



**GOAL (INTERNATIONAL)**

**(a company limited by guarantee)**

**Company Number 04154994**

**Charity Number 1107403**

**REPORTS AND FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021**

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

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**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**REFERENCE AND ADMINISTRATION**

**DIRECTORS**

Ross Niland  
Gerry Turley  
Jane Tully  
Alex Hutton-Mills  
Kelly Butler  
Tony Chambers (appointed 20th of December 2021)  
Tim O'Connor (appointed 11th of April 2022)  
Mary Murphy (resigned 20th December 2021)

*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 2021**

**REPORT OF THE DIRECTORS**

The Directors present their annual report and the audited financial statements for the financial year ended 31 December 2021.

**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 2021, the Company had two members (31 December 2020: 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 2021. 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 2021**

**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 (2020: £nil). Expenses are reimbursed where claimed, however none were claimed during the year (2020: £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, Tony Chambers (appointed on 20th of December 2021) and Tim O'Connor (appointed 11th of April 2022). Mary Murphy resigned on 20th December 2021.

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 2021**

**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, water sanitation and hygiene (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 2021**

**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 to 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). GOAL's RECOVER project came to an abrupt end in March 2021 after funding cuts from The Foreign, Commonwealth & Development Office, UK (FCDO), formerly DFID. At the end of the project a total of 153,588 beneficiaries were supported with Cash for work, building/rehabilitation of community assets, agricultural inputs, fishing inputs, trainings while also supporting women and youth with small business grants. Through the Irish Aid Programme Fund, GOAL supported 100 (95 female & 5 male) households with vegetable seeds & tools to promote food diversification in Agok (Abyei Special Administrative Area). Additionally, 7 Village Savings & Loans Association with 210 members (all female) received support with business management & marketing skills. Expenditure in South Sudan for the year amounted to £604k (2020: £3,769k).

**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 2021**

**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 Women Income and Nutrition (WIN) project through working with 1,106 people directly (indirectly 3000) on activities such as:

- Improving farmers' knowledge on livestock breeding, fodder crop production and utilisation in the goat value chain
- Improving social cohesion through Gender Action Learning Systems in participating Wards
- Improving access to financial services and business development by communal farmers
- Increasing community knowledge and skills to prevent and reduce malnutrition through the Nutrition Impact and Positive Practice (NIPP) approach

Key achievements realized during the project period include:

- Identification of the 1106 project participants
- Training of farmers in livestock breeding (Goats) and selection of F1 progeny for breeding.
- Goat learning visits and linkages to local breeders with farmers paying up to USD60 for the F1 progeny.
- Purchase of fodder seed and linkage to commercial feed suppliers such as EASI Seeds Private Limited.
- Training of NIPP volunteers and setting up of NIPP circles where 173 females and 130 males graduated.
- Training project participants on Gender Action Learning Systems reaching out to 187 males and 212 females in community conversation sessions.

Expenditure in Zimbabwe for the year amounted to £105k (2020: £143k).

**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.

Expenditure in Malawi for the year amounted to £28k (2020: £35k).



**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**REPORT OF THE DIRECTORS (Continued)**

**5. STRATEGIC REPORT – FINANCIAL RESULTS FOR THE YEAR**

The financial results for the year ended 31 December 2021 are shown in the Statement of Financial Activities.

£739k was earned in the year to 31 December 2021 (2020: £4,182k). The majority of the funding relates to resilience and economic recovery programming in South Sudan. Expenditure on charitable activities in 2021 amounted to £753k (2019: £4,389k).

**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 £128k (2020: £124k) 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 £297k (2020: £318k) 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 was 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 GOAL having no direct FCDO funding at the end of 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 2021**

**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.

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 feedback 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 2021**

**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 2021**

**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 of 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 2021**

**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 £425k (2020: £442k), represented by £297k restricted funds and £128k unrestricted funds as at 31 December 2021.

