



GOAL (INTERNATIONAL)

(a company limited by guarantee)

Company Number 04154994

Charity Number 1107403

**REPORTS AND FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020**

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

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GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REFERENCE AND ADMINISTRATION

DIRECTORS

Ross Niland
Gerry Turley
Jane Tully
Alex Hutton-Mills
Kelly Butler
Mary Murphy

The Directors of the Company are its trustees for charity law purposes.

SECRETARY

Gerry Turley

REGISTERED OFFICE

Kemp House, 152-160 City Road, London EC1V 2NX

COMPANY NUMBER

04154994

REGISTERED CHARITY NUMBER

1107403

PRINCIPAL BANKERS

HSBC UK
Bank of Ireland UK

AUDITORS

Deloitte Ireland LLP
Chartered Accountants & Statutory Audit Firm
Earlsfort Terrace
Dublin 2, Ireland

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS

The Directors present their annual report and the audited financial statements for the financial year ended 31 December 2020.

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal status

GOAL (INTERNATIONAL) is registered with the Charity Commission under registration number 1107403, and is constituted as a company. GOAL (INTERNATIONAL), ("the Company"), is a private company, limited by guarantee and having no share capital. GOAL (INTERNATIONAL) is the registered name of the Company and is exempt from the requirement to use the word "limited" under Section 60 of the Companies Act 2006. The registered company number is 04154994. GOAL (INTERNATIONAL) uses the trading name GOAL UK.

The Directors of the Company are also the Trustees of the charity for charity law purposes.

At 31 December 2020, the Company had two members (31 December 2019: two) who have each guaranteed the liabilities of the Company up to a maximum of £10. This guarantee continues for one year after membership ceases.

Structure

GOAL (INTERNATIONAL) is part of the GOAL group ('the Group'). GOAL is the parent of GOAL (INTERNATIONAL), GOAL USA Fund, and other GOAL branches and subsidiaries in the developing world, all together the GOAL group. GOAL, a company registered in Ireland, is registered with the Irish Charities Regulator; is recognised by the Irish Revenue Commissioners as having charitable status; and has the same vision, mission, and values as GOAL (INTERNATIONAL). GOAL (INTERNATIONAL) is a member of the Group and we derive our strategy and policy from the Group, recognising that GOAL is the principal agency responsible for the direct management and strategic direction of all humanitarian and development operations.

Our programmes operate through the shared services platform of the Group. At field level, we operate jointly under the 'GOAL' banner, utilising the same in-country programme team and Group head office support functions. The Group provides programme facilitation and support through programme management personnel, technical expertise, logistical support, financial management, human resource management, and information technology.

Directors and Trustees

As indicated above, GOAL (INTERNATIONAL) is a company limited by guarantee and having no share capital. All of the Directors of the Company are also Trustees of the charity for charity law purposes. GOAL (INTERNATIONAL) is administered by the Directors but operates through the shared services platform of the Group. Directors, all of whom are non-executive, are drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board decision-making.

The Directors have collective responsibility and are accountable for ensuring that GOAL (INTERNATIONAL) is performing well, is solvent, and complies with all of its obligations. Directors are appointed by the Board and new Directors undergo an induction briefing, which covers their legal obligations, governing documentation, business plans, financial analysis, risk framework, and structure as well as meeting staff and understanding engagement with the Group. The Board aims to have regular evaluation of its effectiveness and uses this information when considering any development needs and future Director recruitment.

The Board meets at least quarterly during the year and held 4 meetings during 2020. The Board has observer status on Group board meetings and those meetings include Group Audit & Risk Committee (ARC) updates. The ARC provide an oversight role of the Internal Audit function as per its terms of reference, which includes sign off and monitoring of the risk-based annual Internal Audit plan.

The Company has made qualifying third party indemnity provisions for the benefit of its Directors which were made during the year and remain in force at the date of this report. Qualifying third party indemnity provisions for the benefit of the Directors of GOAL, and the Directors of other GOAL associated companies were also in force during the year, and remain so at the date of this report.

**GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020**

REPORT OF THE DIRECTORS (Continued)

1. STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)

Directors and Trustees (Continued)

No Director can be appointed to any salaried position of the Company. The Directors did not receive remuneration during the year. Where applicable, payment for services in the ordinary course of business not connected to their role as Directors is disclosed in the financial statements. No payment for services was made during the year (2019: £nil). Expenses are reimbursed where claimed, however none were claimed during the year (2019: £nil).

The Directors and Company Secretary, who served at any time during the financial year and up to the date of signing of this report, were as follows:

Directors: Ross Niland, Gerry Turley (also Company Secretary), Jane Tully, Alex Hutton-Mills, Kelly Butler and Mary Murphy. There were no appointment and resignation of the directors during the financial year.

The present membership of the Board is also set out on page 1.

2. OBJECTIVES AND ACTIVITIES (VISION, MISSION, VALUES)

GOAL (INTERNATIONAL) was set-up for the purpose of alleviating the suffering of the poorest of the poor in the developing world through the provision of basic services supporting the health, nutrition, shelter, water, sanitation, education, and livelihoods needs of communities in less developed areas of the world. These objectives fall under the purposes of public benefit as defined in the Charities Act 2011. GOAL (INTERNATIONAL) supports the overseas programmes of the GOAL Group – it does this through the shared services platform of the GOAL Group. GOAL (INTERNATIONAL)'s vision, mission and values are set out below.

Vision

GOAL (INTERNATIONAL) believes in a world where poverty no longer exists, where vulnerable communities are resilient, where barriers to wellbeing are removed, and where everyone has equal right and opportunities.

Mission

GOAL (INTERNATIONAL) works with the most vulnerable communities to help them respond to and recover from humanitarian crises, and to assist them in building transcendent solutions to mitigate poverty and vulnerability.

Our Core Values

Our values inform everything we do, and their influence can be seen in how we go about our work at all levels and across all programme areas and sectors. Our core values are:

Humanitarianism - we believe in the essential dignity and respect of all human beings, and in serving, supporting, and advocating on behalf of poor, marginalised people and those affected by conflict and crises. We focus on tackling extreme poverty and responding to humanitarian crises.

Courage - we believe in standing with the vulnerable communities we serve, taking the necessary risks, appropriately assessed, in order to respond effectively to people's needs.

Integrity - our actions and relationships with our stakeholders are characterised by honesty and openness in all our dealings.

Respect - we value others; we listen to them, and we believe in the power of partnerships to affect change in people's lives.

