



**GOAL (International)**  
**(a company limited by guarantee)**  
**Company Number 04154994**  
**Charity Number 1107403**

**REPORTS AND FINANCIAL STATEMENTS**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016**



**GOAL (International)**  
**REPORTS AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016**

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**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

**INDEPENDENT AUDITOR**

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

**GOAL (International)**  
**REPORT OF THE DIRECTORS**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016**

The Directors present their annual report and financial statements for the financial year ended 31 December 2016.

**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 2016, 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 GOAL subsidiaries in the developing world, 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.

With effect from November 1<sup>st</sup> 2016, day to day management of the Company is delegated to the Group General Manager, Celine Fitzgerald. For the period from January 1<sup>st</sup> to October 31<sup>st</sup> 2016, this delegation was to Barry Andrews, then the Group Chief Executive Officer.

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**1. STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

**Structure (continued)**

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 four times a year and held seven meetings during 2016. The Board has observer status on Group board meetings and those meetings include Group Audit and Risk Committee updates.

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.

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**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 note 6 to the financial statements. Expenses are reimbursed where claimed, however none were claimed during the year (2015: £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), Shelley Deane, Andrew Godson, Jane Tully, Alex Hutton-Mills. Andrew Godson resigned as a Director on September 6<sup>th</sup> 2016.

The present membership of the Board is also set out on page 1. Except as noted above, there were no changes during the financial year.

**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)'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 "*

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

**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

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**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.



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**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.

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**REPORT OF THE DIRECTORS**  
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**4. STRATEGIC REPORT - REVIEW OF THE YEAR**

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 engaged 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.

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, and positive outcomes are being achieved.

Unfortunately, in light of the difficult funding environment fifteen Emergency Medical Team staff members were made redundant in October 2016.

Despite the difficulties experienced with regard to donor relationships during the year, every effort was made to mitigate the impact on programmes, and during the year, we implemented humanitarian relief programmes (through the Group's shared services platform) in Syria, Sierra Leone, South Sudan, Uganda, Nepal, Malawi, Zimbabwe, Ethiopia, Haiti, Niger, Kenya, as well as providing funding to street children programmes in India. A brief synopsis of these programmes follows.

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

**Syria**

Our aid programmes are being implemented in the north-western province of Idlib, where millions of people, both resident communities and internally displaced, have little to no access to basic services, and cannot reliably access food other than through relief programmes such as those provided by the Group.

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 £7.23m (2015: £6.78m).

**Sierra Leone**

In November 2015 the World Health Organisation announced the end of the Ebola outbreak in Sierra Leone. As a result Ebola programming has been significantly scaled down towards the end of 2015 and into 2016, as evidenced by expenditure in the financial year in Sierra Leone amounting to £1.38m, compared to £22.8m in the previous year.

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.

**South Sudan**

Our integrated health programmes in South Sudan are funded by the Health Pooled Fund for South Sudan, a multi donor fund that is supported by DfID and a small number of other international donors. Our programmes are 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.

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**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.

In 2016, GOAL became an implementing partner in the DfID HARISS programme, where we are focused on supporting sustainable economic recovery for communities affected by conflict, drought and flooding.

Expenditure in South Sudan for the year amounted to £1.34m (2015: £806k).

**Uganda**

2016 is the third 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 £1.18m (2015: £972k).

**Nepal**

In the worst natural disaster to hit the country since 1934, a 7.8 magnitude earthquake struck Nepal on the 25th April 2015, killing over 8,800 people and injuring more than 23,000. GOAL commenced relief operations providing emergency shelter for survivors, two days after the earthquake hit. Expenditure in Nepal in 2016 amounted to £412k (2015: £286k) and the main funders were DfID and the general public.

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

**Malawi**

The DfID funded 'DISCOVER' programme is ongoing and £307k (2015: £658k) in aid was spent during the year. 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.

**Zimbabwe**

In 2016, programmes focussed on economic, food and nutrition strengthening for women through livestock production and marketing assistance. Total expenditure in the year was £201k (2015: £560k).

**Other countries**

Other country programmes included:

- Seed distributions to vulnerable populations in Ethiopia
- Provision of non-food items to newly displaced people in Niger
- Faecal sludge management, Kenya

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

The financial results for the year ended 31 December 2016 are shown in the Statement of Financial Activities.

£12.1m was earned in the year to 31 December 2016 (2015: £28.9m). The majority of the funding relates to our humanitarian relief programmes in response to the Syrian crisis. Expenditure on charitable activities in 2016 amounted to £13.3m (2015: £35.5m). The material reduction in both income and expenditure is due to the significant winding down of Ebola response activities in Sierra Leone, as the crisis is officially over.

