



GOAL (International)

Company Number 04154994

Charity Number 1107403

**REPORTS AND FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015**



GOAL (International)
REPORTS AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

	Pages
Reference and Administration	1
Report of the Directors, including Strategic Report	2 – 18
Independent Auditors' Report	19 – 20
Statement of Financial Activities	21
Balance Sheet	22
Statement of Cash Flows	23
Notes to the Financial Statements	24 – 46

GOAL (International)
REFERENCE and ADMINISTRATION

DIRECTORS and TRUSTEES	Ross Niland Gerry Turley Shelley Deane Andrew Godson (resigned 6 September 2016) Jane Tully Alex Hutton-Mills
------------------------	--

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

COMPANY SECRETARY	Gerry Turley
-------------------	--------------

REGISTERED OFFICE	1-10 Praed Mews London W2 1QY
-------------------	-------------------------------------

COMPANY NUMBER	04154994
----------------	----------

REGISTERED CHARITY NUMBER	1107403
---------------------------	---------

PRINCIPAL BANKERS	HSBC 117 Great Portland Street, London, W1W 6QJ
-------------------	---

AUDITORS	Deloitte Chartered Accountants and Registered Auditors Earlsfort Terrace, Dublin 2, Ireland
----------	--

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

The Directors present their annual report and financial statements for the financial year ended 31 December, 2015.

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 2015, the Company had three 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.

Structure

GOAL is the parent of GOAL International, GOAL USA Fund, and other subsidiaries, all together the GOAL group ('the Group'), and is a company registered in Ireland, 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.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

1. STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Directors and Trustees

As indicated above, GOAL (International) is a limited company and 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 four times a year, and receives updates from the Group Audit and Risk Committee.

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 note 6 to the financial statements (Related Party Transactions). Expenses are reimbursed where claimed, however no such expenses were claimed during the year (2014: £nil).

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.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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

Vision

GOAL (International)'s vision statement links the charity's actions to its understanding of change, and offers a high level aim for the organisation by clarifying the ultimate long term impact it aims to achieve. GOAL (International)'s Vision Statement is:

"We envision a world where poverty and hunger no longer exist, where communities are prepared for seasonal shocks, where structural and cultural barriers to growth are removed and where every man, woman and child has equal rights and access to resources and opportunities "

Mission

GOAL (International)'s mission statement is:

"To work towards ensuring the poorest and most vulnerable in our world and those affected by humanitarian crises have access to the fundamental rights of life, including but not limited to adequate shelter, food, water and sanitation, healthcare, education and economic opportunities."

The mission statement explains the purpose of GOAL (International). It explains why GOAL (International) exists, and at the most basic level, what it does. It provides the basis for all activities including the development of our policies, strategies, and programmes.

Values

GOAL (International)'s values inform everything it does, and their influence can be seen in how GOAL (International) goes about its work at all levels and across all programme areas and sectors. GOAL (International)'s core values are:

- Humanitarianism – including a responsibility to advocate on behalf of the poor and deprived
- Integrity and independence
- Equality
- Transparency and accountability
- Cost effectiveness and value for money
- Continuous learning

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

3. STRATEGIC REPORT – GOAL (INTERNATIONAL)’S WORK – WHAT WE DO

Working through the shared services platform of the Group, we bring life-saving relief to people affected by emergencies through addressing their immediate needs and providing a range of emergency services including healthcare, shelter, water and sanitation and the provision of food.

In the weeks and months after an emergency, programmes are focussed on working with the local communities to help them recover by providing services and resources when the local authorities are not able to, and by strengthening the community’s own ability to rebuild.

In regions of chronic crisis and under-development including conflict-affected and fragile states, the focus shifts to development programmes aimed at supporting long term positive change for poor, vulnerable and marginalised groups by reducing their economic and social vulnerability and supporting these individuals and communities to create their own pathways out of poverty.

The Group has developed specific expertise in a range of complementary areas (including health, water, sanitation and hygiene (WASH), nutrition, HIV, livelihoods, education, shelter and child protection and empowerment) which we deploy when and where we can add value in response to both emergency and longer term development needs. We believe that an integrated-programme approach to the underlying causes of poverty and vulnerability delivers maximum benefits for individuals and communities.

Our principal target groups include Internally Displaced Persons, refugees and returnees, communities vulnerable to disasters and seasonal shocks, extremely vulnerable children and youth – including street children and child sex workers – vulnerable and marginalised women, people living with HIV, and people with disabilities, as well as particularly vulnerable groups such as: new urban slum populations, those in conflict zones, and those recovering from crisis.