Partnership - we believe that our work is optimised when we work in partnership with vulnerable communities, local civic society partners, peers, governments, donors and both the public and private sectors.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

3. STRATEGIC REPORT – HOW WE WORK

Working through the shared services platform of the Group, we deliver humanitarian and development programmes, with a focus on systems, partnerships and building resilience. We believe that if we engage communities, build on their inherent capacities and strengthen the systems in which they live and work, then poor and vulnerable households will achieve greater resilience and well-being.

In keeping with the Group strategy our work aligns with four programmatic goal areas:

- emergency response: people survive crisis
- people have resilient health
- people have food and nutrition security
- people have sustainable livelihoods

In addition, GOAL (INTERNATIONAL) is committed to advocating humanitarian and development issues through global citizenship promotion and wider engagement with the general public, and with the support of the Group, to strengthen GOAL (INTERNATIONAL)'s organisational framework.

To achieve these goals, we use an integrated approach combining systems-analysis, resilience, social and behavioural change, inclusion and partnership. This integrated approach informs design within all programming, whether emergency response, health, nutrition, food security, WASH, or economic development.

Our aim is not to become a permanent part of any system, but rather to facilitate change within it, thereby addressing the root causes behind system weaknesses that exclude and marginalise vulnerable populations, invariably leading to greater poverty, discrimination and inequality. This approach enables us to design effective interventions that enhance existing systems, while not displacing such systems or their permanent stakeholders.

However, in times of crisis, the humanitarian imperative requires that we must prioritise the provision of immediate assistance to those in need. That same imperative also demands adroit context analysis to ensure interventions are undertaken as effectively and as quickly as possible. It is from this contextual analysis that we adaptively manage interventions to address the array of complex challenges which our programmes confront. In our experience, such an approach best facilitates the creation of lasting solutions (sustainability) and to reach large populations (scale).

Building Resilience

Resilience is a fundamental element of our programming. At its core, it is the belief that communities and households living within complex systems can be assisted to adapt to risks in order to be able to respond and recover from shocks without compromising their long-term wellbeing. By investing in resilience, recovery following a crisis is enlivened, and communities and households are better prepared for subsequent shocks and stresses. Strengthening resilience aims to foster independence for affected communities over the long term, should crises re-occur.

Influencing Systems

We understand that all people live and work within many existing and interconnected systems, including socio-economic health, education, market, and legal systems. In our working environments, systems often function poorly or not at all, leading to inequality and exclusion amongst the most vulnerable. Our programmes identify the permanent actors within a system and define the Organisation's role relative to these stakeholders, understanding that they are the principal catalysts of change and will remain a fundamental part of the system long after our input. In effect, we act as a facilitator of change so that the vulnerable communities with whom we work can participate in, and gain access to, basic humanitarian rights as well as a range of socio-economic opportunities on a sustainable basis.

Fostering Inclusion

Inclusion is the dynamic process that gives recognition, roles, influence, and powers to individuals or groups in a particular system, counteracting the processes that create vulnerability, exclusion, and discrimination. Gender and age are key elements affecting inclusion and the change GOAL (INTERNATIONAL) aims to effect is with groups that are in some way marginalised, neglected, or excluded. Inclusion is about understanding the mechanisms which create exclusion and designing programmes to counteract it. The Group Gender Policy guides field and HQ decision makers in ensuring our programmes and policies are gender aware and informed of the barriers facing women, men, girls, and boys.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

3. STRATEGIC REPORT – HOW WE WORK (Continued)

Social and Behavioural Change

We recognise that there are multiple relationships, interactions, and behaviors that affect how functional and inclusive a system is. Partnering with government, community/civic society and private sector stakeholders we design programmes aimed at changing context specific behaviours in a system that prevent it from working efficiently and inclusively.

Partnerships

GOAL (INTERNATIONAL) believes in the power of partnership; about people working together in a mutually beneficial relationship to maximize the value of combined resources to make a difference for the poor and vulnerable. When we work together with local civil society partners, peers, governments, donors, and the public and private sectors, much more can be achieved than by working independently. GOAL (INTERNATIONAL) has long-standing relationships with FCDO/UKAID, a number of charitable trusts, and individual supporters in the UK. We remain committed building our network of partnerships, both locally and internationally, by focusing on the local operating context, and by exploring new and innovative ways of partnering.

4. STRATEGIC REPORT - REVIEW OF THE YEAR

South Sudan

The Resilient Communities through Viable Economic Recovery (RECOVER) programme was focused on meeting immediate food security needs, whilst strengthening emergency preparedness and response mechanisms as well as safety nets and enhancing positive coping strategies to enable communities to better cope with, adapt to and manage shocks and stresses. Emergency needs were addressed through cash transfer programming and a crisis modifier component that was available to provide a cushion for sudden needs that might not be addressed by ongoing interventions. At the same time the project undertook longer-term initiatives to tackle the impact of climate change as well as some of the root causes of food insecurity. This included investment in Climate Smart Agriculture to improve food production. This was complemented by initiatives such as REFLECT groups, VSLAs, Women/youth IGA, and Youth Vocational Training to facilitate improved access to capital and economic opportunities at the community level. The RECOVER programme has been ongoing since 2016 and is implemented in cooperation with our partners Mercy Corps, and Universal Network for Knowledge and Empowerment Agency (UNKEA).

1,987 households received cash for work support either building or rehabilitating community assets. 10,600 households received agricultural inputs, and 4,155 households received fishing inputs, with over 19,000 individuals receiving related training. 2,949 women and youth received small business grants (valued at over £100k) along with support the Reflect and VSLA groups.

In efforts to protect against the negative impact of climate change, 41 Early Warning Committees (EWC) were formed to supported early warning responses to flooding in the Nile basin. EWCs disseminated Disaster Risk Reduction (DRR) messages and lead mitigation activities in their locations.

Expenditure in South Sudan for the year amounted to £3.77m (2019: £3.85m).

