arrangements and/or structure that has been put in place as referred to in (a) above.

SUBSEQUENT EVENTS

In early 2025, GOAL was notified of changes to anticipated funding levels from some major institutional donors. These developments reflect a broader and quickly changing funding environment affecting organisations across the international NGO sector.

In light of this, management has proactively reviewed different scenarios and presented them to the Board to ensure GOAL responds responsibly and strategically. As part of this process, the Board has agreed to begin a review of our Head Office operations to align resources with the revised funding outlook. This includes the carefully considered decision to commence a redundancy programme.

A separate assessment is being conducted regarding overseas staff associated with certain programme activities that are being scaled back or discontinued. The final costs of restructuring are not yet finalised, but the Board expects them to be covered within existing resources. These costs will be funded from unrestricted reserves.

GOAL remains committed to its mission, and to managing these changes with care, integrity, and a strong focus on minimising disruption to the communities it serves.

GOING CONCERN

GOAL's financial performance for 2024, which is set out on pages 107 to 144, was satisfactory. GOAL's unrestricted reserves as at 31 December 2024 amounted to €18m (2023: €15.7m). The unrestricted reserves policy is set out in note 1.

The Board believes that the uncertain funding environment does not represent a material uncertainty that calls into doubt GOAL's ability to continue in operation.

Based on the results for the year, the year-end financial position and the approved 2025 budget, the Board is satisfied that GOAL has adequate resources to continue in operational existence for the foreseeable future. Scenario models have been developed for 2025 - 2026 which indicates that GOAL will continue as a going concern for at least the next 12 months.

Accordingly, 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.

CONFIRMATION OF AUDITORS

The auditors, S&W Partners, Chartered Accountants, continue in office in accordance with Section 383 (2) of the Companies Act, 2014.

Thermidor Faustin, GOAL Haiti Driver in Port-au-Prince, Aug 2024.



FUTURE PLANS

The humanitarian sector is undergoing a seismic shift. Large-scale funding shocks—unprecedented in their speed and severity—have disrupted life-saving operations across the globe. Conflicts have intensified, climate disasters have escalated, compounding food insecurity and water scarcity, especially in the Horn of Africa, the Sahel, and South Asia, and the needs of vulnerable communities have grown more complex and urgent. Displacement is reaching record levels. Crises are lasting longer, now averaging over 10 years, leading to generational impacts on health, education, and livelihoods.

And yet, the funding to meet these needs is in sharp decline. Humanitarian agencies are underfunded, overstretched, and under threat. Local humanitarian workers face increased risks, including attacks and obstruction.

At GOAL, we recognise that what we are facing is not a temporary disruption—it is a fundamental transformation of the global humanitarian landscape. The scale, complexity, and interconnectedness of today's crises demand a bold and strategic response. We must act with clarity, courage, and conviction.

As we navigate this new reality, GOAL is focused on three interlinked global crises that are reshaping the lives of millions and redefining the future of humanitarian response:

1. The Global Health Crisis

Health systems in fragile and conflict-affected states are under immense strain. The collapse of infrastructure, chronic underinvestment, and the compounding effects of conflict and displacement have left millions without access to basic healthcare. Vulnerable populations are at increased risk of disease, maternal and child mortality, and preventable deaths.

2. The Global Food Insecurity Crisis

Conflict, climate shocks, and rising living costs have converged to create a hunger emergency on a scale not seen in decades. In many of the world's most fragile contexts, families are being pushed to the brink of survival. Malnutrition is rising, particularly among children, and food systems are failing those who need them most.

3. The Global Migration Crisis

Conflict, violence, human rights violations, and economic hardship are driving record levels of displacement. Millions are being forced to flee their homes in search of safety and stability. The scale of forced migration is testing the capacity of host communities and humanitarian systems alike, and the need for protection, dignity, and durable solutions has never been greater.

This is a moment that calls for collective leadership. GOAL is committed to working with governments, donors, the private sector, and civil society to deliver impactful

solutions. We are embracing this change as a call to reimagine how we serve, how we lead, and how we partner.

Our Future Plans for the remainder of 2025 and beyond are grounded in:



1. Hope through Local Leadership and Innovation

Despite adversity, there's growing momentum for localised humanitarian action. We will develop new approaches to programme delivery, optimising local leadership and harnessing technology, data, and design thinking to deliver smarter, faster, and more dignified responses. We will innovate with purpose.



2. Resilience From Within: People, Funding, Agility

We will cultivate greater agility and resilience—building the capacity to adapt swiftly to shocks, scale operations up or down as needed, and sustain impact in uncertain times. This also means diversifying our funding base, prioritising staff wellbeing, and investing in strong, values-driven leadership at every level of the organisation.



3. Strategic Partnerships for Scale and Impact

We will forge bold partnerships across sectors to amplify our reach and deepen our impact. Collaboration is no longer optional; it is essential.



4. Evidence-Driven Action

We will embed real-time learning, measure what matters, share what we learn, and adapt quickly to changing realities.

The road ahead is not easy. It demands adaptability, courage, and collaboration as we prioritise the most vulnerable, and continue our engagement with our generous donors who make GOAL's work possible.

Now More Than Ever.