Emergency Humanitarian Relief

Emergency humanitarian relief programmes respond to the immediate survival needs of those affected by manmade or natural disasters. War, drought, floods, earthquakes, and other natural disasters can leave people without shelter, assets, or a livelihood. These programmes target the most vulnerable, and provide food, water, shelter, healthcare, sanitation, and other non-food items. Many of our longer term country programmes started out as emergency interventions and evolved into more development-focussed programmes as the emergency situation improved. However, some locations remain in a state of chronic emergency.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

3. STRATEGIC REPORT – GOAL (INTERNATIONAL)'S WORK – WHAT WE DO (continued)

Health

Our health programmes provide medical services to remote and impoverished communities that would otherwise have little or no access to even the most basic standard of care, and are integrated with other initiatives promoting better health and nutrition. These initiatives include HIV education, water and sanitation projects, community treatment and prevention programmes for malnutrition, promotion of better hygiene techniques and mosquito nets distribution, all of which ensure both a preventative as well as a curative approach to health.

Livelihoods

The objective of our livelihoods programme is to help communities achieve food security and income generation, thereby increasing their resilience. We forge partnerships with the private sector, governments and NGO's in order to deliver results for our beneficiaries. We aim to ensure that the weakest in society are protected, and have an opportunity to reconstruct sustainable livelihoods.

In emergency situations, we support communities by direct distribution of inputs, cash and food. However, increasingly, we are moving away from direct distributions, and work through existing distribution channels.

Where appropriate, our livelihoods programmes are increasingly adopting a market-driven approach where appropriate. This entails working through existing market structures, and working on strengthening them when there are gaps. Market-driven approaches in areas such as agriculture, entrepreneurship development and sanitation marketing ensure that projects are more sustainable, cost-efficient and beneficiary-driven.

Child Empowerment and Protection

Child Empowerment and Protection programmes provide much needed care, shelter, rehabilitation, training, and, if appropriate, family reunification, for children who have sought refuge in the streets and rubbish dumps of cities in the developing world. As the world population continues to grow and become increasingly urbanised, the need for these programmes will become ever stronger.

The Trustees have complied with their duty to note and pay due regard to the public benefit guidance published by the Charity Commission.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

4. STRATEGIC REPORT - REVIEW OF THE YEAR

During the year, we implemented humanitarian relief programmes (through the Group's shared services platform) in Sierra Leone, Syria, Uganda, South Sudan, Malawi, Philippines, Zimbabwe, Nepal and Kenya, as well as providing support to aid programmes in the Ethiopia and India.

Sierra Leone

GOAL Sierra Leone continued to concentrate its efforts on the Ebola response and activities such as infection prevention and control, water and sanitation, and social mobilisation. Expenditure on our Sierra Leone programme in 2015 amounted to £22.8m (2014: £3.7m), making it our largest operation globally.

Our programmes are aimed at controlling the spread of the disease, as well as providing medical facilities and treatment for those unfortunate enough to have been infected. Areas of operation expanded beyond our existing programme locations in Western Area and Kenema, into Bo, Bombali and Port Loko.

Information is a key tool in the fight against Ebola, and we are the lead agency in the Social Mobilisation Action Consortium, whose objective is to achieve social mobilisation and health messaging around Ebola using popular media such as radio, and social media.

GOAL Sierra Leone continued to manage the Ebola Treatment Centre (ETC) that was established in Port Loko District in 2014, successfully treating over 600 patients. GOAL is also active in over 100 Primary Health Units, and supports a host of isolation units, and interim care centres. A particular focus is provision of infection prevention control training to health workers, and psycho-social support to those affected by Ebola, as the stigma of the disease will have very long-term effects. Observational Interim Childcare Centres were also established. These provide an appropriate, safe, child-friendly environment to quarantine children that had been in contact with Ebola. Training support was provided to other agencies that adopted this idea.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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

Syria

Our aid programmes are being implemented in the north-western province of Idlib, since October 2012. Along with the human misery created by war, the conflict has caused the breakdown of civil society, destroyed infrastructure, and severely disrupted normal economic activity, most notably food production and supply. The result is that millions have no access to basic services, cannot access food other than through relief programmes such as those provided by the Group, and are no longer able to generate an income to support themselves and their dependents.

We endeavour to respond to the immediate needs of the most vulnerable people. Our multi-sectoral programmes currently provide assistance through monthly food distributions, food voucher distributions, maintaining and operating local water supply schemes, as well as supporting waste disposal and ensuring continuity of food supply by supporting commercial bakeries with inputs. Expenditure in the year amounted to £6.78m (2014: £7.98m).

Post year-end developments in regard to the Group's operations in Syria are outlined in section 10 of the director's report.

Uganda

2015 is the second year of a £4.6m four-year DfID funded health sector accountability programme project. The objective of the programme is to improve the health status of the targeted communities with a focus on the poor, women and children, not through traditional service delivery methods, but rather by increasing health sector staff accountability to the local community. This approach is intended to reduce losses and increase value for money in existing state healthcare services, and follows on from a successful pilot programme involving extensive ground-level research that was carried out in 2012. Expenditure in the year amounted to £972k (2014: £850k).