Zimbabwe

GOAL Zimbabwe has been implementing these impactful agri-livelihoods development projects with support from The Garden Trust since 2015. The focus of these grants has been to improve the resilience of food-insecure smallholder farmers through small livestock promotion. The focus of this project has been on the goat value chain in Buhera District due to its potential for growth and its favourable environment for women's economic development. The project builds upon the significant achievements realised under previous Garden Trust programmes in Buhera, while narrowing the focus to the goat value chain only. The project focused on the three key problems identified in the goat value chain, namely, non-commercial breeds, poor fodder / livestock feeding practices, and access to finance and business skills. These are the three most significant reasons why production is low, why goat producers are not earning sufficient income, and consequently, why goat meat is in short supply in the market.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

4. STRATEGIC REPORT - REVIEW OF THE YEAR (Continued)

Zimbabwe (continued)

The project aimed to consolidate the gains from the previous WIN project through working with 1,089 people directly (indirectly 4,725) on activities such as:

- Improving farmers' knowledge on livestock breeding, fodder crop production and utilisation in the goat value chain
- Improving Gender Action Learning Systems for both males and females in participating Wards
- Improving access to financial services and business development by communal farmers
- Increasing community knowledge and skills in order to prevent and reduce malnutrition through the NIPP approach

Key achievements realized during the project period include:

- Identification of project participants
- Training of farmers in livestock breeding (Goats)
- Goat learning visits and linkages to other breeders, and the purchase of improved breeding bucks by farmers at 20% cost share basis with GOAL paying 80%
- Purchase of fodder seed and linkage to commercial feed suppliers
- Training of NIPP volunteers and setting up of NIPP circles
- Training project participants on Gender Action Learning Systems

Expenditure in Zimbabwe for the year amounted to £143k (2019: £74k).

Malawi

In March 2020, GOAL Malawi received funding from the Waterloo Foundation for a community-based malnutrition screening and nutrition support project in Machinga District called 'Promoting sustainable nutritional practices by community based malnutrition screening and nutrition support in Machinga District, Malawi'.

The aim of the project is to strengthen the ability of communities to prevent and treat malnutrition amongst particularly vulnerable groups, including specifically mothers and children in the '1000-day window' that is from conception up until two years of age.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

4. STRATEGIC REPORT - REVIEW OF THE YEAR (Continued)

Malawi (continued)

Activities implemented in 2020 - COVID-19 Prevention and Response Activities implemented (1 April - 15 June 2020):

- Mass awareness campaigns on COVID-19 in 35 villages in the Traditional Authority Mchinguza. Mobile vans were used to conduct these mass awareness campaigns, which reached an estimated people 11,040 people (6,148 of whom were female).
- Road shows on the proper use of wearing face masks; reached an estimated 1550 people (785 female) targeting high-risk individuals, including vendors in markets and other public places in TA Mchinguza. Leaflets on face mask usage were also distributed to participants
- Promotion of hand washing at 2 health facilities: with talks on the importance of effective hand washing with soap, including practical demonstrations at the health facilities. About 975 people (553 females) were reached.
- COVID-19 and nutrition awareness campaign: reached an estimated 15,000 people (8,750 females).
- Orientation of 6 area mechanics on COVID 19: C-19 tailored orientations of area mechanics on the maintenance of community water points.
- Awareness campaign on COVID 19 stigma and discrimination towards COVID 19 patients and survivors: awareness campaigns using a van and PA system - about 200,000 (130,000 females, 70,000 males) were reached in TAs, Mchinguza, Kawinga, Paramount Kawinga, Nkoola and Kapoloma.

Expenditure in Malawi for the year amounted to £35k (2019: Nil).

5. STRATEGIC REPORT – FINANCIAL RESULTS FOR THE YEAR

The financial results for the year ended 31 December 2020 are shown in the Statement of Financial Activities.

£4.18m was earned in the year to 31 December 2020 (2019: £3.84m). The majority of the funding relates to resilience and economic recovery programming in South Sudan. Expenditure on charitable activities in 2020 amounted to £4.4m (2019: £3.94m).

Reserves Policy

The Board has agreed that GOAL (INTERNATIONAL) should maintain unrestricted reserves at a minimum level of six months anticipated unrestricted expenditure in the UK. The purpose of this reserve is to protect the organisation from any adverse change in the charity's financial position. The level of unrestricted reserves at the year-end is £124k (2019: £70k) however through the auspices of the Group, and the Memorandum of Understanding between the Company and GOAL, GOAL provides support to the Company and the Company continues to operate as a going concern.

An amount of £318k (2019: £591k) is held in restricted reserves at the year end. These reserves are held as current assets, and must be used solely for the purposes specified by the donors and are not available for the general purposes of the charity.

6. FUTURE PERIODS

GOAL (INTERNATIONAL) plans to maintain its focus on enhancing the quality of life of disadvantaged populations through the provision of emergency humanitarian aid, healthcare services, including water and sanitation, and supplementary nutritional and livelihoods support and resilience programming. In 2021, GOAL (INTERNATIONAL)'s most significant operation will be in South Sudan. Within a more challenging funding market, the longer-term focus on Sub-Saharan Africa with a specific focus on the Horn of Africa will continue. The merging of the Department for International Development (DfID) and the Foreign Commonwealth Office (FCO) in 2020 has impacted GOAL (INTERNATIONAL)'s income, with the FCDO grant held in South Sudan ending in June 2021. The funding situation is being closely monitored by the senior management team and the Board, and GOAL (INTERNATIONAL) will continue to be supported by GOAL.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

7. PRINCIPLE RISKS AND UNCERTAINTIES

As noted above, GOAL (INTERNATIONAL) operates under the GOAL banner internationally and thus is largely exposed to the same risk environment as the group as a whole. GOAL (INTERNATIONAL) draws on the group's risk management systems and mitigation measures to manage the principle risks and uncertainties of the organisation.

GOAL operates across the world in inherently unstable environments and thus is exposed to many and varied risks and uncertainties which are managed in order to deliver humanitarian and development assistance to its beneficiaries. GOAL's robust system of internal control, which incorporates risk management and compliance, is the overall responsibility of the Directors, with the ARC playing a supporting and assurance role. The internal control systems aim to ensure compliance with laws and policies, ensure efficient and effective use of GOAL's resources, safeguard GOAL's assets, and maintain the integrity of financial information produced.

Internal Audit Function

GOAL's Internal Audit function provides an independent, objective assurance and advisory activity within the organisation. The function has been designed to add value and improve GOAL's operations. It helps GOAL accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. With commitment to both integrity and accountability, internal auditing provides value to governing bodies and senior management as an objective source of independent advice.

A key responsibility of the Internal Audit department is to understand the key risks of the organisation and to examine and evaluate the adequacy and effectiveness of the systems of risk management and internal control as operated by the organisation. The Internal Audit department has unrestricted access to all activities undertaken in the organisation, in order to review, appraise and report on the systems of control which have been designed in order to govern processes and mitigate risk.

