GOAL

FROM CRISIS TO RESILIENCE

ANNUAL REPORT 2025

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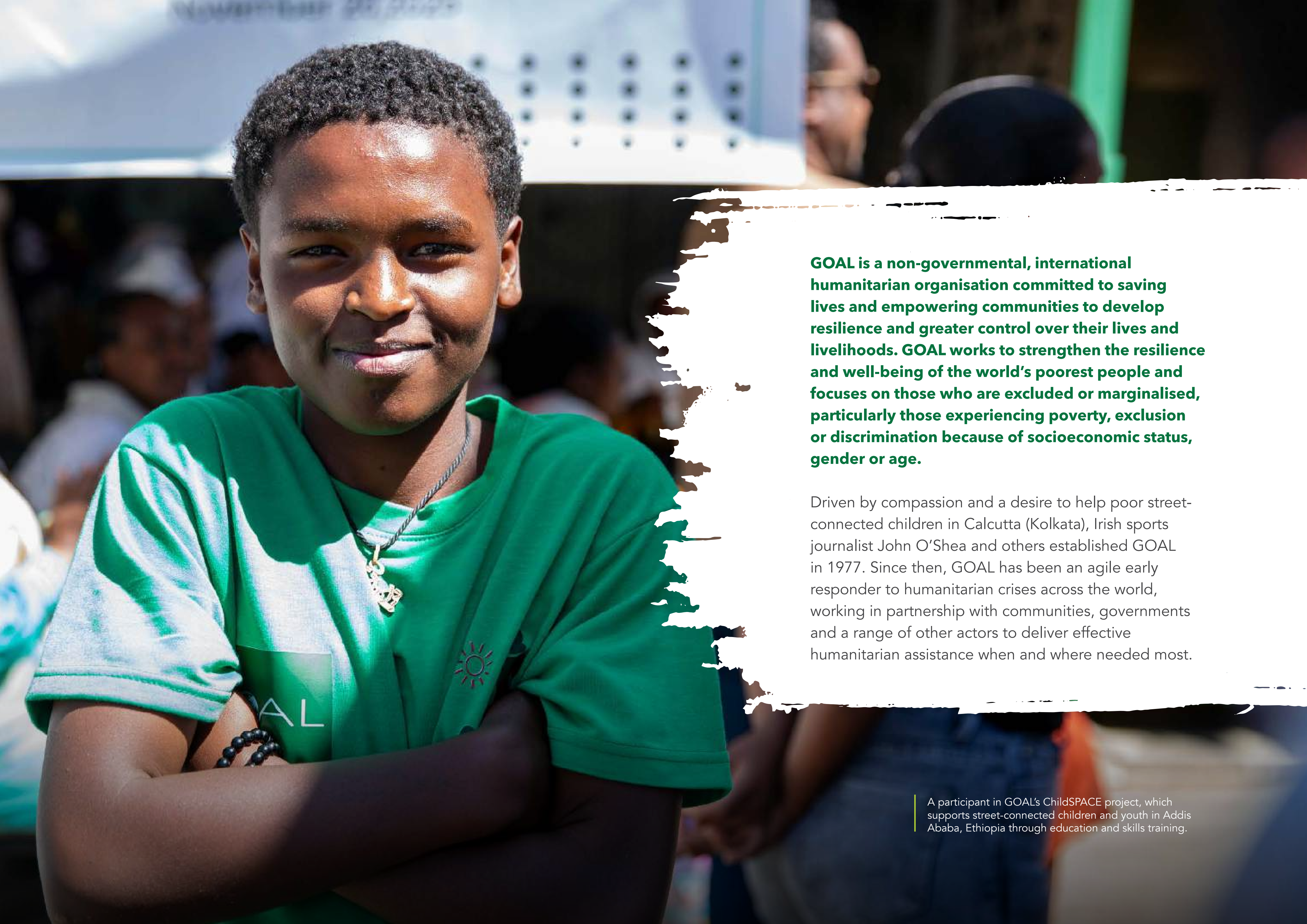
In Wan Pole, Freetown, female fish traders benefit from GOAL's energy-saving ovens, supporting sustainable fish preservation and stronger livelihoods in Sierra Leone.

WHO WE ARE

GOAL Syria staff member consulting with Ali Azzeddeen Arnos, a Syrian returnee rebuilding his life with support from GOAL through the EU-funded SANAD II project.



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 works to strengthen the resilience and well-being of the world's poorest people and focuses on those who are excluded or marginalised, particularly those experiencing poverty, exclusion or discrimination because of socioeconomic status, gender or age.

Driven by compassion and a desire to help poor street-connected 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.

A participant in GOAL's ChildSPACE project, which supports street-connected children and youth in Addis Ababa, Ethiopia through education and skills training.

OUR VISION

GOAL envisions a world beyond humanitarian crises where poverty no longer exists, where 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 to assist those facing poverty and exclusion to achieve greater resilience and well-being.

OUR VALUES

HUMANITARIANISM

We believe in the essential dignity and respect of all human beings and in serving, supporting, and advocating on behalf of marginalised people and those affected by poverty, crises and exclusion.

COURAGE

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

PARTNERSHIP

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

TRANSPARENCY & ACCOUNTABILITY

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

INCLUSIVENESS

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

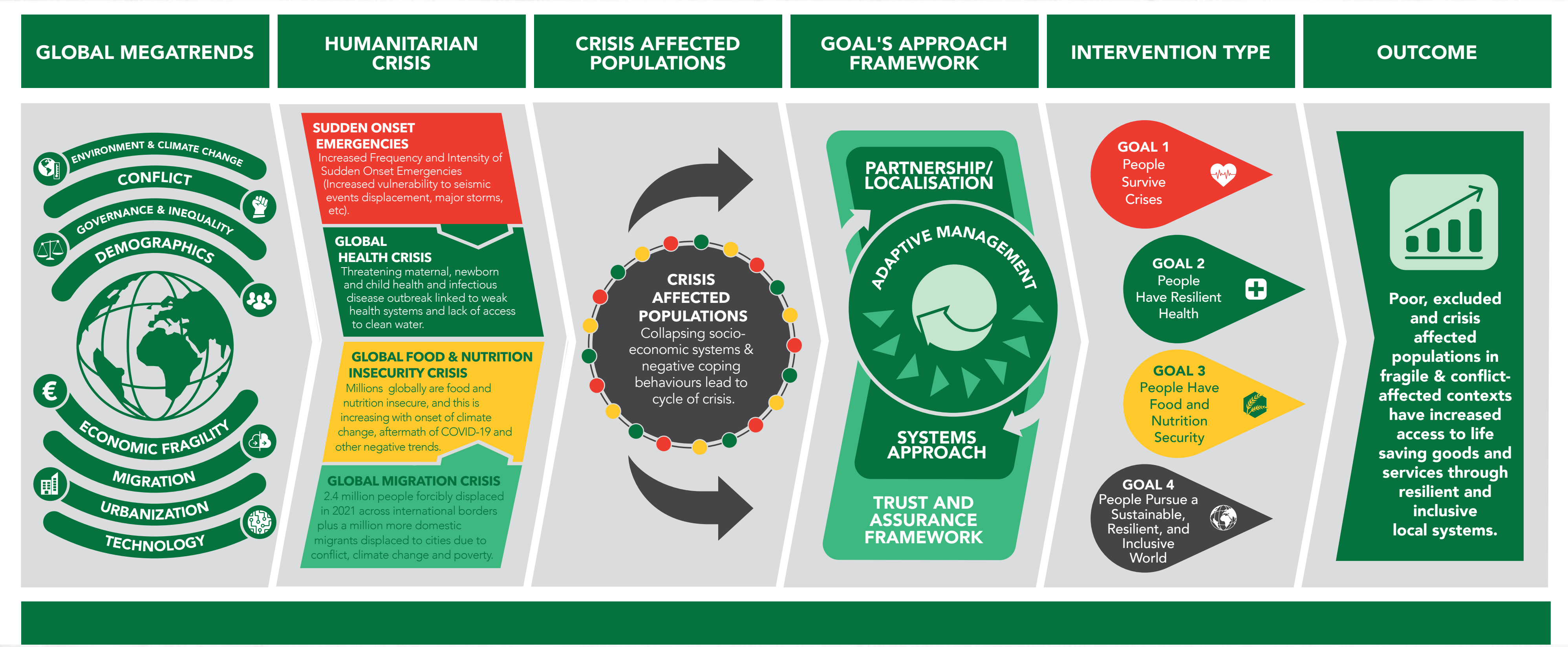
HOW WE WORK

The 2025 humanitarian landscape was defined by a global 'polycrisis' driven by violent conflict, climate-related disasters, and declining humanitarian norms. Needs rose sharply in GOAL's countries of operation, as development funding declined, leaving millions of people requiring assistance while agencies were struggling to meet those needs. Conflict was the primary driver of suffering within the communities GOAL serves, with climate change intensifying vulnerabilities that disproportionately impact children and women.

Despite these challenges, and despite a significant reduction in humanitarian funding, GOAL continued to reach some of the world's most vulnerable communities in 2025, demonstrating the organisation's resilience and the staff's continued determination to deliver quality humanitarian programming across its countries of operation.

In the face of conflict, inequality, and climate-related pressures, GOAL maintained its commitment to delivering lifesaving humanitarian assistance where needs were greatest, which enable it to also confront the root causes of poverty and vulnerability.

A beneficiary of South Sudan's THRIVE project, which supports families in building resilience and improving livelihoods through inclusive economic development.


GLOBAL MEGATRENDS
HUMANITARIAN CRISIS
CRISIS AFFECTED POPULATIONS
GOAL'S APPROACH FRAMEWORK
INTERVENTION TYPE
OUTCOME
ENVIRONMENT & CLIMATE CHANGE
CONFLICT
GOVERNANCE & INEQUALITY
DEMOGRAPHICS
ECONOMIC FRAGILITY
MIGRATION
URBANIZATION
TECHNOLOGY
SUDDEN ONSET EMERGENCIES
Increased Frequency and Intensity of Sudden Onset Emergencies (Increased vulnerability to seismic events displacement, major storms, etc).
GLOBAL HEALTH CRISIS
Threatening maternal, newborn and child health and infectious disease outbreak linked to weak health systems and lack of access to clean water.
GLOBAL FOOD & NUTRITION INSECURITY CRISIS
Millions globally are food and nutrition insecure, and this is increasing with onset of climate change, aftermath of COVID-19 and other negative trends.
GLOBAL MIGRATION CRISIS
2.4 million people forcibly displaced in 2021 across international borders plus a million more domestic migrants displaced to cities due to conflict, climate change and poverty.
CRISIS AFFECTED POPULATIONS
Collapsing socio-economic systems & negative coping behaviours lead to cycle of crisis.
PARTNERSHIP/ LOCALISATION
ADAPTIVE MANAGEMENT
SYSTEMS APPROACH
TRUST AND ASSURANCE FRAMEWORK
GOAL 1 People Survive Crises
GOAL 2 People Have Resilient Health
GOAL 3 People Have Food and Nutrition Security
GOAL 4 People Pursue a Sustainable, Resilient, and Inclusive World
Poor, excluded and crisis affected populations in fragile & conflict-affected contexts have increased access to life saving goods and services through resilient and inclusive local systems.

STRATEGY REVIEW

SERVICE DELIVERY AND LEARNING UNDER STRATEGY 2025

GOAL's programming under Strategy 2025 reflects a continuing and deliberate shift from standalone service delivery towards a systems approach that strengthens the structures and capacities underpinning crisis response and recovery. Programmes are designed to protect essential services during acute shocks while addressing the systemic weaknesses that drive vulnerability over time.

At the core of this approach is GOAL's Systems Approach, which recognises that lasting impact depends on strengthening the networks of actors within local systems. Through strategic mapping and engagement, GOAL works alongside governments, civil society, community-based organisations, academia, and the private sector to co-create solutions that are inclusive, resilient, and locally owned. Complementing this is a strong focus on organisational development, ensuring partners are equipped with the leadership and governance capacity needed to sustain impact over time.

DELIVERING RESULTS

In the final year of Strategy 2025, GOAL reached 10.8 million people across 17 countries of operation. This reflects continued delivery at scale, despite increasingly complex operating environments and growing levels of need. Of those reached, 56% were women and girls, and 28% were children under five, consistent with the organisation's focus on vulnerable groups.

The largest programme reach was in Ethiopia, South Sudan, and Syria, followed by Sierra Leone and Honduras. In Honduras, close to one million people were reached through early warning systems, demonstrating the value of sustained investment in anticipatory approaches that use forecasting and risk analysis to trigger early responses that help vulnerable communities reduce suffering and losses.

PROGRAMME PERFORMANCE AND RESULTS

In 2025, 81% of programmes met or exceeded their targets, with a further 8% partially reached and 11% off track. Given the fragile and conflict-affected contexts in which many of these programmes operate, this represents a strong level of performance.

Across outcome indicators, results in 2025 were broadly positive:

- Around 90% of people reported that the assistance met their needs
- 74% reported improved income or livelihoods
- 67% of households achieved acceptable food consumption levels
- Dietary diversity remained relatively high, particularly among children
- Behavioural change indicators show 77% uptake in health behaviours and 72% in nutrition practices

60% of supported health facilities were providing quality services, and 68% of water points remained functional. A total of 59 disaster risk reduction and resilience strategies were developed or implemented with local communities and government authorities, reinforcing preparedness and linking service delivery with longer-term resilience outcomes.

ACCOUNTABILITY AND FEEDBACK

A total of 53,000 communications were received through GOAL's Community Feedback Mechanism during the year, of which 82% related to requests for information or assistance. While the number of communications is lower than in previous years, it remains substantial and continues to provide valuable insight into how programmes are accessed and experienced. Evidence from GOAL evaluations suggests that where feedback mechanisms are accessible and actively used, programmes tend to be more responsive to community needs.

PARTNERSHIPS AND LOCALISATION

In 2025, GOAL reinforced its commitment to locally-led development by prioritising partnerships and localisation through its Global Partnership Centre (GPC) based in Uganda, and the publication of GOAL's Localisation Paper, which reaffirms GOAL's belief that localisation is rooted in empowering local partners to lead sustainable change. We therefore continue to explore new ways to seek feedback from the communities we work with.

This commitment is reflected in both the scale and composition of GOAL's partnership portfolio; collaborating with 197 partners in 2025, including 53 local NGOs and 12 community-based organisations, 39 government entities, and 69 private sector actors to co-create solutions that are inclusive, resilient, and locally owned. All GOAL's emergency responses were delivered in collaboration with partners, and 65% of GOAL's evaluations were conducted by local evaluators, reflecting increased use of local capacity in learning and accountability processes.

TRENDS FROM 2023-2025

Across the strategy period, programmes have also continued to demonstrate strong performance against targets. Indicator data shows consistently high levels of achievement, with the proportion of indicators meeting or exceeding targets increasing from 72% in 2023 to 81% in 2025, while those off track declined from 16% to 11%. Programme reach over the same period remained consistently high, with GOAL reaching over 10 million people each year.

Across key outcome indicators, there is also evidence of meaningful progress with the communities GOAL works within. The percentage of people reporting that humanitarian assistance was delivered in a safe, accessible, accountable, and participatory manner rose from 85% in 2023 to 90% in 2025.

Measures of household decision-making improved steadily (from 0.59 in 2023 to 0.90 in 2025), suggesting increased participation and agency for women at the household level. Minimum Dietary Diversity also improved steadily, from 40% in 2023 to 67% in 2025, as did the % of communities with acceptable Food Consumption Score (FCS), rising from 58% to 67% between 2023 and 2025.

Health-related indicators present a more mixed picture. While there have been improvements in areas such as uptake of promoted health behaviours, progress in service-related indicators has been more variable, reflecting ongoing constraints within local health systems and operating contexts, where conflict, migration and food insecurity add considerable strain on local actors' ability to deliver effective health care.

At the same time, there is a clear shift towards more integrated and resilience-focused approaches. The expansion of early warning systems, disaster risk reduction strategies, and integrated programming reflects a move towards linking service delivery with longer-term resilience.

WHAT THE EVIDENCE SHOWS

Overall, GOAL's programmes are effective in delivering short-term results, particularly in meeting immediate needs and improving access to services. Evidence from evaluations consistently shows that integrated, multi-sectoral approaches are delivering stronger results. Programmes that intentionally link health, nutrition, WASH, and community engagement are more likely to improve service utilisation, quality, and overall uptake. Community-level structures play a critical role in this, supporting delivery, accountability, and participation and strengthening the interface between communities and formal service systems.

In fact, findings from a recent meta-analysis conducted by GOAL and Trinity College Dublin of 20 external evaluations carried out between 2023 and 2025, using Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee's (DAC) evaluation criteria, reinforce this, demonstrating strong performance, particularly across GOAL's health, nutrition, and food security programmes.

LOOKING FORWARD

Looking ahead to 2026, GOAL will develop its new strategy by building on evidence and learning generated between 2023 and 2025. GOAL will sharpen its focus on integrated, locally-led, evidence-based and impactful programming, while strengthening its organisational resilience, skills and leadership development, and its pursuit of institutional excellence.

WHERE WE WORK

MESSAGE
FROM THE CHAIRMAN

It was a privilege and a significant responsibility to serve again as Chair of GOAL in 2025. From the outset, it was clear that the year would be exceptionally challenging for the global aid sector. The suspension of significant USAID-funded programmes in early 2025, alongside wider reductions in international aid, confirmed many of the concerns that had already been emerging.

In 2025, global overseas aid fell by almost 25%, the largest single year reduction on record, effectively returning funding levels to those of more than a decade ago. This shift had serious consequences for humanitarian organisations and, most importantly, for vulnerable communities. GOAL was not immune. Programmes in Ethiopia, Syria, Sudan, and the Latin America and Caribbean region were particularly affected.

These developments required urgent and difficult decisions by the Board in early 2025. After extensive consideration, and with the long-term sustainability of the organisation in mind, redundancies were unavoidable and were implemented across parts of the organisation, particularly within certain country programmes.

Despite these pressures, GOAL remained focused on its mission and continued to operate effectively in highly uncertain conditions. The professionalism, resilience, and commitment shown across the organisation were central to sustaining delivery throughout the year.

2025 also marked the conclusion of GOAL's 'Crisis to Resilience' strategy. The Board's review confirmed that the organisation has remained firmly grounded in its core strengths in emergency response, health and nutrition, WASH, and sustainable livelihoods. The new strategy, to be launched later this year, will build on this foundation with a stronger emphasis on investment and organisational resilience.

GOAL's Innovation Hub continued to advance practical approaches to improving programme outcomes, including the application of data and emerging technologies. These initiatives are already strengthening planning, preparedness, and response across several programmes.

The year also marked the end of Siobhán Walsh's tenure as CEO. Over seven years, Siobhán led GOAL through some of the most difficult periods in its history, including COVID-19 and the Türkiye–Syria earthquake. She leaves a stronger and more capable organisation, and we thank her sincerely for her leadership and service. In November, the Board was pleased to appoint Jennifer Farrelly as GOAL's new CEO. Jennifer brings significant senior leadership experience and a strong commitment to social impact. We look forward to working closely with her in the years ahead.

I would like to thank our donors, partners, suppliers, and supporters for their continued commitment to GOAL during an exceptionally difficult year. I also thank my fellow Board members for their dedication and sound judgment throughout 2025.

Finally, to all GOAL staff: we recognise that this was a deeply challenging year, marked by difficult changes and the loss of valued colleagues. Your continued focus on GOAL's mission and your commitment to those we serve give confidence that the organisation will adapt and endure.

Thank you,

Barry O'Connell
GOAL Chair

MESSAGE
FROM THE CEO

I am honoured to have been appointed CEO of GOAL, grateful for the trust placed in me by the Board, and conscious of the responsibility of leading the organisation at a time of significant challenge for the global aid sector.

Despite severe funding disruption in 2025, GOAL continued to deliver at scale. Surpassing revised targets and reaching more than 10 million people with direct assistance was a major achievement, made possible by the determination and expertise of our teams.

Since taking up the role, I have prioritised time with country teams in Ethiopia, South Sudan, Honduras and Colombia, deepening my appreciation of GOAL's work and its impact on communities facing crisis and poverty.

In East Africa, GOAL reached more than 5.5 million people across four country programmes, much of it through emergency response to conflict- and climate-driven displacement.

Sudan remained the world's most acute humanitarian crisis, with violence continuing throughout the year and the UN humanitarian appeal receiving less than one-third of the funding required. Ten million people were internally displaced and 3.5 million sought refuge in neighbouring countries. In Ethiopia and South Sudan, GOAL teams delivered emergency nutrition, health and WASH services to refugees, internally displaced people and host communities.

GOAL also continued to strengthen longer-term development programming. In Uganda, the renewed five-year, US $40 million Markets for Youth programme with the Mastercard Foundation has improved productivity and market access for more than 250,000 young farmers.

In the Middle East, GOAL supported responses in Gaza, the West Bank and Lebanon through local partners, providing medical supplies, food and essential non-food assistance to more than 50,000 people. In Syria, political change allowed greater focus on reconstruction and development alongside continued emergency support.

In Latin America and the Caribbean, almost three million people benefit from GOAL-supported early warning and disaster risk reduction systems, helping protect communities from hurricanes, floods and landslides.

The funding disruptions of 2025 had major operational consequences, including rapid programme reductions in Syria, Ethiopia, Sudan and Honduras following the suspension of US Government-funded activities. Although some funding was reinstated, future US support remains uncertain. New partnerships with the Swiss Development Cooperation and the Embassy of the Kingdom of the Netherlands were therefore especially important. Irish Aid's continued commitment was deeply valued, while ECHO's importance as a key donor grew, providing more than €19 million, mainly for emergency response.

I also acknowledge the leadership of the Board and my predecessor, Siobhán Walsh, during a period that required difficult decisions to secure GOAL's long-term sustainability. Their stewardship has provided a stable platform for the organisation's next chapter.

Finally, I want to thank GOAL staff across the organisation. Their professionalism, resilience and commitment ensured we continued to deliver for communities and laid a strong foundation for the future.

Thank you,

Jennifer Farrelly
GOAL CEO

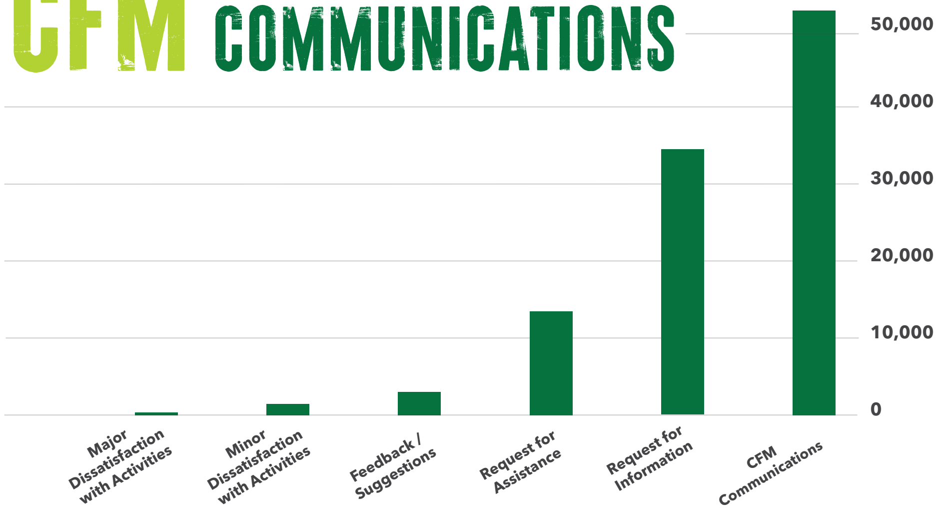
COMPARATIVE GLOBAL REACH: 2024 VS 2025

GLOBAL REACH 2025

10.8M PEOPLE

CFM COMMUNICATIONS

(Community Feedback Mechanism)



UNIQUE REACH BY STRATEGIC GOAL

		2024	2025
GOAL 1	PEOPLE SURVIVE CRISES	1.5M	2.1M
GOAL 2	PEOPLE HAVE RESILIENT HEALTH	6.4M	5.2M
GOAL 3	PEOPLE HAVE FOOD AND NUTRITION SECURITY	3.8M	3.0M
GOAL 4	PEOPLE PURSUE A SUSTAINABLE, RESILIENT AND INCLUSIVE WORLD	17K	17K
	REACH THAT DOES NOT FALL UNDER THE STRATEGIC GOALS	800K	338K

GOAL's global reach and use of Community Feedback Mechanisms (CFM) decreased in 2025 compared to 2024, reflecting a constrained global funding environment. Despite this, GOAL continued to engage with communities and deliver support to those most in need, maintaining strong feedback channels across its programmes.

GOAL measures direct reach through routine monitoring by MEAL teams, applying the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee's (DAC) definition of "direct beneficiary." To prevent double counting, individuals supported by more than one programme are counted only once. In such cases, beneficiaries are proportionally attributed across programmes based on their relative size. This ensures that reported reach is accurate and consistent.

UNIQUE REACH BY COUNTRY

	2024	2025
ETHIOPIA	3,246,776	2,473,678
SOUTH SUDAN	2,147,810	2,112,066
SYRIA	2,798,510	1,641,659
SIERRA LEONE	1,295,397	1,549,111
HONDURAS	380,710	1,048,982
SUDAN	811,337	656,998
UGANDA	228,225	426,981
NIGER	236,880	292,406
ZIMBABWE	890,990	197,698
HAITI	156,205	157,432
COLOMBIA	177,996	143,787
GAZA & THE WEST BANK	15,296	40,670
VENEZUELA	23,065	34,762
IRELAND	17,000	17,094
LEBANON	7,700	12,446
TÜRKIYE	31,917	8,096

WHO WE ARE WHAT WE DO ANNUAL REPORT 2025 DIRECTORS' REPORT GOAL

UNIQUE PROGRAMME BENEFICIARIES

	2024	2025
MALE	42%	44%
FEMALE	58%	56%
UNDER FIVE YEARS	27%	28%

WHAT WE DO

In Honduras, GOAL teams are tackling food insecurity and malnutrition by empowering farmers with climate-adaptive farming practices.