South Sudan

Our integrated health programmes in South Sudan are funded by DfID, and implemented in partnership with local health ministries. This approach aims to ensure that results and longer term outcomes are sustainable. The integrated approach encompasses primary healthcare, therapeutic and community-based nutrition interventions, and water, sanitation and hygiene activities.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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

South Sudan (continued)

Health services provided include control of communicable diseases, community health, curative care, expanded programme of immunization and reproductive healthcare. In addition, great emphasis has been placed on the ongoing training of Ministry of Health and community healthcare workers. These programmes service the health, nutrition and hygiene needs of vulnerable settled communities as well as those of refugees and internally displaced people who have been forced to flee their homes due to inter-tribal or cross-border conflict, with a specific focus on child health, reproductive health and control of communicable diseases. With funding from DfID, £807k (2014: £1.36m) was spent on health programmes in South Sudan during the year.

Malawi

£658k (2014: £478k) in aid was spent during the year on the DfID funded 'DISCOVER' programme. The programme works with communities to develop innovative solutions to overcome vulnerability to climate change variability in disaster prone districts of the country through enhanced resilience. This programme is implemented by a consortium of NGO's and its approach is based firmly on the community level successes which consortium members have achieved in recent years.

Philippines

The Philippines is a country prone to earthquakes, volcanic eruptions and typhoons. In 2015, GOAL Philippines responded to devastating Typhoon Hagiput through the distribution of emergency transitional shelter and self-supported shelter recovery kits and cash transfers in Eastern Samar, Philippines. Expenditure in the Philippines was £578k (2014: £15k) and the main funder was DfID.

Zimbabwe

Total expenditure in Zimbabwe in 2015 was £560k (2014: £434k). £426k of this was invested in year three of our community-centred malnutrition prevention programme. The programme focuses on assisting households to prevent malnutrition through public health and nutrition education, cooking demonstrations, and household micro-gardens for improved food security. This programme is funded by DfID and will run until 2016. With support from Guernsey Overseas Aid, a programme of

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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

Zimbabwe (continued)

nutrition promotion and income generation was implemented through provision of reliable sources of water for vegetable gardens in Nyanga District of Manicaland province.

Nepal

In the worst natural disaster to hit the country since 1934, a 7.8 magnitude earthquake struck Nepal on the 25th April 2015, toppling office blocks, killing over 8,800 people and injuring more than 23,000. Thousands more people were made homeless and entire villages were flattened. GOAL started its operation two days after the earthquake hit. Expenditure in Nepal in 2015 amounted to £286k (2014: £nil) and the main funders were DfID and the general public.

Kenya

With funding from Save the Children, £129k (2014: £6k) was spent on a health and sanitation project in Nairobi, Kenya during the year.

Other countries

Support was also provided to street-children's programmes in Ethiopia and Kolkata, India.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

5. STRATEGIC REPORT – FINANCIAL RESULTS FOR THE YEAR

The financial results for the year ended 31 December 2015 are shown in the Statement of Financial Activities.

2015 was a year of solid progress for GOAL (International). £28.9m was earned in the year to 31 December 2015 (2014: £22.3m). The majority of the funding relates to our emergency programmes tackling the outbreak of Ebola Viral Disease in Sierra Leone, as well as our humanitarian relief programmes in response to the Syrian crisis.

Other fundraising activity over the course of the year included the annual GOAL Ball, a range of other events and work with trusts and foundations.

The directors wish to express their appreciation to the supporters of GOAL (International), who continue to donate so generously, thus enabling the life-saving work of the organisation to continue.

Expenditure on charitable activities in 2015 amounted to £35.5m (2014: £15.9m). Again, this steep increase is due primarily to the emergency situations in Sierra Leone and Syria.

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 (£121k (2014: £111k)) 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 £1.4m (2014: £8.1m) is held in restricted reserves at the year end. These reserves are held as current assets, and must be used solely for the purpose specified by the donors and are not available for the general purpose of the charity. The significant decrease in closing restricted reserves in 2015 compared to the prior year is due to the utilisation in 2015 of advance funding received from donors in 2014, on the Sierra Leone and Syria programmes.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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 support. In 2016 GOAL (International)'s operations will be dominated by relief programmes in Syria. Ebola response activities in Sierra Leone will be scaled down, as the crisis is officially over. GOAL (International)'s long-term focus on Sub-Saharan Africa with a specific focus on the Horn of Africa will also continue.

Under GOAL's Strategic Plan an Emergency Medical Team was established, based in London, in early 2016. It was envisaged that this unit would be self-financing by December 31st, 2016. Unfortunately, in light of the difficult funding environment it became clear that this target would not be reached. As a result, 15 Emergency medical Team staff members were made redundant in October 2016.

GOAL (International)'s UK fundraising activity will continue, with an increased focus on trusts and foundations.

7. STATEMENT OF THE DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare 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." Under company law the directors must not approve the financial statements unless they are satisfied that they 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.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

7. STATEMENT OF THE DIRECTORS' RESPONSIBILITIES (continued)

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, subject to any material departures disclosed and explained in the financial statements;
- 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.