The Head of the Internal Audit department of GOAL reports to the group Chief Executive Officer (CEO) and the Audit & Risk Committee (ARC). The Internal Audit department report its audit findings to the ARC, as well as the appropriate members of management, within the agreed reporting timeframes.

The Board, together with senior management, have reviewed the significant risks associated with the organisation and have identified numerous mitigations against these risks:

A. Protection and Safeguarding of Vulnerable Populations

GOAL (INTERNATIONAL) works with vulnerable people, including women and children throughout its programming and has a heightened responsibility to ensure the protection of these community members, given the risks posed in humanitarian and fragile environments.

Mitigation Measures

GOAL strives to ensure that vulnerable individuals are protected from any form of exploitation, harm, abuse or otherwise negative behaviour. As part of this commitment, GOAL has a comprehensive framework of policies, practices, trainings and activities to ensure appropriate behaviours are followed by all our staff and partners. Globally over 90% of staff have received safeguarding training with plans underway to reach 100%.

Where feedback or complaints arise, these are managed through GOAL's 'Speak Up' system, which reviews and takes appropriate action where required. GOAL has also integrated Safeguarding into our Internal Audit process as well as including it in our bi-annual compliance reporting process in all Country Programmes. Our in-country complaints response mechanisms are designed to ensure concerns of beneficiaries can be raised and responded to effectively and independently.

B. COVID-19

COVID-19, and its long term disruption to economic, social and public health systems, has the potential to cause widespread negative impact to our HQ and Country office programme delivery and operations. Specific impacts on our country programmes are in areas of staff health, safety and security, business office continuity, programme governance including remote working, existing programme adaption, funding opportunities and or financial impact of delays in programming.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

7. RISK MANAGEMENT (Continued)

Mitigation Measures

A GOAL COVID-19 Taskforce has been established to coordinate and manage COVID-19 impacts and risks, including coordination across functions and with country offices. Tools and guidance have been developed and rolled out to mitigate against the wide array of potential disruptions and to support remote working. This has included leveraging digital technology and providing new measures or adapting existing measures. Programmes have been adapted to articulate GOAL's global response & identify new opportunities. Internal and external communications have been strengthened with stakeholders.

C. Fraud, Theft, or Corruption

Contexts where poverty and conflict are prevalent have a heightened risk of fraud, theft, corruption and similar illegal or inappropriate behaviours. As an organisation that operates in these environments, GOAL (INTERNATIONAL) is naturally exposed to risks in this area through its humanitarian and development programming operations.

Mitigation Measures

GOAL (INTERNATIONAL) promotes a strong culture of integrity, transparency and honesty across the organisation while simultaneously implementing a comprehensive zero-tolerance Anti-Fraud approach, underpinned by clear policies, and continues to ensure that appropriate training in this area and support is provided to all employees and board members. GOAL has comprehensive internal controls and financial systems that are designed to provide a strong control environment and are subject to regular review. The internal audit team provide independent oversight of these systems and report them to the Audit and Risk Committee and the board. The Speak Up and Safecall systems provide an additional means for the reporting of complaints and fraud. Comprehensive third-party vetting processes are in place together with thorough verification procedures for beneficiaries, and we perform sanctions checks on our partners and suppliers.

D. Diversification of Donor Income

A key priority for GOAL (INTERNATIONAL) is the ongoing, long term diversification of funding sources to provide a wide, stable and predictable funding base for the organisation.

Mitigation Measures

GOAL has developed a global funding strategy across all fields to support and guide targeted growth of funding across a number of key areas. Environment scanning is undertaken to better understand and prepare for trends, risks and opportunities as part of this strategy and ensures GOAL's organisational funding approach is aligned with the wider geo-political funding and donor landscape.

E. Staff Recruitment and Retention

Recruiting and retaining talented, committed staff in a competitive market is critical to achieving our objectives. Hiring, developing, and supporting our staff is hugely important and underpins all that we do.

Mitigation Measures

Recognising that our staff are the foundation of our organisation and the enablers of our mission, we will strive to provide appropriate support, care and leadership to ensure our capacity to meet the needs of the communities we serve continue to be met. This commitment is underpinned by our organisational values that continue to guide and shape our approach to our work and how we manage and support our people.

The continued roll out of staff development and training activities globally through in person and virtual methods along with the continued strengthening of HR Functions both at HQ and across our Country Programs will also support this area.

F. Safety and Security of Staff

Many of our programmes operate in high-risk and insecure areas, which are considered to be amongst the most challenging in the world. Some fields, are also largely managed remotely, which brings additional risks and challenges. The safety, wellbeing and security of our staff is of the highest importance to us.

Mitigation Measures

GOAL places the highest priority on the safety and wellbeing of our staff around the world. Central to our programming operations is ensuring we are managing and mitigating risks to staff safety in line with the local, national and global context. Our global security team, working alongside a range of functions and country teams, including our People and Development function, Country Management Teams and Board, ensure the appropriate range of policies and practises are in place to maximise staff safety at all times.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

7. RISK MANAGEMENT (Continued)

G. Reduced Public Unrestricted Income

To support GOAL (INTERNATIONAL)'s organisational agility and our capacity to invest in priority areas, growth in publicly fundraised income continues to be a priority in a challenging and competitive market context, with the impact of fundamental shocks (Brexit, COVID-19) still to be fully realised.

Mitigation Measures

GOAL and GOAL (INTERNATIONAL) are continuing to invest in building capacity to secure unrestricted funding for the organisation. This includes the development of the GOAL Fundraising Team, with a particular focus on growing income through supporter recruitment, retention and development. GOAL will continue to prioritise growth across its fundraising events, corporate fundraising program and maintain momentum achieved on our digital fundraising activities.

8. STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors (who are also the trustees of GOAL (INTERNATIONAL) for the purposes charity law) are responsible for preparing the Report of the Directors (incorporating the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and of the incoming resources and application of resources, including the income and expenditure of the Company for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP '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)';
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included in the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

9. STAFF AND VOLUNTEERS

The nature of humanitarian operations dictates that staff overseas are very often required to live and work in remote locations, in basic conditions, and to carry out their work in some very challenging situations. The Board would like to express their appreciation, for the courage and dedication of all staff worldwide for the contribution they make to the work of the organisation). GOAL (INTERNATIONAL) is an equal opportunities employer. The aim of its equal opportunities policy is to ensure that all people receive equality of opportunity within the organisation regardless of gender, race, religion, disability, nationality, marital/family status, or sexual orientation. It is the policy of GOAL (INTERNATIONAL) to ensure the health and welfare of its employees by maintaining a safe place and system of work.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

REPORT OF THE DIRECTORS (Continued)

10. EVENTS SINCE THE YEAR END

There were no subsequent events since the financial year end.