**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 £24k (2015: £121k) 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 £172k (2015: £1.4m) 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 during the year of advance funding received from donors in 2015, on the Sierra Leone and Syria programmes.

**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 2017 GOAL (International)'s operations will be dominated by relief programmes in Syria, Ebola programming for Survivors in Sierra Leone. GOAL (International)'s long-term focus on Sub-Saharan Africa with a specific focus on the Horn of Africa will also continue.

**GOAL (International)**  
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**7. STATEMENT OF DIRECTORS' RESPONSIBILITIES**

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)'
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

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

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**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.

Organisational and Operational Risk is managed using a combination of standard operating procedures and management processes, along with internal control and risk management mechanisms. The key risks to which the charity is exposed are identified by the Directors, Senior Management Team (SMT) and Regional and Country Management, who assess their probability, potential impact, and the actions required to mitigate against them. The risk management process operates on a quarterly cycle, using ISO 31000 standard scoring. Individual country risk registers and HQ risk registers are completed by Country and HQ management and include risk mitigation in place as well as proposed additional actions, and then reviewed and approved, with further support agreed where required by the SMT and the Audit and Risk Committee.

**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 the Group's operations. It helps the Group 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.



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**8. RISK MANAGEMENT (continued)**

The Head of the Internal Audit department reports to the Group General Manager (GM) and the Group Audit & Risk Committee (A&R Committee). The A&R Committee provide an oversight role as per its terms of reference, which includes sign-off and monitoring of the risk-based annual Internal Audit plan. The Internal Audit department report its audit findings to the A&R committee, as well as the appropriate members of management, within the agreed reporting timeframes.

In the context of the risk assessment, the Internal Audit department:

- provides regular assessments of the adequacy and effectiveness of GOAL's systems of risk management and internal control/mitigating actions
- reports significant control issues and potential for improving risk management and control processes
- provides quarterly information (in advance of A&R Committee meetings) on country updates, including status and results of the annual audit plan and the sufficiency of Internal Audit resources

The Internal Audit department is independent of the activities which are audited to ensure that these activities are subjected to impartial review and unbiased assessment.

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

Details of Risk	Mitigation
<p><b>Reduction in donor Income, diversification of donor Income:</b></p> <p>The Group is dependent upon a concentration by geographic area of its donor funding and management are reviewing opportunities to mitigate against this risk and diversify the donor portfolio.</p>	<p>Instability of donor income represents a risk to the organisation. Management continue to review field budgets and expenditure on a monthly basis to mitigate and react to the impact that any potential decline of donor income could have on the organisation.</p> <p>Creation of strategic partnership team focusing on developing a more diversified income base</p>

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**8. RISK MANAGEMENT (continued)**

Details of Risk	Mitigation
<p><b>Reduced public unrestricted income:</b></p> <p>In common with all charities, maintaining public income levels has been challenging. Whilst income levels from institutional donors have shown significant growth over recent years, the public income has declined and remains a relatively small proportion of total income.</p>	<p>Developing a more diverse funding base with a view to growth in public income.</p>
<p><b>Fraud &amp; corruption:</b></p> <p>Some of the environments where GOAL works are considered to be amongst the most corrupt in the world. The OIG investigation in to alleged supply chain irregularities highlighted vulnerabilities in GOAL's processes, systems and controls.</p>	<p>Appointment of a Group Head of Investigations in November 2016, for the protection and pro-active detection of fraudulent activity.</p> <p>Significant restructuring and strengthening of the Group's governance and senior management structures</p> <p>Appointment of a Group Head of Ethics and Compliance in March 2017 to act as an independent and objective party in the transparent and efficient processing of complaints received, through the various mechanisms.</p> <p>Strengthening Complaints Response Mechanisms (CRM) including implementing a "Speak Up" whistleblowing mechanism.</p>
<p><b>Donor compliance:</b></p> <p>The organisation receives significant funding from institutional donors, who require high level of compliance with specific rules and regulations. In the case of non-compliance with donor rules and regulations, GOAL, or any other implementer, may be required to reimburse funds to its donors where donor specific rules have not been complied with.</p>	<p>GOAL Logistics and Finance manuals and procedures reflect core compliance principles. In addition, GOAL works to mitigate this risk through regular in-country grant management meetings, quarterly donor compliance testing, and ongoing training and visits from the global Donor Compliance Team. Donor compliance trainings are also available on the e-learning platform.</p>

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**8. RISK MANAGEMENT (continued)**