In so far as the directors are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

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.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

8. RISK MANAGEMENT

Our programmes are implemented in developing countries around the world and are subject to many and varied risks and uncertainties which are managed in order to deliver humanitarian and development assistance to our beneficiaries. The system of internal control, developed by the Group and adopted by the Directors as part of its Memorandum of Understanding with GOAL, which incorporates risk management and compliance, is the overall responsibility of the Directors. The internal control systems aim to ensure compliance with laws and policies, ensure efficient and effective use of GOAL (International)'s resources, safeguard assets and maintain the integrity of financial information produced.

Risk is managed utilising internal controls and risk management processes. The key risks to which the charity is exposed are identified by the Directors and management team, who assess their probability, potential impact, and the actions required to manage them. This process includes use of both global and individual country risk registers, which are reviewed regularly.

As the size and complexity of GOAL (International)'s programmes increases, particularly in high risk environments, the Directors will continue to monitor and review the system of internal controls and the effectiveness of oversight through the shared services platform, in order to ensure it continues to provide appropriate protection against the risks to which the charity is exposed. The key risks identified for the year ended 31 December, 2015 were:

FINANCIAL RISKS

Reduction in Fundraising Income: In common with most charities, maintaining income levels has been challenging over the last few years. Whilst income from institutional donors has increased dramatically over the period, GOAL (International) has experienced a reduction in its public donations income over the last number of years. New fundraising strategies are being implemented to ensure that public funding levels are maintained and grown. Part of this strategy includes a regular review of fundraising income by the Board.

Fraud: Some of the countries where GOAL (International)'s programmes are implemented are considered to be amongst the most corrupt in the world. To reduce the risk of fraud, suitably qualified personnel are recruited and systems of internal control are regularly reviewed through both internal and external audit. Anti-Fraud and Anti-Bribery and Corruption Policies are in place and regularly reviewed. The finance manual is updated on a regular basis. Training on these policies and procedures for staff is continuous and also provided at the annual finance conference.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

8. RISK MANAGEMENT (continued)

Audit: Internal audits at field level are regularly carried out as an important part of the risk management strategy. The remit of the internal audit function covers audits across. The audits undertaken are prioritised using a risk-based approach and cover all the major areas of risk facing the organisation. The findings of the internal audit function are made available to the organisations external auditors. Each field office is also subject to an annual statutory audit by independent external auditors. GOAL (International) is also subject to external review and audit by its major institutional donors.

OPERATING RISKS

Programme quality: In order to ensure programmes remain of the highest quality, qualified and experienced professionals are recruited to run them. A full time team of technical advisors who report to senior management regularly travel to programme sites to independently review and advise on its implementation. External experts are also hired when required, to further review programme output and impact; these reports are made available to our donors.

Security and safety of employees: The security and safety of staff remains of paramount importance given the nature of the locations in which relief programmes are implemented. Comprehensive up to date security plans including standard operating procedures are in place for all locations and are regularly reviewed by experienced security personnel. Security plans include; early warning systems that identify possible threats, evacuation procedures, clear and comprehensive lines of communication, and security and first aid training.

Recruitment and Retention of staff: Some programme locations are extremely challenging. It is important that suitable staff are recruited and retained to ensure effective programme delivery and a robust internal control environment. Remuneration packages remain competitive within the sector and our human resources strategy is consistent with our level of global operation.

ORGANISATIONAL RISK

Governance: The Directors, working through the Group's shared services platform, adopted a number of policies including: Security, Risk Management, Child Protection, Anti-bribery, and Corruption.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

8. RISK MANAGEMENT (continued)

ORGANISATIONAL RISK (continued)

Donor Compliance: Through non-compliance with donor's rules and regulations, GOAL (International) may be required to reimburse funds to its donors. The grant management process includes regular review of donor grants by management and further training continues during the year for key staff on donor guidelines in order to enhance GOAL (International)'s grant management process.

Protection: GOAL (International) works with children in a number of its programmes. In order to reduce the risk of potential child abuse, a Child Protection Policy is in place in all countries. This has included managers and employees being orientated on its child protection manual and toolkits.

9. STAFF AND VOLUNTEERS

The directors would like to express their appreciation, to all staff and volunteers worldwide, for the contribution they have made 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 GOAL (International) 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.

10. EVENTS SINCE THE YEAR END

In March 2016, GOAL, the parent of the Group, was asked to cooperate in a multi-party investigation by the Office of the Inspector General of USAID ('OIG') into alleged supply chain irregularities relating to US-sponsored humanitarian aid programmes in Syria. With the agreement of OIG, the Board of GOAL appointed external consultants to independently and fully investigate the matter on behalf of GOAL and its report has since been presented to the Board of GOAL and OIG. GOAL continues to co-operate fully with the investigation by OIG which is on-going.

In addition to commissioning the independent investigation report, the GOAL Board is in active and ongoing dialogue with its stakeholders and donors, while liaising regularly with the Board of GOAL (International), and it continues to meet regularly to address and manage this issue and to mitigate any impacts on the humanitarian relief programme. The learnings from the independent consultants' review will help inform enhanced control measures to mitigate risk.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

10. EVENTS SINCE THE YEAR END (continued)

GOAL continues to engage with donors in order to provide the necessary reassurance to restore normal funding for its global operations. These engagements have led to the release of monies which had been previously withheld pending clarification of the ongoing investigation. Discussions continue with institutional donors regarding funding in 2017.

