

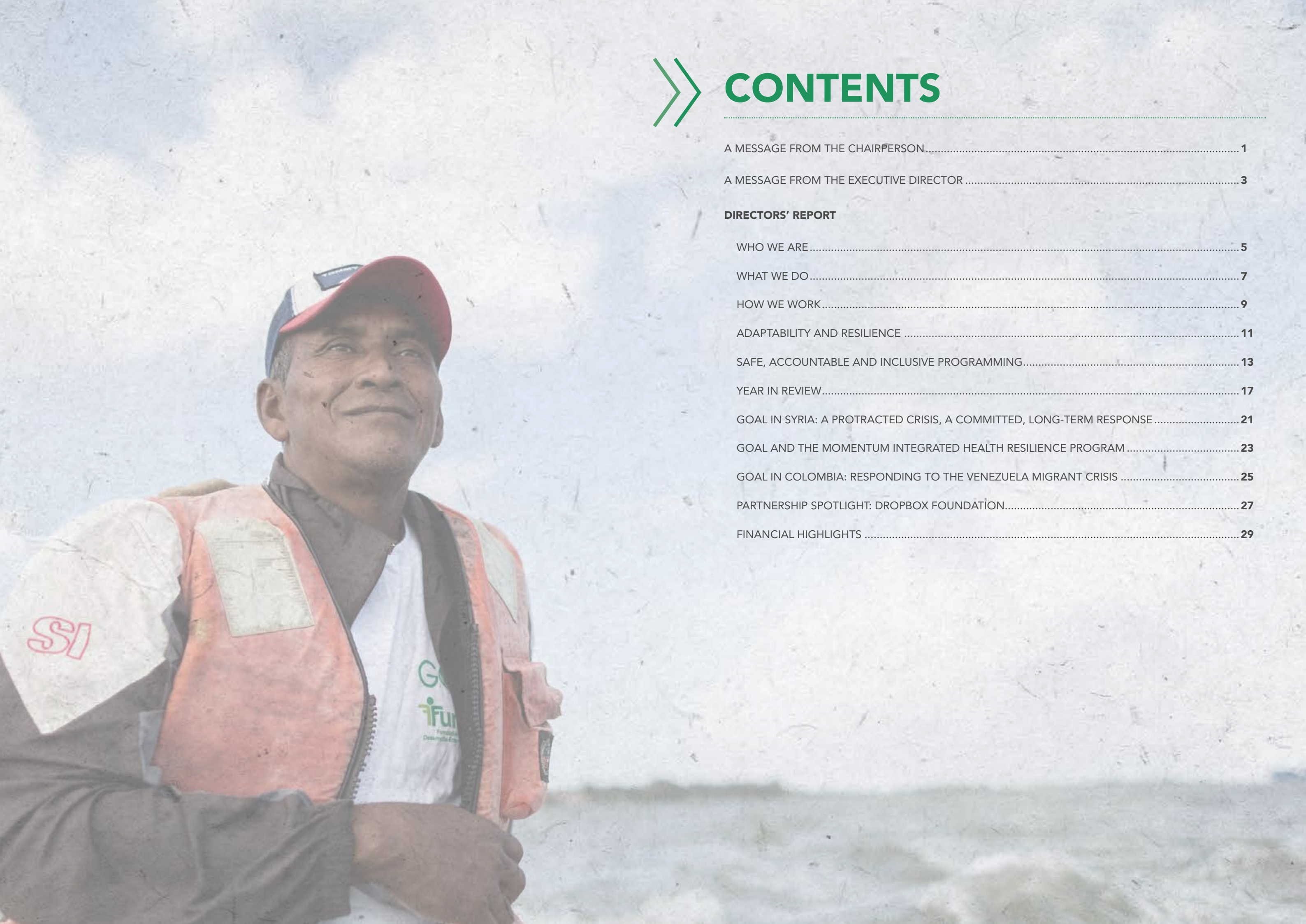


20  
YEAR IN  
REVIEW  
20

GOAL







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# A MESSAGE FROM THE CHAIRPERSON

**2020 was a year of unprecedented and previously unimagined human events that shook governments, businesses, and organizations like GOAL to their foundations. It provided many humbling moments for leaders – GOAL was no exception**

As Chair of GOAL USA, with stalwart leadership of my counterpart, Board Director of GOAL Global Anne O’Leary, and in partnership with fellow global and UK Board Members, our role is to ensure the essential stewardship of the agency. We are accountable for driving the optimal performance of the governance structures and functions of the organization. This pandemic, and its immense human toll – real and potential – has served as a test - of the resiliency of our governance, our systems and ourselves.

It has also served as a test for GOAL’s teams on the ground, and we are all proud of their perseverance and impact. The organization’s nimble strength, and its defining rapid-response mindset allowed it to withstand the unanticipated course of Covid-19, the working from home, the travel bans, the logistical disruption, and the necessary delays to some important objectives.

Navigating this new normal, where change and uncertainty are constant, has demanded immense agility and adaptiveness throughout. Our CEO, Siobhan Walsh, senior leadership, and all of the HQ staff in Ireland and the UK scrambled to meet the challenges of balancing a new funding environment with the imperative of supporting life-saving operations. Our program teams adapted existing programs and launched new Covid-specific initiatives. Our logistics team sourced vital and novel supplies. Virtually everyone adapted to the challenges of remote working. Through it all, our systems of operation have largely delivered, to ensure continued business and operational performance.

No matter the obstacle, we must remain true to our mission: to support the most vulnerable among us around the world who want for the most basic rights and the most basic and essential things that we take for granted. Urgent needs unmet before the

pandemic, are now exacerbated by it, with the UN predicting a major food crisis in many parts of the Global South in 2021, as crucial livelihoods are lost. All the while, climate change and conflict continue to ravage the most vulnerable disproportionately. The pandemic will end, but in its wake our mission will need to be renewed and redoubled.

There is reason for hope. The extraordinary ingenuity of the biomedical industry has seen vaccines developed at unprecedented speed, and while the equitable distribution of these vaccines to the Global South remains a serious concern, these vaccines ultimately possess the power allow for the return to normal living.

GOAL’s more than four-decade impact in the fight against global poverty and hunger is part and parcel of Ireland’s long leadership by example in that fight. So, Ireland’s 2020 ascendancy to the United National Security Council (UNSC) as an elected member for the next two years represents a massive opportunity to advocate and influence on behalf of the world’s poor.