Humanitarian agencies are needed now more than ever. While we recognise this moment as one of greater upheaval and disruption, it is also a moment of possibility. GOAL is not retreating; we are recommitting. We will transform challenge into opportunity, and uncertainty into action.

Together, with our partners, supporters, and communities, we will continue to deliver hope, restore dignity, and build resilience—wherever the need is greatest.



Water distribution in Port-au-Prince,
Haiti, November 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



Kieran Kelly

With support from the Faroe Islands and Irish Aid, GOAL Sierra Leone is empowering women at Lumley Beach with financial skills to reduce fish loss, boost income, and strengthen livelihoods through VSLAs.



LEGAL & ADMINISTRATIVE INFORMATION

DIRECTORS

Barry O'Connell (Chair)
 Alison Cowzer
 Captain Brian Fitzgerald
 Brona Kernan
 Edel Briody
 Kieran Kelly
 Mary Jennings
 Timothy O'Connor
 Saad Houry
 Sean Fitzpatrick
 Tavengwa Tavengwa
 (appointed 29 April 2024)
 Alan Kealy
 (appointed 13 August 2024)
 Joanne Looby
 (appointed 13 August 2024)
 Jemma Houlihan
 (resigned 14 December 2024)

SECRETARY
 Sean Fitzpatrick

ASSISTANT COMPANY SECRETARY
 Úna Ní Mhurchú

REGISTERED OFFICE

Carnegie House
 Library Road
 Dun Laoghaire
 A96 C7W7
 Co. Dublin

WEBSITE

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

S&W Partners
 Paramount Court
 Corrig Road
 Sandyford Business Park
 Dublin 18
 D18 R9C7

GOALies work with villages across the Zinder region to promote innovative and sustainable agriculture

INDEPENDENT AUDITOR'S REPORT

GOAL Syria Team constructing a water tower to ensure that residents of Al-Wadah displacement camp, host to more than 5,000 people, can have regular access to clean piped water. Jandires, Northern Aleppo, Syria. April 2024.



S&W Partners
Paramount Court
Corrig Road
Sandyford Business Park
Dublin 18
D18 R9C7

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL

Report on the audit of the financial statements

Opinion on the group and parent company financial statement

We have audited the financial statements of GOAL (the 'Company') and its consolidated undertaking ('the Group') for the financial year ended 31 December 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated and Company Cash Flow Statement, and the notes to the financial statements, including a summary of significant accounting policies set out in note 1.

The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', as applied with regard to the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (issued in October 2019) (the "Charities SORP").

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 Company as at 31 December 2024 and of the Group's income and expenditure for the year then ended; and
- have been prepared in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- the financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014.

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 further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and parent entity's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this Report.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL

Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. 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 course of 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.

In our opinion, the report of the Board has been prepared in accordance with the Companies Act 2014. We have nothing to report in this regard.

Opinions on the other matters prescribed by the Companies Act 2014 are unmodified

We have obtained all the information and explanations which we consider necessary for the purposes of the audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters which we are required to report by exception

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

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 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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL

In preparing the financial statements, the directors are responsible for assessing the Group's 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 intends to liquidate the Group or the parent company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the 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 Auditors' Report.

The purpose of our audit work and to whom we owe our responsibilities

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.

John O'Callaghan

A handwritten signature in black ink, appearing to be 'John O'Callaghan', written over a horizontal line.

For and behalf of S&W Partners Audit (Ireland) Limited

Chartered Accountants and Statutory Audit Firm
Paramount Court
Corrig Road
Sandyford Business Park
Dublin 18 Ireland
Date: 15 August 2025



FINANCIAL STATEMENTS

In Honduras, GOAL is implementing the Barrio Resiliente, or Resilient Neighbourhoods, programme to strengthen local businesses.

GOAL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted Funds 2024 €'000	Restricted Funds 2024 €'000	Total Funds 2024 €'000	Unrestricted Funds 2023 €'000	Restricted Funds 2023 €'000	Total Funds 2023 €'000
INCOME							
Charitable activities	5 (a)	15	179,071	179,086	20	199,298	199,318
Donations and legacies	5 (c)	2,035	1,051	3,086	1,837	3,307	5,144
Fundraising events	5 (d)	1,163	-	1,163	968	20	988
Investments		454	-	454	46	-	46
Other trading income	6 (a)	70	-	70	55	-	55
		3,737	180,122	183,859	2,926	202,625	205,551
EXPENDITURE							
Charitable activities	7	(1,988)	178,663	176,675	(2,895)	196,966	194,071
Raising funds	8	3,376	-	3,376	3,382	-	3,382
		1,388	178,663	180,051	487	196,966	197,453
Net gain / (loss) on investments	9 / 17	-	-	-	52	-	52
Net income		2,349	1,459	3,808	2,491	5,659	8,150
OTHER RECOGNISED GAINS / (LOSSES)							
Other gains and (losses)	6(b)	(54)	(18)	(72)	-	-	-
Net income / (expenditure) and recognised gains / (losses)		2,295	1,441	3,736	2,491	5,659	8,150
Taxation	10	-	-	-	-	-	-
Net movement in funds		2,295	1,441	3,736	2,491	5,659	8,150
RECONCILIATION OF FUNDS							
Total funds brought forward		15,692	30,046	45,738	13,201	24,387	37,588
Total funds carried forward		17,987	31,487	49,474	15,692	30,046	45,738