Under GOAL's Strategic Plan an Emergency Medical Team was established, based in London, in early 2016. It was envisaged that this unit would be self-financing by December 31st, 2016. Unfortunately, in light of the difficult funding environment it became clear that this target would not be reached. As a result, 15 Emergency medical Team staff members were made redundant in October 2016.

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 ability to continue as a going concern is dependent on the support of its parent company, GOAL, not demanding repayment of the intercompany debt due from GOAL International, except to the extent that sufficient unrestricted cash is available to GOAL International to repay the intercompany debt in whole or in part. The company is confident that the remaining grants receivable from a large institutional donor as at the year end will be received to enable the company to repay the intercompany debt to GOAL.

The company's forecasts and projections have been prepared for a period of twelve months from the date of signing of these financial statements. Considering the events since the year end, the directors has taken reasonable steps to restructure the company to enable it to continue on the basis of potentially reduced funding in the future.

Based on the above, the directors have concluded that they have reasonable expectation that the company will continue in operational existence and therefore thus 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 was a going concern.

GOAL (International)
REPORT OF THE DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

12. APPROVAL OF REDUCED DISCLOSURES

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

13. POLITICAL DONATIONS

The Company did not make any political donations in the year (2014: £nil)

14. BOOKS OF ACCOUNT

The books of account are located at the Company's premises at 1-10 Praed Mews, London, W2 1QY.

15. 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 auditors are 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 auditors in connection with preparing their report and to establish that the Company's auditors are aware of the information.

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

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

ON BEHALF OF THE DIRECTORS



Gerry Turley (Director)

21st December 2016

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF

GOAL (International)

We have audited the financial statements of GOAL (International) for the financial year ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes 1 to 29. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the 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 Company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2015 and of its net incoming 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Emphasis of matter - going concern

In forming our opinion on the financial statements, which is not modified, we have considered the adequacy of the disclosures given in Note 3 to the financial statements concerning the company's ability to continue as a going concern. The company had net assets of £1,509,590 at the balance sheet date, £120,519 unrestricted funds and £1,389,071 restricted funds. As at the date of signing the financial statements the company has grants receivable of £2.46m that are being withheld by one large institutional donor and has amounts payable to GOAL of £2.07m. These conditions indicate the existence of a material uncertainty which may cast significant doubt over the company's ability to continue as a going concern. The company is dependent on the support of its parent company GOAL and the directors have obtained a written commitment from GOAL that GOAL will not demand the repayment of the intercompany debt due from GOAL International, except to the extent that sufficient unrestricted cash is available to GOAL International to repay the intercompany debt in whole or in part. The directors are satisfied that it is appropriate to prepare the financial statements of the company on a going concern basis. The financial statements do not include any adjustments that may arise if the company were unable to continue as a going concern.

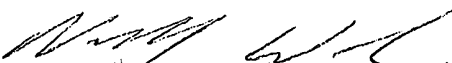
Opinion on other matters prescribed by the Companies Act 2006

In our opinion 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you 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 exemption from preparing a Strategic Report and in preparing the Directors' Annual Report.


Niall Walsh, Partner, Senior Statutory Auditor
for and on behalf of Deloitte
Chartered Accountants and Statutory Audit Firm

Deloitte House
Earlsfort Terrace
Dublin 2

22 December 2016

GOAL (International)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2015

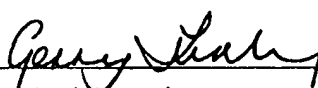
	Notes	Unrestricted Funds 2015 GBP	Restricted Funds 2015 GBP	Total Funds 2015 GBP	Total Funds 2014 GBP
INCOME FROM:					
- Charitable activities	8	-	28,614,368	28,614,368	22,117,403
- Donations and legacies		61,240	123,286	184,526	96,905
- Fundraising events		77,992	-	77,992	119,334
- Investments		103	-	103	-
Total income		139,335	28,737,654	28,876,989	22,333,642
EXPENDITURE ON:					
- Charitable activities	9	37,040	35,427,728	35,464,768	15,850,317
- Raising funds	11	92,445	-	92,445	102,271
Total Expenditure		129,485	35,427,728	35,557,213	15,952,588
Net (expenditure)/income	15	9,850	(6,690,074)	(6,680,224)	6,381,054
RECONCILIATION OF FUNDS:					
- Total funds brought forward		110,669	8,079,145	8,189,814	1,808,760
- Net income/(expenditure) for the year		9,850	(6,690,074)	(6,680,224)	6,381,054
Total funds carried forward		120,519	1,389,071	1,509,590	8,189,814

GOAL (International)
BALANCE SHEET - AS AT 31 DECEMBER 2015

	Notes	2015 GBP	2014 GBP
FIXED ASSETS	17	-	-
CURRENT ASSETS			
Debtors	18	6,909,626	4,667,898
Cash at bank and in hand		3,448,511	3,543,732
Total current assets		10,358,137	8,211,630
LIABILITIES			
Creditors and accruals	19	(8,848,547)	(21,816)
Total current liabilities		(8,848,547)	(21,816)
NET ASSETS		1,509,590	8,189,814
FUNDS:			
Unrestricted Funds	21	120,519	110,669
Restricted Funds	22	1,389,071	8,079,145
TOTAL FUNDS		1,509,590	8,189,814

The financial statements were approved by the directors on 21st December 2016.