11. GOING CONCERN

The Directors have prepared the financial statements on a going concern basis which assumes that the Company will continue in operational existence for the foreseeable future having adequate cashflow to meet its obligations when they fall due. The Company had net assets of £442k (2019: £660k), represented by £318k restricted funds and £124k unrestricted funds as at 31 December 2020.

The ability to continue as a going concern is dependent on the parent company GOAL continuing to provide support, and not demanding repayment of the intercompany debt due from the Company for a period of at least twelve months, except to the extent that sufficient unrestricted cash is available to GOAL (INTERNATIONAL) to repay the intercompany debt in whole or in part. Through the memorandum of understanding between the Company and GOAL, and the letter of support issued by GOAL to GOAL (INTERNATIONAL), the Company is confident of ongoing support from GOAL. The Directors are also of the view that the remaining grants receivable from institutional donors at the year-end will be received to enable the Company to repay the intercompany debt to GOAL.

The Directors have evaluated the options available and anticipate a similar level of operations in 2021 and 2022 compared to 2020. The emergence of the COVID-19 virus pandemic in early 2020 has had significant impact on a number of aspects of GOAL (INTERNATIONAL)'s country operations. GOAL (INTERNATIONAL) has addressed these challenges through the establishment of robust and responsive oversight, strong governance and systematic financial review mechanisms, supported by GOAL. GOAL (INTERNATIONAL) has engaged extensively with its key stakeholders and institutional donors during this period to keep them informed of developments and to hear their concerns.

Based on the above, the Directors have concluded that they have reasonable expectation that the Company will continue in operational existence and therefore they continue to adopt the going concern basis of accounting in preparing the annual financial statements. The financial statements do not include any adjustments which would result if the Company was unable to continue as a going concern.

12. SMALL COMPANIES EXEMPTION

In preparing this report, the Directors have taken advantage of the small company's exemptions provided by section 415A of the Companies Act 2006.

13. POLITICAL DONATIONS

The Company did not make any political donations in the year (2019: Nil).

14. STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who is a Director at the date of approval of this report confirms that:

- (1) so far as the Director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- (2) the Director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any information needed by the Company's auditor in connection with preparing their report and to establish that the Company's auditors are aware of the information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006.

15. AUDITOR


Deloitte Ireland LLP have expressed their willingness to continue as auditor to the charity, and a resolution for their re-appointment will be proposed at the Annual General Meeting.

The Directors approved the Directors' report including the strategic report on 25 June 2021.

ON BEHALF OF THE DIRECTORS

Gerry Turley (Director)

25 June 2021



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL (INTERNATIONAL)

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of GOAL (International) (the 'charitable company'):

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its outgoing resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities;
- the statement of financial position;
- the statement of cash flow; and
- the related notes 1 to 25.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Reports and Financial Statements for the financial year ended 31 December 2020, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the statement of directors' responsibilities included in the report of the directors, the directors (who are also the trustees of the charitable company for the purpose of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL (INTERNATIONAL)

Responsibilities of directors (continued)

In preparing the financial statements, the directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

The auditor communicates with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that the auditor identifies during the audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the charitable company's industry and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management, internal audit, the investigation unit and in-house legal counsel about their own identification and assessment of the risks of irregularities in this charitable company.

We obtained an understanding of the legal and regulatory frameworks that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, Charities Act 2011 and tax legislation.
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included UK employment law and the Data Protection Act 2018.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address it are described below:

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOAL (INTERNATIONAL)

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

Grant income and Donation income cut-off:

- We assessed the design and determined the implementation of the key controls over cut-off process for grant income and donation income recognition; and
- Performed substantive procedures on a sample basis to assess appropriate cut-off and compliance with grant and donor agreements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management, the group audit & risk committee, the investigation unit and in-house legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations in this charitable company; and
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with the Charity Commission.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the report of the directors has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified any material misstatements in the report of the directors.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Margarita Martin (Senior statutory auditor)
For and on behalf of Deloitte Ireland LLP
Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House, Earlsfort Terrace, Dublin 2
Ireland

Date: 28 June 2021

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted Funds 2020 GBP	Restricted Funds 2020 GBP	Total Funds 2020 GBP	Total Funds 2019 GBP
	Notes				
INCOME					
Charitable activities	8a	-	3,670,473	3,670,473	3,798,610
Donations and legacies		31,953	4,394	36,347	35,541
Fundraising events		46,835	-	46,835	3,715
Other income	8b	428,093	-	428,093	-
Total Income		506,881	3,674,867	4,181,748	3,837,866
EXPENDITURE					
Charitable activities	9	441,393	3,947,445	4,388,838	3,944,831
Raising funds	11	11,476	-	11,476	357
Total Expenditure		452,869	3,947,445	4,400,314	3,945,188
Net income / (expenditure)	15	54,012	(272,578)	(218,566)	(107,322)
Taxation	4	-	-	-	-
Net movement in funds		54,012	(272,578)	(218,566)	(107,322)
RECONCILIATION OF FUNDS					
Total funds brought forward		69,591	590,771	660,362	767,684
Total funds carried forward		123,603	318,193	441,796	660,362

There were no other recognised gains or losses other than those listed above and the net income for the financial year. All income and expenditure derives from continuing activities. See note 7 for comparative Statement of Financial Activities analysed by funds.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

STATEMENT OF FINANCIAL POSITION

	Notes	2020 GBP	2019 GBP
CURRENT ASSETS			
Debtors	16	1,053,174	428,093
Cash and cash equivalents		<u>198,987</u>	<u>716,974</u>
		1,252,161	1,145,067
LIABILITIES - Amounts falling due within one year			
Creditors and accruals	17	<u>(810,365)</u>	<u>(484,705)</u>
Total current liabilities		(810,365)	(484,705)
NET CURRENT ASSETS		<u>441,796</u>	<u>660,362</u>
NET ASSETS		<u>441,796</u>	<u>660,362</u>
FUNDS			
Unrestricted funds	18	123,603	69,591
Restricted funds	18, 19	<u>318,193</u>	<u>590,771</u>
TOTAL FUNDS		<u>441,796</u>	<u>660,362</u>

The financial statements of GOAL (INTERNATIONAL) (registered number 04154994) were approved and authorised for issue by the Board of Directors on 25 June 2021. The financial statements have been prepared in accordance with the Special provisions applicable to companies subject to the small companies regime.