STRATEGY 2025

GUIDING OUR WORK

GOAL's Strategy 2025 – From Crisis to Resilience – continues to guide our work, emphasising systemic, locally-led approaches that address both immediate humanitarian needs and the underlying drivers of fragility, inequality, displacement, environmental degradation, and weak governance.

The Strategy 2025 has five strategic objectives aimed at ensuring:

1. **People survive crises** through an effective humanitarian response.
2. **People have resilient health** through the development of stronger health systems that deliver inclusive health services.
3. **People achieve food and nutrition security** via climate-smart agriculture and access to markets for their produce.
4. **People pursue a sustainable, inclusive, and resilient world** through education, empowerment, and policy influence.
5. **GOAL itself aims to strengthen organisational resilience** by integrating all business functions to support proactive, evidence-based decision-making.

In Freetown, Sierra Leone, a GOALie works alongside faecal sludge treatment plant workers, transforming faecal waste into low-emission briquettes as a sustainable alternative to traditional energy sources. This programme is delivered through GOAL's WASH programme, Water-Share Ireland.

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 2025, 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 2025, the strategy's role as a compass for programming was both evident and instrumental in driving forward adaptive, impactful responses.

GOAL teams in Syria welcome the European Union on a field visit to Heish village, where ongoing WASH and Shelter interventions are restoring vital water infrastructure to provide clean, safe water for thousands of conflict-affected families.

STRATEGIC GOAL 1

PEOPLE SURVIVE CRISES

In 2025, GOAL's emergency programming reached 2.1 million people globally. This reflects a balanced approach combining large-scale preparedness and anticipatory action with targeted humanitarian assistance to address conflict, displacement, disease outbreaks, and climate-related shocks.

In Africa, GOAL delivered integrated emergency response and outbreak containment—including water, sanitation and hygiene (WASH), health, and nutrition interventions, vaccination support, cash assistance, and emergency logistics—while strengthening preparedness, surveillance, and response capacities.

In the Middle East, GOAL provided emergency relief, health and protection services, cash assistance, and recovery-oriented support across protracted crises to safeguard dignity and continuity of essential services. In Latin America and the Caribbean, GOAL paired multi-hazard early warning systems with emergency cash, WASH, and in-kind assistance in storm-, flood-, displacement-, and cholera-affected settings, strengthening readiness, coordination, and early recovery.

Contributing to SDGs

OUR IMPACT

COLOMBIA

In 2025, GOAL Colombia continued to deliver critical, lifesaving support to communities facing climate-related risks.

- GOAL reached **140,000 people through fully operational multi-hazard early warning systems,** strengthening anticipation, preparedness, and response capacity in highly exposed communities in the municipalities of Fonseca, San Juan del Cesar, and Villanueva, in La Guajira.
- **1,135 people**, including municipal staff, youth, seniors, students, and academic actors, **participated in training processes in disaster risk reduction (DRR**), promoting local leadership and informed decision-making. Beneficiaries represented the departments of La Guajira, Antioquia, Sucre, Atlántico, Cundinamarca, Risaralda, Caldas, and Valle del Cauca, alongside the Archipelago of San Andrés, Providencia, and Santa Catalina.
- **5,587 people received direct assistance during emergencies**, mainly flood events, supporting the protection and early recovery of affected families.
- **5,571 people received food kits** as part of preparedness and response actions to climate emergencies.

ETHIOPIA

In 2025, GOAL Ethiopia supported the national response to the Marburg virus disease outbreak, contributing to early detection, reduced transmission, and the continuity of essential services.

- GOAL supported house-to-house active-case finding campaigns covering **94,481 households** across South Omo Zone, deploying **146 staff,** identifying **951 individuals** with high fever, and sampling **46 suspected cases.**
- GOAL supported broader outbreak preparedness and response activities, reaching 43,534 people with malaria prevention in Meta, 35,384 people through Mpox awareness in Borena, and 7,120 children through measles vaccination in Gomole.
- The Graduation Approach supported ultra-poor urban households in Addis Ababa and Hawassa, **achieving 94–98% graduation rates** overall and near-universal graduation among women.
- Multilanguage risk communication and community engagement (RCCE) activities reached approximately **8,870 people** across Dassenech, Nyangatom, Hammer, Kara, and Arbore districts.

HAITI

In 2025, GOAL Haiti continued to operate in one of the most complex humanitarian settings, shaped by gang-violence and widespread displacement.

- Acceptable **food consumption scores reached 78%** among targeted internally displaced person (IDP) households in Port-au-Prince receiving cash assistance through Ireland's Civil Society Partnership for a Better World 2023-2027 (ICSP) grant acute crisis stream project.
- **GOAL delivered cash and voucher assistance (CVA) to 27,015 food-insecure people** living in armed group-controlled neighbourhoods in the Port-au-Prince metropolitan area.
- **Clean water was trucked to over 18,000 people in six IDP camps** in Cité Soleil following a cholera outbreak.
- **1,511 hygiene kits were distributed** to IDP families across five sites, improving health and dignity for communities.
- GOAL supported the National Coordination Centre for Food Security with data collection in the Grand'Anse region to inform lifesaving food assistance programming.

HONDURAS

In 2025, GOAL strengthened community resilience and disaster preparedness, delivering rapid assistance to households affected by extreme weather events.

- More than 2.4 million people were covered by operational and functional multi-hazard early warning systems for floods and landslides, strengthening the capacity of highly vulnerable communities to anticipate and respond to extreme weather events.
- Early warning systems were expanded and optimised in the regions of Valle de Sula and the Dry Corridor and in the cities of Tegucigalpa and La Ceiba, enhancing hydrometeorological monitoring, community preparedness, and institutional coordination in risk management.
- **2,799 people received cash assistance** during the response to Tropical Storm Sara, allowing them to meet immediate needs and accelerate their early recovery.

IRAQ

In 2025, GOAL strengthened its humanitarian efforts in Iraq, supporting sustainable and climate-resilient communities.

- GOAL supported **1,827 people in Basra through an agri-innovation hub** delivered with Action for Humanity and in partnership with Aid Gate Organisation, promoting climate-smart agriculture and strengthening livelihoods.
- Farmers and agribusinesses received **targeted training, mentorship, and market linkages** to improve productivity and build resilience in southern Iraq.

LEBANON

In 2025, GOAL continued humanitarian response in southern Lebanon, supporting conflict-affected communities through strategic local partnerships.

- Through ongoing partnership with local non-governmental organisation (NGO) Al Amel, 2,500 displaced people in southern Lebanon were provided with emergency health and protection support.
- GOAL continued to partner with Lebanese NGO Naba'a to deliver food, sleeping materials, and emergency cash to over **10,000 displaced people in southern Lebanon.**

NIGER

In 2025, GOAL Niger continued to bolster its emergency preparedness efforts, helping displaced communities better anticipate, respond to, and recover from shocks.

- Ensured **access to lifesaving water and sanitation services for 57,767 people,** including Malian refugees, IDPs and host communities across Ouallam, Abala and Ayorou in the Tillabéry region, and Assamaka in the Agadez region, with funding from the U.S. Department of State.
- Through strengthening the SCAP-RU (Community Early Warning and Emergency Response System) and OSV (Vulnerability Monitoring Observatory) early warning committees and providing direct assistance to survivors, GOAL Niger helped **106,718 people** improve their skills and knowledge in emergency preparedness and community coordination. This was achieved through reinforcement and expansion of the early warning systems network, a SIMEX simulation exercise, and support for regional contingency planning, including direct cash assistance to flood-affected households and support for epidemic response plans, primarily in the Zinder region.


In Port-au-Prince, Haiti, GOAL is responding to escalating food insecurity through an Irish Aid–funded emergency cash transfer programme, improving food access for vulnerable families living in internally displaced persons (IDP) sites

SIERRA LEONE

In 2025, GOAL Sierra Leone supported the national Mpox outbreak response in close collaboration with the National Public Health Agency and district health management teams in Western Area Urban.

- The intervention strengthened community-led prevention, Risk Communication and Community Engagement (RCCE), and demand for Mpox vaccination through a community-led action approach.
- GOAL trained and deployed **375 community mobilisers** and master trainers and triggered 1,330 communities, reaching over 200,000 people with Mpox prevention and vaccination messages, including vulnerable and disability-inclusive groups.
- Knowledge outcomes exceeded targets, with **99% of targets able to identify Mpox symptoms**, prevention methods, and vaccination information.
- GOAL's early leadership helped catalyse wider partner mobilisation, prompting scaled engagement from United Nations Children's Fund (UNICEF), Centre for Disease Control and Prevention, and other actors.

SOUTH SUDAN

In 2025, South Sudan faced escalating conflict, displacement, and a worsening humanitarian crisis, driven by intercommunal violence in Upper Nile and Jonglei States.

- GOAL reached **443,534 people** with

GOAL works with its partner Naba'a in Saida, southern Lebanon, to provide essential aid to 5,300 displaced people, including food parcels, sleeping materials, and winter clothing kits.

emergency assistance, including **164,108 children under five**, through food distributions, health and nutrition services, and WASH support.

- Across Upper Nile State, Warrap State, and Abyei Administrative Area, **781,464 children under five were supported with lifesaving health and nutrition interventions**, including identification of zero-dose children in returnee and hard-to-reach communities.
- 42,241 people accessed protection services, supported by strengthened referral pathways, gender responsive programming, and community-based mechanisms.
- GOAL strengthened South Sudan's cholera response through integrated case management, WASH, RCCE, surveillance, logistics and vaccination—treating **670 cases**, supporting oral cholera vaccination for **369,257 people**, and improving infection prevention and control (IPC) and water access.

SUDAN

In 2025, Sudan faced one of the world's largest internal displacement crises. In response, GOAL delivered emergency, life-saving assistance across high-risk areas.

- GOAL provided emergency support to populations facing famine-level conditions due to conflict and displacement, **reaching over 450,000 IDPs and host-community members.**
- Delivered group cash transfers to address immediate survival and recovery needs.
- Through leadership in the Cash Consortium of Sudan, provided multi-purpose cash assistance to approximately **9,000 people** in North Darfur.
- Implemented a rapid cholera response in Abujubeha, South Kordofan, integrating surveillance, RCCE, and triage rehabilitation, reaching **19,044 people, including 5,988 IDPs.**
- Sustained isolation-centre operations during an acute watery diarrhoea outbreak in Dilling, South Kordofan, benefiting **140 people.**
- Supported a cholera response in Tawila, North Darfur, through an oral cholera vaccine campaign and pre-positioning **72 cholera kits, reaching 13,800 people.**

GAZA & THE WEST BANK

In 2025, GOAL continued its emergency support to over 40,000 people in Gaza through its ongoing work with local NGO, Taawon.

- GOAL supported two medical stations in Gaza, benefiting **19,000 patients** with emergency care, sexual and reproductive health services, trauma care, and referrals.
- Over **3,000 people** living in displacement camps in southern Gaza received lifesaving food assistance.
- **200 young people** were supported in the West Bank through life-skills training to build social cohesion and enhance their well-being during conflict.

SYRIA

In 2025, 16.7 million people remained in need of humanitarian assistance due to widespread displacement, infrastructure damage, lack of established services, economic collapse, and localised conflict. In 2025 GOAL:

- Supported communities in southern Syria following an acute crisis caused by armed conflict. In partnership with the local NGO Bahar, **3,273 people** received ready-to-eat food kits, ensuring food and nutrition security without reliance on fuel, water, or electricity.
- The EU-funded SANAD programme concluded in May 2025, reaching over **1.3 million people with cash for food, improved access to clean water, and dignified shelter rehabilitation.**
- Reached over **3,500 people** with direct emergency assistance in areas affected by crisis and sudden shocks, including wildfires, flooding, and armed conflict.
- Provided multi-purpose cash assistance to **3,596 vulnerable individuals**, supporting their basic needs while providing them with choice and dignity.
- Reached over **1.2 million people with lifesaving assistance** through the ongoing Al Amal project.

TÜRKIYE

In 2025, GOAL Türkiye continued to deliver protection programming to vulnerable populations in complex and evolving operational environments.

- Through its ECHO-funded LINK V Protection Project, GOAL reached **8,096 people**, primarily Syrian nomadic and semi-nomadic communities and seasonal agricultural workers, with legal support, case management, mental health, and psychosocial services, and community-based protection, addressing persistent protection risks through sustained, community-driven support mechanisms.

UGANDA

In 2025, GOAL Uganda responded to the Sudan virus disease outbreak, prioritising staff duty of care, operational safety, and preparedness across all programme locations. GOAL responses strengthened awareness, harmonised messaging, and enabled safe continuation of programmes.

- GOAL integrated Sudan virus disease and Mpox prevention messaging into ongoing health, nutrition, WASH, and market system development activities.
- Provided information, education, and communication materials and emergency briefings to staff, partners, village health teams, and peer supervisors to ensure consistent messaging on prevention.
- **Delivered 34 sensitisation sessions** through partner-led and direct community engagements, reaching over **5,000 community members** and local leadership.
- Participated in national and district coordination and preparedness meetings to ensure alignment with the Ministry of Health (MOH) and District Health Office guidance.

ZIMBABWE

In 2025, amid economic instability, GOAL focused on strengthening the resilience of the most vulnerable urban households.

- GOAL expanded the Graduation Approach to **150 ultra-poor urban households in Harare, 90% of them female-headed**, with early results showing marked improvements in household resilience and positioning the approach as a cornerstone of ICSP's focus on those furthest behind.

UKRAINE

In 2025, GOAL supported people to survive the ongoing crises in Ukraine by strengthening locally-led humanitarian capacity through Irish Aid-funded partnerships with national NGO Right to Protection (R2P).

- Through Irish Aid–funded partnership with the national NGO Right to Protection (R2P), GOAL delivered targeted mentoring, training, and systems development to enhance organisational effectiveness. An independent evaluation of the Building Bricks for Humanitarian Excellence programme found it to be highly relevant, effective, and efficient, strengthening governance, accountability, and leadership across five key areas.
- These improvements have enabled R2P to deliver protection and lifesaving assistance more safely, transparently, and at scale, while also positioning the organisation to access direct funding and share best practice across Ukraine's humanitarian sector.

LOOKING FORWARD

In 2026, GOAL will continue its lifesaving mission to protect communities affected by emergencies from excess morbidity and mortality through dignified, people-centred, co-designed emergency responses.

By strengthening frontline systems, embedding community feedback, and scaling integrated, locally led, evidence-based and impactful programming, GOAL will systematically support transitions from crisis to recovery and long-term resilience. This will include the strengthened implementation of early warning systems and anticipatory action programming.

In Türkiye, GOAL supports displaced mothers affected by the 2023 earthquake, which left millions displaced nationwide, with funding from the European Union's Humanitarian Aid Operations.

GOAL engineer Khaled Al-Kilay checks the water tap in Mohammad's home in rural western Aleppo to ensure safe and reliable access to water.

"WE SLEPT ON THE COLD GROUND WITH NO BLANKETS, NO FURNITURE, NOTHING.

THOSE DAYS WERE AMONG THE HARSHEST MOMENTS OF MY LIFE, MOMENTS OF HELPLESSNESS I WILL NEVER FORGET."

Mohammad, a Syrian refugee and beneficiary of GOAL SANAD II programme supporting displaced families in Syria.

At 85, Mohammad Ahmad Ismail has lived through the full arc of Syria's 14-year war; its destruction, displacement, and, finally, its uneasy end in late 2024. Now faced with the monumental task of rebuilding his family's life, Mohammad's story is one of loss, resilience, and hope.

Once a farmer in Urem Al-Kubra, Aleppo, Mohammad spent his life working the land passed down through generations. His home, livestock, and modest livelihood were tied to the soil he cultivated and the community he raised his children in.

Mohammad's life was torn apart when Syria's civil war erupted, triggering years of violence and displacement. The conflict's relentless bombardment killed his livestock, destroyed his home multiple times, and repeatedly displaced his family. After an airstrike injured his family and devastated his home, Mohammad was forced to move them into an abandoned building where they survived harsh winters without blankets, furniture, or basic supplies.

Even after fighting stopped in December 2024 following the fall of the Assad regime, his family continued to face hardship. The collapse of the village's water system left Mohammad and his family without a source of clean water. With stations fallen into disrepair, the family relied on costly tankers from nearby towns, often sacrificing food just to secure enough water for drinking and washing.

Everything changed when GOAL, through the EU-funded SANAD II programme, began rehabilitating water stations in Urem Al-Kubra. Restored networks and fuel supplies allowed clean water to reach Mohammad's home every two days. The financial pressure lifted, his family's health improved, and the trees and plants on his land began to grow again.

From rehabilitated pumping stations to safer, more consistent water delivery, GOAL interventions are easing financial burdens, improving public health, and creating the stability families need to rebuild their lives.

"THIS SUPPORT LIFTED A HEAVY BURDEN FROM OUR SHOULDERS AND GAVE US BACK PART OF THE LIFE WE LOST."

STRATEGIC GOAL 2

PEOPLE HAVE RESILIENT HEALTH

Weak health systems in fragile contexts are continually undermined by insecurity and conflict, chronic underfunding, lack of basic infrastructure, health workforce shortages, and repeated disruptions to medical supply chains. These vulnerabilities are intensified by overlapping shocks, disease outbreaks, climate events, displacement, and food insecurity, driving a persistent cycle of poor health outcomes and preventable deaths.

In 2025, GOAL reached 5.2 million people under Strategic Goal 2, supporting communities and health systems to better withstand and recover from shocks that regularly disrupt essential health and nutrition services, particularly for women, children, and young people. Working with Ministries of Health, **GOAL helped improve maternal, newborn, child, and adolescent health services for almost 2.5 million people** and strengthened curative nutrition care for over **1.8 million children under five** and pregnant and lactating women affected by malnutrition. GOAL also reached more than 2 million people through WASH interventions to expand access to safe water and sanitation and improve hygiene practices, while integrating social and behaviour change approaches throughout to address gender, cultural, and social barriers to better health.

GOAL continued to use innovative tools and approaches to increase the impact of our health programming despite reduced resources. In Ethiopia, this included using health system mapping, including resilience for social systems (R4S), to understand how the community health insurance system is currently functioning and to identify opportunities for strengthening it.

Contributing to SDGs

A toddler receives treatment at a GOAL-run nutrition clinic in Sudan, which provides essential support to displaced families.

OUR IMPACT

COLOMBIA

In 2025, GOAL Colombia continued to respond to severe humanitarian crises including armed conflict, climate-related disasters, and mass displacement.

- GOAL's solutions, designed for extreme aridity conditions, provided **1,247 people across nine communities** in La Guajira with safer, more reliable, and adequate access to drinking water.
- **2,856 people benefited from hygiene kits,** strengthening basic health and disease prevention practices.

ETHIOPIA

In 2025, GOAL Ethiopia improved maternal and child health outcomes in Borena and Meta while strengthening the resilience of primary health care systems in fragile and shock-prone contexts.

- Strengthened **19 primary health care facilities** through the provision of essential medical equipment, water-system upgrades, IPC infrastructure, and on-the-job mentoring for **52 health workers.**
- Access to quality maternal and emergency care increased through the solarisation of two remote health facilities, enabling **24/7 services for approximately 19,800 people**, and the construction of maternal waiting rooms, benefiting 879 pregnant women.
- Community-level outcomes improved, with 81% of pregnant women attending at least four antenatal check-ups and **77% giving birth in health facilities,** supported by Care Groups and Men's Health Groups.
- GOAL's R4S analysis of the Borena health system identified critical stress points, including limited community-based health insurance and lack of surge capacity, informing targeted investments in intelligent health systems.

HAITI

In 2025, GOAL Haiti focused on lifesaving health and hygiene support for some of the most vulnerable communities in highly insecure settings.

- GOAL supported **two hospitals and five health centres i**n the commune of Carrefour with capacity-building efforts including trainings on integrated management of acute malnutrition, monetary incentives to healthcare staff and community health workers, and the provision of medical and nutrition supplies.
- **Sensitised 42,789 displaced families** on good hygiene practices to support disease prevention in Carrefour, strengthening community awareness and fostering ownership of healthier behaviours that contribute to resilient communities.
- Provided over **150 hygienists** with incentives and equipment for cleanliness maintenance in **16 IDP camps** located in armed group-controlled areas.
- Rehabilitated seven sanitation blocks in the Metropolitan Zone of Port-au-Prince, benefiting **16,783 people** in IDP camps and reducing the risk of waterborne disease.

HONDURAS

In 2025, GOAL's work in Honduras focused on improving access to WASH services and empowering young people to lead local climate action.

- GOAL supported **6,250 people with access to safe water** through filters, chlorination, and hygiene solutions, contributing to community health in six communities with high water scarcity in Gracias a Dios.
- Conducted hygiene promotion activities attended by **865 people and distributed hygiene kits** containing household water treatment and safe storage supplies, helping ensure access to safe water and reinforcing healthy behaviours.
- **Trained 852 children and young people as climate leaders** through the youth climate leadership programme; US $35,920 was mobilised with municipalities and the private sector to finance 34 youth-led climate initiatives; and 3,440 beneficiaries engaged in local climate actions, such as installation of rainfall catchment systems in schools, coastal clean-up campaigns, and training in rainfall gauge use.

NIGER

In 2025, GOAL Niger continued to implement an innovative approach to improve health system resilience to shocks and health service delivery.

- GOAL reached **131,341 people across 15 health facilities in three intervention districts** of Mirriah and Goure in Zinder and Ouallam in Tillabery.
- Strengthened health system surge capacity by monitoring key illnesses including measles, malaria, diarrhoeal illness, respiratory infections and malnutrition at community-level, ensuring support and resources can be provided at times of need.
- Strengthened community-based, multi-

Loyce Napeyo, a 28-year-old mother of five and participant in GOAL Uganda's Markets for Youth programme, a five-year initiative supporting over 300,000 young Ugandans to access employment in the agricultural sector through partnership engagement and skills training.

hazard early warning and response systems, ensuring best practice in preparedness and response to hazards which threaten public health.

- Supported district health authorities to improve disease surveillance and outbreak response, including strengthening community participation bodies through capacity-building; and delivering health awareness activities and mobile clinics, including provision of IPC equipment, capacity building and supervision of healthcare workers to improve care quality.

SIERRA LEONE

In 2025, GOAL Sierra Leone continued to strengthen health systems and outbreak preparedness through government and community partnerships.

- GOAL's digital Health Facility Assessment tool showed **74% of supported facilities** met or exceeded World Health Organisation aligned quality benchmarks.
- GOAL supported the MOH to strengthen the knowledge and skills of healthcare workers through peer-led clinical mentoring, reinforced through formal competency assessments, **improving maternity care across 88 facilities** while supporting district oversight of clinical standards.
- GOAL supported the MOH and National Public Health Agency to strengthen outbreak preparedness and response using its community-led action tool, now adopted nationally. **The approach engaged 46,676 people on Mpox and reached 202,703 with prevention messages in Western Area Urban**.
- The rural WASH programme created 57 new boreholes reaching nearly **20,000 people, targeting 45 communities, with 30 achieving open defecation free status**. Five new solar powered water systems were installed, reaching **9,625 people and 62 water committees were trained** to maintain the new water infrastructure.

SOUTH SUDAN

In 2025, GOAL South Sudan continued to face intersecting crises driven by conflict, flood, food insecurity, and weak public health systems. Over 312,132 people had entered the country from Sudan by the end of 2025.

- GOAL reached over **840,763 people with critical health services**, including more than **420,827 women and 317,000 children under five.**
- **78,527 people** were reached with essential WASH services.
- Integrated health services were delivered through **106 facilities** across Twic, Ulang, Kajokeji, Renk, Gogrial West and Gogrial East, and Abyei special administrative area.
- The Management of At-Risk Mothers and Infants programme was expanded from **2 to 26 facilities,** improving care for malnourished mothers and infants, reaching **57,349 pregnant women** with antenatal services.
- GOAL-supported health facilities hosted **395,178 primary health care consultations** and **43,326 children under one year** to receive routine vaccinations.
- **Over 334,213 children and 99,829 pregnant and lactating women** were screened for malnutrition, with **43,730** of these children treated for moderate and severe acute malnutrition.

SUDAN

In 2025, GOAL Sudan continued to face a humanitarian crisis, with over 30.0 million people requiring urgent humanitarian assistance. More than 80% of health facilities in conflict-affected areas remained non-functional, while famine conditions emerged across some regions. Amid widespread displacement, disease outbreak, and severe shortages of medical supplies, GOAL continued to deliver critical health and WASH services under extremely challenging and often dangerous conditions.

- GOAL reached **415,388** people with essential health services.
- GOAL supported **62 health facilities** across North Darfur, South Kordofan, and White Nile State to deliver accredited, comprehensive primary care under the EU-funded Health Pro programme.
- GOAL continued referral and treatment of children with severe acute malnutrition, with **459 children admitted for care.**

SYRIA

In 2025, GOAL supported vulnerable communities grappling with the aftermath of 14 years of conflict, including severe infrastructure damage and unsafe water and sewage services.

- GOAL supported over **914,000 people** with essential WASH services, ensuring access to clean water, adequate sanitation, and solid waste management services.
- GOAL supported the operation and maintenance of **63 water stations** through funding from the US Department of State, the EU, the Swiss Agency

for Development and Cooperation, and United Nations Office for the Coordination of Humanitarian Assistance (OCHA), ensuring continuous access to clean drinking water.