ON BEHALF OF THE BOARD OF DIRECTORS


Gerry Turley (Director)

21st December 2016

GOAL (International)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	2015 GBP	2014 GBP
Net cash (used in) /provided by operating activities	(a)	(95,324)	1,009,096
Cash provided by investing activities			
Interest received		103	-
Net cash provided by investing activities		(95,221)	1,009,096
Change in cash and cash equivalents in the reporting year		(95,221)	1,009,096
Cash and cash equivalents at beginning of the reporting year		3,543,732	2,534,636
Cash and cash equivalents at end of the reporting period		3,448,511	3,543,732
Reconciliation to cash at bank and in hand			
Cash at bank and in hand at end of financial year		3,448,511	3,543,732

Notes to the statement of cash flows:	Notes	2015 GBP	2014 GBP
(a) Reconciliation of net income to cash (outflow)/inflow from operating activities			
Net (expenditure)/income for the reporting year (as per the Statement of Financial Activities)		(6,680,224)	6,381,054
Adjusted for:			
Interest income received		(103)	-
Depreciation of tangible fixed assets		-	253
Increase in debtors, prepayments and accrued income		(2,241,728)	(4,149,381)
Increase / (decrease) in creditors and provisions		8,826,731	(1,222,830)
Net cash (used in) / provided by operating activities		(95,324)	1,009,096

GOAL (International)
Notes to the Financial Statements 31 December 2015

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) and 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)'

No material adjustments were required to the prior year financial statements on adoption of FRS 102 in the current year. The transition date was 1st January 2014.

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.

The registered office of the company is 1-10 Praed Mews, London, W2 1QY.

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.

(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.

GOAL (International)
Notes to the Financial Statements 31 December 2015

1. Accounting Policies (continued)

(b) Recognition of Income (continued)

- (ii) Legacy income is recognised as 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.

(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 balance sheet 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.

GOAL (International)
Notes to the Financial Statements 31 December 2015

1. Accounting Policies (continued)

(d) Allocation of Support Costs

Support costs are 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 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. Depreciation of fixed assets is charged on a straight line basis over their expected useful life as follows:

Equipment: 3 years

(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 balance sheet 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)
Notes to the Financial Statements 31 December 2015

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. To date, no such transfer has occurred.

Unrestricted funds:

General funds: these 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 charitable 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.

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an

GOAL (International)
Notes to the Financial Statements 31 December 2015

1. *Accounting Policies (continued)*

(k) *Financial Instruments (continued)*

arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

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 charitable company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charitable 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.

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:

GOAL (International)

Notes to the Financial Statements 31 December 2015

2. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)

Provisions:

- a) *Provision for reimbursement of non-compliant expenditure:* GOAL is subject to regular audit by its major institutional donors. Non-compliance with donor guidelines may give rise to a liability to reimburse donors for non-compliant expenditure. Given the challenging circumstances in which GOAL operates, the directors make a regular assessment of the likelihood and extent of any possible repayment and make a provision if required.
- b) *Provision for doubtful debts:* The majority of programmes are funded by grants from major institutional donors. While grant terms usually stipulate advance payment by the donor, in some cases amounts may be owed by donors to the Company. The directors make a regular assessment of the likelihood and extent of any possible default and make a provision if required.

Going Concern

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

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 £1.5m (2014: £8.2m), represented by £1,389,071 restricted funds and £120,519 unrestricted funds as at 31 December 2015.

The ability to continue as a going concern is dependent on the support of its parent company, GOAL, not demanding repayment of the intercompany debt due from GOAL International, except to the extent that sufficient unrestricted cash is available to GOAL International to repay the intercompany debt in whole or in part. The company is confident that the remaining grants receivable from a large institutional donor as at the year end will be received to enable the company to repay the intercompany debt to GOAL.

The company's forecasts and projections have been prepared for a period of twelve months from the date of signing of these financial statements. The directors has taken reasonable steps to restructure the company to enable it to continue on the basis of potentially reduced funding in the future.

Based on the above, the directors have concluded that they have reasonable expectation that the company will continue in operational existence and therefore thus 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 was a going concern.

GOAL (International)
Notes to the Financial Statements 31 December 2015

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 (UK Charity Commission registration no. 1107403).

5. Group Membership

The Company's immediate parent is GOAL, a company registered in the Republic of Ireland. GOAL is a company limited by guarantee and not having share capital. It is recognised by the Irish Revenue Commissioners as having charitable status (ref CHY 6271), is a registered charity in Ireland (Charities Regulatory Authority (Ireland) ref 20010980).