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 2024

	Notes	2024 €'000	2023 €'000
TANGIBLE FIXED ASSETS	13	10	-
		10	-
CURRENT ASSETS			
Stocks	15	2,534	3,628
Debtors and prepayments	16	19,124	17,913
Investments	17	212	214
Cash and cash equivalents		57,081	47,950
		78,951	69,705
LIABILITIES - Amounts falling due within one year			
Creditors, accruals and provisions	18	(27,965)	(20,365)
Net current assets		50,986	49,340
LIABILITIES - Amounts falling due after one year			
Creditors, accruals and provisions	18	(1,522)	(3,602)
Net assets		49,474	45,738
FUNDS			
Unrestricted funds	23	17,987	15,692
Restricted funds	23 / 25	31,487	30,046
Total funds carried forward		49,474	45,738

ON BEHALF OF THE BOARD OF DIRECTORS



Barry O'Connell Director / Chairperson

15th August 2025

Date



Kieran Kelly Director

15th August 2025

Date

GOAL
COMPANY BALANCE SHEET
AS AT 31 DECEMBER 2024

	Notes	2024 €'000	2023 €'000
TANGIBLE FIXED ASSETS	14	10	-
		10	-
CURRENT ASSETS			
Stocks	15	2,526	3,616
Debtors and prepayments	16	17,609	19,459
Investments	17	212	212
Cash and cash equivalents		56,735	45,250
		77,082	68,537
LIABILITIES - Amounts falling due within one year			
Creditors, accruals and provisions	18	(26,394)	(18,751)
Net current assets		50,688	49,786
LIABILITIES - Amounts falling due after one year			
Creditors, accruals and provisions	18	(1,522)	(3,602)
Net assets		49,176	46,184
FUNDS			
Unrestricted funds	24	17,950	16,415
Restricted funds	24 / 26	31,226	29,769
Total funds carried forward		49,176	46,184

ON BEHALF OF THE BOARD OF DIRECTORS



Barry O'Connell Director / Chairperson

15th August 2025

Date



Kieran Kelly Director

15th August 2025

Date

GOAL
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024

		2024	2023
		€'000	€'000
Net cash generated by operating activities	(a)	8,690	11,464
Cash flows from investing activities:			
Interest received		454	42
Purchase of fixed assets		(13)	-
Dividends received		-	4
Proceeds from sale of investments		-	544
Net cash generated by investing activities		441	590
Net increase in cash and cash equivalents		9,131	12,054
Cash and cash equivalents at beginning of the financial year		47,950	35,896
Cash and cash equivalents at the end of the financial year		57,081	47,950
(a) Reconciliation of net movement in funds to net cash inflow from operating activities			
Net movement in funds		3,736	8,150
Adjusted for:			
Decrease / (Increase) in debtors and prepayments		(1,211)	4,037
(Decrease) / Increase in creditors, accruals and provisions		5,520	(1,878)
Decrease in stocks		1,094	1,253
Income from investments		(454)	(46)
Decrease in investments		2	-
Depreciation of tangible fixed assets		3	-
Gain on investments		-	(52)
Net cash generated by operating activities		8,690	11,464

GOAL
COMPANY CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024

		2024	2023
		€'000	€'000
Net cash generated by operating activities	(a)	11,044	10,501
Cash flows from investing activities:			
Interest received		454	15
Proceeds from sale of investments		-	544
Purchase of fixed assets		(13)	-
Dividends received		-	4
Net cash generated by investing activities		441	563
Net increase in cash and cash equivalents		11,485	11,064
Cash and cash equivalents at beginning of the financial year		45,250	34,186
Cash and cash equivalents at the end of the financial year		56,735	45,250
(a) Reconciliation of net movement in funds to net cash inflow from operating activities			
Net movement in funds		2,992	9,692
Adjusted for:			
Decrease in debtors and prepayments		1,849	2,194
(Decrease) / Increase in creditors and provisions		5,563	(2,543)
Decrease in stocks		1,091	1,229
Income from investments		(454)	(20)
Depreciation of tangible fixed assets		3	-
Gain on investments		-	(51)
Net cash generated by operating activities		11,044	10,501

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 the Companies Act 2014, companies not trading for gain for the members were not within the scope of company law requirements with regard to formats and content of financial statements which applied to for-profit companies, thus permitting the adoption of a format appropriate to a charity.

Accordingly, GOAL adopted and reported its performance in accordance with the format provided for in the Statement of Recommended Practice ("SORP") for charities (2015) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS102")' as published by the Charity Commission for England and Wales. In particular, GOAL reports its performance for the financial year in the format of the SORP's Statement of Financial Activities ("SOFA").

The Charity Commission for England and Wales, is recognised by the UK Accounting Standards Board ("ASB") as the appropriate body to issue SORP's for the charity sector in the UK, and the SORP has heretofore been recognised as best practice for financial reporting by Charities in Ireland.

In order to provide information relevant to understanding the stewardship of the Directors and the performance and financial position of the Charity, GOAL has prepared its financial statements in accordance with the formats provided for in Charities SORP (FRS102), consistent with the prior years.