<b>Details of Risk</b>	<b>Mitigation</b>
<p><b>Protection:</b></p> <p>GOAL works with children in a number of its programmes.</p>	<p>In line with best practice, GOAL has developed and implemented a Child Protection Policy in all countries. This has included senior managers and employees being orientated on its child protection manual and toolkits. Each country programme has a dedicated child protection focal point who takes responsibility for ensuring the roll out of CPP. Regular audits of CPP are undertaken with attendant action plans developed.</p>
<p><b>Security and safety of employees:</b></p> <p>The security and safety of international and national staff remains of paramount importance given the countries in which GOAL operates.</p>	<p>GOAL has comprehensive up to date security plans for all locations including standard operating procedures which 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. The Directors are regularly updated on security risks in each country through briefings to the board meetings.</p>
<p><b>Recruitment and Retention of staff:</b></p> <p>Some of the field locations in which GOAL works are extremely challenging. It is important that GOAL recruits and retains suitable staff to ensure effective programme delivery and a robust internal control environment.</p>	<p>The Remuneration Committee ensures that staff remuneration packages remain competitive and that our human resources strategy is consistent with our level of global operation.</p>

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**9. STAFF AND VOLUNTEERS**

The nature of overseas humanitarian relief 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 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**

**Signing of an Administrative Agreement between GOAL and USAID**

In March 2017, GOAL, the parent of the Group, agreed with USAID an Administrative Agreement which will govern the organisation's relationship with the Group's largest donor for the next two years. The Administrative Agreement facilitates USAID in continuing to work with GOAL and outlines the oversight of processes and procurements, which GOAL will adhere to, in managing USAID funding. In addition, this agreement provides a robust framework for the completion of the Group Action Plan and the embedding of the 'speak out' culture in the organisation. It ensures continued support from USAID for the Group's work with some of the poorest and most vulnerable communities across the world and draws a line under a period of instability and uncertainty in the organisation resulting from the OIG investigation.

**Donor Relationships**

The Group has also, during the first months of 2017, restored a working relationship with all its other institutional donors across the world and is extremely grateful for their support of the Group's lifesaving work amongst the poorest and most vulnerable people around the world.

**GOAL Enters Potential Merger Negotiations**

In February 2017, GOAL, the parent organisation of the Group announced that it had entered a period of exclusive talks with Oxfam Ireland which would explore the potential for a merger between the two organisations. In July 2017, GOAL announced that although a rigorous financial and legal due diligence process had been successfully concluded, the proposed merger would not go ahead.

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**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016**

**11. GOING CONCERN**

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 institutional donors as at the year-end will be received to enable the Company to repay the intercompany debt to GOAL.

The Board has reviewed and approved the Company's budget for 2017 and believes that the organisation will have adequate resources to continue in operational existence for a period of not less than 12 months from the date of approval of these financial statements. The Board believes that there are no material uncertainties that call into doubt its ability to continue in operation.

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

**12. APPROVAL OF REDUCED DISCLOSURES**

The Company, as a qualifying entity, has taken advantage of the disclosure exemptions in FRS 102 paragraph 1.12 with regard to disclosure of financial instruments

**13. SMALL COMPANIES EXEMPTION**

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

**14. POLITICAL DONATIONS**

The Company did not make any political donations in the year (2015: £nil)

**GOAL (International)**  
**REPORT OF THE DIRECTORS**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016**

**15. 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.

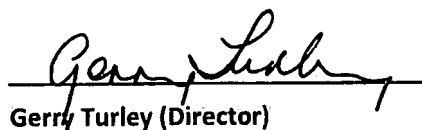
This confirmation is given and should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006.

**16. AUDITOR**

Deloitte 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 21, July 2017

**ON BEHALF OF THE DIRECTORS**

  
Gerry Turley (Director)

28, July 2017

## **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 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 (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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Statement of Directors' Responsibilities, the trustees 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 charitable 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 charitable company's affairs as at 31 December 2016 and of the charitable company's incoming resources and application of resources, including its income and expenditure for the financial 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.

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
GOAL (International)**

**Opinion 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 Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Strategic Report and the Trustees' Annual Report.

**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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations required for our audit; or
- the directors were not entitled to take advantage of the small companies' exemption in preparing the Directors' Report or from the requirement to prepare a Strategic Report.