- Increased local capacity by supporting water unit staff, working with local suppliers, and reinforcing resilience and community ownership of water systems.
- Reduced dependence on expensive and unreliable diesel fuel by **transitioning eight water stations to grid and solar power.**

UGANDA

In 2025, GOAL Uganda continued to respond to growing health challenges by integrating community-led sanitation with social behavioural change approaches, supporting sustainable impact.

- GOAL advanced district nutrition priorities through group cash transfers, reducing financial barriers to severe acute malnutrition treatment, improving referral completion, and supporting facility-level care for vulnerable children.
- **81% of targeted households** adopted recommended health, nutrition, and WASH practices.
- Improved maternal health outcomes, with group cash transfers enabling life-saving transport for obstetric emergencies, increasing access to antenatal care, and **raising facility-based deliveries from 40% to 61%.**
- Continued expansion of water systems in partnership with Water Share Ireland, completing the Mulombi piped water extension in Namayingo and beginning construction of the Mogadishu system in Kaabong.
- 48,671 people gained access to safe water in Butaleja and Kaabong, with **120 hand pumps completed and 10 tap stands installed** across three piped schemes, while sanitation activities led to **64 of 80 targeted communities being declared open defecation free.**

ZIMBABWE

In 2025, GOAL Zimbabwe has continued to deliver transformative WASH services to improve water access for domestic, livestock, and irrigation purposes alongside disease prevention work.

- Across its WASH programmes, GOAL enabled nearly **20,000 people** to access safe drinking water through the construction of **two new solar-powered piped water systems and the rehabilitation of five boreholes.**
- **Five school latrine blocks**, each including five stalls, were installed, providing safe and dignified sanitation facilities for approximately **2,400 students and teachers.**
- Through Irish Aid's ICSP grant, water point functionality in Bulilima and Mangwe Districts reached 75%, driven by faster repairs and improved management, **benefiting 39,382 people.**
- By the end of 2025, **women accounted for 63%** of ICSP-supported water point committee members.

VENEZUELA

In 2025, GOAL continued to respond to Venezuela's protracted humanitarian and health challenges by strengthening access to essential, lifesaving services for vulnerable communities.

- Improved the availability and access of high-quality, respectful, and person-centred maternal, newborn, and child health care in fragile settings, ensuring safer pregnancy, childbirth, and early childhood outcomes in fragile contexts.
- Supported progress towards HIV epidemic control through enhanced prevention, diagnosis, and treatment access and viral load suppression for women, men, and priority populations.

LOOKING FORWARD

In 2026, GOAL will continue to work with key local actors to strengthen the capacity and resilience of health and WASH systems, ensuring they can meet community needs and support long-term health resilience.

We will scale the use of innovative tools and the use of AI-enabled platforms that connect communities with health system actors, as well as digital solutions for contact tracing.

"IF THIS CENTRE HAD NOT BEEN HERE, MY CHILD WOULD NOT HAVE SURVIVED.

AFTER WEEKS OF BATTLING MALARIA AND HUNGER, SHE NOW PLAYS AND EATS NORMALLY AGAIN. I FINALLY FEEL RELIEVED."

Nyapot, a 30-year old mother in Terkidi Refugee Camp, Ethiopia, fighting to support her daughter after an acute malnutrition diagnosis.

In Terkidi Refugee Camp, Ethiopia, Nyatit Cham receives lifesaving support from GOAL, including ready-to-use therapeutic food (RUTF) and regular home visits to monitor her progress.

Life in Terkidi-2 Refugee Camp has been difficult for Nyapot and her seven children since fleeing conflict in South Sudan. When her young daughter fell dangerously ill, GOAL's intervention provided the support they urgently needed.

After fleeing conflict in South Sudan, 30-year-old Nyapot Doll has spent years raising her seven children in Terkidi-2 Refugee Camp. Life in the camp is difficult, and frequent illness is common among young children. On June 25, 2025, Nyapot brought her 34-month-old daughter, Nyatit Cham, to GOAL's nutrition centre when she became extremely weak, feverish, and unable to eat.

Health staff quickly determined that Nyatit was suffering from severe acute malnutrition, malaria, and anaemia. She was immediately transferred by ambulance to the Stabilisation Centre in Terkidi1 Camp, where GOAL's medical team provided antimalarial treatment, therapeutic feeding, and supplements for anaemia. During this time, Nyapot also received counselling and emotional support to help her cope with the stress of her child's illness.

After ten days of intensive treatment, Nyatit stabilised and returned to Terkidi-2 to continue recovery through the outpatient therapeutic programme. GOAL teams monitored her progress closely, providing ready-to-use therapeutic foods, follow-up visits, and ongoing guidance. Over the following weeks, Nyatit regained strength, appetite, and normal activity levels.

After two months in the programme, she was fully discharged from treatment for acute malnutrition and continues to receive care for a chronic condition through a linked health facility.

"RIGHT NOW, MY CHILD IS RECOVERED. I CAN FOCUS ON MY WORK WITHOUT INTERRUPTION BECAUSE SHE CAN PLAY WITH OTHER CHILDREN AND DOESN'T NEED SPECIAL ATTENTION ANYMORE."

In Honduras, GOALie Alejandra Martinez stands with a participant of the Resilient Neighbourhoods programme, an initiative focused on building small-business resilience and advancing women's economic and social empowerment.

Nabirye Mary, a participant of the INSPIRE project, which supports sustainable and resilient rural livelihoods, tends her crops and goats in Jamuli District, Uganda.

STRATEGIC GOAL 3

PEOPLE HAVE FOOD & NUTRITION SECURITY

GOAL works in some of the world's most fragile and climate-exposed contexts, where conflict, displacement, economic shocks, and accelerating climate hazards—flooding, drought, and erratic rainfall—are driving acute food and nutrition insecurity. The 2025 State of Food Insecurity report estimates 638 to 720 million people faced hunger in 2024 (7.8–8.8% of the global population) and highlights how elevated inflation has undermined purchasing power and access to healthy diets, especially for low-income populations.

Across the wide range of countries and crisis-affected settings where GOAL works, we prioritise the most vulnerable households and individuals—especially young children, pregnant and lactating women, and marginalised groups—who face the greatest barriers to accessing healthy diets, essential services, and resilient livelihoods. In 2025, GOAL reached over 3.0 million people with food and nutrition security support (57% women), combining lifesaving nutrition services with food systems and livelihood actions that protect and improve access to diverse, nutritious foods. GOAL also supported communities to become more climate resilient, strengthening their capacity to anticipate, absorb, and recover from climate-related shocks that undermine food availability, access, and utilisation. Across our programming, we strive to transform harmful social and gender norms and increase women's socio-economic empowerment, an essential driver of resilient food and nutrition security for families and communities.

Contributing to SDGs

OUR IMPACT

COLOMBIA

In 2025, GOAL Colombia advanced environment-focused development and livelihood programmes that strengthened community resilience through climate adaptation measures.

- GOAL **strengthened the food security and resilience of 3,200 people** through the Blue Economy programme and Green Economy programme, delivering technical assistance, improved production chains, and training.
- GOAL **piloted clean energy solutions for artisanal fishing vessels,** reducing CO^2 emissions by 96% per vessel and delivering lower operating costs and higher incomes for fishing families.
- GOAL **reached 1,200 people, primarily from the Wayúu Indigenous communities** in Alta Guajira, with climate adaptation and clean energy initiatives, **improving resilience and access to reliable energy.**

ETHIOPIA

In 2025, GOAL Ethiopia continued to drive inclusive development and poverty alleviation through climate-smart agriculture and strengthened livestock value chains.

- Partnered with Ethiopian financial service providers, the Cooperative Bank of Oromia and Awash Bank, **assisting 61,000 agropastoral people to open a transactional account and access formal financial services.**
- Supported 49 businesses critical to agropastoral communities to strengthen their capacity and expand their reach, **enabling 468 agricultural retailers to extend access to agricultural goods and services**, while four businesses secured new loans totalling more than €90,860 with **90% reporting annual sales increases of 65% or more.**
- **Supported local multiplication of climate-resilient seed** for low-lying areas, mitigating the effects of Belg crop failure, while investments in fodder production, veterinary services, and energy-efficient, diversified farming practices strengthened livestock-based food systems.

HAITI

In 2025, GOAL Haiti integrated nutrition services, income-generating activities, and social behavioural change interventions to improve dietary practices, resilience, and household well-being.

Fidele Angai, a poultry farmer, tends to his chicks in the Dokolo District of Northern Uganda.

- **GOAL supported the creation of artificial reef species**, improving access to marine produce for household consumption and market sales across the towns of Corail, Abricots, and Cayemites Islands in the Grand'Anse Department.
- **Community beekeeping and agroecological training programmes** in the Grand'Anse region benefited more than 500 people, reducing hive losses, increasing honey yields, and **strengthening incomes for local producers.**
- **Delivered CVA to 27,015 food-insecure people** in armed group-controlled neighbourhoods.
- GOAL's Resilience of the Blue Economy programme **strengthened food security** in Grand'Anse by integrating small-scale fisheries, apiculture, women-led agroprocessing and Village Savings and Loan Associations (VSLA), **increasing dietary diversity, incomes and household resilience to climate and economic shocks.**
- GOAL's ICSP programme **strengthened small-scale fisheries** in Grand'Anse **through ecosystem-based approaches, training over 300 fishers in sustainable practices** and marine restoration, improving fish stocks, livelihoods, incomes and long-term climate resilience.

HONDURAS

In 2025, GOAL Honduras strengthened the food and nutrition security of smallholder farmers, fishers, and urban and rural microenterprises, especially in territories exposed to increasing climate impacts.

- GOAL **strengthened the productive management capacities** and market skills of more than 400 fishers on the north and south coast of Honduras, **increasing the economic resilience of fishing-dependent communities to climate change.**
- **9,850 people participated in initiatives to strengthen livelihoods**, sustainable agriculture, clean energy, and urban businesses, mostly led by women, through technical assistance, training, inputs, and financial inclusion, with 88% adopting sustainable production practices, consolidating progress towards a more resilient and climate-adapted economy.
- **4,000 people** in Gracias a Dios, La Paz and Lempira benefited from GOAL **interventions to improve climate-resilient agricultural production,** including climate-resilient seeds, airtight grain storage, and tools that reduce food loss and improve productive yields.

NIGER

In 2025, through the Irish Aid and UNITLIFE supported Systems for Resilient Food and Nutrition Security (S4Nut) programme in Niger, GOAL partnered with private sector suppliers to improve access to climate adapted, nutrient-rich agricultural inputs.

- **Crop yields increased by 125 to 172%**, over 227,000 storage bags reduced post-harvest losses, with **94% of households reporting increased income** and strengthening food and nutrition security.
- Integrated nutrition and social-behaviour interventions empowered caregivers and communities, with **90% of acutely malnourished children enrolled later discharged healthy,** 11,048 children screened for malnutrition, and **women's involvement in household decision-making increased from 25% to 53%**, supporting sustainable nutrition and well-being gains.

SIERRA LEONE

In 2025, GOAL Sierra Leone continued to develop its Blue Economy programme, strengthening community resilience to climate shocks and stresses, tackling poverty and improving food and nutrition security through marine ecosystem restoration, promoting sustainable and diversified livelihoods.

- **GOAL planted 160,973 mangrove seedlings** in degraded mangrove forest areas in Freetown and Kambia, providing natural coastal storm buffers, acting as a breeding ground for aquatic food, supporting the regeneration of fish stocks and providing alternative income streams for communities dependent on seasonal fishing.
- **700 households accessed alternative livelihood support**, and 2,594 people reported an increase in income resulting from the programme.
- **GOAL supported fisheries families to begin their financial inclusion journey, with US $22,493** (approximately €19,312) **mobilised through VSLA group savings** and US $7,909 (approximately €6,790) in circulation as revolving funds supporting fishing, agriculture, and petty trading activities.

GOAL Haiti staff on route to Iles Cayemites, Grand'Anse Department, to support local fishing and beekeeping projects.

SOUTH SUDAN

In 2025, food insecurity in South Sudan remained at critical levels, with up to 7.55 million people projected to face crises-level hunger during the lean season. Over 2.1 million children under five were expected to suffer from acute malnutrition. Against this backdrop, GOAL delivered vital, community-based interventions to combat malnutrition.

- **GOAL trained 261 women champions under the THRIVE project**, supporting the formation of 165 VSLA groups, generating cumulative savings of €19,386 across all project locations.
- **334 households were supported with climate-smart farming practices** to help families grow diverse, nutritious foods and strengthen food system resilience.
- Farmers in flood affected areas were supported to shift from sorghum to flood-tolerant rice production to **increase their climate resilience during periods of flash flooding**.
- **Fisheries interventions strengthened livelihoods and market access, resulting in 33,500kg of fish sold** and 27.8 million in South Sudanese Pounds (approximately €180,000) generated in Renk, **reflecting improved aggregation, cold storage, value addition, and cross-border market linkages.**

SUDAN

In 2025, GOAL Sudan scaled up lifesaving nutrition services across North Darfur and South Kordofan, ensuring timely identification and treatment of children suffering from acute malnutrition. Through strengthened Community-based Management of Acute Malnutrition (CMAM) programming, thousands of vulnerable children accessed quality care and recovered successfully, reflecting strong community outreach and effective health system support.

- **GOAL provided 7,867 children under five with lifesaving treatment** for severe acute malnutrition through outpatient therapeutic programmes.
- Provided **specialised care for 595 children with severe acute malnutrition** and medical complications in Stabilisation Centres across both states.
- CMAM performance met Sphere Standards, **achieving a 97.0% cure rate, 2.4% death rate, and 2.8% defaulter rate.**

SYRIA

In 2025, GOAL Syria continued to respond to the fall of the Asad regime, which triggered renewed displacement across Syria, deepening already severe food insecurity. In this context, GOAL's food and nutrition security programming remained critical to helping families meet their most basic needs.

- GOAL supported over **614,000 people** with food and nutrition security.
- **Delivered food assistance directly to households through CVA**, providing flexibility and dignity, while also supporting local markets.
- Supported community-wide food security by **providing fortified flour and yeast to 28 bakeries, ensuring a stable supply of affordable, high-quality bread** for hundreds of thousands of people.
- Through the **US State Department** funding, **we reached over 23,000 children and over 5,700 women with nutritional supplements,** as well as preventative and curative services to address and reduce malnutrition.

UGANDA

In 2025, GOAL Uganda's programming reflects a strong, integrated approach to building resilience, improving livelihoods, and advancing inclusive economic participation.

- **Under the ICSP programme**, an integrated package of climate-resilient agriculture, financial inclusion, behaviour change, and market supported **improved food and nutrition security, with 85% of households achieving an acceptable Food Consumption Score** and 65% of children meeting Minimum Dietary Diversity in 2025.
- Through the Markets for Youth programme, **funded by the Mastercard Foundation, GOAL Uganda reached 406,406 young people to gain skills, access finance, and transition into dignified work**, with strong inclusion of refugees and people with disabilities. Of these beneficiaries, 333,111 youth were supported to transition into work, and **95% reported dignified and fulfilling employment.**
- GOAL's INSPIRE programme, **funded by the Embassy of the Kingdom of the Netherlands,** introduced the

Participatory Integrated Planning approach to **108 communities, supporting locally-led plans to strengthen resilient, sustainable livelihoods and land use**.

ZIMBABWE

In 2025, GOAL Zimbabwe focused on strengthening resilient, inclusive food and nutrition systems for vulnerable communities.

- **GOAL strengthened food and nutrition systems in Matabeleland South through the S4Nut framework,** partnering with local civil society and private sector actors to combine market-systems and behaviour change approaches, improving nutrition and addressing gender-based exclusion.
- Under the S4Nut framework, **household dietary diversity improved,** with an average Household Dietary Diversity Score of 6.5 compared to district baselines (Bulilima 4.4; Mangwe 4.8), while **78% of beneficiaries adopted recommended nutrition practices** through Food and Nutrition Security Programming Plan.
- A total of 2,315 small-scale producers were supported to build climate-smart, market-oriented skills, with 46% adopting improved nutrition and climate-smart practices.
- **70% of beneficiaries reported increased incomes from diversified food system activities,** supported by improved financial inclusion, with 69% accessing informal financial services through internal savings and lending groups linked to women-focused microfinance.

A member of the Konyakonyi Youth Group displays vegetables grown through a GOAL Uganda and Mastercard Foundation-supported horticulture project, helping young people improve food security and generate income through sustainable farming.

LOOKING FORWARD

In 2026, GOAL will scale up and strengthen food and nutrition security programming, supporting fishing, pastoralist and farming communities and displaced and marginalised populations most impacted by global and local crises - inflation, conflict, floods and drought.

Working through and with local systems and system actors, GOAL will empower communities to strengthen their resilience to climate hazards, increase access to healthy, nutritious diets, sustainable livelihoods and transform social and gender norms, collectively supporting the most vulnerable to achieve food and nutrition security.

Farmers in Kaliro District, Uganda, gather for Integrated Plot Plan (IPP) learning sessions that promote sustainable plot management and improved agricultural productivity under GOAL's INSPIRE project.

"AT FIRST, I DIDN'T BELIEVE IT WOULD MAKE A DIFFERENCE. IT LOOKED SO SMALL, ALMOST LIKE A TOY.

BUT OVER TIME, I BEGAN TO FEEL STRONGER, AND MY CHILDREN WERE NO LONGER GETTING SICK AS OFTEN."

Monica Akello, a 27 year-old mother, benefited from GOAL's Humanitarian Innovation Fund initiative, which introduced the Lucky Iron Fish to help tackle chronic anaemia.

In Agago District, Uganda, iron-deficiency anaemia remains a major health challenge, affecting women and young children. With funding from Irish Aid, GOAL Uganda introduced an innovative yet simple solution: the Lucky Iron Fish, developed by the Canadian International Development Agency.

The Lucky Iron Fish is a small, reusable iron ingot that releases a safe, absorbable amount of iron when boiled in water or food with ingredients like lemon or tomato. Alongside distributing the fish, communities received training on its safe use and on improving nutrition through everyday cooking practices. For women like Monica Akello, the impact has been significant. Initially sceptical, Monica began using the fish regularly and soon experienced increased strength, fewer clinic visits, and improved nutrition for her family.

Monitoring results from beneficiaries showed remarkable improvements, including the elimination of moderate anaemia cases and a reduction in common symptoms like tiredness and dizziness. Families also strengthened their diets by growing iron-rich vegetables and adopting better cooking practices.

To ensure accessibility, GOAL introduced flexible payment options and subsidies, making the Lucky Iron Fish affordable even for low-income households.

THROUGH THIS INITIATIVE, GOAL DEMONSTRATES HOW SIMPLE, PRACTICAL INNOVATIONS COMBINED WITH COMMUNITY TRAINING CAN CREATE LASTING IMPROVEMENTS IN HEALTH.

In Uganda, the Lucky Iron Fish is a certified cooking tool providing a simple, reusable solution to iron deficiency anaemia.

In Karambi village, Uganda, single mother Gloria Kansiime joined GOAL's Markets for Youth programme in 2022, equipping her with financial literacy and business skills. She now runs a successful piggery and two bars that sustain her small family's income.

STRATEGIC GOAL 4

PEOPLE PURSUE A SUSTAINABLE, RESILIENT, AND INCLUSIVE WORLD

GOAL 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

4 QUALITY EDUCATION

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

HOW WE WORK

Strategic Goal 4 focused on empowering people to build a sustainable, resilient, and inclusive world. It recognised that individual and community actions in the Global North directly influence the lives of those living in fragile and conflict-affected contexts. Throughout the strategy period, GOAL sought to bridge these worlds by amplifying the experiences of people in crisis and engaging young people, educators, civil society actors, and policymakers across Ireland and internationally.

A key enabler of this work was increased ICSP funding from Irish Aid under stream 4 - Global Citizenship Education (GCE), rising from €100,000 annually in 2021 to €500,000 annually from 2022 onward. This investment enabled GOAL to expand its Global Citizenship team, scale programming, diversify partnerships, and strengthen national outreach efforts. Crucially, this investment aligned with the ambitions of the Irish Aid Global Citizenship Education Strategy 2021–2025, which commits to supporting lifelong learning and public awareness of the interconnectedness of global issues.

ENGAGING YOUNG PEOPLE IN IRELAND

A core achievement under this strategic cycle has been the expansion of GOAL's youth-centred global citizenship initiatives. Through the GOAL NextGen Youth Programme and Network, 187 young people from Ireland and eight GOAL programme countries collaborated, exchanged perspectives, and designed actions responding to humanitarian crises, climate injustice, and global inequality, empowering youth-led advocacy.

GOAL also expanded its public reach through national events and festivals such as Bloom and Electric Picnic, All Together Now, National Ploughing Championships through the Global Solidarity Hub, and its unique partnership with St Patrick's Festival, Ireland's premier cultural showcase. GOAL's flagship Youth X-Change campaign, a series of cross-cultural creative collaborations, drove Global Citizenship among 18–39-year-olds in Ireland, harnessing the power of creativity to deepen the understanding of global justice issues and connecting the voices of young people around the world.

EMPOWERING EDUCATORS AND SCHOOLS

Through Strategy 2025, GOAL strengthened its support to teachers through curriculum-aligned workshops, resource development and whole school activities, enabling educators to deliver impactful GCE, deepening students' understanding of humanitarian crises, resilience, and global interdependence. Multiannual ICSP funding played a transformative role, allowing GOAL to invest in new educational resources, expand training delivery, and deepen engagement with primary, post-primary, and third-level institutions. These efforts aligned closely with the priorities of the Irish Aid GCE Strategy 2021–2025, which seeks to build public understanding of issues such as climate change, hunger, global inequality, and injustice, and to inspire action toward a fairer and more sustainable future.

INFLUENCING DUTY-BEARERS AND DECISION-MAKERS

GOAL deepened its contributions to public engagement and policy influence by drawing on evidence from its humanitarian programming across Africa, the Middle East, Latin America, and Ukraine. These insights informed advocacy on humanitarian action, health resilience, and food and nutrition security, delivered through policy dialogues, multistakeholder platforms, and consortia, engaging at international fora including the United Nations (UN) Oceans Conference (2022-25), UN Civil Society Conference (Kenya, 2024), UN Summit of the Future (New York, 2024) and the European Humanitarian Forum (Brussels, 2025).

Through these partnerships, GOAL helped to shape norms, strategies, and policy directions that prioritise locally-led, system strengthening responses grounded in the lived realities of crisis-affected communities.

GLOBAL CITIZENSHIP 2025

GLOBAL CITIZENSHIP EDUCATION

In 2025, GOAL reached over 5,200 primary students through 245 workshops across 13 counties in Ireland, utilising interactive resources such as Food for Good, Changemakers, Water Wishes, and We All Shine. These resources helped students explore the interlinkage of food systems, water, sustainability, and global inequality, with 99% of students reporting an increased understanding of these global issues. In 2025, GOAL developed and piloted its brand-new resource exploring gender equality "We All Shine", designed by GOAL NextGen Youth network member and previous youth exchange participant Sondra Mejis in Honduras.

GOAL also engaged 200 student-teachers across teacher training institutions, ensuring future educators are equipped to deliver impactful GCE in classrooms across Ireland. 93% of student-teachers reported an increase in their GCE knowledge and skills following the training.

PUBLIC ENGAGEMENT

Direct engagement with almost 11,000 members of the Irish public at the below events:

- **March:** Partnered with St. Patrick's Festival to promote global solidarity through cultural arts performance and youth engagement.
- **July:** Partnered with Atelier Now on its Dublin Block Party in Dublin City Centre, using street art and spoken word as a vehicle for social change.
- **August – September:** Partnered with the Global Solidarity Hub at All Together Now music and arts festival and the National Ploughing Championships.
- **October:** Partnered with Smashing Times and Frontline Defenders with a cultural arts evening celebrating Belonging as part of the Irish Arts and Human Rights Festival.
- **November:** Hosted the fourth NextGen Youth Exchange in Dublin with representatives from Ethiopia, Uganda, and Honduras. Youth leaders shared their "Stories of Humanity" at the flagship X-Change Campaign event in Dublin City Centre which simultaneously launched the GOAL NextGen's Letters to the Future and X-Change campaign tool 'Cards for Humanity'. In 2025, the X-Change Campaign achieved potential reach of over 686,000 through both traditional and social media.

GOAL NextGen Youth members and the Global Citizenship team with Labour TD Ciarán Ahern, supporting Coalition 2030's call for the delivery of the Future Generations Commissioner Bill.

GOAL also engaged with the corporate sector in Ireland through its Global Citizenship workshops, reaching over 160 people on targeted Sustainable Development GOAL-related areas such as climate action, food and nutrition, resilient health, and global inequality with corporate partners including the Heritage Council, CIE, Premier Sports, MACE Promotions, Accenture and Horse Racing Ireland.

GOAL NextGen

YOUTH ENGAGEMENT

In 2025, the NextGen Youth Programme brought together **35 young leaders** from Ireland and **eight programme countries** for a **10-week virtual exchange** focused on ICSP, Climate and Resilient Health. Beneficiaries co-created Letters to the Future, reflecting on the world they are inheriting and the world they want to create. These letters have been compiled to share with the Future Generations Commissioner in their respective countries or safeguarded by GOAL until one is appointed. GOAL is actively advocating for the passage of Ireland's Commission for Future Generations Bill, currently under debate in the Oireachtas. GOAL's NextGen Youth Network grew to **187 members** with active participation through monthly sessions and outreach events. In 2025, 5,429 young people participated in GOAL's NextGen Youth activities.

LOOKING FORWARD

As GOAL moves into the next strategic planning cycle, the achievements under Strategic Goal 4 provide a strong foundation for future global citizenship and influencing work.

With expanded youth networks, strengthened educational programming, greater public engagement, and growing policy influence, GOAL is well placed to continue mobilising people toward a more sustainable, resilient, and inclusive world.