Ireland’s constructive approach, reasoned diplomacy, reputation as an honest broker, and positive leadership should help bring conflict and climate change higher on the agenda. Significantly, Ireland has been assigned “copenholder” status within the UNSC on matters such as the Syrian crisis, meaning that it falls to Ireland, together with Norway, to lead the impetus on securing a better outcome for this heart-breaking, decade long civil war.

This year also offered affirmation of GOAL’s commitment to partnerships, which were only strengthened by shared adversity. In particular, the understanding and constructive engagement of our primary donors, most notably, USAID, Irish Aid, the EU, and the UK’s Foreign, Commonwealth & Development Office (FCDDO), has been paramount to the successes outlined in this report, a reflection of our mutual trust and respect. We are deeply grateful for our partners’ continued support.

GOAL’s resilience in the face of Covid-19 is a direct result of the resilience of our people. There are so many individual stories of staff members, local partner organizations, and community members standing and delivering in the face of massive odds – they could fill the pages of this report. As Board members and senior leadership, we cannot help but to match that energy, that adaptability, and that commitment as we take on our responsibilities.

Of course, our resilience is also a direct result of the resilience and steadfast loyalty of all of you, our supporters. We trust that within these pages you will find ample evidence of your direct impact, and that your trust in us is valued and rewarded.

On behalf of my fellow board members, I offer my deepest thanks.

Sincerely,

**Davis Fleming,**  
Chairperson, GOAL USA





# A MESSAGE FROM THE EXECUTIVE DIRECTOR

**For every sector, for every undertaking, indeed for every corner of our lives, 2020 was a year like no other. At the time of writing, we are more than a year into this tumultuous pandemic which has wreaked such loss of life, trauma, chaos and stress at home and abroad, while upheaving every aspect of our daily lives.**

For every sector, for every undertaking, indeed for every corner of our lives, 2020 was a year like no other. At the time of writing, we are more than a year into this tumultuous pandemic which has wreaked such loss of life, trauma, chaos and stress at home and abroad, while upheaving every aspect of our daily lives.

No matter who you are, no matter where you are, no one has been left untouched by the impact of Covid-19. Against all that the pandemic has wrought, this year of all years, it gives me such pride to share that 2020 saw GOAL reach a total of 14.3 million direct individual beneficiaries across all our 14 countries of operation. The significant increase in numbers was a result of our dedicated emergency response to Covid-19, which saw us reach 6.3 million people with in-person educational messaging. In addition, we supported communities with hygiene items, increased access to water and built the capacity of over a thousand health facilities to protect populations from the Covid-19 outbreak.

Aside from this, we increased our reach in other program areas including health, food security and WASH. With the generous advent of increased funding from our donors, we also leveraged technology to improve systems and processes to help us reach more beneficiaries in nearly all of our countries, most notably in Zimbabwe, South Sudan, Ethiopia, Syria, and Malawi.

This result is a testament to the caliber of people within this organization, and their adaptiveness, agility, and resilience in seeing to it that GOAL would meet the daunting challenge that lay, and still lies, before us. The demands that befell us in March 2020 profoundly impacted every aspect of our work. Every function of the agency, from programming to fundraising, from teams far afield to staff here at home, emerged into a different world. With a staff of over 2,500 spread across 14 countries of operation, our first task was to ensure the safety of our people,

most particularly in the field. We endeavored to secure sufficient PPE and additional resources for public-facing program teams, but also for HQ and support staff to ensure they could carry out their vital support work remotely.

Simultaneously, a special task force was established Covid-19 on our programming matrix and business continuity services. Programming teams then proactively and constructively engaged with donors to discuss these implications and agree adaptations and contingencies. Confronting deadly viruses is not new to GOAL. From West Africa during the Ebola crisis, GOAL has hard-earned expertise in the fields of infection control, community messaging and social & behavioral change, and were well positioned to instigate direct Covid-19 programming.

One such example can be seen with our mass health education campaign in Zimbabwe, which was later expanded to other Sub-Saharan program countries. This campaign saw GOAL work in partnership with ProMobile, a local mobile advertising company, to cascade vital health messaging to over 2.5 million people in 40 districts in Zimbabwe with a combination of mobile billboards, radio adverts, and SMS text messaging. Both effective and cost-effective, the campaign was expanded in September by UNICEF, with vital support from USAID, Irish Aid, FCDO (formerly UKAid), and the EU, to target a total of 4.5 million people in Zimbabwe.

Despite the unavoidable bandwidth that Covid-19 consumed in 2020, I am heartened that GOAL expanded its outreach by responding to the second largest migrant crisis in the world today. Venezuela's economic crisis has seen over 1.7 million people flee westward to Colombia resulting in one of the world's largest displaced populations and recent reports warn that the number of Venezuelan refugees and migrants could rise to 7 million in 2021.

GOAL is already scaling up its humanitarian team and work including large-scale training and microfinance to support livelihood activities. This is in addition to our work in Syria - the world's largest migrant crisis. While its tragedy continues, I am hugely proud of our work there which sees, among a host of other initiatives, the one million inhabitants of Idlib access clean water and 500,000 people

receive affordable bread from a 30-strong network of GOAL-support bakeries, amid a tentative ceasefire.

While 2020 accounts for a year like no other, certain constants remain. The response of our supporters to our adapted fundraising events has once again demonstrated the profound kindness and solidarity of a people who care for the plight of those less fortunate, regardless of how unfortunate they themselves may be. Thank you so much to all those who have given support to GOAL through events like the GOAL Mile and others.

Partnership is a key thread in the fabric of GOAL: We partner with the communities we serve, we partner with suppliers, with other NGOs, and international bodies, but most acutely we partner with those who so generously fund our work. This year of all years, the support, flexibility, reassurance, accommodation and understanding that USAID, Irish Aid, the EU, the FCDO, and others have shown has been remarkable, and a testament to their enduring commitment to this work. In addition, the adaptability and generosity shown by ambassadors for our work and our conscientious corporate partners must also be acknowledged. Thank you sincerely for redoubling your commitment to GOAL this year.

As tumultuous as this year has been to manage, the reassuring presence and support of our GOAL USA Chair, Davis Fleming and fellow US board members, Global Chair, Anne O'Leary and her fellow directors, and our fellow directors of GOAL UK have been a source of great strength. Your experience, energy and commitment have guided us assuredly this year. Finally, no combination of words can truly convey the sense of pride, gratitude and unity that I hold for my colleagues throughout the agency. For your adaptiveness, resilience, commitment, grit and courage, for living out the true values of GOAL, for persevering, I offer my most humble and heartfelt thanks. Times will get better, and GOAL will play its part in making them better.