The Group has elected to avail of the exemption allowed by the 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

GOAL accounts for subsidiaries and affiliates in accordance with SORP (FRS 102), consolidating entities where GOAL has control. Where GOAL ceases to have control over a subsidiary or affiliate, the entity is deconsolidated from the date control is lost. At that point, the net assets of the entity are derecognised from the Group financial statements, and any resulting gain or loss is reported under "Other recognised gains/(losses)" in the Statement of Financial Activities.

Group companies

The consolidated financial statements include the financial statements of the Company, its subsidiaries and branches, drawn up to December 31 each year.

Branches in the developing world

The work of the Group in the developing world is carried out through branches located in the countries of operation. The branches are the local representatives of the Group. They do not have a separate legal personality under Irish company law.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its influence over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Subsidiaries of the Group include; GOAL International (trading as GOAL UK), a company limited by guarantee operating in the United Kingdom (company registration number 1107403); GOAL Kenya, a dormant charitable non-governmental organisation registered in Kenya; GOAL Relief and Development Organisation (trading as GOAL Uganda), a company limited by guarantee operating in Uganda; and GOAL 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.

Consortia arrangements

Where the Group applies for grants or contracts as part of a consortium with other agencies, income received and expenditure incurred by the Group, as a member of the consortium arrangements, are recognised in the Consolidated Statement of Financial Activities only to the extent that the organisation is responsible for the day-to-day management and utilisation of the funds.

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 ACCOUNTING POLICIES (continued)**Affiliates**

GOAL USA, Inc., an incorporated not-for-profit corporation is a related, though independently governed, company based in Washington, in the United States of America. GOAL USA, Inc. supports the mission of the Group by providing financial and human resources for programmes, recruiting staff and raising awareness of the Group and its mission. GOAL USA, Inc. is governed by an independent board of directors which retains full control over the financial and operating policies of that company. GOAL USA, Inc., is not controlled by the Group and therefore is not consolidated in the results of the Group. Grants received from GOAL USA, Inc. to fund projects are recognised as grants from governments and other institutional donors.

(D) Recognition of income

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

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 ACCOUNTING POLICIES (continued)

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.

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

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 ACCOUNTING POLICIES (continued)

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

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

Financial assets and liabilities are only offset in the balance sheet when and only when there exists a legally enforceable right to set off the recognised amounts and the company intends either to settle on a net basis, or to realise the assets and settle the liability simultaneously.

(P) Provisions

Provisions are recorded when the Group faces a current obligation stemming from a past event, and it is likely that resources will need to be transferred to a third party to settle that obligation. The amount to settle the obligation must be capable of reliable measurement or estimation. Generally, provisions are recognised at the best estimate of the settlement amount, and when the timing of the payment is significant, they are discounted to their present value.

2 CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES

In preparing the financial statements and applying the Group's accounting policies, which are set out in note 1, the Directors are required to make certain critical judgements, estimates, and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and underlying assumptions are reviewed on an ongoing basis. The key areas subject to critical judgement and estimation by the Directors are:

Provisions**a) Provision for reimbursement of non-compliant expenditure:**

GOAL is subject to regular audit by its major institutional donors. Non-compliance with donor guidelines may give rise to a liability to reimburse donors for non-compliant expenditure. Given the challenging circumstances in which GOAL operates, the Directors make a regular assessment of the likelihood and extent of any possible repayment and make a provision if required.

b) Provision for doubtful debts: The majority of programmes are funded by grants from major institutional donors. While grant terms usually stipulate advance payment by the donor, in some cases amounts may be owed by donors to the Company. The Directors make a regular assessment of the likelihood and extent of any possible default and make a provision if required.**c) Provision for other liabilities:** GOAL works in many jurisdictions worldwide and may be assessed for employment taxation and other related demands. An annual review of each country programme is carried out and a provision for potential liabilities is made where appropriate.

Going concern

The Directors must assess whether the Company can be considered to be a going concern for the foreseeable future. This is explored in more detail in note 3.

3 GOING CONCERN

GOAL's financial performance for 2024, which is set out on pages 107 to 144, was satisfactory. GOAL's unrestricted reserves as at 31 December 2024 amounted to €18m (2023: €15.7m). The unrestricted reserves policy is set out in Note 1.

Note 32 - Post Balance Sheet Events - describes the impact on GOAL of actual and potential reductions in funding from some major institutional donors and the actions being undertaken by the Board in 2025 consequently.

The Board believes that the uncertain funding environment does not represent a material uncertainty that calls into doubt GOAL's ability to continue in operation.

Based on the results for the year, the year-end financial position and the approved 2025 budget, the Board is satisfied that GOAL has adequate resources to continue in operational existence for the foreseeable future. Scenario models have been developed for 2025 - 2026 which indicates that GOAL will continue as a going concern for at least the next 12 months.

Accordingly, the Directors therefore continue to adopt the going concern basis in preparing the financial statements.

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

4 ORGANISATION AND STATUS

GOAL's consolidated financial statements combine the activities of GOAL in Ireland including GOAL's field offices overseas; GOAL (International) (trading as GOAL UK), a registered charity and limited by guarantee company in the United Kingdom; GOAL Kenya, a dormant charitable non-governmental organisation registered in Kenya; GOAL Relief and Development Organisation (trading as GOAL Uganda), a company limited by guarantee operating in Uganda; and GOAL 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 consolidated Group companies at the financial year-end are detailed below.