Niall Walsh, (Senior Statutory Auditor)  
for and on behalf of Deloitte  
Chartered Accountants & Statutory Audit Firm  
Deloitte and Touche House  
Earlsfort Terrace  
Dublin 2  
Ireland

Date: 9/8/2017



**GOAL (International)**  
**STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure account)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

	Notes	Unrestricted Funds 2016 GBP	Restricted Funds 2016 GBP	Total Funds 2016 GBP	Total Funds 2015 GBP
<b>INCOME FROM:</b>					
- Charitable activities	8	-	11,942,182	11,942,182	28,614,368
- Donations and legacies		67,245	15,976	83,221	184,526
- Fundraising events		96,985	978	97,963	77,992
- Investments		-	-	-	103
<b>Total income</b>		<b>164,230</b>	<b>11,959,136</b>	<b>12,123,366</b>	<b>28,876,989</b>
<b>EXPENDITURE ON:</b>					
- Charitable activities	9	153,825	13,176,462	13,330,287	35,464,768
- Raising funds	11	107,089	-	107,089	92,445
<b>Total Expenditure</b>		<b>260,914</b>	<b>13,176,462</b>	<b>13,437,376</b>	<b>35,557,213</b>
<b>Net expenditure</b>	15	<b>(96,684)</b>	<b>(1,217,326)</b>	<b>(1,314,010)</b>	<b>(6,680,224)</b>
- Taxation	1	-	-	-	-
<b>Net movement in funds</b>		<b>(96,684)</b>	<b>(1,217,326)</b>	<b>(1,314,010)</b>	<b>(6,680,224)</b>
<b>RECONCILIATION OF FUNDS:</b>					
- Total funds brought forward		120,519	1,389,071	1,509,590	8,189,814
- Net expenditure for the year		(96,684)	(1,217,326)	(1,314,010)	(6,680,224)
<b>Total funds carried forward</b>		<b>23,835</b>	<b>171,745</b>	<b>195,580</b>	<b>1,509,590</b>

There were no other recognised gains or losses other than those listed above and the net expenditure for the financial year. All income and expenditure derives from continuing activities.

See note 7 for comparative Consolidated Statement of Financial Activities analysed by funds.

**GOAL (International)**  
**BALANCE SHEET AS AT 31 DECEMBER 2016**

	Notes	2016 GBP	2015 GBP
<b>FIXED ASSETS</b>	<b>16</b>	<b>6,295</b>	
<b>CURRENT ASSETS</b>			
Debtors	<b>17</b>	4,164,230	6,909,626
Cash at bank and in hand		106,360	3,448,511
<b>Total current assets</b>		<b>4,270,590</b>	<b>10,358,137</b>
<b>CREDITORS - amounts falling due within one year</b>			
Creditors and accruals	<b>18</b>	(4,081,305)	(8,848,547)
<b>Total current liabilities</b>		<b>(4,081,305)</b>	<b>(8,848,547)</b>
<b>NET CURRENT ASSETS</b>		<b>189,285</b>	<b>1,509,590</b>
<b>NET ASSETS</b>		<b>195,580</b>	<b>1,509,590</b>
<b>FUNDS:</b>			
Unrestricted Funds	<b>19</b>	23,835	120,519
Restricted Funds	<b>19/20</b>	171,745	1,389,071
<b>TOTAL FUNDS</b>		<b>195,580</b>	<b>1,509,590</b>

The financial statements of GOAL (International) (registered number 04154994) were approved and authorised for issue by the Board of Directors on 21 July 2017.

**ON BEHALF OF THE BOARD OF DIRECTORS**

  
 Gerry Turley (Director)

28 July 2017

**GOAL (International)**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

	Notes	2016 GBP	2015 GBP
Net cash used in operating activities	(a)	(3,334,841)	(95,324)
Cash (used in)/provided by investing activities			
Interest received		-	103
Purchase of fixed assets	16	(7,310)	-
Net cash (used in)/provided by investing activities		(7,310)	103
Change in cash and cash equivalents in the reporting year		(3,342,151)	(95,221)
Cash and cash equivalents at beginning of the reporting year		3,448,511	3,543,732
Cash and cash equivalents at end of the reporting year		106,360	3,448,511

Notes to the statement of cash flows:	Notes	2016 GBP	2015 GBP
(a) Reconciliation of net expenditure to cash outflow from operating activities			
Net expenditure for the reporting year as per the Statement of Financial Activities		(1,314,010)	(6,680,224)
Adjusted for:			
Interest income received		-	(103)
Depreciation of tangible fixed assets	16	1,015	-
Decrease / (increase) in debtors, prepayments and other debtors		2,745,396	(2,241,728)
(Decrease) / increase in creditors and provisions		(4,767,242)	8,826,731
Net cash used in operating activities		(3,334,841)	(95,324)

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**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)'

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, 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 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.

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

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**1. Accounting Policies (continued)**

**(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)**  
**Notes to the Financial Statements 31 December 2016**

**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 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.

**(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.

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**1. Accounting Policies (continued)**

**(e) Tangible Fixed Assets**

Tangible fixed assets are stated at cost, less accumulated depreciation, and impairment. Depreciation of fixed assets is charged on a straight line basis on the cost less estimated residual value over their expected useful live as follows:

Equipment: 3 years

Tangible fixed assets are reviewed for impairment on a periodic basis. Tangible fixed assets held by project locations overseas are not included in Group tangible fixed assets, being expensed as part of relief and development expenditure.