Sincerely,

**Siobhán Walsh**

Executive Director, GOAL



GOAL Executive Director  
Siobhán Walsh



# DIRECTORS' REPORT

## WHO WE ARE

GOAL is an international, non-governmental organization (INGO), with a proud history spanning more than four decades of humanitarian response in some of the most challenging and difficult contexts around the world. Motivated by a deep commitment to support those affected by disaster, poverty and crisis, our mission remains as clear today as when the organization was first established in 1977. The realities of our work have changed and grown immeasurably in complexity and scale but our vision - a world without poverty - drives us onwards.

### OUR VISION

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

### OUR MISSION

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

## OUR VALUES



### HUMANITARIANISM:

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



### COURAGE:

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



### INTEGRITY:

Our actions and relationships with our stakeholders are characterized by honesty and openness in all our dealings;



### RESPECT:

We value others; we listen to them, and we believe in the power of partnership to effect change in people's lives; and



### PARTNERSHIP:

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

## HOW WE WORK GOAL'S THEORY OF CHANGE

If we **engage communities**, build on their inherent capacities and **strengthen the systems** in which they live and work, then **poor and vulnerable households** will achieve **greater resilience and wellbeing**.



Four children playing  
in La Mosquitia,  
Honduras



# WHAT WE DO

HAITI  
HONDURAS  
COLOMBIA

LATIN AMERICA AND  
CARRIBBEAN

WEST AFRICA

SIERRA LEONE

NIGER

TURKEY

SYRIA

IRAQ

MIDDLE EAST

SUDAN

SOUTH SUDAN

ETHIOPIA

UGANDA

EAST AFRICA

MALAWI  
ZIMBABWE

SOUTHERN AFRICA

GOAL delivers a wide range of humanitarian and development programs, with a focus on systems, partnerships and building resilience. In line with our organizational strategy, our work aligns with four programmatic goal areas;

- 1 Emergency Response
- 2 Health
- 3 Nutrition and Food Security
- 4 Livelihoods

These four strategic pillars provide a framework for our global programs. In addition to this, GOAL has two other organization goal areas;

- 5 Fostering Global Citizenship
- 6 Strengthening our Organizational Capacity

In 2020, across 14 different countries, GOAL continued to engage poor and vulnerable communities, building on their inherent capacities, providing humanitarian support where needed and strengthening the systems in which they live and work to achieve greater resilience and wellbeing.

The year saw many of our programs adapt to face the challenges of Covid-19. GOAL has experience in combatting the spread of infectious diseases after being on the frontline of the effort to stop the spread of Ebola in West Africa in 2014.

2020 also saw GOAL begin operations in its newest country, Colombia, where the program helps Venezuelan migrants rebuild their lives.

This report provides an overview of the impact and achievements accomplished last year.



# HOW WE WORK



Classroom of children who are benefiting from educational support in Sierra Leone.

## INFLUENCING SYSTEMS

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

This systems approach involves:

- » examining how an identified system works
- » analyzing the relationships and behaviors of a system's key stakeholders
- » understanding what shocks and stresses are likely to impact the target population and
- » establishing how and why certain groups are excluded from the system.

This approach allows GOAL to design effective interventions that enhance existing systems, while not displacing them or their permanent stakeholders.

In addition, partnering with stakeholders is key to the success of GOAL's systems approach. GOAL's aim is not to become a permanent part of any system, but to facilitate change within it. This systems approach incorporates resilience, inclusion, and social and behavior change in its programming. It addresses the root causes behind the system's weaknesses that exclude and marginalize vulnerable populations and lead to poverty, discrimination, and inequality.

However, in times of crisis, the humanitarian imperative requires that we must prioritize the provision of immediate assistance to those in need. That same imperative sees us carry out context analysis to enable interventions to be undertaken as quickly as possible. It is from this contextual analysis that GOAL adaptively manages its interventions to address complex challenges, providing GOAL's programs with opportunities to support the creation of lasting solutions (sustainability) and to reach large populations (scale).

## BUILDING RESILIENCE

Resilience is an important element of GOAL's programming. At its core is the belief that communities and households living within complex systems can be assisted to adapt to risks in order to be able to respond and recover from shocks, without compromising their long-term wellbeing. Investing in resilience enlivens recovery following a crisis, and better prepares communities and households for subsequent shocks and stresses. Strengthening resilience aims to foster independence for affected communities over the long term, should crises

reoccur.

## FOSTERING INCLUSION

Inclusion is the dynamic process that gives recognition, roles, influence, and powers to individuals or groups in a particular system, counteracting the processes that create vulnerability, exclusion, and discrimination. GOAL ensures that these processes are used to inform program design. Gender and age are key elements affecting inclusion, and the change GOAL creates is with groups that are in some way marginalized, neglected, or excluded. Inclusion is about understanding the mechanisms which create exclusion and then designing programs to counteract it. GOAL's Gender Equality Policy guides all field and HQ decision makers in ensuring our programs and policies are gender aware and informed of the barriers facing women, men, girls, and boys.

## SOCIAL BEHAVIOR CHANGE

GOAL recognizes that there are multiple relationships, interactions, and behaviors that affect how functional and inclusive a system is. Partnering with government, community, civil society and private sector stakeholders, we design programs aimed at changing context specific behaviors in a system that prevent it from working efficiently and inclusively.

## PARTNERSHIP

Collaboration with a diverse array of partners is of paramount importance to drive smart and effective solutions. GOAL works with a wide variety of partners to achieve its humanitarian and development objectives. These include long-standing partnerships with institutional funders, including the governments of Ireland, the UK, and the USA, as well as the European Union (EU), and the United Nations (UN). GOAL's commitment is to continue to build a network of relationships between governments, other INGOs, private sector, and other non-traditional partners for greater impact.

GOAL also works in partnership with a variety of charitable trusts and foundations across the globe, with corporates who partner in meaningful ways and generous individual supporters whose donations, legacies and fundraising events raise vital funds for GOAL. Strengthening civil society in each of our countries of operation is a significant priority. GOAL's commitment is to build a network of relationships between governments, INGOs, and private sector partners to empower local organizations on the ground.



# ADAPTABILITY AND RESILIENCE

GOAL's reputation is built on being a highly agile humanitarian agency capable of mobilizing a rapid response to major sudden onset crises anywhere in the developing world. That ability to adapt and be resilient was tested as never before during 2020 by the Covid-19 pandemic when, for the first time, GOAL was faced with a major humanitarian crisis occurring simultaneously in all our countries of operation. This challenged us to fundamentally change our ways of working across the organization, while ensuring the continuity of essential life-saving interventions for the vulnerable populations that we serve. Every aspect of how we worked had to be reassessed and adapted to the context of a highly infectious pandemic.