ON BEHALF OF THE BOARD OF DIRECTORS



Gerry Turley (Director)
25 June 2021

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

STATEMENT OF CASH FLOWS

	Notes	2020 GBP	2019 GBP
Net cash used in operating activities	(a)	(517,987)	(617,875)
Cash provided by investing activities		-	-
Net cash provided by investing activities		<u>(517,987)</u>	<u>(617,875)</u>
Change in cash and cash equivalents in the reporting year		(517,987)	(617,875)
Cash and cash equivalents at beginning of reporting year		716,974	1,334,849
Cash and cash equivalents at end of the reporting year		<u>198,987</u>	<u>716,974</u>

	2020 GBP	2019 GBP
(a) Reconciliation of net incoming resources to net cash flow from operating activities		
Net movement in funds for the reporting year as per the Statement of Financial Activities	(218,566)	(107,322)
Adjusted for:		
(Increase)/decrease in debtors, prepayments, accrued income	(625,081)	415,350
Increase/(decrease) in creditors and provisions	<u>325,660</u>	<u>(925,903)</u>
Net cash used in operating activities	<u>(517,987)</u>	<u>(617,875)</u>

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting Policies

(A) Basis of Preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland, FRS 102 effective from 1 January 2015, and in accordance with the Companies Act 2006. The financial statements have been prepared under the historical cost convention and have applied the Charities SORP: '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)'.

GOAL (INTERNATIONAL)'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.

GOAL (INTERNATIONAL) is a public benefit entity and is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £10.

The registered office of the Company is Kemp House, 152-160 City Road, London.

In accordance with Section 60 of the Companies Act 2006, the Company is exempt from including the word "Limited" in its name.

The Company, as a qualifying entity, has taken advantage of the disclosure exemptions in FRS 102 paragraph 1.12.

The functional currency of the Company is considered to be pound sterling because that is the currency of the primary economic environment in which the Company operates.

(B) 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 (INTERNATIONAL). However, as amounts collected in this way are outside the control of the Company, they are not included in the financial statements until received by the Company.
- (ii) Legacy income is recognised at the earlier of the date on which either (a) the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Company that a distribution will be made, or (b) when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.
- (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 all the conditions have been met if future achievement of those conditions is probable, and is within the control of the organisation.
- (iv) Investment income is recognised in the period in which it is earned. It is the policy of GOAL (INTERNATIONAL) that funds not immediately required for operational purposes are invested in interest bearing deposits, maintained in reputable financial institutions in the UK or Ireland. The prevailing low interest rate regime in the UK coupled with the regular turnover of cash balances has resulted in minimal interest income being earned in recent years.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

1. Accounting Policies (Continued)

(C) Recognition of Expenditure

- (i) Expenditure is analysed between the costs of charitable activities and the costs of raising funds.
- (ii) Expenditure in programme locations overseas is recognised as charitable activities expenditure in the period it occurs.
- (iii) 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 statement of financial position date is included in accruals and other creditors. Charitable activities expenditure comprises all expenditure incurred by the charity in meeting its charitable objectives as opposed to the costs of raising funds to finance these activities, or the costs associated with governance. Publicity costs are included under the costs of raising funds due to the nature of the costs being linked to the generation of funds in furtherance of the charity's objects and are recognised on an accruals basis.

(D) Allocation of Support Costs

Support costs are the cost of those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs are allocated to the activities of the organisation on a reasonable basis so that the total cost of the organisation's core 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 Company allocates these costs on the basis of staff time input to each activity, or staff full-time equivalent (FTE) basis, as appropriate, as set out in note 12.

(E) Tangible Fixed Assets

Tangible fixed assets are stated at cost, 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 life as follows:

Equipment: 3 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.

(F) Operating Lease Commitments

Operating lease commitments are charged to the statement of financial activities on a straight-line basis over the lease term.

(G) Foreign currencies

Transactions in foreign currencies during the 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 year-end have been translated at the rate of exchange ruling at the statement of financial position date.

(H) Taxation

No charge to taxation arises due to the exempt status of the Company (see note 4). Irrecoverable value added tax is expensed as incurred.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

1. Accounting Policies (Continued)

(I) Restricted and Unrestricted Funds

GOAL (INTERNATIONAL) maintains various types of funds as follows:

Restricted funds:

Restricted funds represent income, which has been received and recognised in the financial statements, which is subject to specific conditions imposed by the donors. Where public restricted funds remain unspent for a period of three years following the year of their receipt, or where restricted funds remain unspent and GOAL (INTERNATIONAL) ceases its programme activity in that country, the Directors may decide to transfer such funds that they consider surplus to requirements to unrestricted funds.

Unrestricted funds:

Unrestricted funds represent amounts which are expendable at the discretion of the Company, in furtherance of the objects of the charity. Such funds may be held in order to finance working capital or capital investment.

Designated funds:

GOAL (INTERNATIONAL) may at its discretion and/or by agreement of the original donors of the funds, set aside funds for specific purposes in the furtherance of the charity's objectives, which would otherwise form part of the general reserve of the organisation.

(J) Pension costs

The Company operates a defined contribution pension scheme. Pension costs in respect of the scheme for employees are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme. The assets are held separately from those of the Company in an independently administered fund.

(K) Financial Instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

All 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 financing 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.

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

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires. Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the Company's accounting policies, which are described in note 1, the Directors are required to make 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. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the accounting policies and notes to the financial statements.

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. In the event of this cost arising, the parent company, GOAL has undertaken to pay such costs and they are provided for at a Group level only.
- b) Provision for doubtful debts:** The majority of programmes are funded by grants from major institutional donors. While grant terms usually stipulate advance payment by the donor, in some cases amounts may be owed by donors to the Company. The Directors make a regular assessment of the likelihood and extent of any possible default and make a provision if required.

3. Going Concern

The Directors have prepared the financial statements on a going concern basis which assumes that the Company will continue in operational existence for the foreseeable future having adequate cashflow to meet its obligations when they fall due. The Company had net assets of £442k (2019: £660k), represented by £318k restricted funds and £124k unrestricted funds as at 31 December 2020.