Net income / (expenditure) for the financial year	Country of Incorporation	2024 €'000	2023 €'000
GOAL Ireland	Ireland	2,992	9,692
GOAL (International)	United Kingdom	121	57
GOAL USA, Inc. (*)	United States of America	(72)	(323)
GOAL Uganda	Uganda	582	(941)
GOAL Ukraine	Ukraine	113	(335)
		3,736	8,150
Retained reserves at the financial year end	Country of Incorporation	2024 €'000	2023 €'000
GOAL Ireland	Ireland	49,176	46,184
GOAL (International)	United Kingdom	668	547
GOAL USA, Inc. (*)	United States of America	-	72
GOAL Uganda	Uganda	(441)	(1,023)
GOAL Ukraine	Ukraine	71	(42)
		49,474	45,738

*GOAL USA Inc., was not consolidated in the Group accounts in 2024, and is not controlled by the Group. GOAL USA Inc., operates independently, with ongoing relationships disclosed in Note 31.

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	2024 €'000	2023 €'000
US Government		88,499	105,884
European Union		18,912	31,742
UN Agencies		15,395	16,337
Irish Aid (Dept. of Foreign Affairs, Ireland)		13,950	14,680
Government of the Netherlands		6,419	-
MasterCard		4,463	5,062
GOAL USA, Inc.		4,454	824
Catholic Relief Services		3,953	948
Charity Water		2,774	4,136
The Alliance for International Medical Action		1,558	378
Project Concern International		1,447	2,134
Adam Smith International		970	2,325
Save the Children		948	1,119
London School of Hygiene and Tropical Medicine		677	924
Self Help Africa		552	-
International Rescue Committee		421	1,286
Concern Worldwide		416	59
Foreign, Commonwealth and Development Office, UK (FCDO, formerly DFID)		414	-
Mercy Corps		345	-
International Union for Conservation of Nature		255	509
Relief International		252	-
The Norwegian Agency for Development Cooperation		-	261
Cooperazione Internazionale		-	199

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

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

Accion International	-	99
Others, including Trusts and Foundations	2,473	1,956
Sub Total: Institutional Donor Income	169,547	190,862
Donations in kind	5 (b) 9,539	8,456
Total Income from Charitable Activities	179,086	199,318

Certain prior-year donor income figures have been reclassified to align with the current year's presentation. These changes had no impact on total income or results.

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	2024	2023
	€'000	€'000
World Food Programme	4,198	5,533
Catholic Relief Services	2,547	-
UN Children's Fund (UNICEF)	1,061	1,055
World Health Organisation	665	799
UN High Commissioner for Refugees (UNHCR)	420	363
Kingspan	300	-
Sudan Ministry of Health	91	121
United Nations Population Fund (UNFPA)	41	-
Irish Aid (Dept. of Foreign Affairs, Ireland)	-	480
Others	216	105
	9,539	8,456

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

5 INCOME FROM CHARITABLE ACTIVITIES (continued)

5 (c) Donations and legacies	2024	2023
	€'000	€'000
Individual giving	2,155	3,207
Corporate donations	544	1,551
Legacies	387	386
Total Donations and legacies	3,086	5,144

In 2024 €1,051k (2023: €3,307k) of incoming resources from donations and legacies is restricted.

5 (d) Fundraising events

In 2024, €1,163k (2023: €988k) is generated from fundraising events, which includes the GOAL Mile, Jersey Day, Goal Ball and other miscellaneous fundraising events. In 2024, €1,163k of this fundraising event income is unrestricted (2023: €968k).

6(a) OTHER TRADING INCOME

	2024	2023
	€'000	€'000
Pro bono professional services	32	34
Funds received from VAT Compensation Scheme	10	4
Other	28	17
	70	55

The professional fees figure above €32k (2023: €34k) is in respect of professional services provided on a pro bono basis.

6(b) OTHER RECOGNISED GAINS/(LOSSES) (continued)

GOAL USA Inc., was not consolidated in the Group accounts in 2024 resulting in a loss of €72k in the year (Note 4).

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

7 EXPENDITURE ON CHARITABLE ACTIVITIES

	2024	2023
7 (a) Charitable expenditures	€'000	€'000
Syria / Türkiye	75,947	98,086
Ethiopia	28,639	30,622
South Sudan	11,558	8,800
Honduras / Colombia	10,318	8,731
Uganda	9,686	8,237
Sudan	9,054	9,257
Haiti	8,098	6,765
Sierra Leone	4,442	4,478
Zimbabwe	4,431	4,857
Niger	2,299	3,328
Gaza/Lebanon	425	167
Ukraine	339	654
Chad	16	57
Iraq	(117)	239
Malawi	-	(17)
Other Aid Costs	1,946	1,202
Subtotal: Overseas Relief & Development	167,081	185,463
Operations Direct Support	4,615	3,196
Allocation of support costs to Charitable Activities	5,764	5,048
Foreign exchange (gain) / loss	(785)	364
Total: Charitable Activities	176,675	194,071

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 2024.