Global Citizenship Manager Victoria Walshe with the Connection Council, a collective of social activists, promoting the Global Citizenship team's new public engagement tool, Cards for Humanity.

GOAL GLOBAL CITIZENSHIP

ENGAGING COMMUNITIES

- PUBLIC EVENTS
- CAMPAIGNS & DIGITAL
- 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 teams from GOAL, Trócaire and Sightsavers working together at the Global Solidarity Hub at the All Together Now music and arts festival.

LOCALISATION AND PARTNERSHIP IN ACTION

At GOAL, we believe that lasting change comes from within communities themselves. In 2025, we advanced this vision through our Local Systems Approach, strengthening local actors to understand complex systems, shape programmes, and make adaptive decisions that address real community needs.

Through structured systems training in Uganda and South Sudan, beneficiaries explored the connections between health, WASH, food security, DRR, and climate resilience. By understanding these interconnections, local authorities and organisations are designing solutions that are coordinated, sustainable, and locally-led.

A major milestone was the update of GOAL's Partnership Manuals, simplifying procedures, reducing duplication, and making guidance more accessible. This ensures local actors can engage with GOAL quickly, confidently, and effectively.

Through the Irish Aid-supported Global Partnership Centre (GPC), GOAL strengthened its partnership model. In 2025, the GPC supported 197 partners worldwide to respond effectively in crises—from Sudan and Ethiopia to Gaza, Lebanon, and Haiti—ensuring that local actors are not only implementers but leaders of humanitarian and development responses.

CASE STUDIES OF IMPACT

1. Health, WASH, and Local Governance in Sierra Leone

In Sierra Leone, GOAL partnered with district health management teams, national agencies, and Freetown City Council to strengthen sexual and reproductive health, DRR, and sanitation systems. Local actors were central to delivering coordinated WASH and health services, improving access to clean water, functioning sanitation facilities, and reproductive health support.

Vacuum truck operators ensured safe transport of faecal sludge to the Kingtom Treatment Plant, processing over 300 truckloads per month, maintaining a critical link in the sanitation value chain. These partnerships strengthened governance and accountability, enabling communities to maintain essential services and respond rapidly to public health needs.

2. Climate-Smart Agriculture and Livelihood Resilience in Uganda

In Uganda, GOAL collaborated with district health offices and private-sector partners to strengthen GOAL's Nutrition Impact and Positive Programming initiative, livelihoods, and anticipatory action. Farmers faced increasingly unpredictable weather, threatening food security and market access. Cooperatives supported by GOAL and partners such as Harvest Thrive Ltd adopted climate-smart agriculture techniques, diversified crops, and improved soil health.

This locally-led approach increased food security and strengthened local market systems, while empowering district authorities and community groups to anticipate risks and coordinate responses. Farmers now manage agricultural, health, and nutrition initiatives in alignment with district-level planning, demonstrating how local systems thinking drives sustainable, resilient development.

3. Community-Led Livelihoods and Governance in Haiti

In Haiti, GOAL partnered with local authorities and public institutions to lead initiatives in cholera response, environmental governance, and livelihoods. Community groups co-designed interventions that strengthened governance, accountability mechanisms, and small-scale cooperative development.

By leveraging local knowledge and trust, these actors ensured rapid mobilisation during crises and maintained continuity of services. The approach reinforced locally-led decision-making, enabling communities to prioritise their needs, oversee programming, and sustain development outcomes.

GOAL Board member, Captain Brian Fitzgerald and Director of Programmes and Operation at GOAL, Colin Lee, travelled to Tigray region, Ethiopia, where GOAL works with Joint Emergency Operation Programme (JEOP) providing vital food assistance to communities across the region.

STRENGTHENING LEADERSHIP AND ORGANISATIONAL CAPACITY

Local actors are only as strong as the systems that support them. In 2025, GOAL piloted its **Organisational Development (OD) Framework** and Toolkit, a partner-led approach that enables Civil Society Organisations (CSOs) to assess their capacity, identify gaps, and drive their own growth.

Eleven CSOs across eight countries participated in the pilot, using structured organisational capacity assessments to develop tailored capacity strengthening plans. These plans covered governance, financial management, safeguarding, human resources, and programme delivery, creating a foundation for ownership, accountability, and continuous improvement.

Early results were inspiring: over **60% of CSOs implemented reforms within three months**, including formalising HR systems, improving financial transparency, and strengthening safeguarding policies. One partner in Sierra Leone reflected:

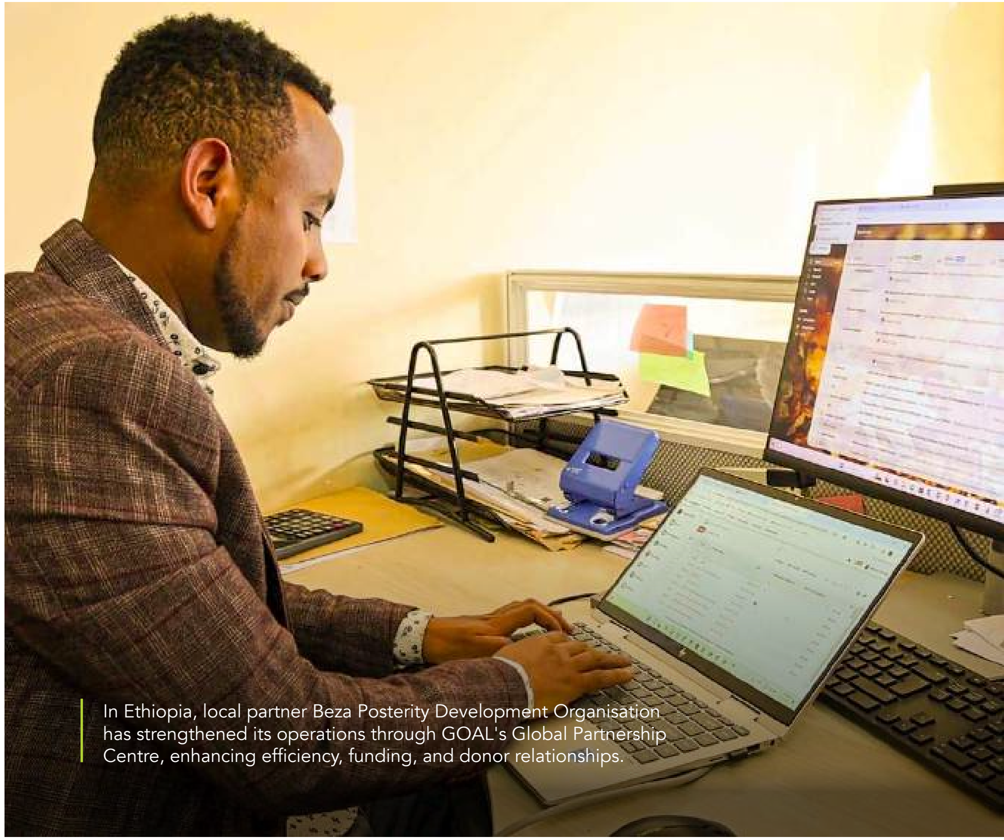
"The tool helped us speak honestly about our weaknesses without fear of judgment. It showed us where we want to go as an organisation."

In Uganda, FOKAPAWA, a local partner, shared:

"ORGANISATIONAL CAPACITY BUILDING WILL MAKE US SUSTAINABLE AND ABLE TO SUPPORT OUR COMMUNITIES FOR YEARS TO COME."

The framework is already helping partners secure resources. One organisation used its assessment results to **leverage additional donor funding,** demonstrating how organisational strengthening builds credibility, sustainability, and impact.

Through an Organisational Development Fund, GOAL provided **small-scale investments to eight CSOs**, enabling them to address priority gaps, improve efficiency, and enhance compliance. With these foundations in place, GOAL has begun a global rollout of the framework, integrating it into training, safeguarding, business development, and ongoing technical support.



In Ethiopia, local partner Beza Posterity Development Organisation has strengthened its operations through GOAL's Global Partnership Centre, enhancing efficiency, funding, and donor relationships.

GPC PARTNERSHIP SPOTLIGHT:

STRENGTHENING LOCALLY-LED DEVELOPMENT THROUGH PARTNERSHIPS

In November 2025, the Global Partnership Centre (GPC) in Uganda hosted two Irish Aid delegations to showcase how locally-led development works in practice.

Delegates saw firsthand how GOAL connects leadership development, organisational strengthening, and systems thinking. Field visits to Agago and Bugiri districts highlighted partnerships between local government, civil society, and market actors that are delivering solutions that are both community-led and market-informed.

Partners shared how GPC support has strengthened their confidence and leadership. They are now better able to interpret data, respond to community needs, and engage with wider systems actors, building stronger internal systems and accountability.

Delegates also explored tools including the Organisational Development Framework, Partnership Information Management System, and safeguarding and fundraising toolkits, all designed to improve governance, programme quality, and organisational resilience.

The visit reinforced the GPC's role as a hub for innovation, learning, and locally-led change, ensuring that local actors have the leadership, tools, and confidence to drive sustainable development outcomes.

GOAL's Global Partnership Centre (GPC) welcomed two delegations from Irish Aid to Uganda for an in-depth look at the GPC's leadership coaching and organisational development work.

GOAL is working in Honduras through the Barrio Resiliente (Resilient Neighbourhoods) programme to empower and strengthen local businesses, including cash assistance.

SAFETY AND ACCESS

In 2025, GOAL continued to operate across some of the world's most volatile and complex environments, requiring a proactive and adaptive approach to safety, security, and humanitarian access. The year was marked by persistent political instability, fluid conflict dynamics, and escalating economic pressures across several of our operational countries. In contexts such as Sudan, Ethiopia, South Sudan, Haiti, and parts of the Middle East, deteriorating security conditions, population displacement, and the fragmentation of armed actors created significant challenges for both staff safety and programme continuity.

GOAL's Safety & Access function played a central role in enabling principled humanitarian action throughout these environments. By integrating contextual analysis, risk forecasting, scenario planning, and field-driven mitigation strategies, teams worked to maintain secure, predictable, and ethically responsible access to vulnerable communities. Close engagement with local authorities, community leaders, and coordination platforms remained essential in navigating bureaucratic constraints, movement restrictions, and sudden-onset security incidents.

Across all countries, emphasis was placed on strengthening staff preparedness, promoting a culture of risk awareness, and ensuring that operational decisions were informed by timely, evidence-based analysis. Despite the challenges, GOAL teams demonstrated resilience and agility, ensuring that lifesaving assistance reached those most in need while upholding our duty of care and humanitarian principles.

SAFETY & ACCESS 2025 HIGHLIGHTS

2025 saw major progress in strengthening GOAL's safety, access, and organisational resilience despite operating in some of the world's most challenging environments.
A key achievement was the development of two flagship approaches that reinforce localisation and long-term capacity building. The Partnership Programme deepened collaboration with national partners, enhancing their safety management systems and enabling more sustainable, community-led risk reduction. In parallel, GOAL advanced its Local Community Engagement Programme, supporting grassroots structures to better identify, mitigate, and communicate context-specific risks. Together, these initiatives strengthened acceptance, supported safer access, and expanded GOAL's operational footprint.

Capacity development for staff was another major highlight. Several team members successfully completed an international Level 4 Security Management qualification, while two others graduated from the London School of Economics' Crisis & Disaster Management course, significantly boosting analytical and strategic capacity across missions.

Despite major constraints, including conflict, access restrictions, and repeated operational disruptions, frontline safety training continued, ensuring staff in high-risk areas maintained essential preparedness and response skills.

Finally, gaining direct access to the Syria Safety & Access Team marked an important milestone for GOAL in 2025, improving oversight, strengthening integrity, and enhancing the safety and effectiveness of operations in one of our most complex contexts.

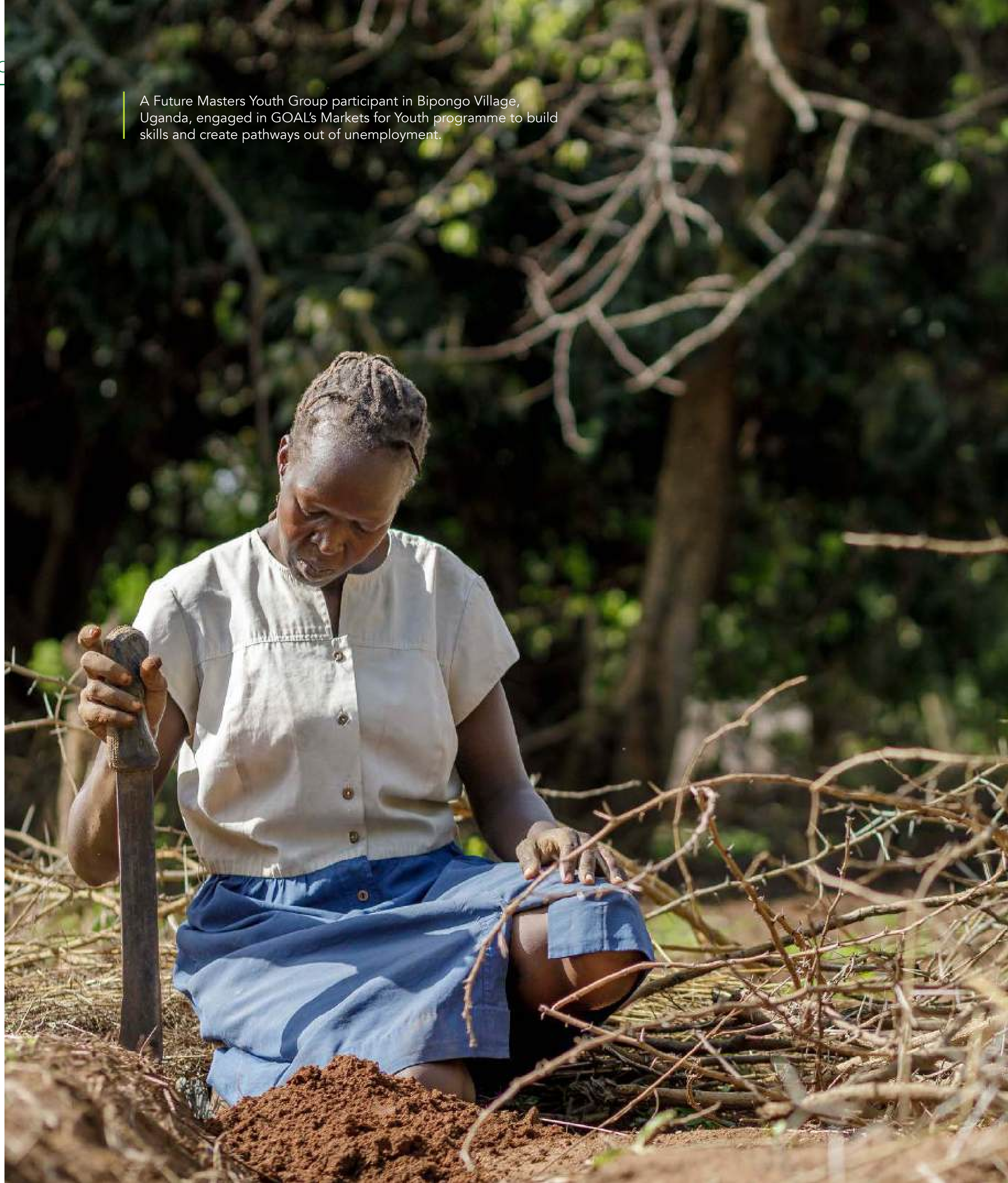
LOOKING FORWARD

Moving into 2026, the Safety & Access Department will continue to expand capability and preparedness across all GOAL missions, and to improve risk assessments, scenario-based planning, and crisis readiness. Training remains a core priority, with new modules under development to address emerging threats.

PRIORITISING A CULTURE OF INNOVATION

In 2025, GOAL reaffirmed innovation as a core driver of programme quality for system and community resilience: not simply new ideas, but validated, evidence-informed solutions that can be replicated and scaled, as set out in Strategy 2025 and embedded within GOAL's Crisis to Resilience framework.

Innovation, including emerging digital technologies and Artificial Intelligence (AI), enables us to co-create solutions with communities and partners, anticipate emerging needs, and push beyond traditional approaches toward impact at scale. Through the Programme Innovation Lab and catalytic support from the Humanitarian Innovation Fund (HIF), GOAL supported teams to move from awareness to application - strengthening GOAL's ambition to be a recognised leader in innovative humanitarian and development programming.


A Future Masters Youth Group participant in Bipongo Village, Uganda, engaged in GOAL's Markets for Youth programme to build skills and create pathways out of unemployment.

HUMANITARIAN INNOVATION FUND (HIF)

Established in 2022, GOAL's Innovation Fund is a cornerstone of our commitment to deliver practical, evidence-based solutions to today's increasingly complex humanitarian challenges.

To date, the Fund has allocated **€842,000 to 15 innovations across eight countries** (Haiti, South Sudan, Sierra Leone, Uganda, Ethiopia, Zimbabwe, Niger, and Colombia). Financed by Irish Aid and Kingspan, managed by GOAL's Programme Innovation Lab, the GOAL HIF provides catalytic funding that strengthens delivery, builds evidence of what works, and accelerates innovation readiness for scale, often by combining community-led approaches with digital tools, systems strengthening, and strategic partnerships, including with the private sector. Across the portfolio, innovations are improving health outcomes, strengthening community resilience, and advancing environmental sustainability.

In 2025, as global humanitarian funding declined and operational constraints intensified, GOAL introduced a new strategic allocation model to ensure limited resources were channelled toward the most high-impact, scalable innovations, with a particular focus on digital solutions for health crises and shock-responsive systems. Now in its fourth year, **the Fund has grown by over 80% since inception, reaching an annual value of €270,000 in 2025.** GOAL also continued its strategic partnership with Kingspan, whose generous €150,000 contribution further strengthened the Fund's reach and innovation pipeline.

HIF is kindly supported by:

Kingspan

EY

HARVARD HUMANITARIAN INITIATIVE

2025 HUMANITARIAN INNOVATION FUND WINNERS

In Ethiopia, GOAL developed the Zcalc mobile application and deployed the MOYO chart, which are tools that transform complex World Health Organisation Growth Charts to help frontline staff spot malnutrition faster and make clearer referral decisions, in both digital and non-digital forms. Also in Ethiopia, intelligent and resilient health systems use AI and machine learning to help predict how health systems will cope during shocks, starting with a community-based health insurance use case. Further testing and refinement will continue in 2026 to support scale-up.

In Niger, the Community-Based Health Early Warning and Response System (supported since 2023) links communities, health centres, and district authorities through the Health Surge approach and digital reporting so risks are detected earlier, and responses happen faster. In 2025, it reached **158,890 people across 107 communities.** All **15 targeted health centres** implemented Health Surge (with 14 reaching the "serious" surge phase), reporting delays fell, and communities led 60+ actions in response to health and flooding events. Authorities are now seeking to expand the approach to **43 additional facilities** in Zinder.

In Sierra Leone, Activating Neighbourhoods and Communities for Holistic Organised Response is an AI-enabled multi-directional communication platform that connects communities and health system actors. It provides information about diseases, support, and concerns in real-time for more informed decision-making on resource allocation and local to national outbreak response. Fund support strengthened its proof of concept and enabled an Mpox pilot, with growing momentum for replication, including additional funding to develop Activating Neighbourhoods & Communities for Holistic Organised Response (ANCHOR) for Cholera in South Sudan, introducing AI-assisted disease modelling and outbreak prediction.

The Fund also supported the convening of a contact tracing learning exchange, bringing together public health experts, humanitarian practitioners, technology partners, and government stakeholders from the Global North and South. The event marked the foundation of Commtact, a contact tracing framework and toolkit designed to help governments in resource-constrained settings rapidly deploy effective, digital, and non-digital contact tracing solutions for communicable diseases.

Across the portfolio, 2025 reinforced a clear lesson: innovations scale faster when they are built for low-resource realities, aligned with national systems early, and backed by strong technical partners, such as Practica, Humanity Link, DevelopMetrics, Data Friendly Space, Colgas, and Entreamigos.

WATER-SHARE IRELAND: SPARKING INNOVATION IN THE WASH SECTOR

WATER-SHARE IRELAND
A GOAL PROGRAMME

Established as a GOAL WASH programme, Water-Share Ireland (WSI) is a collaboration of leading public, private, and academic partners from Ireland's water sector to co-create solutions to the complex WASH challenges that GOAL faces in its everyday programmes. The initiative links sector-specific expertise in water & sanitation management with GOAL's extensive field presence and experience, to develop effective, lasting and sustainable WASH interventions in four key GOAL countries, namely: Sierra Leone, Uganda, Syria and Zimbabwe.

2025 HACKATHON SPOTLIGHT

This year saw the second edition of our WSI WASH Hackathon event, hosted again in partnership with Dublin City University's Water Institute. The event brought together more than 70 water engineers, academics, and sector professionals from organisations such as Uisce Éireann, RPS (a TetraTech company), AECOM, Veolia, and Makerere University in Uganda. Over two days, 14 multidisciplinary teams worked to develop innovative, practical, and scalable solutions to specific WASH challenges identified by GOAL and faced by communities in the WSI programme countries of Uganda and Sierra Leone.

The winning team – The Shovellers – comprised of Glanua Staff, impressed judges with an innovative solution to improve faecal sludge drying efficiency at the Kingtom Wastewater Treatment Plant in Freetown, Sierra Leone. By combining enhanced drying protocols, a specialised greenhouse, controlled ventilation, and strategic maintenance, the approach aims to cut drying time and reduce removal and storage costs by 60%, while enabling future composting within site constraints.

Now progressing as a live project in Kingtom, with capital works underway, the initiative is further strengthened by the procurement of carbonisation and briquette-making machines. Together, these developments are set to create a viable, climate-friendly fuel alternative and a sustainable income stream for Freetown City Council.

At GOAL's Hackathon 2025, participants work to develop innovative engineering solutions to tackle real-world development challenges.

WATER SHARE IRELAND PROJECTS IN PROGRAMME COUNTRIES

Sierra Leone

Alongside the Hackathon driven improvements for the Faecal Sludge Treatment Plant at Kingtom, the facility has expanded its capacity to collect, treat, and dewater faecal sludge from city latrines. Part of GOAL's long-term WASH programme with Freetown City Council, the plant now processes 20% of the city's sludge, delivering clear public health and environmental benefits. Its success has created opportunities to further scale operations, generate revenue from treated sludge, and serve as a model for a second facility in the city's western area.

Uganda

Elsewhere, WSI made significant progress advancing a number of piped-water schemes in rural Uganda. Through our development of piped-water schemes in the rural communities of Mulombi, Buywoya, and Mogadishu in 2025, an additional 9,000 people have access to a sustainable source of potable water. These schemes are expected to reach around 36,000 people in the coming years.

Syria

Following the fall of the Assad regime in late 2024, Syria has entered a phase of rebuilding both institutions and infrastructure. GOAL's long-standing presence and experience managing large-scale WASH systems during the conflict positions us well to support this transition, and we are engaging with Syrian authorities to explore how GOAL and WSI can contribute to institutional strengthening and priority infrastructure development.

The 2025 GOAL Hackathon brought together engineers, innovators, and technical experts to tackle real-world WASH challenges across programme countries, including Sierra Leone, Uganda, Northwest Syria, and Zimbabwe.

THANK YOU

None of the impact outlined above would have been possible without the people driving WSI's work. We extend particular thanks to Alan Curran, CEO of RPS-Tetra Tech and Chair for a second year, and to Jerry Grant, founding Chair of WSI and current Chair of Uisce Éireann, whose vision and leadership continue to guide the initiative.

We also thank the Association of Consulting Engineers of Ireland, especially President Tim Murnane and his team, for their continued support in promoting WSI and fostering new partnerships. Our gratitude extends to the DCU Water Institute, in particular Professor Fiona Regan, Dr Ciprian Briciu Burghina, and their team, for delivering the 2025 WSI Hackathon.

Thanks also to RPS-Tetra Tech and Engineers Ireland for sponsoring key WSI events, and to the Steering Committee members for their ongoing dedication in progressing WSI's agenda.

Finally, we thank all WSI members, supporters, and partners for enabling impactful and sustainable WASH programmes.

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.

Webster Hakata, a Safety and Access Officer with GOAL Zimbabwe, manages the organisation's transport fleet while overseeing staff safety in the field.

A GOALie working in Kutum office, North Darfur, Sudan, where GOAL remains the sole INGO providing integrated humanitarian aid, supporting 17 health facilities and a stabilisation centre.

SAFE, ACCOUNTABLE, AND INCLUSIVE PROGRAMMING

GOAL is committed to Safe, Accountable and Inclusive Programming, a core principle of our work across all programme countries. This commitment places people at the centre of everything we do, prioritising dignity, safety, meaningful participation, and equitable access, while addressing the root causes of exclusion and marginalisation. In line with GOAL's 2025 Strategy, our programmes adapt and respond to the priorities, preferences, and needs of the people we work with, promoting transformative change.

We aim to ensure that children and adults are safeguarded from deliberate or inadvertent actions or omissions that could place them at risk of abuse, sexual exploitation, exclusion, injury, or other harm. GOAL is committed to responding to all safeguarding concerns in a timely, robust, and survivor-centred manner. Safeguarding investigations are conducted by trained internal investigators, supported by a headquarters-based Case Response Group, with each case informing organisational learning and risk mitigation.

Communities and staff have access to multiple safeguarding reporting mechanisms, including Community Feedback Mechanisms, Safeguarding Focal Points, SpeakUp, and the externally managed SafeCall system, which supports confidential and anonymous reporting. In 2025, GOAL joined the Sexual Exploitation, Abuse, and Harassment Reporting Scheme, strengthening transparency, accountability, shared learning, and streamlined donor reporting across the sector. Inclusive programming is embedded across GOAL's work in all countries of operation.