A Covid-19 Taskforce was quickly put in place to coordinate GOAL's organizational response incorporating workstreams in Staff Health, Welfare, Safety and Security, Office Business Operations, Program Continuity Adaptation and Finance, Global Program Response and Communications. This structure enabled GOAL to track and adjust all aspects of its operations to the evolving nature of the crisis. GOAL's three-phased response allowed it to mobilize quickly.

There were several key factors critical to GOAL successfully implementing this response strategy. First, GOAL was able to build on learning and adapt successful models for responding to infectious disease developed by GOAL during the Ebola Response in West Africa. These included the Community Led Action (CLA) Approach, and the Social Mobilization for Action Consortium (SMAC), which are community centered approaches built on the principles of social and behavior change which is critical to controlling infectious disease outbreaks.

These tools were adapted to the context of Covid-19 along with other innovations for online and virtual training, capacity building and program support, and were quickly rolled out organization wide. GOAL's Human Resources and Security teams quickly adapted key systems to ensure the safety of GOAL staff, including enhanced protocols for contact tracing and duty of care, staff health insurance and medical and security evacuation procedures as well as measures to support staff wellbeing.

Another key factor of GOAL's adaptability was investment in remote management and virtual operations. GOAL's Business Operation and Finance systems were all maintained without interruption despite all the necessary lockdown measures, office closures and travel restrictions. This was possible because GOAL had already well-established systems for electronic signatures, cloud-based data management, online communications collaboration tools, and other initiatives that enabled remote working. These systems allowed GOAL to continue to track each of the projects in its portfolio, and manage measures to mitigate, adapt and pivot interventions to ensure program continuity and relevance in rapidly changing contexts.

This adaptive capacity was not just evidenced in GOAL's Covid-19 response, but in many other areas of GOAL's global programming throughout 2020. It was key to our capacity to operate in some of the most challenging contexts in the world. For example, despite the very difficult operating context in war-torn North West Syria, GOAL grew its response in 2020 taking on new partnerships, growing its area of operation, and incorporating new livelihood interventions. GOAL was able to take key learnings from its operations in Syria and adapt them as part of a strategic intervention during 2020 to scale up GOAL's operational footprint in Colombia in response to the Venezuelan migrant crisis. This is now the second largest migrant crisis in the world, second only to the Syria crisis.

Resilience and adaptability are not just important to GOAL as organizational strengths. These are attributes that GOAL works to support and foster through our program interventions and with our partners and program participants.

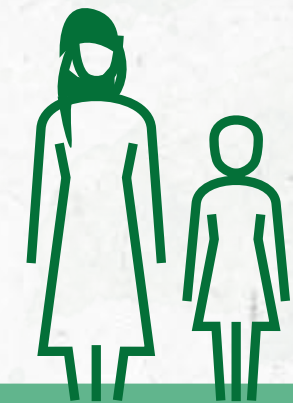
GOAL established the Resilience Innovation and Learning Hub (RILH) in 2018 to foster resilience innovations across our programs and the wider humanitarian sector. During 2020, the RILH developed online and remote training tools (including the development of a Massive Open Online Course (MOOC), and events for GOAL's resilience innovations including the Analysis of Resilience of Communities to Disaster (ARC-D) toolkit and the Resilience for Social Systems (R4S) Approach. These were rolled out to various stakeholders across nine of GOAL's countries of operation.

The RILH partnered with US policy think tank RAND Corporation, Harvard Humanitarian Institute (HHI), and Oregon State University (OSU), to complete key research on "Transforming Crisis to Resilience in Fragile and Conflict Affected Contexts" building on the lessons of GOAL's operations in response to the Syria conflict. This is being submitted to inform the review of the global Sendai Framework on Disaster Risk Reduction. The RILH also supported the development of the R4S Health Resilience Framework which has been adopted by the USAID Global Health flagship program called MOMENTUM Integrated Health Resilience, which is being rolled out to 34 fragile countries.

The RILH has also supported key innovations in resilient market systems such as:

- » The Resilience of the Blue Economy Program in Latin America and the Caribbean;
- » Incorporating resilience into critical agriculture and pastoralist market systems in Uganda and Ethiopia;
- » The Fecal Sludge Management system in Freetown Sierra Leone;
- » And the development of the Barrio Resiliente urban resilience approach which targets marginalized communities living in high-risk informal urban settlements. This approach was scaled up to six cities across the LAC region.

Of note in 2020 was GOAL's partnership with DEVEX to inform on its work on resilience innovations through the "Resilient Futures" series which showcased practical ways cities and local authorities, governments, businesses and sustainable development stakeholders can plan to build resilience and reduce disaster impact. GOAL's work featured in the series through a questions and answers interview on our innovations in resilience, a short video on GOAL's urban resilience programming, and an opinion piece.



**7,916,000**  
**WOMEN AND GIRLS**  
**REACHED**



**NUMBER OF CHILDREN UNDER 5**  
**THAT GOAL REACHED IN 2020:**

**1,815,000**





# SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING



GOAL remained committed to safeguarding, inclusion and accountability throughout its work and programs in 2020. This included the provision of technical support through the **Safeguarding Advisor**, the **Accountability & Business Development Advisor**, the recruitment of a dedicated **Gender Equality & Social Inclusion Advisor** and the ongoing support of our **Investigations Unit** in which a new **Investigations Manager** was appointed.

To ensure effective coordination with peers in the sector and the application of best safe, accountable and inclusive programming, GOAL continued to engage with key networks including the **Active Learning Network for Accountability and Performance (ALNAP)**, and the **CHS (Core Humanitarian Standard) Alliance and InterAction**.

## Highlights from 2020 include:

- › Working with mothers groups in Malawi that support school attendance by manufacturing reusable sanitary pads for adolescent girls. These groups diversified their design skills, creating reusable face masks to protect communities from the spread of Covid-19, and acting as an income stream for the group.
- › Supporting women small-scale farmers through the REFLECT Literacy and Livelihood Program in South Sudan, empowering them with literacy and numeracy skills training. Participants were organized into savings groups, engaged in training on small business management skills and availed of small business grants to create their own businesses with the guidance of GOAL field assistants, with some coming together to open businesses as a group.
- › Continuing to support indigenous communities and persons with disabilities in the La Moskitia region of Honduras, including working alongside divers with disabilities and their families, promoting their inclusion in

fishing associations, and providing support through microbusinesses and income generation activities.