Negative unrestricted charitable expenditure of €2m (2023: €2.9m) 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 2024 such grants accounted for 12% of expenditure in field locations (2023: 13%). Expenditure incurred through partners is included in charitable activities in the consolidated statement of financial activities and is analysed by country as follows:

Country	2024 €'000	2023 €'000
Syria / Türkiye	10,710	12,257
Ethiopia	3,285	4,852
Haiti	3,128	2,507
Zimbabwe	735	311
Honduras / Colombia	604	719
Uganda	550	926
Gaza / Lebanon	423	167
Ukraine	324	490
South Sudan	283	(116)
Niger	235	410
Sudan	92	879
Sierra Leone	52	172
Chad	16	57
Iraq	10	120
	20,447	23,751

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	2024 €'000	2023 €'000
Staff remuneration & other staff costs		1,306	1,292
Fundraising events & advertising		1,120	1,454
Professional fees & other costs		282	116
Premises, IT, communications & supplies		101	18
Travel		55	44
Allocation of support costs	8 (b)	512	458
		3,376	3,382

8 (b) Allocation of support costs

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

Department	Raising Funds	Charitable Activities	Total	Raising Funds	Charitable Activities	Total
	2024	2024	2024	2023	2023	2023
	€'000	€'000	€'000	€'000	€'000	€'000
Programme Management	-	4,107	4,107	-	2,889	2,889
Logistics & Procurement	-	508	508	-	307	307
Finance	136	1,229	1,365	137	1,240	1,377
Human Resources	48	911	959	36	683	719
IT	93	832	925	80	733	813
Central Facilities & Overheads	97	871	968	77	718	795
Governance & Compliance	138	1,921	2,059	128	1,674	1,802
	512	10,379	10,891	458	8,244	8,702

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 2024 €'000	Total 2023 €'000
Unrealised net gain on investments	17	-	(1)
Depreciation of tangible fixed assets	13	3	-
Foreign exchange (gain) / loss	7(a)	(785)	364
Professional fees		872	432
Interest earned		(454)	(42)
Statutory redundancy payments	12	11	-
Gain on sale of investments	17	-	(52)

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	2024 €'000	2023 €'000
Annual statutory audit - GOAL Head Office	318	129
Annual statutory audit - GOAL (International) t/a GOAL UK	18	11
	336	140

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

	2024	2023
International staff posted overseas	77	85
Head office programme support, management and administration	102	100
Fundraising	22	24
	201	209

Employee Remuneration for the financial year was

	2024 €'000	2023 €'000
International staff posted overseas		
Salaries	4,356	4,953
Social welfare costs	73	113
Healthcare	-	4
Pension	-	8
Retirement Savings	65	61
Head office: Ireland, UK, US		
Salaries	6,634	6,287
Social welfare costs	714	672
Healthcare	88	98
Pension	276	256
Retirement Savings	8	-
Redundancy	11	-
	12,225	12,452

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:

	2024	2023
€60,000 to €69,999	21	22
€70,000 to €79,999	14	17
€80,000 to €89,999	7	9
€90,000 to €99,999	6	7
€100,000 to €109,999	3	1
€110,000 to €119,999	1	4
€120,000 to €129,999	1	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 €1,124k (2023: €1,086k).

In addition to the staff numbers disclosed above, an average of 2,534 (2023: 3,036) locally recruited staff were employed in GOAL's overseas operations during the financial year.

Chief executive remuneration

The Chief Executive Officer was paid €123.6k (2023: €117.5k) and received €12.4k pension contribution in 2024 (2023: €21k). 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
Cost			
At 1 January 2024	478	9	487
Additions	-	13	13
Disposals	-	(9)	(9)
At 31 December 2024	478	13	491
Depreciation			
At 1 January 2024	478	9	487
Depreciation charge	-	3	3
Disposals	-	(9)	(9)
At 31 December 2024	478	3	481
Net Book Value At 31 December 2024	-	10	10
Net Book Value At 31 December 2023	-	-	-

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

14 TANGIBLE FIXED ASSETS - COMPANY

	Equipment €'000	Vehicles €'000	Total €'000
Cost			
At 1 January 2024	478	9	487
Additions	-	13	13
Disposals	-	(9)	(9)
At 31 December 2024	478	13	491
Depreciation			
At 1 January 2024	478	9	487
Depreciation charge	-	3	3
Disposals	-	(9)	(9)
At 31 December 2024	478	3	481
Net Book Value At 31 December 2024	-	10	10
Net Book Value At 31 December 2023	-	-	-

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

15 STOCKS - GROUP AND COMPANY

	Group		Company	
	2024	2023	2024	2023
	€'000	€'000	€'000	€'000
Aid Commodities	2,534	3,628	2,526	3,616
	2,534	3,628	2,526	3,616

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	
	2024	2023	2024	2023
	€'000	€'000	€'000	€'000
Grants receivable	12,641	12,568	12,218	12,409
Prepayments	4,008	4,437	2,933	4,110
Sundry Debtors	1,006	824	1,002	815
Accrued Income	72	84	59	74
Intercompany receivable	-	-	-	1,675
Receivable from GOAL USA Inc.	1,397	-	1,397	376
At 31 December	19,124	17,913	17,609	19,459

All of the above amounts fall due within one year.

GOAL supported the operations of GOAL (International) during 2024, and will continue to do so in the foreseeable future. We confirm that GOAL will support GOAL (International) for at least a twelve-month period from the financial statements approval date providing the financial support as required to meet any obligation as they fall due.