Due to the strategic importance of GOAL's presence in the UK, GOAL Ireland will continue to support GOAL International, as evidenced by the letter signed on 23rd June 2022 where GOAL undertook to continue to support GOAL International with continued investment in partnership building to support GOAL's global mission.

The forecast has been prepared on a realistic basis and the Senior Management Team and Directors are continuing to take the necessary actions and explore various options to deliver a favourable result for 2022 through to 2023.

**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 (2020: 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**

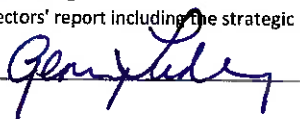
Deloitte Ireland LLP have expressed their willingness to continue as auditor to the charity, and a resolution for their re-appointment will be proposed at the Annual General Meeting.

The Directors approved the Directors' report including the strategic report on 24 June 2022.

ON BEHALF OF THE DIRECTORS

Gerry Turley (Director)

24 June 2022



## 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 2021 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 24.

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 2021, 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.

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## **Independent auditor's report to the members of GOAL (International)**

### **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.

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.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **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 area, and our specific procedures performed to address it are described below:

Grant income cut-off:

We assessed the design and determined the implementation of the key controls over cut-off process for grant income recognition; and

- Performed substantive procedures on a sample basis to assess appropriate cut-off and compliance with grant donor agreements.

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## **Independent auditor's report to the members of GOAL (International)**

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.



Emer O'Shaughnessy

(Senior statutory auditor)

For and on behalf of Deloitte Ireland LLP

Chartered Accountants and Statutory Audit Firm

Deloitte & Touche House, Earlsfort Terrace, Dublin 2

Date: 1 July 2022



**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**STATEMENT OF FINANCIAL ACTIVITIES**

		Unrestricted Funds 2021 GBP	Restricted Funds 2021 GBP	Total Funds 2021 GBP	Total Funds 2020 GBP
	Notes				
<b>INCOME</b>					
Charitable activities	8a	-	716,798	716,798	3,670,473
Donations and legacies		10,069	2,745	12,814	36,347
Fundraising events		9,325	-	9,325	46,835
Other income	8b	-	-	-	428,093
<b>Total Income</b>		<b>19,394</b>	<b>719,543</b>	<b>738,937</b>	<b>4,181,748</b>
<b>EXPENDITURE</b>					
Charitable activities	9	12,486	740,313	752,799	4,388,838
Raising funds	11	459	-	459	11,476
Other Expense	8b	2,417	-	2,417	-
<b>Total Expenditure</b>		<b>15,362</b>	<b>740,313</b>	<b>755,675</b>	<b>4,400,314</b>
<b>Net income / (expenditure)</b>	15	<b>4,032</b>	<b>(20,770)</b>	<b>(16,738)</b>	<b>(218,566)</b>
Taxation	4	-	-	-	-
<b>Net movement in funds</b>		<b>4,032</b>	<b>(20,770)</b>	<b>(16,738)</b>	<b>(218,566)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		123,603	318,193	441,796	660,362
<b>Total funds carried forward</b>		<b>127,635</b>	<b>297,423</b>	<b>425,058</b>	<b>441,796</b>

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

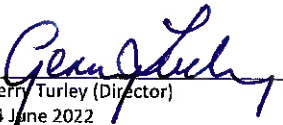
**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**STATEMENT OF FINANCIAL POSITION**

	Notes	2021 GBP	2020 GBP
<b>CURRENT ASSETS</b>			
Debtors	16	257,958	1,053,174
Cash and cash equivalents		<u>207,331</u>	<u>198,987</u>
		<b>465,289</b>	<b>1,252,161</b>
<b>LIABILITIES - Amounts falling due within one year</b>			
Creditors and accruals	17	<u>(40,231)</u>	<u>(810,365)</u>
<b>Total current liabilities</b>		<b>(40,231)</b>	<b>(810,365)</b>
<b>NET CURRENT ASSETS</b>		<b>425,058</b>	<b>441,796</b>
<b>NET ASSETS</b>		<u><b>425,058</b></u>	<u><b>441,796</b></u>
<b>FUNDS</b>			
Unrestricted funds	18	127,635	123,603
Restricted funds	18, 19	<u>297,423</u>	<u>318,193</u>
<b>TOTAL FUNDS</b>		<u><b>425,058</b></u>	<u><b>441,796</b></u>