SAFE, ACCOUNTABLE, AND INCLUSIVE PROGRAMMING HIGHLIGHTS

SAFEGUARDING IN PARTNERSHIPS: GOAL UGANDA

GOAL in Uganda supported partners to develop and roll out robust safeguarding frameworks, including partner-specific safeguarding and child protection policies, underpinned by clear and practical standard operating procedures to address identified risks. This process established a shared baseline for the protection of women, children, and other vulnerable groups, ensuring programmes are safe, inclusive, participatory, respectful, empowering, and free from harm. Policy development was reinforced through targeted capacity-building action plans agreed during partner onboarding, resulting in partners aligning their institutional systems with common safeguarding standards and strengthening reporting, accountability, and responsiveness to the communities GOAL serves.

CHILD PROTECTION AT GOAL

GOAL's Child Protection Policy was reviewed and updated in 2025, to strengthen GOAL's alignment with sector standards, improve referral and reporting pathways, and provide greater clarity about child protection in humanitarian settings. This was reinforced through training on Child Protection and Child-Friendly reporting mechanisms for GOAL's Safeguarding focal points and the production of tip sheets, communication tools, and an information video for all GOAL members.

CHILD PROTECTION CASE STUDY:

Psychosocial Support for Conflict and Drought-Affected Children in Ethiopia

GOAL in Ethiopia produced a case study highlighting support delivered through 14 Child Friendly Spaces, which provided care and protection to unaccompanied and separated children, displaced children living with caregivers, and children affected by the combined impacts of conflict and drought. These spaces played a critical role in supporting children at heightened risk of violence, exploitation, and family separation, helping them recover from traumatic experiences during periods of crisis. Children accessing the Child Friendly Spaces demonstrated notable improvements in safeguarding, social connectedness, coping skills, learning engagement, and emotional well-being.

The case study also captured key lessons learned, emphasising the importance of safeguarding children's rights, addressing educational needs, strengthening collaboration with stakeholders, and improving inclusion for children with disabilities.

EMPOWERING COMMUNITIES THROUGH ENHANCED FEEDBACK

GOAL remains committed to the Core Humanitarian Standard (CHS), ensuring accountability and transparency to the communities it serves.

In 2025, GOAL received over 52,923 communications through its Community Feedback Mechanism across 11 countries, despite a sector-wide funding crisis that reduced overall volumes compared to 2024. These communications provide critical insight into the needs of vulnerable populations: 81% were requests for information or assistance, underscoring increasing demand for support. Notably, more than half of all communications came from individuals not currently reached by GOAL programmes, highlighting significant unmet needs.

Accessible and trusted feedback channels remain central to GOAL's approach, with 94% of communications received through digital applications, enabling timely and direct engagement with communities.

GOAL continues to advance its commitment to CHS accreditation. While progress slowed in 2025 due to the global funding crisis, requiring a focus on sustaining frontline programme delivery and reducing accountability capacity, efforts are underway to strengthen and diversify funding streams. This will reinforce accountability systems, ensure continued alignment with CHS commitments, and position GOAL to resume progress towards accreditation.

GOAL's clinical mentorship programme in Sierra Leone, aimed at improving frontline healthcare delivery to tackle maternal and child mortality.

PEOPLE & ORGANISATIONAL DEVELOPMENT

ADVANCING GOAL 5: BUILDING ORGANISATIONAL RESILIENCE

2025 was one of the most challenging years in GOAL's history. The sudden suspension of US Government funding created immediate operational pressures across the organisation. Despite significant uncertainty, GOAL's people remained central to every decision and continued to demonstrate resilience, professionalism, and unwavering commitment to GOAL's mission.

2025 HIGHLIGHTS

A Sudden and Far-Reaching Shock

The sudden loss of significant US Government funding in early 2025 created an unprecedented disruption for GOAL. The scale and immediacy of this withdrawal required a decisive operational, financial, and organisational response to safeguard GOAL's future viability and maintain its capacity to deliver essential services to crisis-affected communities.

The funding loss reverberated throughout GOAL's global footprint. Programmatically, it required a rapid reassessment of field operations, interventions, and country-level commitments. Organisationally, it necessitated a fundamental restructuring of how GOAL operated, how functions were prioritised, and how resources were allocated. Workforce planning was unavoidably affected, as global staff-related expenditure had to be reduced to align with the organisation's revised financial outlook.

Throughout this period of considerable uncertainty, GOAL's people remained central to all decision-making. Leadership undertook extensive efforts to identify alternative options before any decisions on staff reductions were taken. Cost-containment measures, efficiency improvements, and targeted efforts to secure alternative funding were all explored in detail. However, the magnitude of the financial deficit meant that reductions to the global workforce became unavoidable. These decisions represented some of the most challenging organisational steps taken in recent years and were approached with careful consideration and full awareness of their impact on individuals, teams, and the organisation as a whole.

Throughout the year, GOAL's people demonstrated remarkable resilience. Teams across all geographies adapted swiftly to new operational demands, supported one another through challenging transitions, and maintained a strong sense of purpose during a period of rapid organisational change. Their commitment ensured that programme quality was upheld where operations continued and that GOAL's humanitarian mandate remained at the forefront. This collective response enabled the organisation to stabilise during one of its most severe disruptions to date.

Values & Culture

The events of 2025 highlighted the depth and resilience of GOAL's organisational values. In an exceptionally challenging year, staff across the organisation embodied integrity, accountability, and solidarity, principles that anchor GOAL's identity and guide its actions in every context.

GOAL teams demonstrated a strong culture of collaboration, engaging openly, supporting one another, and sustaining quality service delivery in environments of significant change. Mutual respect, professionalism, and empathy were evident in the way colleagues navigated uncertainty and upheld operational continuity.

As GOAL reflects on 2025, it is essential to recognise the contributions of all staff, those who continued with the organisation and those whose roles were impacted. Every individual played a meaningful role in sustaining GOAL's operations, safeguarding programme integrity, and positioning the organisation for its next phase.

Embedding a Culture of Growth with Grow with GOAL

GOAL operates a structured performance management framework called Grow with GOAL designed to support individual accountability, continuous development, organisational effectiveness, and alignment with strategic objectives and values.

The framework provides a consistent approach for setting expectations, reviewing performance, supporting development, and recognising contribution across the organisation. It is designed to promote ongoing dialogue between employees and managers, encouraging regular feedback, reflection, and development throughout the year.

Performance objectives are aligned to organisational priorities, team goals, and role responsibilities, with consideration given to both outcomes achieved and the behaviours demonstrated in delivering those outcomes. Employees are supported in understanding expectations, developing capability, and contributing effectively within their roles.

The performance management process includes:

- Annual goal and objective setting
- Regular check-ins and performance conversations
- Mid-year and end-of-year performance reviews
- Individual development planning

GOAL seeks to foster a culture of accountability, learning, inclusion, and continuous improvement through its performance management approach.

GOAL will be enhancing its performance management framework in the coming year to increase its footprint across the global organisation and further align individual performance with strategic outcomes and values.

GOAL's Approach to Remuneration

GOAL operates a structured remuneration framework designed to support fairness, transparency, market competitiveness, and alignment with organisational strategy and values.

Remuneration is managed through a job family and salary band structure, informed by external benchmarking data and internal role evaluation processes. Roles across the organisation are grouped into defined job families and levels based on factors including responsibility, complexity, capability, and scope of accountability.

Salary bands are established for each role level and are periodically reviewed against relevant market benchmarking data to support competitive and equitable remuneration practices. The organisation aims to position remuneration in line with comparable organisations and sectors, and relevant labour market conditions, while balancing affordability and long-term sustainability.

The organisation maintains governance and approval processes to support consistency and oversight in remuneration decisions. Remuneration practices are also regularly reviewed to support compliance with applicable legislation and to promote equitable outcomes.

An Inclusive and Fair Workplace

Informed by the UN Global Compact principles and recognising that one in six people worldwide experience discrimination, GOAL has taken deliberate steps to build a more inclusive, fair workplace, aligned with our values and strategic goals.

Learning interventions for HR teams, including:

- Inclusive recruitment and onboarding training
- Disability awareness workshops
- Comprehensive updates to HR manuals and recruitment processes to integrate inclusive practices
- Decoded job adverts and inclusive job descriptions

In line with The Gender Pay Gap Information Act 2021, GOAL published its second Gender Pay Gap Report in November 2025 showing women accounted for 44% of the workforce versus 56% men with a 4% difference in median pay in favour of women over men, the same as 2024.

LOOKING FORWARD

GOAL enters the forthcoming period with a renewed focus on organisational excellence, strengthened resilience, and strategic investment in essential capabilities. The resolve and professionalism demonstrated by staff throughout 2025 form a strong foundation for rebuilding and re-energising the organisation in the years ahead.

As part of GOAL's emergency response in Cité Soleil, Haiti, our WASH programme is ensuring communities have access to safe, clean drinking water.

Members of GOAL's Senior Management Team and an AIB Staff Team visit a GOAL Mangrove Restoration Project in Freetown, Sierra Leone in January 2025.

Regional MEAL Advisor Josh Bullen visits the République de Cuba IDP site in Haiti, accompanied by GOAL's WASH Team Leader, Vanal Philippe, during a technical support mission.

FUNDING OUR WORK

GOAL can only provide humanitarian assistance because of the support it continually receives from individuals, families, communities, clubs, companies, trusts, foundations, and institutions. We would like to sincerely thank all those who so generously donated and supported GOAL in its vital work across the globe.

Despite the cuts in global humanitarian funding in 2025, GOAL had a total operating budget of €127.3m, of which €4.7m was unrestricted, and €122.6m was restricted.

Your contributions enabled GOAL to reach 10.8 million people in 2025, delivering lifesaving and life-changing aid to people affected by crisis, conflict, poverty, and inequality.

GOAL remains committed to maintaining a sustainable and diversified funding base, enabling us to respond quickly to emerging needs while supporting long-term, resilient futures for the communities we serve.

Top Five Institutional Donor Funding 2025:

Funded by the European Union

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

Government of the Netherlands

Foreign, Commonwealth & Development Office

Thank you to our other key donors for their support in 2025:

- AIB
- Charity:Water
- European Union
- Government of Germany, Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
- Government of Switzerland, Swiss Agency for Development and Cooperation
- Jersey Overseas Aid Commission
- JP McManus Benevolent Fund
- Kingspan
- Manverton Foundation
- Mastercard Foundation
- Premier Sports
- Sunflower Foundation (via Community Foundation of Ireland)
- Tom Cunningham Charitable Trust (via The Ireland Funds)
- United Nations Children's Fund (UNICEF)
- United Nations, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
- United Nations, World Food Programme

THANK YOU

IRISH AID PARTNERSHIP SPOTLIGHT

IRISH AID - IRELAND'S CIVIL SOCIETY PARTNERSHIP FOR A BETTER WORLD 2023-2027 (ICSP)

GOAL supported more than 3.5 million people in Year 3 of the Irish Aid–funded ICSP programme, prioritising those furthest behind in Colombia, Ethiopia, Haiti, Honduras, Niger, Sierra Leone, South Sudan, Sudan, Uganda, and Zimbabwe. Despite intensifying conflict, climate shocks, and economic pressures, ICSP's predictable and flexible funding enabled GOAL to safeguard essential health, nutrition and WASH services and advance food systems resilience and community-centred early warning capacities.

GOAL reached over 3.2 million people through integrated long-term and chronic crisis programming and more than 230,000 in acute emergencies through the ICSP Programme. Complementary support from the Irish Embassy in Freetown strengthened urban sanitation through the Kingtom Waste-to-Energy Plant, while support from the Irish Embassy in Bogotá enhanced early warning systems. The ICSP Monitoring Visit to Uganda praised programme coherence and strong local partnerships, while the Mid-Term Review reaffirmed ICSP's relevance and effectiveness.

The Global Partnership Centre advanced locally-led development, and the Innovation Lab accelerated digital and climate resilience solutions. Communities recorded major gains in gender equality, preparedness, and climate adaptation, with 88% improving resilience scores, and GOAL's Global Citizenship Education programme engaged almost 700,000 people in Ireland.

ICSP CASE STUDY: STRENGTHENING ARTISANAL FISHERIES FOR RESILIENT FOOD SYSTEMS IN LA GUAJIRA

Artisanal fishing provides approximately 80% of unpreserved fish consumed in Colombia and is a vital source of income and nutrition for coastal communities. In La Guajira, where climate stress, economic marginalisation and social challenges intersect, therefore, strengthening this sector is essential for resilient food systems.

With support from Irish Aid through the ICSP, GOAL is implementing its Resilience of the Blue Economy programme to enhance sustainable livelihoods while protecting marine ecosystems. This initiative recognises artisanal fishers not only as producers, but as community leaders, environmental stewards and key actors in promoting social cohesion and stability.

In 2025, GOAL facilitated the second Fishing Business, Markets and Financial Inclusion Meeting, bringing together fisherfolk, institutions and private sector actors. The event created new opportunities for market access, product diversification and financial inclusion. Beneficiaries developed innovative, value-added products such as collagen, fish-skin goods and sausages using circular economy approaches, increasing both income potential and resource efficiency.

This support has enabled fishing communities to strengthen their market position, improve product quality and explore partnerships with universities and technical institutions. As fisherfolk increase their earning potential, they are better able to sustain their families year-round while maintaining responsible fishing practices.

The programme also promotes collaboration with national and local partners, including AUNAP, SENA, and regional universities, reinforcing governance and long-term sustainability in the fisheries sector.

Through Irish Aid's multi-year investment and GOAL's implementation, artisanal fisheries in La Guajira are becoming more resilient, inclusive and environmentally responsible. This work is strengthening food and nutrition security, supporting local economic development, and fostering more stable and cohesive communities.

Plant workers in Kingtom, Freetown convert waste into clean-burning briquettes, providing a sustainable alternative to charcoal across the city.

PUBLIC SUPPORT PARTNERSHIPS SPOTLIGHT

PREMIER SPORTS

At GOAL, we recognise the importance of strong partnerships in extending our reach and deepening our impact. Our collaboration with Premier Sports demonstrates how shared purpose and engagement can deliver tangible results for communities affected by crisis.

PREMIER SPORTS & GOAL JERSEY DAY

GOAL Jersey Day remains one of our flagship fundraising and awareness campaigns, mobilising schools, workplaces and communities across Ireland and beyond. In 2025, Premier Sports came on board as lead sponsor, significantly enhancing the campaign's national visibility and reach.

As a broadcaster with strong ties to sporting communities, Premier Sports was a natural partner. Their support helped to elevate the campaign profile, encouraging widespread participation and fostering a sense of solidarity with communities facing humanitarian challenges worldwide.

Premier Sports employees played an active role throughout the campaign, from supporting media production and promotional activities to organising an internal Jersey Day event. This engagement reflected a shared commitment to teamwork, social responsibility and collective action.

The partnership delivered strong results in its first year, with over €284,000 raised across more than 560 participating schools and workplaces.

In addition to fundraising, Premier Sports contributed to increased public awareness through broadcast coverage, competitions and campaign promotion. GOAL is grateful to Premier Sports for their continued support and commitment. This partnership highlights the important role the private sector can play in mobilising audiences, raising awareness and supporting humanitarian action at scale.

Simon Zebo, former Ireland and Munster rugby player, supporting GOAL Jersey Day.

Brenda Antúnez of GOAL Honduras connects with a programme participant in the Resilient Neighbourhoods initiative, supporting safer and more resilient communities in the Sula Valley, El Progreso.


GOAL is promoting sustainable livelihoods in Türkiye by helping vulnerable households develop skills and access financial and market support to increase employment opportunities.

ADVOCACY AND STAKEHOLDER COMMUNICATIONS

In 2025, GOAL strengthened its role in humanitarian advocacy in response to a rapidly shifting operating environment. Rising global needs, protracted conflicts, and increasing pressure on Official Development Assistance (ODA) have placed greater strain on the humanitarian system, requiring more focused and evidence-led engagement with external stakeholders.

Working both independently and in coalition with peer organisations, GOAL engaged decision-makers on a range of priority issues, from the conflict in Sudan to the growing impact of climate-related shocks on vulnerable communities. Across these engagements, the emphasis was on ensuring that policy discussions are informed by operational realities, including constraints on access, funding gaps, and the pressures facing frontline services and local partners.

A key strategic decision taken in 2025 will see the advocacy function formally embedded within the Programmes Department. This reflects a deliberate shift towards integrating advocacy engagement more closely with delivery, ensuring that GOAL's external positioning is grounded in programme evidence and community experience. It also supports a more consistent organisational voice across contexts, linking local insights with national and global discussions.

Throughout the year, GOAL continued to communicate its work, innovation, and learning across multiple platforms. This included sharing programme insights, highlighting practical solutions, and contributing to wider sector discussions on how humanitarian and development approaches must adapt to a more constrained and complex environment.

ADVOCACY IN ACTION 2025

SPOTLIGHT: GOAL INVITED TO ATTEND THE JOINT COMMITTEE ON FOREIGN AFFAIRS AND TRADE

On the 16th of December 2025, GOAL was invited to address Ireland's Joint Committee on Foreign Affairs and Trade on the humanitarian crisis in Sudan. Represented by CEO Jennifer Farrelly, Director of Programme and Operations Colin Lee, and Sudan Country Director Ben Reynolds, GOAL provided direct testimony on the scale and complexity of the crisis.

Drawing on programmatic evidence, GOAL highlighted severe market disruption, collapsing access to basic services, and rising malnutrition; conditions exacerbated by ongoing conflict.

26TH FEBRUARY 2025 – GLOBAL SECURITY RISK AND POLICY CONFERENCE

The world's largest assembly of humanitarian and human rights NGO security professionals met in Dublin on the 26th February 2025. The conference, hosted by the Global Interagency Security Forum, focused on the increasing rate of aid worker deaths across the sector.

GOAL's Global Head of Safety and Access, Paul Westbury, represented the organisation as a panellist, highlighting how insufficient investment in security risks undermining humanitarian operations and placing both staff and beneficiaries at risk. Over 100 security specialists attended, alongside representatives from the Irish, EU, and UK governments, to discuss approaches to improving the protection of aid workers.

12TH JUNE 2025 – UN OCEAN CONFERENCE

GOAL Sierra Leone, in collaboration with the Ministry of Planning and Economic Development and the Ministry of Fisheries, hosted a side event at the UN Ocean Conference in Nice, France. The event, Clean Coast Sierra Leone: Promoting Sierra Leone's Blue Economy Potential and Opportunities, focused on blue economy investment as a response to marine pollution.

With over 70% of household waste, including plastics and fishery by-products, entering the ocean, the environmental and economic impacts on coastal communities are significant. GOAL outlined plans to establish decentralised coastal waste recovery and innovation hubs across Kambia, Western Rural, and Western Urban districts.

These hubs will establish nine waste collection centres, partner with local innovators to pilot waste-to-energy technologies, and deliver behaviour change campaigns reaching 500,000 people. Through this approach, the initiative is expected to create over 1,000 green jobs in waste management and related eco-enterprises.

7TH OCTOBER 2025 - PUBLIC SECTOR TECHNOLOGY AWARDS

GOAL was selected as the charity partner for the Public Sector Technology Awards, providing an opportunity to engage with senior public sector and technology stakeholders.

CEO Jennifer Farrelly addressed attendees, highlighting the role of innovation in strengthening humanitarian response and the importance of applying technology in ways that are grounded in real-world operational contexts. A short film showcasing GOAL's innovation work was also presented.

The engagement provided a platform to position humanitarian challenges within broader public sector and technology discussions, and to highlight the potential for cross-sector collaboration in developing practical, scalable solutions.

24TH NOVEMBER 2025 – ENERGY THAT CONNECTS MEETING IN COLOMBIA

On 24th November 2025, GOAL Global participated in the Energy That Connects meeting in Colombia, alongside embassies, international organisations, government agencies, companies, investors, and foundations.

At the event, GOAL presented findings from a pilot project supporting artisanal fishermen through the introduction of LPG-powered outboard motors. The initiative strengthened productive capacity while reducing CO^2 emissions by approximately 150 kg per boat per year and lowering fuel costs by at least 25%, delivering both environmental and economic benefits. It also enabled the introduction of adapted technologies in isolated areas of La Guajira through the conversion of traditional engines.

CALLS FOR ACTION

GOAL Welcomes News on Budget 2026
On 7 October 2025, GOAL welcomed the Government's €30 million increase in Official Development Assistance (ODA), bringing the total allocation to EUR 840 million.

At a time when international humanitarian financing was under sustained pressure, this increase marked an important commitment. It demonstrated Ireland's willingness to maintain support for global humanitarian response in a funding environment where such signals could not be assumed.

At the same time, the wider ODA landscape in 2025 remained constrained, with needs continuing to outpace available resources. GOAL's call for action therefore focused on addressing emerging investment gaps in programme delivery and sustaining continuity of support across affected communities.

GOAL meets with UN Secretary General for Humanitarian Affairs and Emergency Relief Coordinator to Ireland, Mr. Tom Fletcher
On 21st October 2025, GOAL joined Dóchas members and Irish Aid in a meeting with the United Nations Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, Tom Fletcher.

GOAL contributed operational perspectives from its programmes in Gaza and Sudan, highlighting how funding reductions are already affecting the scale and continuity of humanitarian response. As needs continue to rise, these constraints are increasingly shaping what can be delivered on the ground.

GOAL used the engagement to emphasise the need to sustain frontline services, maintain humanitarian access, and support local partners operating under increasing pressure. It also underscored the importance of coordinated international action in a more constrained funding environment.

In Colombia, a member of the Wayúu 'Tocoromana' Indigenous community in La Guajira participates in GOAL's Vientos de Cambio (Winds of Change) project.

GOAL joins humanitarian organisations and appeals for the prevention of the atrocities seen in Sudan.

On 29th October, GOAL joined humanitarian and civilian protection organisations under the Interagency Working Group (IAWG) banner to raise concerns over reports of massacres unfolding in and around El Fasher, North Darfur.

The appeal came amid escalating violence in Darfur, where civilians continue to face targeted attacks, displacement, and severe constraints on humanitarian access. In this context, coordinated international action remains critical to preventing further deterioration and protecting at-risk populations.

RECOGNITION IN 2025

GOAL is recognised by the Food and Agriculture Organisation of the United Nations

On 15th October 2025, GOAL Global was selected by the FAO (Food and Agriculture Organisation of the United Nations) for recognition in Sustainable Aquatic Food Systems.

Aligned with FAO's four betters (better production, better nutrition, a better environment, and a better life), and reflecting the World Food Day theme "Hand in hand for better foods and a better future", the recognition highlighted technical leadership, collaboration, and innovation in sustainable agrifood systems transformation.

GOAL's Blue Economy programme focuses on improving the livelihoods of coastal communities who depend on marine resources to generate income. Through analysis of environmental, economic, and social challenges, targeted interventions are developed to support sustainable change. A participatory approach ensures that artisanal fishers and Indigenous communities are actively involved in management, planning, and decision-making processes that affect their livelihoods.

This recognition reinforces the strength of GOAL's approach and its contribution to shaping practical, scalable solutions within global discussions on sustainable food systems.

COP30 Brazil

In the area of health, our innovative work on AI solutions was highlighted at COP30 when GOAL was announced as one of the winners of the TECH4Resilience Challenge by the Global Resilience Partnership with our AI solution ANCHOR for mapping cholera.

Cholera affects millions and causes thousands of deaths each year. Climate-driven outbreaks can overwhelm communities without effective surveillance and early warning systems. Activating Neighbourhoods & Communities for Holistic Organized Response (ANCHOR) is GOAL's proven approach to managing disease outbreaks, now being adapted specifically for cholera using the latest AI technologies. ANCHOR provides communities and health system actors with real-time information by integrating community-led surveillance, predictive analytics, model validation, and multi-channel communication. This approach enables hyperlocal early detection, anticipatory action, and rapid response coordination.

POLICIES

In 2025 GOAL issued its Anti-Money Laundering and Terrorist Financing Policy.

GOAL promotes a culture of transparency, integrity, and professionalism at every level of the organisation. The Anti-Money Laundering and Terrorist Financing Policy, approved by the Board of Directors in June 2025, underpins this commitment.

The policy provides guidance to members, including Directors, employees, contractors, suppliers, and GOAL partners, on how to identify and mitigate risks related to money laundering and terrorist financing.

This supports a consistent approach to managing financial and operational risks across the organisation and its partnerships.

IRISH CONSORTIUM ON GENDER BASED VIOLENCE 2025

ADVANCING COLLECTIVE ACTION TO ADDRESS GENDER-BASED VIOLENCE

Throughout 2025, GOAL continued to host the Irish Consortium on Gender-Based Violence (ICGBV) during a milestone year marking the Consortium's 20th anniversary. Through communications, strategic guidance and operational support to the ICGBV Secretariat, GOAL supported the Consortium's mission to prevent, mitigate and respond to gender-based violence (GBV) in development and humanitarian settings.

The 20th anniversary event, The Power of Partnership: A Unique Alliance for Change, marked two decades of collaboration between Irish NGOs, defence forces, government, and grassroots actors committed to addressing GBV globally. Hosted at the Department of Foreign Affairs in Dublin, the event brought together policymakers, practitioners, and civil society leaders to reflect on progress and call for renewed momentum. Minister of State for International Development and Diaspora, Neale Richmond TD, opened the event by reaffirming Ireland's commitment to gender equality as a cornerstone of its foreign policy. Discussions underscored the importance of partnership, survivor centred approaches, and defending global norms on gender equality amid increasing pressures on women's rights.

GOAL provided communications and logistical support to the ICGBV's event at the 69th session of the UN Commission on the Status of Women in New York. The discussion highlighted the role of survivor led accountability in shaping effective GBV responses, with contributions from Ambassador Fergal Mythen, Ireland's Permanent Representative to the UN, and Dr. Isata Mahoi, Minister of Gender and Children's Affairs of Sierra Leone.