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the assets were already of the age and in the condition expected at the end of its useful life.

**(f) Operating Lease Commitments**

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

**(g) Foreign Currencies**

Transactions in foreign currencies during the year are translated at prevailing rates. Any gain or loss arising from a change in exchange rates subsequent to the date of a transaction is included in the statement of financial activities. Foreign currency balances at the year-end have been translated at the rate of exchange ruling at the 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 2016**

**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 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.



**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**1. Accounting Policies (continued)**

**(k) Financial Instruments (continued)**

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.

**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 2016**

**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. 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.

**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 £196k (2015: £1.5m), represented by £172k restricted funds and £24k unrestricted funds as at 31 December 2016.

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

The Directors have evaluated the options available and anticipate a reduced level of operations in 2017. The Directors have taken reasonable steps to restructure the Company to enable it to continue as a going concern on the basis of potentially reduced funding in the future.

## **GOAL (International)**

### **Notes to the Financial Statements 31 December 2016**

#### **3. Going Concern (continued)**

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

#### **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, 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 publically 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.

**GOAL (International)**

**Notes to the Financial Statements 31 December 2016**

**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 (2015: Nil).

**7. Statement of Financial Activities for the year ended 31 December 2015 (comparative information):**

	Unrestricted Funds	Restricted Funds	Total Funds
	2015 GBP	2015 GBP	2015 GBP
<b>INCOME FROM:</b>			
- Charitable activities	-	28,614,368	28,614,368
- Donations and legacies	61,240	123,286	184,526
- Fundraising events	77,992	-	77,992
- Investments	103	-	103
<b>Total income</b>	<b>139,335</b>	<b>28,737,654</b>	<b>28,876,989</b>
<b>EXPENDITURE ON:</b>			
- Charitable activities	37,040	35,427,728	35,464,768
- Raising funds	92,445	-	92,445
<b>Total expenditure</b>	<b>129,485</b>	<b>35,427,728</b>	<b>35,557,213</b>
<b>Net income / (expenditure)</b>	<b>9,850</b>	<b>(6,690,074)</b>	<b>(6,680,224)</b>
<b>RECONCILIATION OF FUNDS:</b>			
Total funds brought forward	110,669	8,079,145	8,189,814
Net income / (expenditure) for the year	9,850	(6,690,074)	(6,680,224)
<b>Total funds carried forward</b>	<b>120,519</b>	<b>1,389,071</b>	<b>1,509,590</b>

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**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:

	<b>2016 GBP</b>	<b>2015 GBP</b>
Humanitarian support to the Syrian regional crisis	7,747,148	6,908,242
Promoting health sector accountability in Uganda	1,174,728	836,972
Support to the comprehensive program for Ebola survivors	864,014	-
Resilient communities through viable economic recovery project, South Sudan	777,418	-
Provision of quality, effective and sustainable primary health care, emergency nutrition, water and sanitation services in South Sudan	552,296	845,598
Developing community led solutions to vulnerability in disaster prone districts of Malawi	201,982	806,257
Economic, food and nutrition security strengthening for women through livestock production and marketing in Chipinge District in Manicaland Province, Zimbabwe	150,000	-
Emergency seed provision to drought affected vulnerable populations of Southern Nations, Nationalities and People's Region (SNNPR) and Oromia Regions, Ethiopia	100,288	-
Building safer urban communities in Port-au-Prince, Haiti	100,000	-
Resilient rehabilitation Gorkha and Rasuwa, Nepal	51,070	-
Emergency supply of Essential Non Food Items (NFIs) to newly displaced and vulnerable people, Diffa, Niger	30,000	-
Emergency health and feeding response, South Sudan	30,000	-
Global health cluster partners support to enhance global capacity for humanitarian health	28,037	136,361
Integrating social enterprises into emergency faecal sludge management, Nairobi, Kenya	27,810	53,300

*Continued  
next page*

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**8. Analysis of Income from Charitable Activities (continued)**