The financial statements of GOAL (INTERNATIONAL) (registered number 04154994) were approved and authorised for issue by the Board of Directors on 24 June 2022. 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)  
24 June 2022

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**STATEMENT OF CASH FLOWS**

	<b>Notes</b>	<b>2021 GBP</b>	<b>2020 GBP</b>
<b>Net cash used in operating activities</b>	(a)	8,344	(517,987)
Cash provided by investing activities		-	-
<b>Net cash provided by investing activities</b>		<u><b>8,344</b></u>	<u><b>(517,987)</b></u>
<b>Change in cash and cash equivalents in the reporting year</b>		8,344	(517,987)
Cash and cash equivalents at beginning of reporting year		<u>198,987</u>	<u>716,974</u>
<b>Cash and cash equivalents at end of the reporting year</b>		<u><b>207,331</b></u>	<u><b>198,987</b></u>
		<b>2021 GBP</b>	<b>2020 GBP</b>
<b>(a) Reconciliation of net incoming resources to net cash flow from operating activities</b>			
Net movement in funds for the reporting year as per the Statement of Financial Activities		(16,738)	(218,566)
<b>Adjusted for:</b>			
Decrease/(Increase) in debtors, prepayments, accrued income		795,216	(625,081)
(Decrease)/Increase in creditors and provisions		<u>(770,134)</u>	<u>325,660</u>
<b>Net cash used in operating activities</b>		<u><b>8,344</b></u>	<u><b>(517,987)</b></u>

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**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) Operating Lease Commitments**

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

**(F) 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.

**(G) 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)**

**(H) 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.

**(I) 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.

**(J) 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 £425k (2020: £442k), represented by £297k restricted funds and £128k unrestricted funds as at 31 December 2021.

Due to the strategic importance of GOAL's presence in the UK, GOAL Ireland will continue to support GOAL International, as evidenced by the letter signed on 23rd June 2022 where GOAL undertook to continue to support GOAL International with continued investment in partnership building to support GOAL's global mission.

The forecast has been prepared on a realistic basis and the Senior Management Team and Directors are continuing to take the necessary actions and explore various options to deliver a favourable result for 2022 through to 2023.

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.

**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](http://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 (2020: £Nil).

**7. Statement of Financial Activities for the year ended 31 December 2020 (comparative information)**

		Unrestricted Funds 2020 GBP	Restricted Funds 2020 GBP	Total Funds 2020 GBP
	Notes			
<b>INCOME</b>				
Charitable activities	8a	-	3,670,473	3,670,473
Donations and legacies		31,953	4,394	36,347
Fundraising events		46,835	-	46,835
Other income	8b	428,093	-	428,093
		<b>506,881</b>	<b>3,674,867</b>	<b>4,181,748</b>
<b>EXPENDITURE</b>				
Charitable activities	9	441,393	3,947,445	4,388,838
Raising funds	11	11,476	-	11,476
		<b>452,869</b>	<b>3,947,445</b>	<b>4,400,314</b>
<b>Net income / (expenditure)</b>		<b>54,012</b>	<b>(272,578)</b>	<b>(218,566)</b>
<b>RECONCILIATION OF FUNDS</b>				
Total funds brought forward		69,591	590,771	660,362
<b>Total funds carried forward</b>		<b>123,603</b>	<b>318,193</b>	<b>441,796</b>