The ICGBV CEO and Leaders Roundtable, convened by ICGBV Chair Siobhán Walsh, brought together senior leaders from Ireland's humanitarian, development, and defence sectors to renew commitments to collective action and sustained investment in GBV prevention and response.

The Consortium also contributed to Ireland's Fourth National Action Plan on Women, Peace and Security and engaged with the Joint Committee on Foreign Affairs and Defence to advocate for increased political attention and funding for GBV prevention in humanitarian and conflict settings.

For more information on the work of the Irish Consortium on Gender-Based Violence, please visit **www.icgbv.ie.**

Irish Consortium on Gender Based Violence
MOVING BEYOND FEAR

ICGBV Chair Siobhan Walsh and Consortium meet with Neale Richmond, Minister of State for International Development and Diaspora.

A beneficiary of Zimbabwe's U.S. Government–funded UPLIFT/Simudza project, working to enhance economic security in urban communities.

OUR ENVIRONMENTAL IMPACT

As an Irish NGO operating in 17 countries across the Middle East, Africa and Latin America, GOAL is committed to minimising the environmental impact of our operations while supporting communities facing growing climate and environmental risks. In 2025, we strengthened this commitment by reviewing and updating our Environmental Policy and tools. This included clarifying requirements, improving usability, and establishing a network of environmental champions across country programmes to enhance understanding and support the practical assessment, planning, and mitigation of environmental risks.

OPERATIONS

Throughout the year, we continued to integrate environmental considerations across our programmes and operations. We prioritised resource efficiency, responsible procurement, and waste reduction, and worked to identify and mitigate potential environmental risks wherever feasible.

- Expanded the use of solar power across offices and facilities, reducing reliance on generators and fossil fuels.
- Introduced an updated asset management manual incorporating total cost of ownership to improve resource efficiency and extend equipment lifespans. We also began global tracking of sustainably disposed assets.
- Continued the transition to paperless working through digital tools and cloud-based systems, alongside a data storage review and deletion plan to reduce energy use associated with digital infrastructure.

TRAVEL AND LOGISTICS

Our operational footprint is significantly influenced by travel, logistics, procurement, and energy use. In 2025, we took steps to better understand and reduce these impacts, including greenhouse gas emissions.

In Ethiopia, we introduced GOAL's first electric vehicle, marking an important step towards integrating lower-emission transport within our fleet.

Partnered with our travel provider, Key Travel, to improve carbon reporting and provide emissions data at the point of booking, supporting more informed travel decisions.

SUSTAINABLE PROGRAMMES

Across our programmes, we support communities to build resilience to climate-related shocks through sustainable livelihoods, improved natural resource management, and environmentally responsible infrastructure. This is exemplified by our Blue Economy programme.

The Blue Economy promotes the sustainable use of ocean resources to drive economic growth, strengthen livelihoods, and protect marine ecosystems. It addresses the root causes of environmental degradation, helping to break cycles of poverty and conflict while advancing food security and sustainable development.

As coastal communities and artisanal fisheries face growing threats from overfishing, habitat loss, climate change, pollution, and unsustainable development, strengthening the Blue Economy is critical to reversing these trends by promoting responsible resource management, protecting marine ecosystems, and supporting inclusive, sustainable growth for millions of people worldwide.

LOCAL PARTNERSHIPS

Through our Global Partnership Centre, GOAL works with local partners to strengthen capacity and support locally-led responses to crisis and recovery, building pathways to long-term resilience.

Central to this is the Organisational Capacity Assessment Tool (OCAT), part of our Organisational Development Framework, which helps partners assess strengths, identify gaps, and prioritise growth across key areas, including operations and infrastructure. This includes promoting environmentally responsible practices, such as energy efficiency and waste management, ensuring localisation efforts are sustainable while empowering partners to lead their own organisational development.

LOOKING FORWARD

GOAL will refine its Environmental Policy framework in 2026 by strengthening its environmental champions network, improving tool usability, and integrating environmental considerations into risk assessment, planning, ESG reporting and compliance processes.

Through the Irish Civil Society Programme (ICSP) in La Guajira, Colombia, GOAL is supporting artisanal fishers to rebuild livelihoods and foster social cohesion in communities affected by conflict.

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 to 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.

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 2025.

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.

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

Dóchas Code of Conduct on Images & Messaging and Code of Conduct on Safeguarding: GOAL 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.

Core Humanitarian Standard (CHS) on Quality and Accountability: On foot of a GOAL self-assessment against the Core Humanitarian Standards, which included document review, a survey of staff, focus groups and interviews with partners in the field, compliance was confirmed for a two year period from February 2024-February 2026 by the Humanitarian Quality Assurance Initiative (HQAI). GOAL is actively working towards full external certification of 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.

UN Convention on the Rights of the Child: The 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.

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

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

Regulation of Lobbying Act 2015: GOAL is registered on the Register of Lobbying and informs the Standards Commission about its lobbying activities.

DIRECTORS' REPORT

GOALies Colin Lee, Director of Programmes, and Úna Ní Mhurchú, Legal Counsel, visit GOAL Syria programmes in Aleppo and Idlib, where GOAL supports families returning from displacement camps.

OUR STRUCTURE, GOVERNANCE, MANAGEMENT AND BOARD

GOAL is committed to maintaining the highest levels of good governance across our organisation and programmes. Above all else we prioritise accountability to our stakeholders, particularly the communities, donors, and partners that we work with.

GOAL is governed by an independent Board of Directors, each of whom also sit as members and subscribers to the Constitution which also includes three original members from when the Constitution was first adopted in 1993. The GOAL membership structure is designed to reflect the current Strategy of the organisation as set by the Board while staying true to the original vision and mission of GOAL in place since establishment in 1977 through to incorporation in 1993 and up to this day. Crucially, the membership acts as ultimate guardians of the GOAL Constitution and are bound, together with the organisation itself, by the provisions of the Constitution.

The Board, all of whom are non-executive directors, provide governance and strategic oversight, in addition to leadership for the organisation through a diverse set of expertise and experience, including financial and accounting, risk, humanitarian and programming, branding and communication, technological and human resources expertise. The Board, as a governing body, has collective responsibility, and is accountable for ensuring that GOAL is acting within its authorised objects; remains solvent; is legally compliant and that GOAL delivers on its Strategy while upholding its vision, mission, and core values. 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 operates at the highest level of effectiveness. GOAL has a range of policies, procedures and systems that comprise our Workplace Integrity Framework and complement and support 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 which empower and guide all internal stakeholders. A review of each Policy is undertaken on a periodic basis by the Board or as more frequently required to adhere to developments in legislation or to reflect changes in global standards.

GOAL complies fully with all applicable Irish legislation including the Companies Act 2014, the Charities Act 2009 (as amended) and the Data Protection Act 2019 (incorporating GDPR) as well as the Dóchas Irish Development NGOs' Code of Corporate Governance. We are registered with the Charities Regulatory Authority, and our Board has formally adopted the Charities Governance Code, which is built on six core governance principles: advancing our charitable purpose, acting with integrity, leading our people, exercising proper control, working effectively, and ensuring accountability and transparency. As a larger charity, GOAL also adheres to the Additional Standards required under the Charities Governance Code.

We maintain a Donor Charter that sets out our commitments to donors in relation to accountability, transparency, and responsible use of resources. We comply with the Dóchas Code of Conduct on Images and Messaging and have achieved the "Triple Lock" standard—covering transparent reporting, good fundraising practices, and strong governance—as reaffirmed by Charities Institute Ireland in 2025.

BOARD EFFECTIVENESS, CONFLICTS OF INTEREST AND REMUNERATION IN 2025

All members of GOAL's Boards and Advisory Boards are non-executive and act in a completely voluntary capacity as required by the GOAL Constitution, which was revised by approval of the Board and adopted by the membership by way of Special Resolution in 2025. Vouched travel expenses for attendance at meetings are reimbursed to board members.

The standard term for a director is now three years, with a director eligible for re-election for up to three terms in total. Directors are normally re-elected on a rotation basis at the Annual General Meeting each year and any new directors appointed by the Board during the year are also re-elected by the membership, also at the Annual General Meeting each year. Any exceptions to the term limits set out in the GOAL Constitution must be approved by the Board upon recommendation by the Nominations Committee. In 2025 one board member was re-elected at the AGM outside the normal term limits due to the specific expertise held. She subsequently resigned at the final board meeting of the year and was replaced by a suitably qualified director. The Board, through the Nominations Committee, is actively engaged in Board succession planning in consultation with the People Advisory Board and uses the services of a top-tier consultancy firm to facilitate the consideration and recruitment of new board members. Board members are also actively encouraged to assist in sourcing suitable candidates to join the Board of GOAL and Maria Gomes Do Valle Ribeiro joined the Board in December 2025 through a referral from within the Board itself.

Each member of the Board is required, on an annual basis, to sign the GOAL Code of Conduct and to declare any Conflicts of Interest at each Board meeting. Any new members of the Advisory Boards or the GOAL Board are also required to sign the GOAL Compliance Policies including our Conflicts of Interest and GOAL Code of Conduct (both last reviewed, updated and approved by the Board in September 2024) as part of their induction programme. GOAL board members, as a practice, visit several of our countries of operation. In 2025, due to the funding crisis, the Board's travel was curtailed, however a board visit to Ethiopia did take place in Quarter 4 with Capt. Brian Fitzgerald, Board safety and security expert, witnessing the work undertaken by GOAL teams to support communities in the conflicted Tigray region.

In Quarter 4 2025, the Board commissioned the Institute of Directors to commence facilitation of a Board Effectiveness Review with a confidential survey and in-person interviews conducted in order to test the current perception of the Board's own effectiveness, the results and recommendations flowing from which will be implemented in consultation between the Board and Management in 2026.

BOARD TRAINING

A full training and induction programme was provided to our new Board member appointed in 2025, delivered by the Senior Management Team and Legal Counsel as well as the Chair of the Board in a formal capacity and 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 and the manner in which Board authority to govern GOAL is delegated to the CEO and the Senior Management team for the daily running of the organisation and overseen and monitored by the governance framework in place encompassing the Advisory Boards, the Audit and Risk Committee and formal Board meeting structures. The GOAL Vision, Mission and Values as well as Strategy, Operations and Policy Framework are all covered in depth in the Board Induction programme.

In 2025 Board Members and Advisory Board Members were invited to and attended multiple engagements, comprising formal board briefings, fundraising events, internal webinars on GOAL's work and externally facilitated sessions on charity governance.

There were four routine Board meetings throughout 2025 and twelve formal Board Briefings in addition to the Annual General Meeting held in September 2025.

Areas of Board Focus during Financial Year ended 31 December 2025 include:

- Oversight of financial sustainability and operations management on a weekly basis during Quarter 1 and 2, necessary due to funding cuts.
- Approving GOAL's budget and revised budget.
- Monitoring progress against GOAL Strategy 2025 'From Crisis to Resilience' and Key Performance Indicators (KPIs).
- Reviewing quarterly Management reports to the Board.
- Reviewing, approving, and reporting ongoing compliance against the Charities Governance Code.
- Providing strategic input into drafting and approving revisions to the Global Security Policy, Fraud Policy, Whistleblowing Policy and Child Protection Policy.
- Reporting to Company Members at the AGM (September 2025).
- Reviewing Board structure and skills resulting in the appointment of one new director.
- Engaging the Institute of Directors to facilitate a Board Effectiveness Self-Assessment in December 2025.

GOVERNANCE AND MANAGEMENT STRUCTURE 2025

GOVERNANCE

- COMPANY MEMBERS (X 16)
  - BOARD MEMBERS (X 13)
    - AUDIT AND RISK COMMITTEE (X 4)
    - PROGRAMMES AND INNOVATION ADVISORY BOARD (X 4)
    - PEOPLE AND ORGANISATIONAL DEVELOPMENT ADVISORY BOARD (X 4)
    - DEVELOPMENT (FUNDRAISING, MARKETING AND COMMUNICATIONS) ADVISORY BOARD (X 8)
    - TECHNOLOGY ADVISORY BOARD (X 5)
    - NOMINATION COMMITTEE (X 2)

MANAGEMENT

- CEO
  - DIRECTOR OF STRATEGY AND SPECIAL PROJECTS
  - DIRECTOR OF PROGRAMMES, INNOVATION AND DEVELOPMENT
  - DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT
  - CHIEF FINANCIAL OFFICER
  - DIRECTOR OF FUNDRAISING, MARKETING AND COMMUNICATIONS
  - DIRECTOR OF PROGRAMMES AND OPERATIONS
  - CHIEF INFORMATION AND OPERATIONS OFFICER
  - DIRECTOR OF INVESTIGATIONS, LEGAL AND COMPLIANCE

BOARD MEMBER PROFILES

Barry O'Connell
BOARD MEMBER & CHAIR

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

Alison Cowzer
BOARD MEMBER

Alison is a strong advocate for gender equality, having formerly chaired Women for Election Ireland, and has worked for 10 years to improve the gender balance in Irish politics. She is a Trustee of Dublin Rape Crisis Centre, Chair of Rough Magic Theatre Company and a Board member of Ronald McDonald House Charity Ireland. She is also a member of Bord Bia Consumer Foods Board. As a "Dragon" investor in the RTÉ series Dragons' Den, Alison has invested in and mentored a number of new Irish businesses. She also hosts a business podcast series on the online business publisher The Currency News.

Brian Fitzgerald
BOARD MEMBER

Brian FitzGerald, formerly Officer Commanding Naval Operations and Second in Command of Ireland's Naval Service, has extensive experience in security, strategy, operations, plans and policy, management, leadership, co-operation, and collaboration. 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 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.

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.

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.

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.

Sean Fitzpatrick
BOARD MEMBER & COMPANY SECRETARY
(RESIGNED MARCH 2026)

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.

Alison Cowzer, GOAL board member, and Eamon Sharkey, former Executive Director of GOAL US, visit a child protection project in Addis Ababa, Ethiopia.

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' experience advising technology leaders in understanding and appropriately managing IT risks inherent in the digital transformation journey. He has supported large PLCs in managing the IT risks associated with large ERP systems implementation and the implementation/ review of IT internal control frameworks. Tavengwa's journey began in a low-income suburb in Zimbabwe, where he witnessed first-hand the transformative impact of NGOs on local communities. This formative experience ignited a lifelong passion for empowering individuals and communities to unlock their fullest potential. Tavengwa also sits on the Board of an educational organisation which provides Senior Leadership training programmes that focus on diversity of leadership styles.

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 was a Board member of their regulated Türkiye, (Chair) and UK entities, 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, Americas, MEA and APAC and built-up 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 Global Marketing Director at Diageo Company where she has spent the 17 years building global and local brands. Joanne has experience across Africa having held the Guinness, Global Marketing Director, Africa role in 2019 and in 2022, when she moved to Kenya, to lead the beer business for Diageo, East Africa Breweries. Prior to 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.

Maria Gomes do Valle Ribeiro

BOARD MEMBER

Maria Gomes do Valle Ribeiro is an international development, humanitarian and human rights leader with almost 40 years of experience across the United Nations and international NGOs. She has held senior roles including Assistant Secretary-General/Deputy Special Representative of the Secretary-General in Libya, and the UN Resident Coordinator/Humanitarian coordinator in various parts of Africa. Her work has contributed to peacebuilding and humanitarian responses in complex contexts, including challenges linked to Covid-19, drought, and displacement across Africa. Maria holds an MScEcon in Development Policy and Planning from the University of Wales. She remains committed to advancing inclusive, equitable, and sustainable development.

Julie Mernagh

BOARD MEMBER

Julie Mernagh is a senior executive with deep expertise in culture governance, inclusion, business transformation and human capital risk across multicountry organisations. She is Chief People Officer at Bidvest Noonan, leading the global People & Culture strategy with a focus on colleague experience, leadership development, diversity and inclusion, organisational transformation, and social impact.

Julie previously held senior roles with Vodafone, AIB, Accenture and PwC. She holds a BA in Business & Politics (HR) from Trinity College Dublin and an MA in Management Consulting from UCD Smurfit.

IN MEMORIAM:

MARY JENNINGS

Mary Jennings served as a committed and valued member of the GOAL Board of Directors and Chair of the Programmes and Innovation Advisory Board from 2012 until her retirement in December 2025. Mary was an international consultant with over 30 years' experience in policy, practice and aid management working across the Global South. She had a particular interest in institutional development, aid effectiveness, decentralisation, civil society, gender equality and gender mainstreaming, and food and nutrition security. She wrote the first report on gender-based violence over 20 years ago, forming the basis of the work of the Irish Consortium on Gender Based Violence currently chaired by GOAL.

Mary Jennings died on 6th May 2026 and is survived by her husband Christopher and her son Tim along with a large wider family and friend group. Mary dedicated her life to helping others through her work in international development and will be remembered by her GOALie family for her kindness, wisdom, integrity and dedication to the beneficiaries and communities we serve. The Board, management and staff of GOAL would like to express sincere condolences to Mary's family and friends on her passing. **May she rest in peace.**

BOARD MEMBER	MEETING ATTENDANCE	AGM ATTENDANCE	ROLE	TENURE
Barry O'Connell (Chair)	4/4	Yes	Board Chair and Member of the Nominations Committee	Joined Board 2021
Alison Cowzer	4/4	Yes	Board Member and Chair of Development Advisory Board	Joined Board 2018
Captain Brian Fitzgerald	3/4	Yes	Board Member and Member of Audit and Risk Committee	Joined Board 2019
Brona Kernan	4/4	Yes	Board Member and Member of Technology Advisory Board	Joined Board 2022
Edel Briody	3/4	Yes	Board Member and Member of Audit and Risk Committee	Joined Board 2022
Kieran Kelly	3/4	Yes	Board Member and Chair of Audit and Risk Committee	Joined Board 2017
Mary Jennings	4/4	Yes	Board Member and Chair of the Programme and Innovations Advisory Board	Joined Board 2015 Resigned December 2025
Timothy O'Connor	4/4	Yes	Board Member and Member of Nominations Committee	Joined Board 2018
Saad Houry	4/4	Yes	Board Member and Member of the Programmes and Innovation Advisory Board	Joined Board 2021
Sean Fitzpatrick	4/4	No	Board Member and Member of the People Advisory Board	Joined Board 2022 Resigned March 2026
Tavengwa Tavengwa	4/4	Yes	Board Member and Member of the Programmes and Innovation Advisory Board	Joined Board 2024
Alan Kealy	3/4	Yes	Board Member and Member of Audit and Risk Committee	Joined Board 2024
Joanne Looby	4/4	Yes	Board Member and Member of the Programmes and Innovation Advisory Board	Joined Board 2024
Maria Ribeiro	1/1	N/A	Board Member and Member of the Programmes and Innovation Advisory Board	Joined Board 2025

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 the Senior Management Team.

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. The Audit and Risk Committee meets six times a year.
- Terms of reference for each Advisory Board are in place, and any proposed amendments are presented to the GOAL Board for approval.

GOAL'S ADVISORY BOARDS

AS OF 31 DECEMBER 2025

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

Audit and Risk Committee

Unlike the other Advisory Boards, the Audit and Risk Committee has limited delegated powers from the Board. It is empowered 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 Executive of GOAL.

Members of the Audit and Risk Committee 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 and corporate governance.

Being a unitary Board, all directors remain equally responsible for the organisation's affairs as a matter of law, but the Audit and Risk Committee operate as a filtering channel to ensure proper oversight of the above critical matters and making 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 also make any necessary recommendations on succession planning.

People and Organisational Development Advisory Board

Members of the People and Organisational Development Advisory Board assist and advise on talent attraction, talent management, succession plans, performance management and compensation and benefits. 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 Chief Executive Officer remuneration and overall budget for staff remuneration requiring formal Board approval.

Fundraising and Marketing Advisory Board

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

Technology Advisory Board

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

SENIOR PERSONNEL

Jennifer Farrelly
CHIEF EXECUTIVE OFFICER

Jennifer joined GOAL in 2024 to support the Senior Management Team on strategic and financial transformation initiatives, bringing over 25 years of experience as a finance professional. Jennifer is a Chartered Accountant and Chartered Director. She holds a BSc in Management from Technological University Dublin and previously lectured for three years on 'Finance for the Board' at the University of Westminster. Her career spans senior finance and leadership roles in organisations such as ESB, AIB, Bord Gáis Energy, and Irish Life, where she led financial performance improvements, acquisition integrations, and managed finance, risk, compliance, and legal functions. She also provided strategic and financial advisory services across commercial and not-for-profit sectors. Jen was appointed as Interim CEO in September of 2025, before being appointed permanently by the Board of GOAL in November 2025.

Siobhan Walsh
CHIEF EXECUTIVE OFFICER
(RESIGNED AUGUST 2025)

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

After seven years of dedicated and committed service to GOAL, Siobhan resigned from her role as CEO in August of 2025.

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 been a qualified accountant for over twenty years and holds an Economics Degree from Trinity College Dublin (TCD).

John Gowen
DIRECTOR OF STRATEGY 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.

Ciara Robinson
DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT
(APPOINTED NOVEMBER 2025)

Ciara joined GOAL in November 2025, bringing extensive experience in senior Human Resources and Operational Excellence roles across organisations, including O2, the Dublin Airport Authority, KPMG, and Bankwest in Australia. She has a strong track record in leading organisational change, building high-performing teams, and delivering impactful operational transformation. As a Lean Six Sigma Black Belt, Ciara blends practical, systems-thinking expertise with strong relational leadership. She holds a BBS in Human Resources and brings a distinctive holistic perspective to her work as a Reiki Master, integrating well-being, mindset, and resilience into GOAL's development approach.

David Kilcline
DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT
(RESIGNED NOVEMBER 2025)

David has 15 years' experience in HR, including working with Concern Worldwide and in professional services in the UK and Asia. He holds a BA from UCD, an MA in Human Resource Management from the National College of Ireland, an MPhil from Trinity College, Dublin, and a Graduate Diploma in IR from the LSE. At GOAL, David prioritises people development and advocates for innovative humanitarian HR approaches. David left his position as Director of People and Organisational Development in November 2025.

Alphonsus Martyn
DIRECTOR OF INVESTIGATIONS, LEGAL AND COMPLIANCE

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

SENIOR PERSONNEL

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. In February of 2025 Alf's role was extended to include Director of Legal and Compliance. Alf holds an LLB in Law and a Diploma in Legal and Business Studies.

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 & OPERATIONS 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).

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

REGIONAL DIRECTOR, LAC

Phil joined GOAL in August 2023 as LAC Regional Programme Coordinator - Urban Resilience. Previously, Phil served as Regional Advisor at the USAID Office of Foreign Disaster Assistance/BHA, based in Costa Rica, where he played a key role in developing regional strategies for DRR. Prior to joining USAID, Phil worked with 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.

Andy Buchanan

PROGRAMME DIRECTOR, MIDDLE EAST

Andy joined GOAL as Middle East Programme Director in July 2024. He brings over 20 years of experience across humanitarian aid and development, including a decade working in the Middle East with extensive experience in Syria, Türkiye, and Iraq. His wider career also spans senior roles in Pakistan, Somaliland, Afghanistan, and China. Andy holds an MSc in Applied Development Studies from the University of Reading and a BEng in Civil Engineering from Swansea University.

Naomi Wyles

DEPUTY REGIONAL DIRECTOR, AFRICA

Naomi has been with GOAL since 2018, starting on the Syria team, and progressed through senior country leadership roles before being appointed Deputy Regional Director for Africa in July 2024. Naomi holds an MSc in Public Health in Developing Countries from the London School of Hygiene & Tropical Medicine and an MSc in International Development Administration & Planning from the University of Bristol. She will complete a Postgraduate Diploma in Climate Change and Development at SOAS, University of London, in 2026.

Paul Westbury

HEAD OF GLOBAL SAFETY & ACCESS

Paul is a highly accomplished Security Risk Management Specialist, bringing over 30 years of expertise within the safety and security industry, including 15 years dedicated to the humanitarian sector. He excels in risk management, crisis response, and strengthening operational resilience in challenging and complex environments. Paul is adept at developing tailored training programmes and efficiently coordinating medical and security evacuations. With a strong record in risk analysis, journey management, and strategic planning, Paul consistently delivers enhanced safety culture and operational effectiveness. His proven ability to navigate high-pressure situations and implement robust security solutions makes him an invaluable asset to any organisation.

Regional Director for Africa, John Rynne, pictured visiting a GOAL programme in Zimbabwe designed to build resilient and sustainable livelihoods.

COUNTRY DIRECTORS

Ali Kaya

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 $25.0 million (approximately €21.4m). 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.

Tamer Kirolos

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. Previously, Tamer held several Country Director roles for Save the Children in Egypt, Yemen, Zambia, Jordan, and Lebanon.

Dawit Beyene

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.

Gashaw Mekonnen

ZIMBABWE

Gashaw was appointed as Country Director 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.

Phyllis Jepkorir
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.

James Riak
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 Sierra Leone 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. James holds a Master's in Sustainable Development and a Master's of Science in Public Health.

Leo Buhendwa
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.

Neva Khan
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, Neva 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.

Ben Reynolds
SUDAN

Ben is Roving Country Director, currently supporting the Sudan programme since October 2025 until the long-term appointment for this position is made. Prior to joining GOAL with the Emergency Response Unit in December 2024, Ben held Country Director positions with Medair in Afghanistan, Türkiye and South Sudan from 2020 - 2024, after working on responses in Yemen, South Sudan and Greece prior. He believes strongly in a clear strategic direction for teams and is passionate about principled and timely response to emergency needs in acutely fragile contexts, particularly when the context rapidly shifts.

Luigi Loddo
DEPUTY DIRECTOR LATIN AMERICA, HONDURAS, COLOMBIA AND VENEZUELA

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 more than 13 years working with GOAL, as Assistant Country Director Programmes and as 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.