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

17 CURRENT ASSET INVESTMENTS

At 31 December 2024, the current asset investments are composed 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.

Note	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Market value at 1 January	2	494	-	493
Increase/(Decrease) in value during the year	-	52	-	51
Deconsolidation of GOAL USA Inc.	6 (b) (2)	-	-	-
Sale of investments	-	(544)	-	(544)
Market value at 31 December	-	2	-	-
Funds on term deposit	212	212	212	212
Total current asset investments	212	214	212	212

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

18 LIABILITIES - CREDITORS, ACCRUALS AND PROVISIONS

Liabilities; amounts falling due within one year	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Accruals	14,760	8,834	13,079	7,253
Provisions	12,425	11,084	12,426	11,084
PAYE / PRSI	214	205	187	179
Trade creditors	474	190	474	190
Intercompany payable	-	-	136	-
Sundry creditors	92	52	92	45
At 31 December	27,965	20,365	26,394	18,751

Liabilities; amounts falling due over one year	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Termination Payables - Overseas Local Staff	1,522	3,602	1,522	3,602

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

19 COMMITMENTS

There are no capital commitments at 31 December 2024 (2023: Nil).

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

Group

	2024	2023
	€'000	€'000
Obligations which fall due:		
Within one year	652	865
Between one and five years	926	1,363
At 31 December	1,578	2,228

Company

	2024			2023		
	€'000			€'000		
	Total	Head Office	Branches	Total	Head Office	Branches
Obligations which fall due:						
Within one year	617	223	394	784	223	561
Between one and five years	921	446	475	1,325	668	657
At 31 December	1,538	669	869	2,109	891	1,218

Letter of financial support for GOAL (International)

GOAL has issued a letter of financial support to GOAL (International) dated 14th August 2025, 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

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.

	Group		Company	
Financial assets	2024	2023	2024	2023
	€'000	€'000	€'000	€'000
<u>Measured at fair value through profit or loss</u>				
Current asset listed investments	-	2	-	-
<u>Measured at undiscounted amounts</u>				
Funds held on Term Deposits	212	212	212	212
Debtors and other receivables	13,647	13,392	13,220	13,224
Accrued income	72	84	59	74
Intercompany receivable	-	-	-	1,675
Receivable from GOAL USA Inc.	1,397	-	1,397	376
	Group		Company	
Financial liabilities	2024	2023	2024	2023
<u>Measured at undiscounted amounts</u>				
Creditors and other payables	27,751	20,160	26,207	18,572

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

	Group		Company	
Fair Value Gains and Losses	2024	2023	2024	2023
	€'000	€'000	€'000	€'000
On financial assets measured at fair value through profit or loss	-	52	-	51

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

21 RECONCILIATION OF FUNDS

Group	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2024	2024	2024	2023	2023	2023
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	15,692	30,046	45,738	13,201	24,387	37,588
Net movement	2,295	1,441	3,736	2,491	5,659	8,150
Fund balances at 31 December	17,987	31,487	49,474	15,692	30,046	45,738

Company	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2024	2024	2024	2023	2023	2023
	€'000	€'000	€'000	€'000	€'000	€'000
Fund balances at 1 January	16,415	29,769	46,184	12,419	24,073	36,492
Net movement	1,535	1,457	2,992	3,996	5,696	9,692
Fund balances at 31 December	17,950	31,226	49,176	16,415	29,769	46,184

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
	2024	2024	2024	2023	2023	2023
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	10	-	10	-	-	-
Current assets	23,402	55,549	78,951	21,166	48,539	69,705
Current liabilities	(5,425)	(22,540)	(27,965)	(5,474)	(14,891)	(20,365)
Non-Current Liabilities	-	(1,522)	(1,522)	-	(3,602)	(3,602)
Fund balances at 31 December	17,987	31,487	49,474	15,692	30,046	45,738

Company	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2024	2024	2024	2023	2023	2023
	€'000	€'000	€'000	€'000	€'000	€'000
Tangible fixed assets	10	-	10	-	-	-
Current assets	22,966	54,116	77,082	20,754	47,783	68,537
Current liabilities	(5,026)	(21,368)	(26,394)	(4,339)	(14,412)	(18,751)
Non-Current Liabilities	-	(1,522)	(1,522)	-	(3,602)	(3,602)
Fund balances at 31 December	17,950	31,226	49,176	16,415	29,769	46,184

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	Dconsolidation Losses* €'000	Closing Balance €'000
Restricted funds	30,046	180,122	(178,663)	-	(18)	31,487
<i>Unrestricted funds:</i>						
General funds	13,492	3,737	(1,388)	(10)	(54)	15,777
<i>Designated funds:</i>						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	-	-	-	10	-	10
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	15,692	3,737	(1,388)	-	(54)	17,987
Total funds	45,738	183,859	(180,051)	-	(72)	49,474

* Loss on deconsolidation of GOAL USA Inc. (Note 6b).