**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**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:

	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
Resilient communities through viable economic recovery project, South Sudan	603,767	3,379,942
Women improving income & nutrition programme, Zimbabwe	50,000	-
Prevention and treatment of acute and chronic malnutrition, Malawi	40,531	40,531
Food security & income generation for rural female farmers, Niger	22,500	-
Women's Income and Nutrition Programme, Zimbabwe	-	150,000
Income and Nutrition Programme, Buhera, Zimbabwe	-	100,000
	<b><u>716,798</u></b>	<b><u>3,670,473</u></b>

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

**8b. Other Income/(Other Expenses)**

<b>Other Income</b>	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
GOAL Ireland, funding	<u>-</u>	<u>428,093</u>
<b>(Other Expense)</b>	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
GOAL Ireland , expenses	(428,093)	-
Income on reversal of provision for Doubtful Debt	425,676	-
	<b><u>(2,417)</u></b>	<b><u>-</u></b>

In 2020, GOAL (INTERNATIONAL) reserved a provision for doubtful debts under "other aid costs" , Note 9, amounting £428,093. This amount was charged to GOAL Ireland and recognised under "other income", Note 8b.

In 2021, GOAL (INTERNATIONAL) collected the doubtful debt amounting £425,676 therefore refunded £428,093 to GOAL Ireland that was charged in prior year.

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 2021**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**9. Analysis of Expenditure on Charitable Activities**

Charitable expenditure during the year is analysed as follows:

	<b>Note</b>	<b>2021 GBP</b>	<b>2020 GBP</b>
South Sudan		603,767	3,768,572
Zimbabwe		105,431	142,649
Malawi		28,184	34,924
Niger		2,186	-
Haiti		745	1,300
Other aid costs	8b	-	428,093
		<b>740,313</b>	<b>4,375,538</b>
Allocated support costs		12,486	13,300
Total support costs	12	<b>12,486</b>	<b>13,300</b>
<b>Total: Charitable activities</b>		<b>752,799</b>	<b>4,388,838</b>

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 2021.

**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:

<b>Country</b>	<b>2021 GBP</b>	<b>2020 GBP</b>
South Sudan	209,432	1,763,001
	<b>209,432</b>	<b>1,763,001</b>

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**11. Cost of Raising Funds**

The costs of raising funds are analysed as follows:

	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
Fundraising events and advertising	-	10,949
Professional fees and subscriptions	204	255
Allocation of support costs (Note 12)	255	272
	<b>459</b>	<b>11,476</b>

**12. Allocation of support costs**

	<b>Current Year 2021</b>			<b>Prior Year 2020</b>		
	<b>Cost of Raising Funds</b>	<b>Charitable Activities</b>	<b>Total</b>	<b>Cost of Raising Funds</b>	<b>Charitable Activities</b>	<b>Total</b>
	<b>GBP</b>	<b>GBP</b>	<b>GBP</b>	<b>GBP</b>	<b>GBP</b>	<b>GBP</b>
<b>Administration costs</b>						
Staff remuneration and other staff costs	34	1,643	1,677	35	1,697	1,732
Premises, IT, Communications	10	471	481	10	469	479
Legal and professional fees	200	9,815	10,015	200	9,800	10,000
Other operating costs	11	557	568	27	1,334	1,361
<b>TOTAL RESOURCES EXPENDED</b>	<b>255</b>	<b>12,486</b>	<b>12,741</b>	<b>272</b>	<b>13,300</b>	<b>13,572</b>

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**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:

	<b>2021</b>	<b>2020</b>
Programme support, management, and administration	11	10

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

	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
Salaries	492,840	458,168
National Insurance	54,888	47,195
Healthcare	1,196	771
Pension	20,993	21,612
	<u><b>569,917</b></u>	<u><b>527,746</b></u>

The above figures include staff remuneration costs amounting to £569,917 (2020: £527,746) which have been recharged to GOAL Ireland.

There were no employees in 2021 and 2020 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 2021 and 2020.

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 (2020: none). There are no ex gratia payments for the year (2020: £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 (2020: eleven). The assets of the scheme are held separately from those of the Company, in externally managed funds. The pension expense for the year was £20,993 (2020: £21,612), and £12,160 was payable to the scheme at the year-end (2020: £6,818).