Matt Knight
HAITI

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

Jorge Tejeda
COLOMBIA

Jorge's background is in civil engineering, specialising in computational design, renewable energy, risk analysis, systems-based approaches, and structural design for risk management. His professional focus is on humanitarian action and international development, with over 14 years of experience in the design and implementation of high-impact programmes in Central America and Colombia, particularly in vulnerable or fragile contexts with high exposure to climate and social risks.

GOALie Marwan Al-Bakour, a rehabilitation engineer in Syria, oversees the restoration of war-affected homes in Heish, Idlib Governorate.

RISK MANAGEMENT

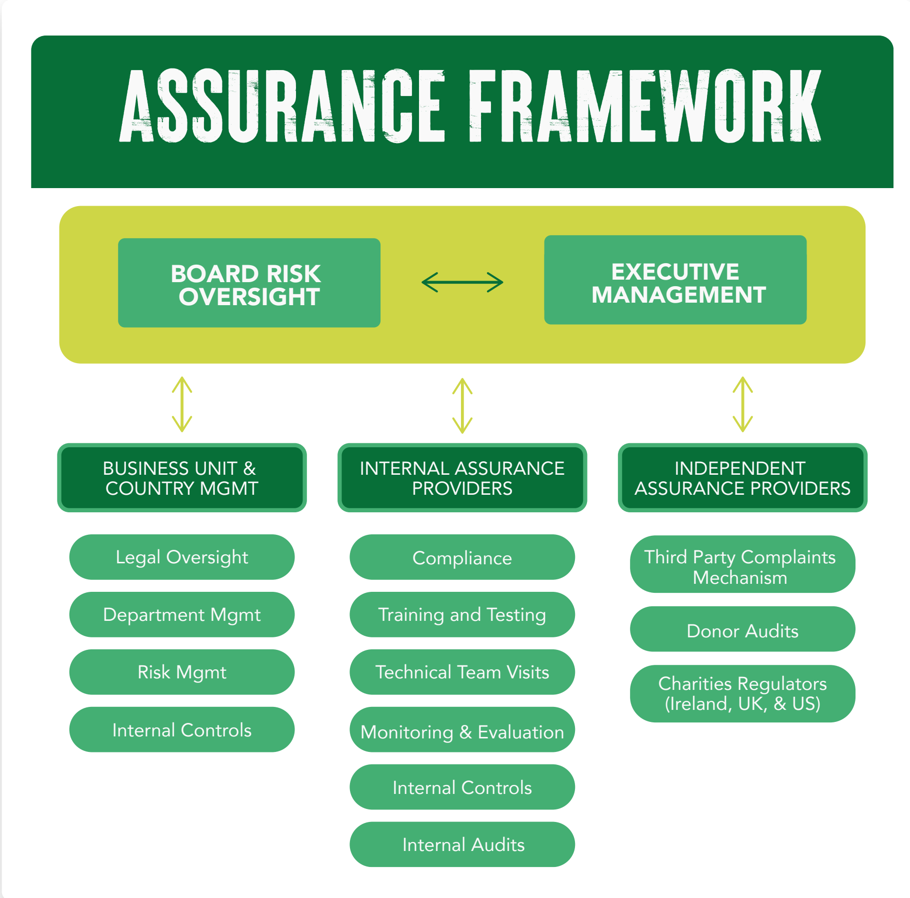
Since 1977, GOAL has responded to humanitarian crises in the world's most challenging and high-risk environments. These contexts expose all stakeholders, communities, staff, partners, and donors to heightened risk. As such, a structured and responsive approach to risk management is central to GOAL's operations. GOAL's Risk Categories include Governance, Compliance, Legal and Regulations, Financial, Funding & Financial Stability, Health, Safety & Security, People, Cyber Security & Data Protection, Supply Chain & Logistics, Programme Delivery and Safeguarding.

Detailed quarterly risk registers are completed for each country and HQ, using the ISO31000 risk management framework. These risks are systematically recorded and monitored by the GOAL leadership team, and a comprehensive series of mitigation actions are agreed and completed to address risks as they arise. Risk registers are summarised each quarter and presented and discussed at Audit and Risk Committee meetings.

GOAL's risk management system is fostered to help improve our decision-making processes and results in more efficient allocation of GOAL's resources to help achieve our core values of humanitarianism, courage, partnership, transparency & accountability and inclusiveness, moving from crisis to resilience. It requires 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 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 2025, GOAL implemented a significant review of the risk management framework and overall risk management practices. GOAL's risk management approach ensures a consistent understanding of the approach, promotes a risk-aware culture, and empowers staff to make informed decisions that reduce operational vulnerabilities.



RISK APPETITE

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 GOAL's Strategy. 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).

The Risk Appetite Statement formally sets out the level and types of risk GOAL is prepared to take in pursuit of its objectives. This ensures risks are managed within boundaries that are aligned to our strategic goals. Embedding our risk appetite into everyday decision-making necessitates clear leadership, systems integration, and a culture of learning.

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 - From Crisis 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 upholds the trust placed in us by communities and partners.

GOAL's Kimberly Rivera meets with Fredy Rolando Castellón, who is taking part in the Humanitarian Assistance Project for Food Security in La Bomba, Honduras.

GOAL'S SPECIFIC RISKS IDENTIFIED & ASSOCIATED RISK APPETITE

RISK APPETITE LEVEL	DESCRIPTION	RISKS
BOLD	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.	▪ PROGRAMME DELIVERY ▪ SECURITY
BALANCED	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 materialises is low.	▪ 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.	▪ LEGAL AND COMPLIANCE ▪ GOVERNANCE, COMPLIANCE, LEGAL & REGULATIONS
AVERSE	GOAL is not willing to undertake any activities that may result in reputational damage with communities, government, partners and donors.	▪ REPUTATIONAL DAMAGE TO GOAL ▪ DATA SECURITY ▪ SUPPLY CHAIN & LOGISTICS
	GOAL is committed to minimising 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.	▪ HEALTH & SAFETY ▪ SAFEGUARDING ▪ CYBER SECURITY

RISK REGISTER CYCLE

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 Senior Management Team (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-Senior Management Team 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

For each quarter, a summary of the current risk profile, including reporting of trends and key risks from the Country and HQ organisational risk register, is provided via a written report and presentation to the Audit and Risk Committee.

Throughout 2025, the risk profile for GOAL HQ has been steady with no new risks identified or registered.

In 2025, GOAL faced increasing uncertainty from global disruptions, funding cuts, regulatory changes, and operational complexity. Uncertainty is also increasing due to digital transformation, geopolitical change, climate pressures, and stakeholder expectations. A robust risk governance framework ensures risks are managed systematically, enabling informed decision-making and sustainable growth.

GOAL continues to 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. 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 forward, 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. GOAL is committed to evolving our approach to keep up with new risks and stakeholder expectations. GOAL will continue to leverage expert insights and strengthen our internal processes so that we have a more resilient and adaptive organisation capable of navigating the complex and evolving risk environment.

Beneficiaries of GOAL's Preparedness and Response training in Colombia, a programme aimed to promote community participation in disaster risk management in response to climate change.

FINANCIAL REVIEW

The financial highlights provide an overview of GOAL's income and expenditure for 2025. The organisation maintained a stable and resilient financial position in a challenging year for the charitable sector. GOAL continues to strengthen its core functions and invest in business development and fundraising activities to support income generation and financial stability. These efforts strengthen the organisation's financial and delivery capacity, enhancing its ability to attract new funding.

The financial outcomes for 2025 are set out in the Consolidated Statement of Financial Activities on page 117. The financial statements comply with the Companies Act 2014 and Financial Reporting Standard 102 (FRS 102), which is the Financial Reporting Standard applicable to charities in Ireland and the UK to provide transparency and a true and fair view.

INCOME

Total income amounted to €130.3m in the year ended 31st December 2025 (2024: €183.9m), of which €126.3m (2024: €180.1m) was restricted to international humanitarian programmes.

GOAL is immensely grateful for the strong institutional funding from national governments, including those of Ireland and the USA, as well as from the European Union and the United Nations.

GOAL is also supported by a variety of charitable trusts and foundations globally and by the public through donations, legacies, and various fundraising events.

Key highlights to note are:

- Income of €125.2m (2024: €179.1m) was earned from charitable activities. Note 5(a) to the financial statements provides a detailed analysis of income received from each institutional donor.
- In 2025, GOAL continued to receive strong backing from its international donors. This included €41.4m in funding from US Government (2024: €88.5m), among other key contributors supporting the organisation's global programmes.
- The European Union provided €19.4m in funding in 2025 (2024:

€18.9m), supporting a range of GOAL's programmes.

- GOAL is hugely grateful for its long-standing and growing partnership with Irish Aid, which contributed €14.0m of strategic funding to implement GOAL's humanitarian work in the developing world (2024: €14.0m).
- Note 5(b) to the financial statements outlines the details of donations-in-kind (DIKs) of €8.7m (2024: €9.5m). This activity was primarily driven by contributions from Catholic Relief Services and the World Food Programme (WFP) in response to the migration crisis in Ethiopia. Additional contributions from WFP and UNICEF supported GOAL's response to the food insecurity crisis in Sudan and South Sudan. Together, these donations played a key role in supporting GOAL's emergency relief efforts across the region.

Fundraising income, which includes public donations, appeals, legacies, and fundraising events, remained a valuable and stable source of support for GOAL in 2025. Overall donations remained steady. A strong increase in event fundraising and a significant increase in legacies contributed to a 9% increase in fundraising income. 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 €127.3m (2024: €180.1m), as detailed in the Consolidated Statement of Financial Activities. Of this, €124.4m (2024: €176.7m) was spent on charitable activities, with €3.0m (2024: €3.4m) allocated to the cost of raising funds.

GOAL's primary focus is the delivery of aid to those most in need. In 2025, Overseas and Relief Development expenditure amounted to €114.3m (2024: €167.1m), 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 2025, 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 €37.3m (2024: €75.9m), this aligns with the phased completion of certain programmes and the transition to new initiatives at a time of lower funding. Significant programme investments increased in South Sudan, rising to €15.8m (2024: €11.6m) and in Sudan, which grew to €12.0m (2024: €9.1m). Expenditure in Sierra Leone also increased, reaching €5.4m (2024: €4.4m), supporting the continuation of GOAL's work in Africa.

In Ethiopia, expenditure remained substantial at €19.0m (2024: €28.6m), while programme costs in Uganda continued to be significant at some €9.8m (2024: €9.7m), driven by operational needs and programme delivery across both countries.

Reductions seen in Honduras/Colombia €6.2m (2024: €10.3m), Haiti €4.0m (2024: €8.1m) and Zimbabwe €2.2m (2024: €4.4m). These changes reflected the completion of programmes and the ongoing review of priorities in line with the strategy of some larger donors.

Programme expenditure varied across other countries, reflecting changing humanitarian needs and the completion of specific projects. Notably, expenditure in Gaza/Lebanon increased slightly to €0.5m (2024: €0.4m), while expenditure in Niger decreased by €0.3m.

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

The cost of raising funds reduced to €3.0m (2024: €3.4m) reflecting ongoing investment in fundraising efforts that continue to generate valuable income in support of GOAL's mission, alongside a continued focus on reducing indirect costs.

STATEMENT OF FINANCIAL POSITION

Key highlights include an increase in total reserves of €2.9m (2024: €3.7m), comprising a €0.7m reduction in Unrestricted Reserves (2024: €2.3m increase) and a €3.7m increase in Restricted Reserves (2024: €1.4m). The organisation continues to develop its programme of work while investing in both organisational capacity and programme infrastructure. GOAL remains in a stable financial position and will continue to focus on maintaining financial resilience while responding to the challenges ahead.

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 a 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 €7.0m. 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 2026 budgeted levels.

GOAL's total reserves at the end of 2025 were €52.4m (2024: €49.5m), comprising the following:

- Restricted Reserves €35.2m (2024: €31.5m) – being funds which are for a particular purpose as specified by the institutional donor, individual giver, or legacy.
- Unrestricted Reserves €17.3m (2024: €18.0m) – 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 €15.1m (2024: €15.8m) – 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 (2024: €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.

In Gaza, GOAL works with Palestinian NGO, Taawon, to respond to the humanitarian crises in Gaza.

At the Kumruk refugee centre near the Ethiopia–Sudan border, GOAL is providing essential nutrition and medical support to displaced families.

OTHER MATTERS

BRANCHES AND SUBSIDIARIES

GOAL mainly delivers the donors' programmes to beneficiaries in the Global South through branches located in the countries of operation. The branches are the local representatives of GOAL. They do not have a separate legal personality under Irish company law. As of 31 December 2025, GOAL operated branches in the following countries: Colombia, Ethiopia, Haiti, Honduras, Iraq, Niger, Sierra Leone, South Sudan, Sudan, Syria, Türkiye and Zimbabwe.

GOAL also delivers the donors' programmes to beneficiaries in the Global South through other Group companies, GOAL Relief and Development Organisation, a limited liability local company in Uganda and Charitable Fund GOAL, a charitable organisation registered in Ukraine, located in countries of operation.

GOAL's other active subsidiary GOAL UK enables GOAL to build a strategic relationship with the UK government and other UK donors as well as the ability to recruit staff in the UK.

GOAL Ireland, established in Kenya with GOAL as its sole subscriber, provides a regional hub in East Africa for co-ordination of donor interaction and access to neighbouring countries of operation.

RELATED PARTIES

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.

Asociación VENGOAL is a civil association established in Venezuela by individuals that have an affiliation with GOAL. It seeks to promote GOAL's mission in Venezuela and is an independent entity within the GOAL group led by its own independent board.

POLITICAL DONATIONS

The Group did not make any political donations in the financial year (2024: Nil), and as a result, no disclosures are required under the Electoral Act, 1997.

STAFF AND VOLUNTEERS

The nature of GOAL's operations dictates that staff overseas are often required to live and work in remote locations under basic conditions and to carry out their work in 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 system and place of work. This policy is based on the requirements of the Safety, Health, and Welfare at Work Act, 1989.

INVESTMENT POLICY

The objective of the investment policy is to maintain high liquidity while ensuring maximum security, meeting ethical standards and achieving the best return within these limiting factors. Donors will generally prepay much of their programmes, so protection of these funds is of the highest priority.

Treasury activity seeks to preserve capital in the overall portfolio and mitigate against credit risk, interest risk, currency risk and country risk. Funds can only be invested with institutions that have a satisfactory credit rating as approved by the Board. A satisfactory credit rating is rated at a minimum as Investment grade (S&P BBB). Investments should be diversified between institutions and are limited to institutions in EU and USA.

PENSIONS

Two types of pension arrangements are currently in operation in GOAL:

- **Defined Contribution pension schemes**: In general GOAL aims to provide reasonable and appropriate pension benefits to its staff by operating defined contribution pension schemes. The contributions from GOAL and its employees are paid into external funds, the assets of which are invested by independent trustees. Such schemes are operational for qualifying staff in Ireland and the UK. In a number of countries, the organisation contributes to pension arrangements operated by national governments. Contributions to such schemes are expensed as incurred and GOAL has no further pension obligations to these schemes.

- **National staff service provisions:** In some of its programme countries, GOAL has obligations to pay lump sum service benefits to national staff upon cessation of their employment. While the precise obligation varies by country, they generally require that the amount payable be calculated based on an employee's final salary and length of service - commonly referred to as an End of Service Benefit (EOSB). The schemes are not externally funded, meaning assets have generally not been placed in separately administered trusts to meet liabilities as they arise, but an estimate of the cost is included in grant costs. The gross value of EOSB earned is recognised as a liability at each balance sheet date. At the end of the year, the total liability for these service benefits amounted to €1.9m (Note 18).

SUBSEQUENT EVENTS

The financial statements were approved on 21 May 2026. The Board have considered events subsequent to the year-end up to this date.

There have been no significant events affecting the GOAL Group or Company since the balance sheet date, 31 December 2025, that would require disclosure in or adjustments to the financial statements.

GOING CONCERN

A going concern assessment was completed based upon the results for 2025, the year-end financial position and the expected performance for a period of at least 12 months from the date of approval of the financial statements. As a result, the Directors consider that the GOAL Group has adequate resources to remain in business for the foreseeable future. Accordingly, GOAL continues to use 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 personnel and provided adequate system and other resources to the financial function. The Group's books of account are maintained at the registered office in Carnegie House, Library Road, Dún Laoghaire, County Dublin.

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 obligations.
- 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 2025 financial year of these arrangements and/or structure.

AUDIT AND RISK COMMITTEE

In accordance with Section 167 of the Companies Act 2014, GOAL has an Audit and Risk Committee in place for the duration of the year. The Audit and Risk Committee's responsibilities include:

- The Company's financial reporting process
- The effectiveness of the Company's systems of financial internal control and risk management
- The Company's statutory audit and statutory Financial Statements
- Reviewing the independence of the statutory auditor

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 Audit (Ireland) Limited, Chartered Accountants, have agreed to continue in office in accordance with Section 383 (2) of the Companies Act, 2014.

GOAL Deputy Regional Director for Africa, Naomi Wyles, visits the INSPIRE programme in Luuka District, Uganda.

In Sudan, GOAL works with partner ALIMA to deliver lifesaving health, nutrition and WASH services, as intense violence continues in one of the world's most challenging humanitarian contexts.

FUTURE PLANS

The humanitarian sector continues to undergo profound and accelerating change. In 2025, large-scale funding cuts—unprecedented in both scale and speed—have severely constrained lifesaving operations worldwide. At the same time, conflicts have intensified, climate-related shocks have continued to devastate already fragile communities, and acute hunger and displacement remain at or near record levels. From Sudan and Ethiopia to Haiti and the Middle East, the combined effects of conflict, climate stress, economic fragility, and forced movement are deepening vulnerability and prolonging crisis. Humanitarian emergencies are lasting longer, with many now stretching well beyond a decade and carrying generational consequences for health, education, protection, and livelihoods.

The humanitarian system is facing one of the most severe funding crises in its history, forcing painful prioritisation, programme cuts, and operational consolidation even as needs continue to rise. Humanitarian agencies are underfunded and overstretched, yet are still expected to deliver in increasingly hostile environments. Local and national responders continue to shoulder the greatest risks, while attacks on aid workers, restrictions on access, and violations of international humanitarian law are further eroding the ability to reach people in need.

At GOAL, we recognise that this is not a temporary disruption, but a structural shift in the global humanitarian landscape. The scale, complexity, and interconnectedness of today's crises demand a response that is both principled and adaptive—one that protects lifesaving action in the short-term while investing in resilience, local leadership, and longer-term solutions. This moment calls for clarity, courage, and conviction in how we prioritise, partner, and act.

As we navigate this new reality, GOAL will continue to focus on its three key areas of programming expertise: Emergency Response, Health (including WASH), and Food and Nutritional Security. We will refine our Theory of Change, 'Crisis to Resilience', and build upon our ways of working by taking a systems approach, focusing on locally-led development underpinned by adaptive management, while ensuring that our Trust and Assurance Framework guarantees that all programme beneficiaries receive assistance from GOAL on a safe, accountable, and inclusive basis. In doing so, we will continue to positively reshape the lives of millions of people in need and help the sector define the future of humanitarian action.

GOAL works alongside Syrian NGO Bahar to provide essential supplies to displaced and returning families.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Directors' Report and the consolidated financial statements in accordance with the Companies Act 2014.

Irish company law requires the Directors to prepare financial statements for each financial year.

Under that 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 issued by the Financial Reporting Council ("relevant financial reporting framework"), incorporating the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with FRS102.

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 as at the financial year end date and of the Group's profit or loss for the financial year and otherwise comply with the Companies Act 2014.
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, identify those standards and note the effect and reasons for any material departure from those standards;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group or Company will continue in business

The Directors are responsible for ensuring that the company keeps, or causes to be kept, adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position, and profit and loss of the Company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report of the Company comply with the Companies Act 2014 and enable the financial statements to be audited. They are responsible for such internal controls as they determine are 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 responsible for the maintenance and integrity of the corporate and financial information included on the Company's website.

On behalf of the Board of Directors:

Barry O'Connell	**Kieran Kelly**
21 May 2026	21 May 2026

Dorothy, a participant in GOAL's UPLIFT II Technical and Vocational Education Training programme, gained entrepreneurship skills and access to higher-level learning platforms, enabling her to start her own baking business and support her sister's education.

LEGAL & ADMINISTRATIVE INFORMATION

DIRECTORS

Barry O'Connell (Chair)

Alison Cowzer

Captain Brian Fitzgerald

Brona Kernan

Edel Briody

Kieran Kelly

Timothy O'Connor

Saad Houry

Tavengwa Tavengwa

Alan Kealy

Joanne Looby

Maria Ribeiro
(appointed 11 December 2025)

Julie Mernagh
(appointed 23 April 2026)

Mary Jennings
(resigned 11 December 2025)

Sean Fitzpatrick
(resigned 25 March 2026)

SECRETARY

Sean Fitzpatrick
(resigned 25 March 2026)

Hugh Donovan
(appointed 25 March 2026)

ASSISTANT COMPANY SECRETARY

Úna Ní Mhurchú
(resigned 27 March 2025)
(reappointed 25 March 2026)

Hugh Donovan
(appointed 27 March 2025)
(resigned 25 March 2026)

CEO

Jennifer Farrelly
(appointed 1 September 2025)

Siobhan Walsh
(resigned 29 August 2025)

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 Audit (Ireland) Limited
Paramount Court
Corrig Road
Sandyford Business Park
Dublin 18
D18 R9C7

INDEPENDENT AUDITOR'S REPORT

Suzan Nyoka, Nutrition Manager with GOAL South Sudan, based at the Nyangore nutrition site in Ulang County.

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 'parent entity') and its consolidated undertaking ('the group') for the financial year ended 31 December 2025, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Entity Balance Sheets, the Consolidated and Entity Cash Flow Statement, and the notes to the financial statements, including a summary of significant accounting policies.

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 financial statements:

- give a true and fair view of the assets, liabilities, and financial position of the group and Entity as at 31 December 2025 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'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 Entity 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.

In preparing the financial statements, the directors are responsible for assessing the group's and parent entity'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 entity or to cease operations, or has no realistic alternative but to do so.

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INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF GOAL

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 Entity’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 Entity’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 Entity and the Entity’s members, as a body, for our audit work, for this report, or for the opinions we have formed.

John O'Callaghan

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: 22 May 2026

GOAL's clean-water intervention in Sierra Leone's Kenema District is helping mothers like Mariama access reliable, safe water for their families.

FINANCIAL STATEMENTS

GOAL

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted Funds 2025 €'000	Restricted Funds 2025 €'000	Total Funds 2025 €'000	Unrestricted Funds 2024 €'000	Restricted Funds 2024 €'000	Total Funds 2024 €'000
INCOME							
Charitable activities	5 (a)	15	125,232	125,247	15	179,071	179,086
Donations and legacies	5 (c)	2,244	1,032	3,276	2,035	1,051	3,086
Fundraising events	5 (d)	1,338	-	1,338	1,163	_	1,163
Investments		342	-	342	454	-	454
Other trading income	6 (a)	67	-	67	70	-	70
		4,006	**126,264**	**130,270**	**3,737**	**180,122**	**183,859**
EXPENDITURE							
Charitable activities	7	1,761	122,598	124,359	(1,988)	178,663	176,675
Raising funds	8	2,976	-	2,976	3,376	-	3,376
		4,737	**122,598**	**127,335**	**1,388**	**178,663**	**180,051**
Net income / (expenditure)		**(731)**	**3,666**	**2,935**	**2,349**	**1,459**	**3,808**
OTHER RECOGNISED INCOME / (LOSSES)							
Other gains and (losses)	6(b)	-	-	-	(54)	(18)	(72)
Net income / (expenditure) and recognised gains / (losses)		**(731)**	**3,666**	**2,935**	**2,295**	**1,441**	**3,736**
Taxation	10	-	-	-	-	-	-
Net movement in funds		**(731)**	**3,666**	**2,935**	**2,295**	**1,441**	**3,736**
RECONCILIATION OF FUNDS							
Total funds brought forward		17,987	31,487	49,474	15,692	30,046	45,738
Total funds carried forward		**17,256**	**35,153**	**52,409**	**17,987**	**31,487**	**49,474**

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 2025

	Notes	2025	2024
		€'000	**€'000**
TANGIBLE FIXED ASSETS	13	7	10
		7	**10**
CURRENT ASSETS			
Stocks	15	2,061	2,534
Debtors and prepayments	16	18,839	19,124
Investments	17	-	212
Cash and cash equivalents		57,194	57,081
		78,094	**78,951**
LIABILITIES - Amounts falling due within one year			
Creditors, accruals and provisions	18	**(23,829)**	**(27,965)**
		(23,829)	**(27,965)**
Net current assets		**54,265**	**50,986**
LIABILITIES - Amounts falling due after one year			
Creditors, accruals and provisions	18	**(1,863)**	**(1,522)**
Net assets		**52,409**	**49,474**
FUNDS			
Unrestricted funds	23	17,256	17,987
Restricted funds	23 / 25	35,153	31,487
Total funds carried forward		**52,409**	**49,474**

ON BEHALF OF THE BOARD OF DIRECTORS

	21 May 2026	Kieran Kelly	21 May 2026
Barry O'Connell Director / Chair	Date	**Kieran Kelly** Director	Date

GOAL

COMPANY BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025	2024
		€'000	€'000
TANGIBLE FIXED ASSETS	14	7	10
		7	**10**
CURRENT ASSETS			
Stocks	15	2,052	2,526
Debtors and prepayments	16	19,136	17,609
Investments	17	-	212
Cash and cash equivalents		55,478	56,735
		76,666	**77,082**
LIABILITIES - Amounts falling due within one year			
Creditors, accruals and provisions	18	**(23,220)**	**(26,394)**
		(23,220)	**(26,394)**
Net current assets		**53,446**	**50,688**
LIABILITIES - Amounts falling due after one year			
Creditors, accruals and provisions	18	**(1,863)**	**(1,522)**
Net assets		51,590	**49,176**
FUNDS			
Unrestricted funds	24	16,725	17,950
Restricted funds	24 / 26	34,865	31,226
Total funds carried forward		**51,590**	**49,176**

ON BEHALF OF THE BOARD OF DIRECTORS

21 May 2026

Barry O'Connell Director / Chair

Date

Kieran Kelly

21 May 2026

Kieran Kelly Director

Date

GOAL

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2025

		2025 €'000	2024 €'000
Net cash (used in) / generated by operating activities	(a)	**(229)**	**8,690**
Cash flows from investing activities:			
Interest received		342	454
Purchase of fixed assets		-	(13)
Net cash generated by investing activities		**342**	**441**
Net increase in cash and cash equivalents		**113**	**9,131**
Cash and cash equivalents at beginning of the financial year		57,081	47,950
Cash and cash equivalents at the end of the financial year		**57,194**	**57,081**

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

	2025	2024
Net movement in funds	**2,935**	**3,736**
Adjusted for:		
Decrease / (Increase) in debtors and prepayments	285	(1,211)
(Decrease) / Increase in creditors, accruals and provisions	(3,795)	5,520
Decrease in stocks	473	1,094
Income from investments	(342)	(454)
Decrease in investments	212	2
Depreciation of tangible fixed assets	3	3
Net cash (used in) / generated by operating activities	**(229)**	**8,690**

GOAL
COMPANY CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

		2025 €'000	2024 €'000
Net cash (used in) / generated by operating activities	(a)	**(1,599)**	**11,044**
Cash flows from investing activities:			
Interest received		342	454
Purchase of fixed assets		-	(13)
Net cash generated by investing activities		**342**	**441**
Net (decrease)/ increase in cash and cash equivalents		**(1,257)**	**11,485**
Cash and cash equivalents at beginning of the financial year		56,735	45,250
Cash and cash equivalents at the end of the financial year		**55,478**	**56,735**

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

	2025 €'000	2024 €'000
Net movement in funds	**2,414**	**2,992**
Adjusted for:		
(Increase) /Decrease in debtors and prepayments	(1,528)	1,849
(Decrease) / Increase in creditors and provisions	(2,832)	5,563
Decrease in stocks	474	1,091
Income from investments	(342)	(454)
Depreciation of tangible fixed assets	3	3
Decrease on investments	212	
Net cash (used in) / generated by operating activities	**(1,599)**	**11,044**

GOAL

NOTES TO THE FINANCIAL STATEMENTS

1 ACCOUNTING POLICIES

(A) Format of the financial statements

GOAL is constituted under Irish company law as a company limited by guarantee and is a registered charity. Prior to Companies Act 2014, companies not trading for gain for the members were not within the scope of company law requirements regarding 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 SORPs 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 SORPs for the charity sector in the UK, and the SORP has heretofore been recognised as best practice for financial reporting by Charities in Ireland.