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 (2014: Nil).

GOAL (International)
Notes to the Financial Statements 31 December 2015

7. Statement of Financial Activities for the year ended 31 December 2014 (comparative information):

	Unrestricted Funds	Restricted Funds	Total Funds
	2014 GBP	2014 GBP	2014 GBP
INCOME FROM:			
- Charitable activities	-	22,117,403	22,117,403
- Donations and legacies	55,477	41,428	96,905
- Fundraising events	91,957	27,377	119,334
- Investments	-	-	-
Total income	147,434	22,186,208	22,333,642
EXPENDITURE ON:			
- Charitable activities	93,560	15,756,757	15,850,317
- Raising funds	88,771	13,500	102,271
Total expenditure	182,331	15,770,257	15,952,588
Net (expenditure)/income	(34,897)	6,415,951	6,381,054
RECONCILIATION OF FUNDS:			
Total funds brought forward	145,566	1,663,194	1,808,760
Net movement in funds for the year	(34,897)	6,415,951	6,381,054
Total funds carried forward	110,669	8,079,145	8,189,814

GOAL (International)
Notes to the Financial Statements 31 December 2015

8. 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:

	2015 GBP	2014 GBP
Emergency Ebola response fund (EERF), Sierra Leone	6,950,000	5,000,000
Ebola Treatment Centre (ETC), Sierra Leone	5,716,659	3,453,666
Social Mobilisation Action Consortium (SMAC) – Ebola response, Sierra Leone	4,853,395	2,021,452
Humanitarian support to the Syrian regional crisis	6,908,242	1,830,765
Improved health outcomes through access to safe water and increased food security among conflict-affected people in Idlib Governorate, Syria	-	5,497,621
Provision of quality, effective and sustainable primary health care, emergency nutrition, water and sanitation services in South Sudan	845,598	1,433,348
Promoting health sector accountability in Uganda	836,972	1,188,710
Developing community led solutions to vulnerability in disaster prone districts of Malawi	806,257	474,708
Providing post-earthquake winterized temporary shelter solutions in the under-served districts of Ramechhap and Sindhupalchowk, Nepal	675,616	-
Community-centred malnutrition prevention, Zimbabwe	420,423	347,737
Typhoon Hagupit emergency humanitarian response, Philippines	-	620,471
Increased resilience through improved livestock management for food insecure communities in drought-prone Buhera District of Manicaland Province, Zimbabwe	150,000	-
Global health cluster partners support to enhance global capacity for humanitarian health	136,361	-
Reintegration Kits to child dependents of Ebola victims in Kenema, Bo, Freetown, Sierra Leone	107,450	-

Continued next page

GOAL (International)
Notes to the Financial Statements 31 December 2015

8. Analysis of Income from Charitable Activities (continued)

	2015 GBP	2014 GBP
Livelihoods and food security programme for poor rural farmers in Makoni District, Zimbabwe	90,923	-
Integrating social enterprises into emergency faecal sludge management, Nairobi, Kenya	53,300	81,109
Improved food and livelihood security and resilience among targeted households in Zomba, Nsanje, Kasungu and Mchinji, Malawi	33,505	35,521
Mitigating the effects of drought and floods on vulnerable communities in Malawi	29,667	-
Support for infection prevention and control (IPC) training centre, Sierra Leone	-	86,515
Supporting water provision and sanitation for community gardens in Nyanga District of Manical Province, Zimbabwe	-	40,000
Supporting Ebola survivors and affected vulnerable children in Sierra Leone	-	
Other	-	5,780
Total Grant Income	<u>28,614,368</u>	<u>22,117,403</u>

GOAL (International) received its grant funding from DfID, International Rescue Committee, Save the Children, Concern Universal, European Commission Humanitarian Office (ECHO), Band Aid, Guernsey Overseas Aid Commission, and various other trusts and foundations.

GOAL (International)
Notes to the Financial Statements 31 December 2015

9. Analysis of expenditure on Charitable Activities

Charitable expenditure during the year is analysed as follows:

		2015 GBP	2014 GBP
	Note		
Sierra Leone		22,816,859	3,710,724
Syria		6,783,316	7,976,776
Uganda		971,580	850,458
South Sudan		806,500	1,362,600
Malawi		657,791	478,109
Philippines		577,826	15,139
Zimbabwe		560,048	434,451
Nepal		285,916	-
Kenya		129,273	6,085
Ethiopia		30,281	74,454
India		2,289	3,559
Other aid costs		11,437	72,120
Subtotal: Overseas relief and development		33,633,116	14,984,475
Operations direct support		1,674,305	742,499
Allocated support costs		157,347	123,343
Total support costs	12	1,831,652	865,842
Total: Charitable activities		35,464,768	15,850,317

Relief and development expenditure comprises the cost of emergency relief operations and long term development programmes, and includes donations in kind if applicable.