The ability to continue as a going concern is dependent on the parent company GOAL continuing to provide support, and not demanding repayment of the intercompany debt due from the Company for a period of at least twelve months, except to the extent that sufficient unrestricted cash is available to GOAL (INTERNATIONAL) to repay the intercompany debt in whole or in part. Through the memorandum of understanding between the Company and GOAL, and the letter of support issued by GOAL to GOAL (INTERNATIONAL), the Company is confident of ongoing support from GOAL. The Directors are also of the view that the remaining grants receivable from institutional donors at the year-end will be received to enable the Company to repay the intercompany debt to GOAL.

The Directors have evaluated the options available and anticipate a similar level of operations in 2021 and 2022 compared to 2020. The emergence of the COVID-19 virus pandemic in early 2020 has had significant impact on a number of aspects of GOAL (INTERNATIONAL)'s country operations. GOAL (INTERNATIONAL) has addressed these challenges through the establishment of robust and responsive oversight, strong governance and systematic financial review mechanisms, supported by GOAL. GOAL (INTERNATIONAL) has engaged extensively with its key stakeholders and institutional donors during this period to keep them informed of developments and to hear their concerns.

Based on the above, the Directors have concluded that they have reasonable expectation that the Company will continue in operational existence and therefore they continue to adopt the going concern basis of accounting in preparing the annual financial statements. The financial statements do not include any adjustments which would result if the Company was unable to continue as a going concern.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

4. Organisation and Status

GOAL (INTERNATIONAL), (“the Company”), is a private company, limited by guarantee and having no share capital incorporated in the UK for the charitable purpose of alleviating poverty in underdeveloped countries.

The Company is exempt from taxation due to its charitable status in the United Kingdom (Charity Commission for England and Wales registration no. 1107403).

5. Group Membership

The Company’s immediate parent is GOAL, an international humanitarian agency based in Ireland. Through the memorandum of understanding between GOAL and GOAL (INTERNATIONAL), GOAL is recognised as the principal agency in the relationship, and GOAL (INTERNATIONAL) agrees to operate under the GOAL umbrella, implement GOAL’s principles and policies, and to be bound by GOAL’s strategic vision.

GOAL is an international humanitarian agency dedicated to alleviating the suffering of the poor and the vulnerable anywhere in the world. GOAL specialises in four main programme areas – humanitarian, health, livelihoods, and child empowerment and protection.

GOAL is a company limited by guarantee and not having share capital, registered in the Republic of Ireland. It is recognised by the Irish Revenue Commissioners as having charitable status (ref CHY 6271), and is a registered charity in Ireland (Charities Regulatory Authority (Ireland) ref 20010980). The results and financial position of GOAL (INTERNATIONAL) are consolidated with those of the rest of the Group. The consolidated financial statements of the GOAL group are publicly available on the GOAL website www.goalglobal.org once published, or by post from: GOAL, P.O. Box 19, Dun Laoghaire, Co. Dublin, Ireland.

6. Related Party Transactions

The Company has availed of the exemption contained in FRS 102 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 GOAL.

Transactions with Directors

There were no transactions with Directors during the year (2019: £Nil).

7. Statement of Financial Activities for the year ended 31 December 2019 (comparative information)

	Unrestricted Funds 2019 GBP	Restricted Funds 2019 GBP	Total Funds 2019 GBP
INCOME			
Charitable activities	-	3,798,610	3,798,610
Donations and legacies	30,691	4,850	35,541
Fundraising events	3,715	-	3,715
	34,406	3,803,460	3,837,866
EXPENDITURE			
Charitable activities	17,460	3,927,371	3,944,831
Raising funds	357	-	357
	17,817	3,927,371	3,945,188
Net income / (expenditure)	16,589	(123,911)	(107,322)
RECONCILIATION OF FUNDS			
Total funds brought forward	53,002	714,682	767,684
Total funds carried forward	69,591	590,771	660,362

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

8a. Analysis of Income from Charitable Activities

Grant income is received from governments, trusts, and other grant making institutions, and is analysed by programme as follows:

	2020	2019
	GBP	GBP
Resilient communities through viable economic recovery project, South Sudan	3,379,942	3,798,609
Women's Income and Nutrition Programme, Zimbabwe	150,000	-
Income and Nutrition Programme, Buhera, Zimbabwe	100,000	-
Prevention and treatment of acute and chronic malnutrition in Machinga District, Malawi	40,531	-
Promoting health sector accountability in Uganda	-	1
	<u>3,670,473</u>	<u>3,798,610</u>

GOAL (INTERNATIONAL) received its grant funding from FCDO and a number of other trusts and foundations.

8b. Other Income

	2020	2019
	GBP	GBP
GOAL Ireland Funding	<u>428,093</u>	<u>-</u>

GOAL supports the operations of GOAL (INTERNATIONAL) by transferring funds to pay for charitable expenditure not funded by institutional donors.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9. Analysis of Expenditure on Charitable Activities

Charitable expenditure during the year is analysed as follows:

	Note	2020 GBP	2019 GBP
South Sudan		3,768,572	3,853,377
Zimbabwe		142,649	73,994
Malawi		34,924	-
Haiti		1,300	-
Other aid costs		428,093	-
		4,375,538	3,927,371
Allocated support costs		13,300	17,460
Total support costs	12	13,300	17,460
Total: Charitable activities		4,388,838	3,944,831

Charitable activities expenditure comprises the cost of humanitarian relief and development programmes. 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 12). 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 management, and the Directors are satisfied that expenditure on charitable activities is fairly stated for the financial year ended 31 December 2020.