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
Restricted funds	24,387	202,625	(196,966)	-	-	30,046
Unrestricted funds:						
General funds	11,001	2,926	(487)	-	52	13,492
Designated funds:						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	-	-	-	-	-	-
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	13,201	2,926	(487)	-	52	15,692
Total funds	37,588	205,551	(197,453)	-	52	45,738

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
Restricted funds	29,769	179,706	(178,249)	-	-	31,226
Unrestricted funds:						
General funds	14,215	3,581	(2,046)	(10)	-	15,740
Designated funds:						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	-	-	-	10	-	10
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	16,415	3,581	(2,046)	-	-	17,950
Total funds	46,184	183,287	(180,295)	-	-	49,176
Prior Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers -	Gains and Losses €'000	Closing Balance €'000
Restricted funds	24,073	201,614	(195,918)	-	-	29,769
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
Total unrestricted funds	12,419	2,850	1,094	-	52	16,415
Total funds	36,492	204,464	(194,824)	-	52	46,184

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	Deconsolidation loss* €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	4,943		26,468	(28,461)	2,950
Chad	3		17	(16)	4
Gaza / Lebanon	63		684	(425)	322
Haiti	284		8,170	(8,200)	254
Honduras / Colombia	800	(18)	10,214	(10,318)	678
Iraq	-		-	-	-
Kenya	3		-	-	3
Malawi	300		-	-	300
Mozambique	53		-	-	53
Nepal	37		-	-	37
Niger	72		2,451	(2,193)	330
Sierra Leone	954		4,928	(4,504)	1,378
South Sudan	442		12,254	(11,253)	1,443
Sudan	2,392		13,565	(9,728)	6,229
Syria / Türkiye	12,790		69,557	(75,760)	6,587
Uganda	5,674		13,109	(9,089)	9,694
Ukraine	617		-	(347)	270
Zimbabwe	32		4,844	(4,515)	361
Head Office	587		13,861	(13,854)	594
	30,046	(18)	180,122	(178,663)	31,487

* Loss on deconsolidation of GOAL USA Inc. (Note 6b)

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	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
Iraq	-	-	-	-
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
	24,387	202,625	(196,966)	30,046

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	4,938	26,466	(28,461)	2,943
Chad	3	17	(16)	4
Gaza / Lebanon	62	683	(423)	322
Haiti	284	8,170	(8,200)	254
Honduras / Colombia	782	10,214	(10,319)	677
Iraq	-	-	-	-
Kenya	3	-	-	3
Malawi	235	-	-	235
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	72	2,451	(2,193)	330
Sierra Leone	780	4,928	(4,505)	1,203
South Sudan	439	11,839	(10,838)	1,440
Sudan	2,391	13,565	(9,728)	6,228
Syria / Türkiye	12,789	69,557	(75,761)	6,585
Uganda	5,669	13,109	(9,089)	9,689
Ukraine	617	-	(347)	270
Zimbabwe	30	4,844	(4,515)	359
Head Office	585	13,863	(13,854)	594
	29,769	179,706	(178,249)	31,226

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	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
Iraq	-	-	-	-
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
	24,073	201,614	(195,918)	29,769

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 nine of its employees (2023: one hundred and four). 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 276k (2023: €264k). €40k was owed to the schemes (2023 owed from: €1k).

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 thirty two employees (2023: twenty six). 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 €73k (2023: €61k). There was no amount due from or owed to the schemes at year end (2023: Nil).

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)

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 2024 the Company had 16 company members (2023: 14), 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 €2,992k (2023: €9,692k).

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.

Although GOAL USA Inc. was deconsolidated from the Group financial statements in 2024, GOAL retains significant influence over GOAL USA Inc. through shared governance and strategic decision-making (see Note 4). However, GOAL does not control GOAL USA Inc. as defined under FRS 102, and it is no longer consolidated.

During the year, GOAL provided financial support of €941k to GOAL USA Inc. to assist with its ongoing charitable activities. This funding was provided as an unconditional grant, without expectation of repayment, and is recognised as an expense in the Statement of Financial Activities.

GOAL USA Inc. continues to raise funds independently from donors in the United States and, in turn, subgrants certain donor funding to GOAL. During 2024, €4.5m of such sub-granted income was received by GOAL and is disclosed in Note 5(a) (2023: €824k).

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 provide an opportunity for the Directors to familiarise themselves with GOAL's activities around the world. During 2024, three of GOAL's Directors visited GOAL's overseas operations at a cost of €8.4k (2023: €5k) 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

In early 2025, GOAL was notified of changes to anticipated funding levels from some major institutional donors. These developments reflect a broader and quickly changing funding environment affecting organisations across the international NGO sector.

In light of this, management has proactively reviewed different scenarios and presented them to the Board to ensure GOAL responds responsibly and strategically. As part of this process, the Board has agreed to begin a review of our Head Office operations to align resources with the revised funding outlook. This includes the carefully considered decision to commence a redundancy programme.

A separate assessment is being conducted regarding overseas staff associated with certain programme activities that are being scaled back or discontinued. The final costs of restructuring are not yet finalised, but the Board expects them to be covered within existing resources. These costs will be funded from unrestricted reserves.

GOAL remains committed to its mission, and to managing these changes with care, integrity, and a strong focus on minimising disruption to the communities it serves.

33 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Directors on 15th of August 2025.

A large, stylized graphic of a globe is positioned on the left side of the page. It features a grid of latitude and longitude lines. The continents are represented by solid dark green shapes, while the oceans are the lighter green background. The globe is tilted slightly to the right.

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