	<b>2016 GBP</b>	<b>2015 GBP</b>
Essential agricultural inputs for farmers in Maiwut County, Upper Nile State, South Sudan	24,150	-
Livelihoods and food security programme for poor rural farmers in Makoni District, Zimbabwe	20,873	90,923
Provision of essential drugs to support lifesaving primary health care services for conflict affected and displaced populations in Upper Nile State, South Sudan	20,000	-
Improving food security and resilience of vulnerable Syrians in Southern Turkey with the provision of e-vouchers, Turkey	20,000	-
Community-centred malnutrition prevention, Zimbabwe	19,766	420,423
Ebola Treatment Centre (ETC), Sierra Leone	18,655	5,716,659
Social Mobilisation Action Consortium (SMAC) – Ebola response, Sierra Leone	13,614	4,853,395
Mitigating the effects of drought and floods on vulnerable communities in Malawi	(29,667)	29,667
Emergency Ebola response fund (EERF), Sierra Leone	-	6,950,000
Providing post-earthquake winterized temporary shelter solutions in the under-served districts of Ramechhap and Sindhupalchowk, Nepal	-	675,616
Increased resilience through improved livestock management for food insecure communities in drought-prone Buhera District of Manicaland Province, Zimbabwe	-	150,000
Reintegration Kits to child dependents of Ebola victims in Kenema, Bo, Freetown, Sierra Leone	-	107,450
Improved food and livelihood security and resilience among targeted households in Zomba, Nsanje, Kasungu and Mchinji, Malawi	-	33,505
<b>Total Grant Income</b>	<b>11,942,182</b>	<b>28,614,368</b>

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

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

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

Charitable expenditure during the year is analysed as follows:

		<b>2016</b>	<b>2015</b>
		<b>GBP</b>	<b>GBP</b>
	<b>Note</b>		
Syria		7,230,227	6,783,316
Sierra Leone		1,360,526	22,816,859
South Sudan		1,343,894	806,500
Uganda		1,176,118	971,580
Nepal		412,119	285,916
Malawi		345,760	657,791
Zimbabwe		200,882	560,048
Ethiopia		103,006	30,281
Haiti		49,723	-
Niger		30,000	-
Kenya		25,859	129,273
India		1,800	2,289
Philippines		-	577,826
Other aid costs		236,937	11,437
<b>Subtotal: Overseas relief and development</b>		<b>12,516,851</b>	<b>33,633,116</b>
Operations direct support		534,255	1,674,305
Allocated support costs		279,181	157,347
<b>Total support costs</b>	<b>12</b>	<b>813,436</b>	<b>1,831,652</b>
<b>Total: Charitable activities</b>		<b>13,330,287</b>	<b>35,464,768</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 2016.

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**10. Charitable Expenditure through Partners and Sub-grantees**

**Grant awarding policy**

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 usually local non-governmental organisations and missionary groups. During 2016 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:

<b>Country</b>	<b>2016 GBP</b>	<b>2015 GBP</b>
Kenya	16,792	104,381
Malawi	-	94,333
Nepal	223,988	8,307
Sierra Leone	500,262	13,021,829
South Sudan	358,053	-
Syria	240,311	283,933
Turkey	20,857	-
Uganda	745,451	420,236
Zimbabwe	17,016	-
	<b>2,122,730</b>	<b>13,933,019</b>

**11. Cost of Raising Funds**

The costs of raising funds are analysed as follows:

	<b>2016 GBP</b>	<b>2015 GBP</b>
Staff remuneration and other staff costs	133,741	113,365
Fundraising events and advertising	45,222	45,520
Travel and motor expenses	3,491	7,655
Professional fees and subscriptions	5,532	3,592
Office supplies, IT and communications	1,915	905
Allocation of support costs (Note 12)	24,276	11,949
GOAL Ireland contribution to costs of raising funds	(107,088)	(90,541)
	<b>107,089</b>	<b>92,445</b>



**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**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 Raising Funds 2016 GBP	Charitable Activities 2016 GBP	Total 2016 GBP	Cost of Raising Funds 2015 GBP	Charitable Activities 2015 GBP	Total 2015 GBP
<b>Programme management:</b>						
- Staff remuneration and other staff costs	-	440,367	440,367	-	124,305	124,305
- Travel and other costs	-	93,888	93,888	-	-	-
- GOAL intercompany programme support	-	-	-	-	1,550,000	1,550,000
<b>Administration costs:</b>						
- Staff remuneration and other staff costs	9,560	109,945	119,505	7,988	111,796	119,784
- Travel	294	3,381	3,675	149	1,711	1,860
- Premises, IT, Communications	11,936	137,259	149,195	3,077	35,385	38,462
- Legal and professional fees	2,355	27,088	29,443	-	-	-
- Other operating costs	131	1,508	1,639	735	8,455	9,190
<b>Total</b>	<b>24,276</b>	<b>813,436</b>	<b>837,712</b>	<b>11,949</b>	<b>1,831,652</b>	<b>1,843,601</b>

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**13. Particulars of Employees**

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

	<b>2016</b>	<b>2015</b>
Programme support, management, and administration	7	6
Emergency Medical Team (EMT) and Overseas technical support team	16	4
Fundraising	3	2
	<u>26</u>	<u>12</u>

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

	<b>2016 GBP</b>	<b>2015 GBP</b>
Salaries	1,111,080	583,617
National Insurance	119,708	59,988
Healthcare	10,130	6,268
Pension	18,590	22,475
Total	<u><u>1,259,508</u></u>	<u><u>672,348</u></u>

The above figures include staff remuneration costs amounting to £501,653 (2015: £239,899) which have been recharged to GOAL Ireland.