10. Charitable Expenditure through Partners and Sub-grantees

GOAL (INTERNATIONAL) may award grants to partner organisations. Proposed partners are subject to a pre-award assessment, and recipient organisations are required to ensure that GOAL (INTERNATIONAL) can monitor and review the progress of the grant. Such recipients are normally national or international non-governmental organisations and missionary groups. The expenditure incurred through partners is included in charitable activities in the statement of financial activities and is analysed by country as follows:

Country	2020 GBP	2019 GBP
South Sudan	1,763,001	1,845,405
	1,763,001	1,845,405

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

11. Cost of Raising Funds

The costs of raising funds are analysed as follows:

	2020	2019
	GBP	GBP
Fundraising events and advertising	10,949	-
Professional fees and subscriptions	255	-
Allocation of support costs (Note 12)	272	357
	<u>11,476</u>	<u>357</u>

12. Allocation of support costs

	Current Year 2020			Prior Year 2019		
	Cost of Raising Funds	Charitable Activities	Total	Cost of Raising Funds	Charitable Activities	Total
	GBP	GBP	GBP	GBP	GBP	GBP
<u>Administration costs</u>						
Staff remuneration and other staff costs	35	1,697	1,732	44	2,152	2,196
Premises, IT, Communications	10	469	479	12	591	603
Legal and professional fees	200	9,800	10,000	247	12,093	12,340
Other operating costs	27	1,334	1,361	54	2,624	2,678
TOTAL RESOURCES EXPENDED	<u>272</u>	<u>13,300</u>	<u>13,572</u>	<u>357</u>	<u>17,460</u>	<u>17,817</u>

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

13. Particulars of Employees

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

	2020	2019
Programme support, management, and administration	10	9
Emergency Medical Team (EMT) and Overseas technical support team	-	-
	<u>10</u>	<u>9</u>

Employee remuneration excluding ex-gratia and similar payments for the year were:

	2020	2019
	GBP	GBP
Salaries	458,168	378,942
National Insurance	47,195	38,307
Healthcare	771	585
Pension	<u>21,612</u>	<u>18,930</u>
	<u>527,746</u>	<u>436,764</u>

The above figures include staff remuneration costs amounting to £527,746 (2019: £436,764) which have been recharged to GOAL Ireland.

There were no employees in 2020 and 2019 whose salaries including staff benefits but excluding employer pension contributions and employers' national insurance, were greater than £60k.

The Company had no key management personnel costs in 2020 and 2019.

No Director of the Company received remuneration during the year. Director's expenses in connection with their duties as directors of the Company are reimbursable, however none were either claimed or paid during the financial year (2019: none). There are no ex gratia payments for the year (2019: £nil).

14. Pension Scheme

The Company operates a defined contribution pension scheme, which is open to all staff members. During the year the Company made pension contributions on behalf of eleven of its employees (2019: thirteen). The assets of the scheme are held separately from those of the Company, in externally managed funds. The pension expense for the year was £21,612 (2019: £18,930), and £6,818 was payable to the scheme at the year-end (2019: £4,054).

15. Net income / (expenditure) for the year

	2020	2019
	GBP	GBP
Net income / (expenditure) for the year is stated after charging:		
Auditor's remuneration	10,000	10,000

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

16. Debtors

	2020	2019
	GBP	GBP
Grants receivable	<u>1,053,174</u>	<u>428,093</u>

All of the above amounts fall due within one year.

17. Creditors

	2020	2019
	GBP	GBP
GOAL Ireland	785,027	458,316
Trade creditors and accruals	<u>25,338</u>	<u>26,389</u>
	<u>810,365</u>	<u>484,705</u>

Amounts due to GOAL are payable on demand. Interest is not charged on intercompany balances.

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

18. Funds

	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
(a) Reconciliation of funds				
2020				
Fund balances at 1 January 2020	69,591	590,771	660,362	
Net movement	54,012	(272,578)	(218,566)	
Fund balances at 31 December 2020	123,603	318,193	441,796	
	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
2019				
Fund balances at 1 January 2019	53,002	714,682	767,684	
Net movement	16,589	(123,911)	(107,322)	
Fund balances at 31 December 2019	69,591	590,771	660,362	
(b) Analysis of net assets between funds				
	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
2020				
Current assets	1,108,845	143,316	1,252,161	
Current liabilities	(985,242)	174,877	(810,365)	
	123,603	318,193	441,796	
	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
2019				
Current assets	554,296	590,771	1,145,067	
Current liabilities	(484,705)	-	(484,705)	
	69,591	590,771	660,362	
(c) Movement in funds				
	Balance at 1 Jan 2020 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2020 GBP
2020				
Restricted funds	590,771	3,674,867	(3,947,445)	318,193
Unrestricted funds: General fund	69,591	506,881	(452,869)	123,603
	660,362	4,181,748	(4,400,314)	441,796
	Balance at 1 Jan 2019 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2019 GBP
2019				
Restricted funds	714,682	3,803,460	(3,927,371)	590,771
Unrestricted funds: General fund	53,002	34,406	(17,817)	69,591
	767,684	3,837,866	(3,945,188)	660,362

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

19. Restricted funds

Movement in restricted funds for the year is as follows:

	Balance at 1 Jan 2020 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2020 GBP
Ethiopia	3,162	-	-	3,162
Haiti	1,050	250	(1,300)	-
Malawi	57,288	40,531	(34,924)	62,895
Sierra Leone	133,040	-	-	133,040
South Sudan	387,685	3,381,742	(3,768,572)	855
Uganda	1	-	-	1
Zimbabwe	8,545	251,000	(142,649)	116,896
Other	-	1,344	-	1,344
	590,771	3,674,867	(3,947,445)	318,193

Movement in restricted funds for the prior year is as follows:

	Balance at 1 Jan 2019 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2019 GBP
Ethiopia	1,362	1,800	-	3,162
Haiti	-	1,050	-	1,050
Malawi	57,288	-	-	57,288
Sierra Leone	133,040	-	-	133,040
South Sudan	442,453	3,798,609	(3,853,377)	387,685
Uganda	-	1	-	1
Zimbabwe	80,539	2,000	(73,994)	8,545
	714,682	3,803,460	(3,927,371)	590,771

GOAL (INTERNATIONAL)
REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS (Continued)

20. Commitments

(a) Capital

There are no capital commitments at 31 December 2020 (2019: £Nil).

(b) Operating Leases

There are no commitments under operating lease at 31 December 2020 (2019: £Nil).

21. Membership

The Company is limited by guarantee and does not have a share capital. At 31 December 2020 the Company had 2 members (31 December 2019: 2 members), who have each guaranteed the liabilities of the Company up to a maximum of £10. This guarantee continues for one year after membership ceases.

22. Credit, Market and Liquidity Risks

(i) Credit risk

The Company manages its financial assets and liabilities to ensure it will continue as a going concern. The principal financial assets of the Company 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 Company are trade and other payables.

The credit risk within the Company 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) Cash flow and Liquidity risk

The liquidity risk is managed by regular reviews of cash flow forecasts and regular monitoring of cash balances and short-term liquidity trends.

23. Post Balance Sheet Events

There were no subsequent events since the financial year end.

24. Approval of Financial Statements

The financial statements were approved by the Directors on 25 June 2021.