- › Developing a program to support the socioeconomic inclusion and self-sufficiency of women and girls in Turkey through integrated social services and livelihoods opportunities. This was alongside enhancing the protection and social inclusion of marginalized individuals from Roma, Dom and Abdal communities, and agricultural workers from host and refugee communities.
- › Launching an inclusive market systems development program Young Africa Works in Uganda which will enable 300,000 young rural women and men to access dignified and fulfilling work over a five-year period. 70% of those engaged in the program, funded by the Mastercard Foundation, will be young women, while 10% will be refugees and 5% will be persons with disabilities.
- › Utilizing the Gender Action Learning Systems as a mainstreaming methodology to address gender equality, gendered division of labor, joint decision-making, and gender-based violence in Zimbabwe.

## SAFEGUARDING

GOAL continuously strives to create and promote a safe organization with strong and effective safeguarding practices for the communities with whom we work, our partners and staff.

Highlights of GOAL's safeguarding work in 2020 included:

- › Detailed safeguarding training for the boards of GOAL Ireland and GOAL UK.
- › A focus on strengthening safeguarding monitoring and reporting systems, including incident and response protocols, case management systems, digitalized training

tracking systems with PowerBi dashboards, and donor reporting trackers.

- › The development of a Guide to Support Survivors of Sexual Exploitation and Abuse, which outlines ways in which we can be prepared and respond before, during and after a disclosure.
- › The establishment of a dedicated online safeguarding internal and external resource site which highlights our Child & Adult Safeguarding Policy and features our Reporting Form. Our continual concern remains with the underutilization of our complaints mechanism, and whether our safeguarding reporting systems are appropriate and accessible.
- › The further embedding of safeguarding into GOAL's human resources procedures.
- › Strengthening safeguarding within partners, including developing additional effective means of sensitization of safeguarding among partners, e.g. through translatable flyers.
- › Conducting safeguarding assessments by three of GOAL's major donors: the European Civil Protection and Humanitarian Aid Operations (ECHO); the Foreign, Commonwealth and Development Office (FCDO); and the United Nations International Children's Emergency Fund (UNICEF), on which GOAL scored highly.
- › Participating in the Keeping Children Safe Summit, where we spoke about our Safeguarding experience.

## ACCOUNTABILITY TO AFFECTED POPULATIONS

For GOAL, accountability means using power responsibly and being held to account by different stakeholders, particularly those in the communities and populations that we work with.

Key areas of work to strengthen our Accountability to Affected Populations (AAP) in 2020 included:

- › Adopting new measures, including the use of more remote communication tools and the development of new technical guidance in line with industry best practice. There was an increased use of toll-free hotlines and e-mail, and the power of technology, including WhatsApp and Telegram, was harnessed to reach community members in Honduras, Syria, and Turkey.
- › Increased usage levels of GOAL's community feedback mechanism despite the impact of Covid-19. Over 170,000 different communications were received across 14 country programs. The greatest usage was seen in Syria, with significantly increased usage in Zimbabwe and Turkey. The mechanism is the primary means by which community members can communicate with the agency, request assistance, ask questions, give feedback, or make complaints.
- › GOAL used community feedback to strengthen our response and thus increase AAP through the provision of recreational materials requested by girls in safe spaces in Malawi, new processes for transporting bread after suggestions from community members in Syria and changes in modality of assistance in Zimbabwe after requests from stakeholders.
- › Rebranding the AAP mechanism, running since 2011, with more focus on feedback from stakeholders, and more detailed analysis of the data from the mechanism. This has allowed GOAL to learn more about the communities we work in and better comprehend their needs and capacities.

GOAL  
OPERATES  
IN 14  
COUNTRIES.





## GBV, PROTECTION & SAFEGUARDING IN THE COVID-19 CONTEXT

Humanitarian crises can disproportionately affect marginalized groups, and indeed the Covid-19 pandemic has exacerbated pre-existing inequalities, including gender inequalities. Moreover, gender-based violence (GBV) and protection concerns intensified, with stay-at-home measures, economic hardship and social disruption also leading to increased risks of sexual exploitation and abuse. As with any emergency, safeguarding – and especially protection from sexual exploitation and abuse – is a central part of GOAL's response to Covid-19. In recognition of this rise in GBV and protection and safeguarding concerns, GOAL and our programs responded to this in 2020.

Examples include:

- » Development of a Safeguarding Checklist, which focuses on essential minimum requirements during the Covid-19 emergency response to guide the mainstreaming and monitoring of our safeguarding measures.
- » Integration of safeguarding into the Community-Led Action approach by ensuring that community mobilizers were trained in safeguarding.
- » Development of information, education, and communication materials, and translating them into multiple languages for community dissemination.
- » Coordination of local mapping exercises in all countries to analyze the legal, social welfare and child protection arrangements in each country context.
- » In Zimbabwe, through a partnership with Promobile, over 4.5 million people were reached as part of a Covid-19 information campaign, which integrates sexual and gender-based violence and child protection messaging, and promotes toll-free helplines, alongside messaging on social distancing and good hygiene.
- » In Malawi, the Spotlight Initiative worked to tackle social norms and harmful

practices that expose women and girls to violence through a mentorship approach and service strengthening. In response to the global pandemic, Covid-19 prevention measures were integrated, including the training of mentors on prevention awareness so that it could be introduced within the mentorship sessions.

- » In Ethiopia, work continued with street youth, including through the drop-in and rehabilitation centre. This provided a safe space where youth can access basic literacy and numeracy education, skills training, counselling sessions, therapeutic activities, and basic hygiene, sanitation, and healthcare services. In line with public health measures to prevent the spread of Covid-19, these youth have been reached with Covid-19 risk communication messages and infection prevention and control materials.
- » In Sierra Leone, based on the findings of a study, GOAL launched an action plan to address the worst forms of child labour and trafficking. This included a media campaign and the promotion of safe practices and encouraging education. The plan engages community activists, social workers and law enforcement agents to educate communities and support those affected by child labour and trafficking.
- » In Turkey, work continued to support the most vulnerable and marginalized refugees from nomadic and semi-nomadic groups and seasonal migrant agricultural workers through the EU humanitarian aid funded LINK project. This project aims to reduce, remove or prevent protection risks and bring about sustainable and equitable access to services through critical information and awareness-raising on protection, rights and available services, and psychoeducation through outreach and social support centers.

These areas will continue to be a focus of GOAL's work in 2021 to ensure that GOAL programs are safe, inclusive, and accountable.



GOALie placing Covid-19 awareness posters around Chipinge District, Zimbabwe.