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

The Group has elected to avail of the exemption allowed by Companies Act 2014, section 304(2). This exemption allows the Group to forgo disclosing the entity Statement of Financial Activities if certain conditions are met. The Group has met those conditions.

(B) Basis of preparation

The financial statements have been prepared under the historical cost convention as modified by the revaluation of investments. The financial statements have been prepared in accordance with Financial Reporting Standard 102, Irish statute comprising the Companies Act 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, Dún 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 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.

(Q) Standards issued but not yet effective

Revised FRS 102, applicable for accounting periods commencing on or after 1 January 2026, introduces amended requirements for income recognition and lease accounting. GOAL has undertaken a preliminary assessment of the impact of these changes.

The revised income recognition requirements are expected to materially affect the timing of recognition of certain grant contracts and other income streams. This includes income currently recognised when received, whereas recognition will in future depend on the satisfaction of performance-related conditions or obligations. This is expected to result in a significant level of income deferral in future accounting periods. Quantification of the financial impact is ongoing and has not yet been reliably estimated.

The amendments also introduce a revised lessee accounting model requiring most leases to be recognised on the Statement of Financial Activities through the recognition of a right-of-use asset and corresponding lease liability. Adoption is expected to increase both assets and liabilities and change the profile of lease-related expenses. The organisation is currently assessing the impact of these amendments, and it is not yet practicable to reliably quantify the effect.

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 due from 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 liabilities. 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 2025, which is set out on pages 117 to 154, was satisfactory. GOAL's unrestricted reserves as at 31 December 2025 amounted to €17.3m (2024: €18m). The unrestricted reserves policy is set out in Note 1.

A going concern assessment was completed based on the results for 2025, the year end financial position and the expected performance for a period of at least 12 months from the date of approval of the financial statements. As a result, the Directors consider that the GOAL Group has adequate resources to continue operating for the foreseeable future. Accordingly, GOAL continues to use 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**	**2025**	**2024**
		€'000	**€'000**
GOAL Ireland	Ireland	2,414	2,992
GOAL (International)	United Kingdom	(4)	121
GOAL USA, Inc. (*)	United States of America	-	(72)
GOAL Uganda	Uganda	602	582
GOAL Ukraine	Ukraine	(77)	113
		2,935	**3,736**

Retained reserves at the financial year end	**Country of Incorporation**	**2025**	**2024**
		€'000	**€'000**
GOAL Ireland	Ireland	51,590	49,176
GOAL (International)	United Kingdom	664	668
GOAL Uganda	Uganda	161	(441)
GOAL Ukraine	Ukraine	(6)	71
		52,409	**49,474**

**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	2025 €'000	2024 €'000
US Government	41,417	88,499
European Union	19,414	18,912
Irish Aid (Dept. of Foreign Affairs, Ireland)	13,970	13,950
UN Agencies	8,739	15,395
Government of the Netherlands	8,175	6,419
Foreign, Commonwealth and Development Office, UK	5,975	414
Catholic Relief Services	3,063	3,953
Charity: Water	2,868	2,774
GOAL USA, Inc.	2,610	4,454
The Alliance for International Medical Action	1,603	1,558
Polish Humanitarian Action	1,078	-
Save the Children	835	948
Mercy Corps	826	345
London School of Hygiene and Tropical Medicine	643	677
Self Help Africa	625	552
Swiss Agency for Development and Cooperation	550	-
Relief International	443	252
LEAD Trust	378	240
Inter-American Development Bank	268	-
International Rescue Committee	203	421
Project Concern International	123	1,447
Mastercard	-	4,463
Adam Smith International	-	970
Concern Worldwide	-	416

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

5 INCOME FROM CHARITABLE ACTIVITIES (continued)

5 (a) Institutional Donors (continued)

Others, including Trusts and Foundations	2,744	2,488
Sub Total: Institutional Donor Income	**116,550**	**169,547**
Donations in kind (see Note 5(b))	8,697	9,539
Total Income from Charitable Activities	**125,247**	**179,086**

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	2025 €'000	2024 €'000
Catholic Relief Services	3,831	2,547
World Food Programme	2,583	4,198
UN Children's Fund (UNICEF)	1,223	1,061
International Organisation for Migration	538	-
UN High Commissioner for Refugees (UNHCR)	261	420
World Health Organisation	165	665
Sudan Ministry of Health	95	91
Kingspan	-	300
United Nations Population Fund (UNFPA)	-	41
Others	1	216
	8,697	**9,539**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

5 INCOME FROM CHARITABLE ACTIVITIES (continued)

5 (c) Donations and legacies	2025 €'000	2024 €'000
Individual giving & Corporate donations	2,620	2,699
Legacies	656	387
Total Donations and legacies	**3,276**	**3,086**

In 2025 €1,032k (2024: €1,051k) of incoming resources from donations and legacies is restricted.

5 (d) Fundraising events

In 2025 €1,338k (2024: €1,163k) is generated from fundraising events, which includes the GOAL Mile, Jersey Day, GOAL Ball and other miscellaneous fundraising events. In 2025, €1,338k of this fundraising event income is unrestricted (2024: €1,163k).

6(a) OTHER TRADING INCOME

	2025 €'000	2024 €'000
Pro bono professional services	48	32
Funds received from VAT Compensation Scheme	9	10
Other	10	28
	67	**70**

The professional fees figure above €48k (2024: €32k) is in respect of professional services provided on a pro bono basis.

6(b) OTHER RECOGNISED GAINS/(LOSSES)

GOAL USA Inc. was deconsolidated from the Group accounts in 2024 resulting in a loss of €72k in 2024 (Note 4).

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

7 EXPENDITURE ON CHARITABLE ACTIVITIES

7 (a) Charitable expenditures	2025 €'000	2024 €'000
Syria / Türkiye	37,343	75,947
Ethiopia	18,963	28,639
South Sudan	15,821	11,558
Sudan	11,967	9,054
Uganda	9,839	9,686
Honduras / Colombia	6,159	10,318
Sierra Leone	5,425	4,442
Haiti	4,025	8,098
Zimbabwe	2,222	4,431
Niger	1,997	2,299
Gaza / Lebanon	488	425
Iraq	169	(117)
Ukraine	147	339
Chad	4	16
Other Aid Costs	(238)	1,946
Subtotal: Overseas Relief & Development	**114,331**	**167,081**
Operations Direct Support	3,547	4,615
Allocation of support costs to Charitable Activities	5,765	5,764
Foreign exchange loss / (gain)	716	(785)
Total: Charitable Activities	**124,359**	**176,675**

Charitable activities expenditure comprises the cost of humanitarian relief and development programmes and includes the value of donations in kind distributed during the year. 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 2025.

In 2024, negative unrestricted charitable expenditure of €2m is primarily due to favourable institutional income performance in addition to foreign exchange gains.

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

7 EXPENDITURE ON CHARITABLE ACTIVITIES (continued)

7 (b) Charitable expenditure through partners and sub-grantees

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 2025 such grants accounted for 16% of expenditure in field locations (2024: 12%). Expenditure incurred through partners is included in charitable activities in the consolidated Statement of Financial Activities and is analysed by country as follows:

Country	2025 €'000	2024 €'000
Syria / Türkiye	8,427	10,710
South Sudan	4,629	283
Uganda	1,819	550
Haiti	1,182	3,128
Sudan	610	92
Gaza / Lebanon	488	423
Ethiopia	437	3,285
Honduras / Colombia	261	604
Niger	252	235
Sierra Leone	134	52
Ukraine	89	324
Iraq	88	10
Zimbabwe	11	735
Chad	4	16
	18,431	**20,447**

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:

	2025 €'000	2024 €'000
Staff remuneration & other staff costs	1,277	1,306
Fundraising events & advertising	1,042	1,120
Professional fees & other costs	190	282
Premises, IT, communications & supplies	83	101
Travel	11	55
Allocation of support costs - see Note 8 (b)	373	512
	2,976	**3,376**

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 2025 €'000	Charitable Activities 2025 €'000	Total 2025 €'000	Raising Funds 2024 €'000	Charitable Activities 2024 €'000	Total 2024 €'000
Programme Management	-	3,547	3,547	-	4,107	4,107
Logistics & Procurement	23	438	461	-	508	508
Finance	127	1,147	1,274	136	1,229	1,365
Human Resources	30	726	756	48	911	959
IT	44	810	854	93	832	925
Central Facilities & Overheads	45	851	896	97	871	968
Governance & Compliance	104	1,793	1,897	138	1,921	2,059
	373	**9,312**	**9,685**	**512**	**10,379**	**10,891**

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 2025 €'000	Total 2024 €'000
Depreciation of tangible fixed assets	13	3	3
Foreign exchange loss / (gain)	7(a)	716	(785)
Professional fees		553	872
Interest earned		(342)	(454)
Statutory redundancy payments	12	156	11

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	2025 €'000	2024 €'000
Annual statutory audit - GOAL Head Office	196	318
Annual statutory audit - GOAL (International) t/a GOAL UK	18	18
	214	**336**

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 auditor's 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:

	2025	2024
International staff posted overseas	62	77
Head office programme support, management and administration	87	102
Fundraising	21	22
	170	**201**

Employee Remuneration for the financial year was	2025	2024
	€'000	**€'000**
International staff posted overseas		
Salaries	3,740	4,356
Social welfare costs	71	73
Retirement Savings	52	65
Head office: Ireland and UK		
Salaries	6,697	6,634
Social welfare costs	778	714
Healthcare	107	88
Pension	267	276
Retirement Savings	5	8
Redundancy	156	11
	11,873	**12,225**

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:

	2025	2024
€60,000 to €69,999	19	21
€70,000 to €79,999	18	14
€80,000 to €89,999	14	7
€90,000 to €99,999	2	6
€100,000 to €109,999	2	3
€110,000 to €119,999	3	1
€120,000 to €129,999	-	1
€130,000 to €139,999	-	-
€140,000 to €149,999	1	-

The remuneration (comprising salary, healthcare, employer pension contributions and employer PRSI) of the Senior Management Team as a group, including GOAL UK amounted to €1,068k (2024: €1,124k).

In addition to the staff numbers disclosed above, an average of 2,035 (2024: 2,534) locally recruited staff were employed in GOAL's overseas operations during the financial year.

Chief Executive Officer remuneration

The Chief Executive Officer role was paid €140.3k (2024: €123.6k) and received €10.9k pension contribution in 2025 (2024: €12.4k). No additional benefits were paid 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 2025	478	13	491
Additions	-		-
Disposals	-		-
At 31 December 2025	**478**	**13**	**491**
Depreciation			
At 1 January 2025	478	3	481
Depreciation charge	-	3	3
Disposals	-		-
At 31 December 2025	**478**	**6**	**484**
Net Book Value at 31 December 2025	**-**	**7**	**7**
Net Book Value at 31 December 2024	**-**	**10**	**10**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

14 TANGIBLE FIXED ASSETS - COMPANY

	Equipment	Vehicles	Total
	€'000	€'000	€'000
Cost			
At 1 January 2025	478	13	491
Additions	-	-	-
Disposals	-	-	-
At 31 December 2025	**478**	**13**	**491**
Depreciation			
At 1 January 2025	478	3	481
Depreciation charge	-	3	3
Disposals	-	-	-
At 31 December 2025	**478**	**6**	**484**
Net Book Value at 31 December 2025	**-**	**7**	**7**
Net Book Value at 31 December 2024	**-**	**10**	**10**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

15 STOCKS - GROUP AND COMPANY

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Aid Commodities	2,061	2,534	2,052	2,526
	2,061	**2,534**	**2,052**	**2,526**

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	
	2025	2024	2025	2024
	€'000		€'000	
Grants receivable	14,440	12,641	13,339	12,218
Prepayments	3,184	4,008	2,733	2,933
Sundry Debtors	1,109	1,006	1,105	1,002
Accrued Income	92	72	92	59
Intercompany receivable	-	-	1,853	-
Receivable from GOAL USA Inc.	14	1,397	14	1,397
At 31 December	**18,839**	**19,124**	**19,136**	**17,609**

All of the above amounts fall due within one year.

GOAL supported the operations of GOAL (International) during 2025 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 2025, the current asset investments are comprised of funds placed on term deposit for periods greater than three months but less than one year.

		Group		Company	
		2025	2024	2025	2024
	Note	€'000	€'000	€'000	€'000
Market value at 1 January			2		
(Decrease) / Increase in value during the year		-	-	-	-
Deconsolidation of GOAL USA Inc.	6 (b)	-	(2)	-	-
Market value at 31 December		**-**	**-**	-	**-**
		-	**-**	-	**-**
Funds on term deposit		-	212	-	212
Total current asset investments		**-**	**212**	**-**	**212**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

18 LIABILITIES - CREDITORS, ACCRUALS AND PROVISIONS

	Group		Company	
Liabilities falling due within one year	**2025**	**2024**	**2025**	**2024**
	€'000	**€'000**	**€'000**	**€'000**
Accruals	12,581	14,760	11,970	13,079
Provisions	10,591	12,425	10,592	12,426
PAYE / PRSI	158	214	159	187
Trade creditors	348	474	348	474
Intercompany payable	-	-	-	136
Sundry creditors	151	92	151	92
At 31 December	**23,829**	**27,965**	**23,220**	**26,394**

	Group		Company	
Liabilities falling due over one year	**2025**	**2024**	**2025**	**2024**
	€'000	**€'000**	**€'000**	**€'000**
Termination Payables - Overseas Local Staff	**1,863**	**1,522**	**1,863**	**1,522**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

19 COMMITMENTS

There are no capital commitments at 31 December 2025 (2024: Nil).

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

Group

	2025	2024
		€'000
Obligations which fall due:		
Within one year	496	652
Between one and five years	774	926
At 31 December	**1,270**	**1,578**

Company

			2025			2024
			€'000			€'000
	Total	Head Office	Branches	Total	Head Office	Branches
Obligations which fall due:						
Within one year	477	276	201	617	223	394
Between one and five years	774	276	498	921	446	475
At 31 December	**1,251**	**552**	**699**	**1,538**	**669**	**869**

Letter of financial support for GOAL (International)
GOAL has issued a letter of financial support to GOAL (International) dated 21 May 2026, 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	**2025**	**2024**	**2025**	**2024**
	€'000	**€'000**	**€'000**	**€'000**
Measured at fair value through income and expenditure				
Current asset listed investments	-	-	-	-
Measured at undiscounted amounts				
Funds held on term deposits	-	212	-	212
Debtors and other receivables	15,549	13,647	14,444	13,220
Accrued income	92	72	92	59
Intercompany receivable	-	-	1,853	-
Receivable from GOAL USA Inc.	14	1,397	14	1,397

	Group		Company	
Financial liabilities	**2025**	**2024**	**2025**	**2024**
Measured at undiscounted amounts				
Creditors and other payables	23,671	27,751	23,061	26,207

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

Fair Value Gains and Losses	Group		Company	
	2025	**2024**	**2025**	**2024**
	€'000	**€'000**	**€'000**	**€'000**
On financial assets measured at fair value through income and expenditure	-	-	-	-

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

21 RECONCILIATION OF FUNDS

Group	Unrestricted Funds 2025 €'000	Restricted Funds 2025 €'000	Total Funds 2025 €'000	Unrestricted Funds 2024 €'000	Restricted Funds 2024 €'000	Total Funds 2024 €'000
Fund balances at 1 January	17,987	31,487	49,474	15,692	30,046	45,738
Net movement	(731)	3,666	2,935	2,295	1,441	3,736
Fund balances at 31 December	**17,256**	**35,153**	**52,409**	**17,987**	**31,487**	**49,474**

Company	Unrestricted Funds 2025 €'000	Restricted Funds 2025 €'000	Total Funds 2025 €'000	Unrestricted Funds 2024 €'000	Restricted Funds 2024 €'000	Total Funds 2024 €'000
Fund balances at 1 January	17,950	31,226	49,176	16,415	29,769	46,184
Net movement	(1,225)	3,639	2,414	1,535	1,457	2,992
Fund balances at 31 December	**16,725**	**34,865**	**51,590**	**17,950**	**31,226**	**49,176**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

22 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted Funds 2025 €'000	Restricted Funds 2025 €'000	Total Funds 2025 €'000	Unrestricted Funds 2024 €'000	Restricted Funds 2024 €'000	Total Funds 2024 €'000
Tangible fixed assets	7	-	7	10	-	10
Current assets	21,595	56,499	78,094	23,402	55,549	78,951
Current liabilities	(4,346)	(19,483)	(23,829)	(5,425)	(22,540)	(27,965)
Non-Current Liabilities	-	(1,863)	(1,863)	-	(1,522)	(1,522)
Fund balances at 31 December	**17,256**	**35,153**	**52,409**	**17,987**	**31,487**	**49,474**

Company	Unrestricted Funds 2025 €'000	Restricted Funds 2025 €'000	Total Funds 2025 €'000	Unrestricted Funds 2024 €'000	Restricted Funds 2024 €'000	Total Funds 2024 €'000
Tangible fixed assets	7	-	7	10	-	10
Current assets	21,047	55,619	76,666	22,966	54,116	77,082
Current liabilities	(4,329)	(18,891)	(23,220)	(5,026)	(21,368)	(26,394)
Non-Current Liabilities	-	(1,863)	(1,863)	-	(1,522)	(1,522)
Fund balances at 31 December	**16,725**	**34,865**	**51,590**	**17,950**	**31,226**	**49,176**

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	Deconsolidation Losses* €'000	Closing Balance €'000
Restricted funds	**31,487**	**126,264**	**(122,598)**		**-**	**35,153**
Unrestricted funds:						
General funds	15,777	4,006	(4,737)	3	-	15,049
Designated funds:						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	10	-	-	(3)	-	7
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	**17,987**	**4,006**	**(4,737)**	**-**	**-**	**17,256**
Total funds	**49,474**	**130,270**	**(127,335)**	**-**	-	**52,409**

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

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

23 MOVEMENTS IN GROUP FUNDS (continued)

Prior Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers €'000	Deconsolidation Losses* €'000	Closing Balance €'000
Restricted funds	**30,046**	**180,122**	**(178,663)**		**(18)**	**31,487**
Unrestricted funds:						
General funds	13,492	3,737	(1,388)	(10)	(54)	15,777
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	**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 6(b)).*

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

24 MOVEMENTS IN COMPANY FUNDS

Current Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers €'000	Gains and Losses €'000	Closing Balance €'000
Restricted funds	**31,226**	**120,234**	**(116,595)**	**-**	**-**	**34,865**
Unrestricted funds:						
General funds	15,740	3,977	(5,202)	3	-	14,518
Designated funds:						
Minimum cash reserve	1,200	-	-	-	-	1,200
Tangible fixed asset fund	10	-	-	(3)	-	7
Emergency response fund	1,000	-	-	-	-	1,000
Total unrestricted funds	**17,950**	**3,977**	**(5,202)**	-	**-**	**16,725**
Total funds	**49,176**	**124,211**	**(121,797)**	-	**-**	**51,590**

Prior Year	Opening Balance €'000	Incoming Resources €'000	Outgoing Resources €'000	Transfers -	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**

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

25 GROUP RESTRICTED FUNDS

Movement in Group restricted funds in the current financial year

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	2,950	17,510	(18,086)	2,374
Chad	4	-	(4)	-
Gaza / Lebanon	322	401	(489)	234
Haiti	254	4,177	(3,886)	545
Honduras / Colombia	678	6,268	(5,903)	1,043
Iraq	-	-	-	-
Kenya	3	-	-	3
Malawi	300	-	-	300
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	330	1,750	(1,863)	217
Sierra Leone	1,378	5,592	(5,444)	1,526
South Sudan	1,443	18,925	(15,633)	4,735
Sudan	6,229	10,598	(12,244)	4,583
Syria / Türkiye	6,587	38,255	(36,800)	8,042
Uganda	9,694	10,611	(9,788)	10,517
Ukraine	270	(2)	(155)	113
Zimbabwe	361	2,079	(2,207)	233
Head Office	594	10,100	(10,096)	598
	31,487	**126,264**	**(122,598)**	**35,153**

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	Deconsolidation Loss*	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 6(b))

GOAL

NOTES TO THE FINANCIAL STATEMENTS (continued)

26 COMPANY RESTRICTED FUNDS

Movement in Company restricted funds in the current financial year

Country	Opening Balance €'000	Incoming Resources €'000	Resources Expended €'000	Closing Balance €'000
Ethiopia	2,943	17,508	(18,086)	2,365
Chad	4	-	(4)	-
Gaza / Lebanon	322	401	(489)	234
Haiti	254	4,153	(3,862)	545
Honduras / Colombia	677	6,268	(5,902)	1,043
Iraq	-	-	-	-
Kenya	3	-	-	3
Malawi	235	-	-	235
Mozambique	53	-	-	53
Nepal	37	-	-	37
Niger	330	1,750	(1,862)	218
Sierra Leone	1,203	5,592	(5,443)	1,352
South Sudan	1,440	12,920	(9,658)	4,702
Sudan	6,228	10,598	(12,245)	4,581
Syria / Türkiye	6,585	38,255	(36,798)	8,042
Uganda	9,689	10,611	(9,788)	10,512
Ukraine	270	(2)	(155)	113
Zimbabwe	359	2,079	(2,205)	233
Head Office	594	10,101	(10,098)	597
	31,226	**120,234**	**(116,595)**	**34,865**

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	4,938	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)

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 five of its employees (2024: one hundred and nine). 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 €267k (2024: €276k). €47k was owed to the schemes (2024: €40k).

28 RETIREMENT SAVINGS SCHEME

Eligible overseas employees may join GOAL's Retirement Savings Scheme. During the financial year, the Group made contributions in respect of twenty-two employees (2024: thirty-two). 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 €57k (2024: €73k). There was no amount due from or owed to the schemes at year end (2024: 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 2025 the Company had 16 company members (2024: 16), who have each guaranteed the liabilities of the Company up to a maximum of €6.35. This guarantee continues for one year after membership ceases in respect of debts and liabilities contracted prior to cessation.

The Company is availing of the exemption permitted by Section 304 of the Companies Act to not present a Statement of Financial Activities for the Company. As disclosed in Note 4, the Company had net income for the year of €2,414k (2024: €2,992k)

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 €909k to GOAL USA Inc. to assist with its ongoing charitable activities (2024: €941k). 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 2025, €2.6m of such sub-granted income was received by GOAL and is disclosed in Note 5(a) (2024: €4.5m).

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 operation, as well as provide an opportunity for the Directors to familiarise themselves with GOAL's activities around the world. During 2025, two of GOAL's Directors visited GOAL's overseas operations at a cost of €3.9k (2024: €8.4k) 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

The financial statements were approved on 21 May 2026. The Board have considered events subsequent to the year-end up to this date.

There have been no significant events affecting the GOAL Group or Company since the balance sheet date, 31 December 2025, that would require disclosure in or adjustments to the financial statements.

33 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Directors on 21 May 2026.

GOAL HQ

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