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 specific programmes and activities. In addition, all programmes and activities are closely monitored by management. The directors are satisfied that relief and development expenditure is fairly stated for the year ended 31 December 2015.

Certain donor funding includes a contribution to head office support costs. The costs covered are charged to field operations. The net effect on charitable activities expenses for the company is nil.

GOAL (International)
Notes to the Financial Statements 31 December 2015

10. Charitable Expenditure through Partners and Sub-grantees

Grant awarding policy

GOAL (International) may awards 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 usually local non-governmental organisations and missionary groups.

During 2015 the company made grants to various local partner agencies and international non-governmental organisations. The expenditure is included in charitable activities in the statement of financial activities and is analysed by country as follows:

Country	2015 GBP	2014 GBP
Kenya	104,381	-
Malawi	94,333	-
Nepal	8,307	-
Sierra Leone	13,021,829	2,138,506
Syria	283,933	6,123
Uganda	420,236	509,340
	<u>13,933,019</u>	<u>2,653,969</u>

11. Cost of Raising Funds

The costs of raising funds are analysed as follows:

	2015 GBP	2014 GBP
Staff remuneration and other staff costs	113,365	90,621
Fundraising events and advertising	45,520	43,817
Travel and motor expenses	7,655	3,191
Professional fees and subscriptions	3,592	3,109
Office supplies, IT and communications	905	1,379
Allocation of support costs (Note 12)	11,949	32,173
GOAL Ireland contribution to costs of raising funds	<u>(90,541)</u>	<u>(72,019)</u>
	<u>92,445</u>	<u>102,271</u>

GOAL (International)
Notes to the Financial Statements 31 December 2015

12. Allocation of support costs

Support costs that are fully attributable to a particular activity are charged directly to that activity. Those management and administration costs that are not directly allocable to any one activity are apportioned to all activities based on the amount of staff time absorbed by each activity. The allocation of support costs is detailed below:

	Cost of			Cost of		
	Raising	Charitable		Raising	Charitable	
	Funds	Activities	Total	Funds	Activities	Total
	2015	2015	2015	2014	2014	2014
	GBP	GBP	GBP	GBP	GBP	GBP
Programme management:						
- Staff remuneration and other staff costs	-	124,305	124,305	-	175,341	175,341
- GOAL intercompany programme support (a)	-	1,550,000	1,550,000	-	567,158	567,158
Administration costs:						
- Staff remuneration and other staff costs	7,988	111,796	119,784	13,571	92,638	106,209
- Travel	149	1,711	1,860	319	1,983	2,302
- Premises, IT, Communications	3,077	35,385	38,462	16,585	19,975	36,560
- Other operating costs	735	8,455	9,190	1,698	8,747	10,445
Total	11,949	1,831,652	1,843,601	32,173	865,842	898,015

- a) Significant programme management, human resources, logistical and financial management input was received from GOAL to support the dramatic growth in GOAL (International)'s programming activity during the year 2015.

GOAL (International)
Notes to the Financial Statements 31 December 2015

13. Particulars of Employees

The average number of persons employed by the Company during the year was:

	2015	2014
Programme support, management, and administration	6	4
Overseas technical support team	4	2
Fundraising	2	1
	<u>12</u>	<u>7</u>

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

	2015 GBP	2014 GBP
Salaries	583,617	371,749
National Insurance	59,988	35,368
Healthcare	6,268	5,999
Pension	22,475	23,612
Total	<u>672,348</u>	<u>436,728</u>

The above figures include staff remuneration costs amounting to £239,899 (2014: £202,126) which have been recharged to GOAL Ireland.

The number of employees whose salaries including staff benefits but excluding employer pension contributions, were greater than £60,000 was as follows:

	2015	2014
£90,000 - £100,000	-	1
£120,000 - £130,000	<u>1</u>	<u>-</u>

The total amount of remuneration, including employer pension contributions, for key management personnel during the year amounted to £132,068 (2014: £107,703).

Other than as disclosed in note 6 (Related Party Transactions) no director of the Company received remuneration during the year. There are no ex gratia payments for the year (2014: £17,455).

GOAL (International)
Notes to the Financial Statements 31 December 2015

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 six of its employees (2014: seven). The assets of the scheme are held separately from those of the Company, in externally managed funds. The pension expense for the year was £22,475 (2014: £23,612), and £196 was payable to the scheme at the year-end (2014: £2,370).

15. Net incoming resources for the year

	2015 GBP	2014 GBP
Net incoming resources for the year are stated after charging/crediting:		
Operating lease rentals (premises)	30,000	30,000
Auditors remuneration	8,000	6,500
Interest Received	(103)	-
Depreciation	-	253

16. Auditor's remuneration

The Company auditor is also the Group auditor. The auditors' remuneration for the statutory audit of the Company is detailed below. No non-audit services were provided by the auditor to the Company in either year.

	2015 GBP	2014 GBP
Group auditor's remuneration:		
- Annual statutory audit	8,000	6,500
	<u>8,000</u>	<u>6,500</u>