# YEAR IN REVIEW

## Covid-19

2020 was first and foremost the year of the Covid-19 pandemic. The virus spread around the globe within weeks, affecting 192 countries on all continents. While rates of infection and Covid-19 related deaths were particularly high in Europe and the Americas, other parts of the world including the Middle East and Africa have been severely hit by the secondary effects which included interrupted markets, lockdowns and movement restrictions. Countries and communities without well-established safetynets and social welfare systems very quickly reached significant levels of hardship and hunger.

While headlines were dominated by overstretched health systems and intensive care units in the developed world, many of the countries where GOAL works battled with this global health threat amidst ongoing crises of armed conflict and mass displacement, severe drought and floods, and an unprecedented series of cyclones and hurricanes.

To address the pandemic, GOAL rolled out the biggest emergency program in its history, while also responding to new humanitarian disasters such as crop failure and malnutrition in Zimbabwe, locust swarms and conflict in Ethiopia, and the consecutive hurricanes in Honduras and Central America.

The internal alert was raised on the potential threat of Covid-19 through GOAL's Emergency Response Unit on January 27, 2020. GOAL quickly mobilized its response putting in place a Covid-19 Taskforce to manage its response, developing a plan setting out a community centered approach.

Phase one of GOAL's response focused on:

- » ensuring continuity of essential lifesaving and life sustaining programming;
- » coordinating with key stakeholders such as national response mechanisms;
- » and scaling up measures to reduce the risk of Covid-19 through Risk Communication and Community Engagement (RCCE) and Infection Prevention and Control (IPC).

Phase two of GOAL's response focused on:

- » Introducing additional measures to strengthen health systems;
- » and addressing the secondary (socio-economic) impact of Covid-19.

Phase three of GOAL's response focused on:

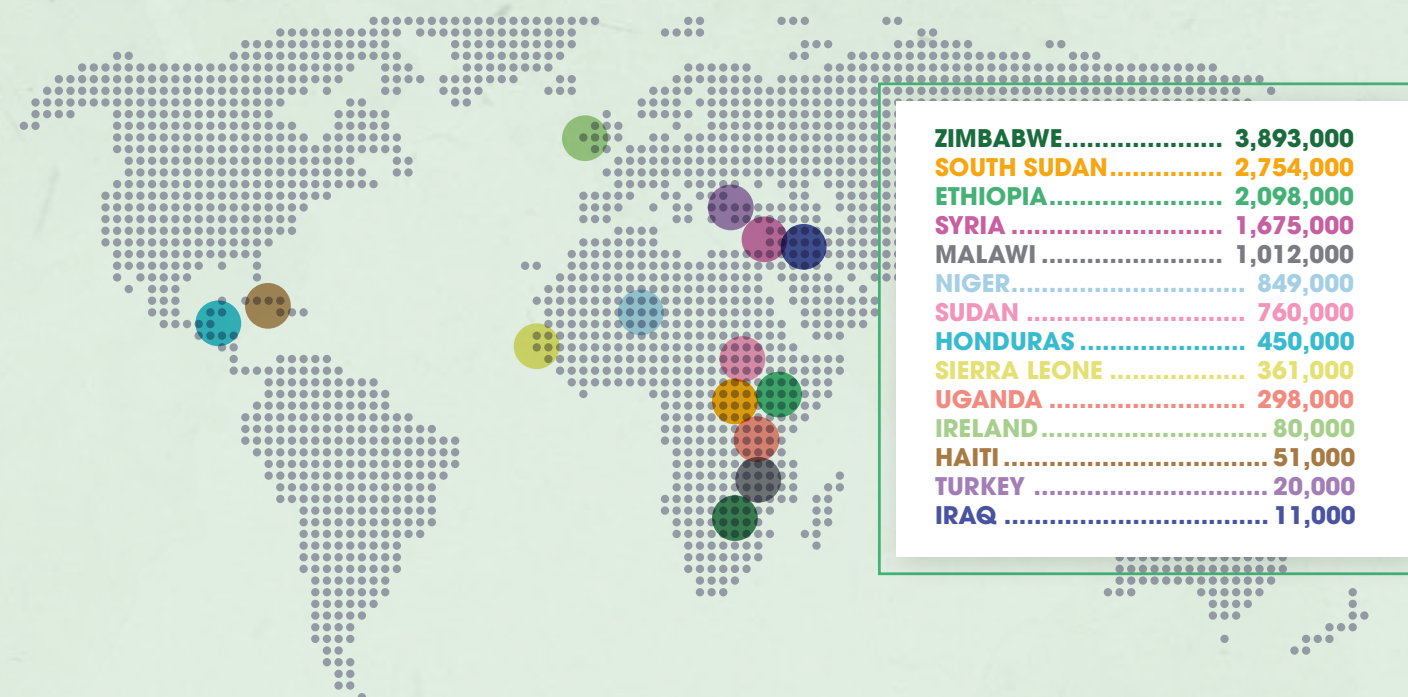
- » engaging with stakeholders and global networks to support equitable access to vaccines.

Central to GOAL's pandemic response was a Social Mobilization Action for Covid-19 (SMAC). This combines communication through mass media messaging, mobilizing local religious and traditional leaders, and empowering communities using GOAL's Community-Led Action (CLA) approach developed during our Ebola response in West Africa in 2014. CLA empowers communities to take action to stay safe. Communities developed and implemented their own action plans on introducing measures such as handwashing, physical distancing and mask use. During 2020 GOAL reached over 17.7 million people with messaging and thousands of communities with CLA across 12 countries. Uganda and Zimbabwe both implemented this approach at a district level, with governments in both countries requesting technical support from GOAL to roll out CLA and mass media messaging. In Sierra Leone CLA was selected as the national community engagement approach and with technical support from GOAL the government has rolled it out to all 16 districts.

The Covid-19 response demonstrated GOAL's ability as a highly agile humanitarian response organization, adapting and innovating new ways of working and quickly scaling up new response actions building on learning from previous responses to infectious disease outbreaks such as the West Africa Ebola crisis.

Despite the multi-layered challenges of Covid-19, all existing programs were pivoted and adapted to enable programming to continue, while incorporating measures to manage risks to the health and lives of our staff and the communities we work with. GOAL's response to the Covid-19 pandemic will continue in 2021 and beyond as the world grapples with this unprecedented global crisis.