**15. Net income / (expenditure) for the year**

	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
<b>Net income / (expenditure) for the year is stated after charging:</b>		
Auditor's remuneration	10,000	10,000

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**16. Debtors**

	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
Grants receivable	-	1,053,174
GOAL Ireland	257,958	-
	<u>257,958</u>	<u>1,053,174</u>

All of the above amounts fall due within one year.

Amounts due from GOAL are receivable on demand. Interest is not charged on intercompany balances.

**17. Creditors**

	<b>2021</b>	<b>2020</b>
	<b>GBP</b>	<b>GBP</b>
GOAL Ireland	-	785,027
Trade creditors and accruals	40,231	25,338
	<u>40,231</u>	<u>810,365</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 2021**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**18. Funds**

	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
<b>(a) Reconciliation of funds</b>				
<b>2021</b>				
Fund balances at 1 January 2021	123,603	318,193	441,796	
Net movement	4,032	(20,770)	(16,738)	
Fund balances at 31 December 2021	<u>127,635</u>	<u>297,423</u>	<u>425,058</u>	
	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
<b>2020</b>				
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	<u>123,603</u>	<u>318,193</u>	<u>441,796</u>	
<b>(b) Analysis of net assets between funds</b>				
	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
<b>2021</b>				
Current assets	167,866	297,423	465,289	
Current liabilities	(40,231)	-	(40,231)	
	<u>127,635</u>	<u>297,423</u>	<u>425,058</u>	
	Unrestricted Funds GBP	Restricted Funds GBP	Total Funds GBP	
<b>2020</b>				
Current assets	1,108,845	143,316	1,252,161	
Current liabilities	(985,242)	174,877	(810,365)	
	<u>123,603</u>	<u>318,193</u>	<u>441,796</u>	
<b>(c) Movement in funds</b>				
	Balance at 1 Jan 2021 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2021 GBP
<b>2021</b>				
Restricted funds	318,193	719,543	(740,313)	297,423
Unrestricted funds: General fund	123,603	19,394	(15,362)	127,635
	<u>441,796</u>	<u>738,937</u>	<u>(755,675)</u>	<u>425,058</u>
	Balance at 1 Jan 2020 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2020 GBP
<b>2020</b>				
Restricted funds	590,771	3,674,867	(3,947,445)	318,193
Unrestricted funds: General fund	69,591	506,881	(452,869)	123,603
	<u>660,362</u>	<u>4,181,748</u>	<u>(4,400,314)</u>	<u>441,796</u>

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**19. Restricted funds**

Movement in restricted funds for the year is as follows:

	Balance at 1 Jan 2021 GBP	Total Income GBP	Total Expenditure GBP	Balance at 31 Dec 2021 GBP
Ethiopia	3,162	-	-	3,162
Haiti	-	745	(745)	-
Malawi	62,895	40,531	(28,183)	75,243
Sierra Leone	133,040	-	-	133,040
South Sudan	855	605,767	(603,767)	2,855
Uganda	1	-	(1)	-
Zimbabwe	116,896	50,000	(105,431)	61,465
Niger	-	22,500	(2,186)	20,314
Other	1,344	-	-	1,344
	<b>318,193</b>	<b>719,543</b>	<b>(740,313)</b>	<b>297,423</b>

Movement in restricted funds for the prior 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
	<b>590,771</b>	<b>3,674,867</b>	<b>(3,947,445)</b>	<b>318,193</b>

**GOAL (INTERNATIONAL)**  
**REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**20. Commitments**

**(a) Capital**

There are no capital commitments at 31 December 2021 (2020: £Nil).

**(b) Operating Leases**

There are no commitments under operating lease at 31 December 2021 (2020: £Nil).

**21. Membership**

The Company is limited by guarantee and does not have a share capital. At 31 December 2021 the Company had two members (31 December 2020: two 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 24 June 2022.