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

	<b>2016</b>	<b>2015</b>
£60,000 - £70,000	1	-
£70,000 - £80,000	1	-
£80,000 - £90,000	1	-
£120,000 - £130,000	<u>-</u>	<u>1</u>

The total amount of remuneration, including employer pension contributions and employers' national insurance, for key management personnel during the year amounted to £100,686 (2015: £147,710).

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 years (2015: none). There are no ex gratia payments for the year (2015: £nil).

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**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 eighteen of its employees (2015: six). The assets of the scheme are held separately from those of the Company, in externally managed funds. The pension expense for the year was £18,590 (2015: £22,475), and £1,750 was receivable from the scheme at the year-end (2015: payable of £196).

**15. Net expenditure for the year**

	<b>2016</b>	<b>2015</b>
	<b>GBP</b>	<b>GBP</b>
Net expenditure for the year is stated after charging/(crediting):		
Operating lease rentals (premises)	96,136	30,000
Fees payable to the Company's auditor for the audit of the Company's accounts	10,000	8,000
Interest received	-	(103)
Depreciation	1,015	-

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**16. Tangible Fixed Assets**

	<b>Equipment</b>	<b>Equipment</b>
	<b>2016</b>	<b>2015</b>
	<b>GBP</b>	<b>GBP</b>
<b>Cost</b>		
At 1 January	12,795	12,795
Additions	7,310	-
At 31 December	<u>20,105</u>	<u>12,795</u>
 <b>Depreciation</b>		
At 1 January	12,795	12,795
Charge for financial year	1,015	-
At 31 December	<u>13,810</u>	<u>12,795</u>
 <b>Net Book Value</b>		
At 31 December	<u>6,295</u>	<u>-</u>

**17. Debtors**

	<b>2016</b>	<b>2015</b>
	<b>GBP</b>	<b>GBP</b>
Grants receivable	4,071,089	6,909,282
Prepayments	29,394	-
Sundry debtors	63,747	344
	<u>4,164,230</u>	<u>6,909,626</u>

All of the above amounts fall due within one year.

**18. Creditors**

	<b>2016</b>	<b>2015</b>
	<b>GBP</b>	<b>GBP</b>
Amounts due to GOAL	4,032,506	8,799,666
PAYE and National Insurance	-	18,550
Trade Creditors and accruals	48,799	30,331
	<u>4,081,305</u>	<u>8,848,547</u>

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

**GOAL (International)**

**Notes to the Financial Statements 31 December 2016**

**19. Funds**

<b>(a) Reconciliation of funds:</b>	<b>Unrestricted Funds GBP</b>	<b>Restricted Funds GBP</b>	<b>Total Funds GBP</b>
Fund balances at 1 January 2016	120,519	1,389,071	1,509,590
Net expenditure	(96,684)	(1,217,326)	(1,314,010)
Fund Balances at 31 December 2016	<b>23,835</b>	<b>171,745</b>	<b>195,580</b>

	<b>Unrestricted Funds GBP</b>	<b>Restricted Funds GBP</b>	<b>Total Funds GBP</b>
Fund balances at 1 January 2015	110,669	8,079,145	8,189,814
Net income / expenditure	9,850	(6,690,074)	(6,680,224)
Fund Balances at 31 December 2015	<b>120,519</b>	<b>1,389,071</b>	<b>1,509,590</b>

<b>(b) Analysis of net assets between funds</b>	<b>Unrestricted Funds GBP</b>	<b>Restricted Funds GBP</b>	<b>Total Funds GBP</b>
<b>2016:</b>			
Tangible fixed assets	6,295	-	6,295
Current assets	4,098,845	171,745	4,270,590
Current liabilities	(4,081,305)	-	(4,081,305)
	<b>23,835</b>	<b>171,745</b>	<b>195,580</b>

	<b>Unrestricted Funds GBP</b>	<b>Restricted Funds GBP</b>	<b>Total Funds GBP</b>
<b>2015:</b>			
Tangible fixed assets	-	-	-
Current assets	8,969,066	1,389,071	10,358,137
Current liabilities	(8,848,547)	-	(8,848,547)
	<b>120,519</b>	<b>1,389,071</b>	<b>1,509,590</b>