# GOAL REACHED 14.3 MILLION PEOPLE IN 2020



## COMPLEX CRISES IN SUDAN, SOUTH SUDAN, NIGER, ZIMBABWE, AND ETHIOPIA

During 2020, GOAL also continued its response to other complex and protracted crises, providing essential healthcare and food security and nutrition interventions to vulnerable families in fragile and conflict-affected contexts in Sudan, South Sudan, Niger, Zimbabwe, and Ethiopia. In addition to the challenges of political instability, conflict and the pandemic, GOAL responded to other humanitarian crises within these locations. This included responding to the severe drought and food insecurity crisis in Zimbabwe, where GOAL provided food aid to approximately 120,000 people, and the desert locust crisis response in Ethiopia, which impacted on the food supply of farming families.

## VENEZUELAN MIGRANT CRISIS

GOAL succeeded in 2020 in further scaling its response to the Venezuelan migrant crisis, now the world's second largest after Syria. During 2020, GOAL formally registered its operation in Colombia where it has established a response in four departments along the Venezuelan border which are hosting the highest numbers of Venezuelan migrants and Colombian returnees.

## SYRIAN CRISIS

During 2020, the Syria crisis continued to be the world's largest migrant crisis with more than 5.6 million Syrian refugees and another 6.2 million people displaced inside Syria. GOAL continued its response to the conflict in Aleppo and Idlib provinces in northwest Syria where almost 2.8 million people are in dire need of humanitarian assistance. GOAL continued to be a major player in responding to this crisis providing lifesaving food and water and other critical aid to approximately 1.6 million people. GOAL also introduced new elements to its response in 2020 to increase the use of cash transfer programming and livelihood interventions to support strengthening of local markets and help the transition to some form of stability in the years ahead. GOAL was also active in advocating with the UN and other stakeholders for the renewal of UN cross-border resolutions critical to the supply of aid into Syria.



# YEAR IN REVIEW

## HURRICANES IN CENTRAL AMERICA

During the month of November, two major Category 5 hurricanes - Eta and Iota - hit the northern Coast of Central America, directly affecting more than four million people and forcing hundreds of thousands into emergency shelter. GOAL quickly mobilized its response to provide shelter repair, cash transfers for recovery, Covid-19 mitigation measures, and water and sanitation aid, to more than 40,000 people. This recovery effort will continue well into 2021.

## GROWTH OF GOAL PROGRAMS

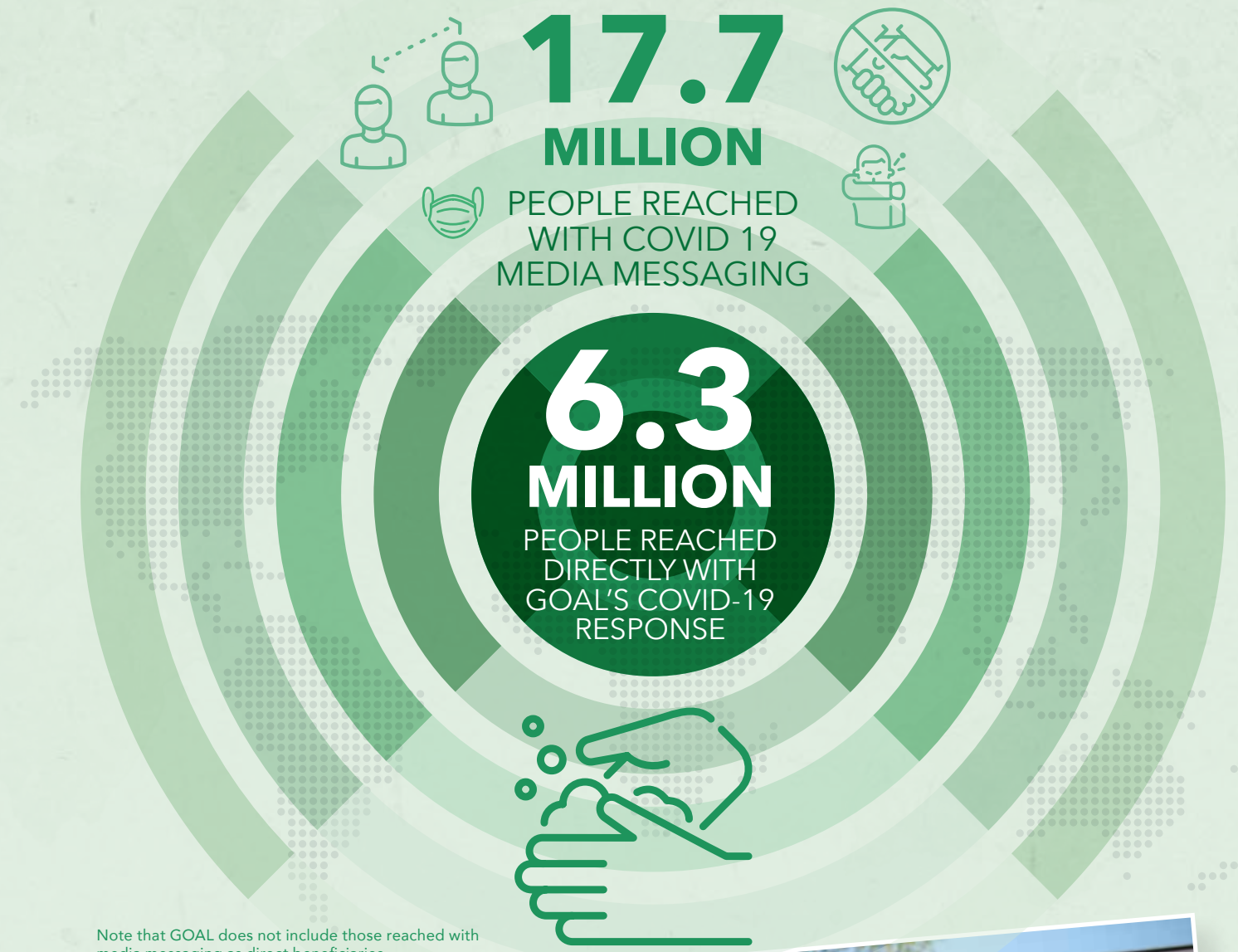
Despite the very significant challenges throughout 2020, GOAL's core programs continued to grow.

Highlights included:

- » Expanding our emergency response work to include vital support for Venezuelan migrants in Colombia.
- » Continued critical health and nutrition interventions in many locations, particularly across Africa, including innovations in community management of acute malnutrition in infants, health system strengthening, WASH, supporting primary healthcare, and health accountability.
- » Growing our programming in market systems development included:
  - » starting a new phase of the Mastercard Foundation partnership, Young Africa Works program in Uganda;

- » continued strategic interventions to develop market systems for pastoralists in Ethiopia;
  - » small scale fisheries and eco-tourism development under the Blue Economy in the LAC region;
  - » targeted interventions to support recovery of small and micro-enterprises in Iraq;
  - » new programming to support livelihoods for migrant populations in Turkey;
  - » and working with critical urban market systems in Honduras and Haiti.
- » GOAL also continued to support food security interventions in many locations including Malawi, Sudan, Sierra Leone, Niger, and Ethiopia, supporting climate smart and resilient agricultural production.