**GOAL (International)**

**Notes to the Financial Statements 31 December 2016**

**19. Funds (continued)**

**(c) Movement in funds**

	<b>Balance at 1 Jan 2016 GBP</b>	<b>Total Income GBP</b>	<b>Total Expenditure GBP</b>	<b>Balance at 31 Dec 2016 GBP</b>
Restricted funds	1,389,071	11,959,136	(13,176,462)	171,745
Unrestricted funds	120,519	164,230	(260,914)	23,835
<b>Total funds</b>	<b>1,509,590</b>	<b>12,123,366</b>	<b>(13,437,376)</b>	<b>195,580</b>

	<b>Balance at 1 Jan 2015 GBP</b>	<b>Total Income GBP</b>	<b>Total Expenditure GBP</b>	<b>Balance at 31 Dec 2015 GBP</b>
Restricted funds	8,079,145	28,737,654	(35,427,728)	1,389,071
Unrestricted funds	110,669	139,335	(129,485)	120,519
<b>Total funds</b>	<b>8,189,814</b>	<b>28,876,989</b>	<b>(35,557,213)</b>	<b>1,509,590</b>

**GOAL (International)**

**Notes to the Financial Statements 31 December 2016**

**20. Restricted funds**

Movement in restricted funds for the year:

	<b>Balance at 1 Jan 2016 GBP</b>	<b>Incoming Resources GBP</b>	<b>Resources Expended GBP</b>	<b>Balance at 31 Dec 2016 GBP</b>
Ethiopia	2,304	100,702	(103,006)	-
Haiti	-	100,020	(49,723)	50,297
India	-	1,800	(1,800)	-
Kenya	-	25,859	(25,859)	-
Malawi	171,327	155,927	(307,207)	20,047
Nepal	391,009	21,160	(412,169)	-
Nigeria	-	30,000	(30,000)	-
Sierra Leone	513,527	868,192	(1,381,719)	-
South Sudan	-	1,343,505	(1,342,647)	858
Syria	-	7,230,227	(7,230,227)	-
Turkey	-	20,000	-	20,000
Uganda	82,018	1,094,100	(1,176,118)	-
Zimbabwe	99,310	176,161	(194,928)	80,543
Head Office	129,576	791,483	(921,059)	-
	<b>1,389,071</b>	<b>11,959,136</b>	<b>(13,176,462)</b>	<b>171,745</b>

Movement in restricted funds for the prior year (2015):

	<b>Balance at 1 Jan 2015 GBP</b>	<b>Incoming Resources GBP</b>	<b>Resources Expended GBP</b>	<b>Balance at 31 Dec 2015 GBP</b>
Ethiopia	-	32,585	(30,281)	2,304
India	2,288	-	(2,288)	-
Kenya	84,588	44,686	(129,274)	-
Malawi	21,037	808,081	(657,791)	171,327
Nepal	-	676,925	(285,916)	391,009
Philippines	618,152	(40,326)	(577,826)	-
Sierra Leone	6,775,290	16,555,096	(22,816,859)	513,527
South Sudan	1,205	805,294	(806,499)	-
Syria	289,370	6,493,946	(6,783,316)	-
Uganda	279,728	773,870	(971,580)	82,018
Zimbabwe	7,487	651,871	(560,048)	99,310
Head Office	-	1,935,626	(1,806,050)	129,576
	<b>8,079,145</b>	<b>28,737,654</b>	<b>(35,427,728)</b>	<b>1,389,071</b>

**GOAL (International)**  
**Notes to the Financial Statements 31 December 2016**

**21. Commitments**

**(a) Capital**

There are no capital commitments at 31 December 2016 (2015: £ Nil).

**(b) Operating Leases**

The following commitments under operating leases existed at 31 December:

	As at 31 December 2016 GBP	As at 31 December 2015 GBP
Premises Rental:		
<i>Leases which expire:</i>		
Within one year	127,494	15,000
Within two to five years	297,486	-
	424,980	15,000

At 31<sup>st</sup> December 2015, the Company was party to a premises lease agreement with a cost of £2,500 per month. That lease had an expiry date of 30<sup>th</sup> June 2016, but was terminated on 29<sup>th</sup> April 2016 when the charity moved premises to facilitate expansion. The new lease commenced on 28<sup>th</sup> April 2016 and will end on the 27<sup>th</sup> of April 2020, and has a cost of £10,625 per month.

**22. Membership**

The Company is limited by guarantee and does not have a share capital. At 31 December, 2016 the Company had 3 members (2015: 3 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.



**23. 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.

**24. Post Balance Sheet Events**

There have been no significant events affecting the Company since the balance sheet date that would require disclosure or adjustment to the financial statements.