2020 also highlighted GOAL's growing emphasis on innovation in its programming by supporting ongoing innovations in nutrition, resilience, infectious disease response, and fecal sludge management through Water-Share Ireland, in Sierra Leone. During 2020, GOAL continued to develop the partnership with Irish Aid through its approach to program funding with related research partners, such as Trinity College, Harvard Humanitarian Initiative, and RAND Corporation. This approach demonstrates how GOAL works with local actors and systems and integrates both humanitarian and development interventions to build resilience in fragile and conflict-affected contexts.





## USAID PARTNERSHIP SPOTLIGHT

# GOAL IN SYRIA: A PROTRACTED CRISIS, A COMMITTED, LONG-TERM RESPONSE

As 2020 came to an end, the Syrian conflict approached the end of its 10th year, a tragic anniversary marked in March 2021.

For almost the entirety of the crisis – since 2012 – GOAL has supported conflict-affected and displaced communities, currently reaching more than 1.3 million people every month with life-saving interventions including food assistance, potable piped water, and emergency relief. With several field offices in Idleb Governorate and a sub-office in Aleppo, GOAL delivers food security, WASH (water, sanitation, and hygiene), and emergency response programs across the northwest of Syria, with an annual operating budget of more than \$70 million in 2020, making it one of the largest humanitarian responders in the region.

GOAL's team of nearly 600 dedicated humanitarian workers who deliver aid and support in local communities, more than 150 national and international staff members manage GOAL's programming in Syria from our offices in Turkey and Jordan, with technical and administrative support from GOAL's global advisors.

A constant and essential partner in GOAL's work has been the United States Agency for International Development's (USAID) Bureau of Humanitarian Affairs (BHA), formerly the Office of Foreign Disaster Assistance. In 2020, USAID provided essential support to GOAL's RESTORE program, which aims to build resilience and coping strategies for communities facing food insecurity, and our WASH program, which in 2020 pumped more than 10 million liters of safe, clean water to nearly 950,000 people.

The support of international government and other institutional funders is a validation of our approach to the Syria response, which includes:

- preparedness and rapid humanitarian action to meet emergency needs when they arise, providing relief to newly displaced communities within 72 hours of their arrival in GOAL's areas of operation
- helping the most vulnerable families through needs-based programs that are tailored to local socio-economic conditions
- continuously expanding our humanitarian support to reach a higher number of vulnerable communities in more holistic ways
- working to enhance communities' resilience by strengthening infrastructure and markets, helping build sustainable local water delivery, bread production, and commercial supply networks
- utilizing new technologies to ensure that communities receive aid more efficiently.



Syrian refugee children chase each other around an IDP camp as the sun sets on another day in Gaziantep, Turkey.

GOAL Syria engineers replace war-damaged mains water infrastructure in Idleb province, northwest Syria. GOAL provides clean water to more than 780,000 people as part of our WASH program in the region.



## GOAL'S RESPONSE

GOAL's programming reflects a three-pronged approach to meeting the current needs in northwest Syria: building resilience to food insecurity; providing a reliable supply of clean water on a large scale; and continued preparedness and rapid response to new emergencies as they break out.

### THE RESTORE PROGRAM, SUPPORTED BY USAID/BHA

RESTORE helps vulnerable households at community and camp level in northwest Syria build resilience and coping strategies to food insecurity. In parallel, the program aims to improve living conditions and prepare communities for future shocks, complementing food and basic needs assistance via Multi-Purpose Cash Assistance (MPCA).

With the support of USAID, GOAL operates one of the largest food assistance programs in northwest Syria. We work with our local NGO partners to reduce food insecurity via a carefully developed strategy that prioritizes specific methods of aid delivery according to the unique realities in each community. In 2019 alone, the program reached more than 250,000 people with food baskets or food vouchers, and helped provide subsidized bread for over 300,000 individuals every day.

The program also includes a pilot electronic voucher initiative that is beginning to scale up to improve the efficiency of cash-based food assistance delivery. GOAL also continued to support the supply of affordable bread in Idleb Governorate, providing production resources and technical assistance to bakeries, which ensured that the most vulnerable would be able to access bread at a price almost 50 percent lower than the local market rate.

## WATER, SANITATION, AND HYGIENE

GOAL has implemented a large-scale WASH Program in the northwest across four districts since 2014 with funding from USAID/BHA, as well as UK AID and the UN Office for the Coordination of Humanitarian Affairs (UNOCHA). We invest in the capacity of existing water systems to facilitate the delivery of safe water to households. To ensure sustainability, we focus on building the capacity of local Water Unit staff and the rehabilitation of water networks and infrastructure.

GOAL has also implemented an Infrastructure Stability Fund approach, which empowers Water Units to undertake rehabilitation works via grants from GOAL. The provision of safe water via these piped networks empowers households to spend their income and time more effectively and reduces their risk of contracting waterborne diseases

Six-year-old Yasmeen with her best friend Lama at a Non-Food Items distribution point at a displaced persons camp in Northern Syria.



GOAL is the only NGO providing continuous water infrastructure support to such a scale in the region – in 2020, the WASH program enabled the delivery of safe water to 949,533 people, directly to their homes. In the last year, we have also assessed the COVID-19 risks related to all activities and adapted protocols where needed to protect both communities and staff, including training all staff on safe working protocols and appropriate PPE use.

Other activities in GOAL's WASH portfolio include hygiene campaigns and repeated multipurpose cash assistance.

## RAPID EMERGENCY RELIEF

GOAL provides rapid relief to newly displaced communities through the North Syria Response Facility (NSRF), an emergency response consortium that is co-led by GOAL. This mechanism allows GOAL to operate rapidly activated 72-hour 'response windows' to help internally displaced persons in northwest Syria survive shocks. GOAL's comprehensive approach includes transfers of pre-positioned food and non-food items as well as cash-based support.

## KEY IMPACTS

GOAL has grown to become one of the largest providers of humanitarian assistance in northern Syria.

Reached over 840,000 people with cash, food, and non-food assistance through the North Syria Response Facility (NSRF).

Helped more than 950,000 people access clean piped water, with over 10 million liters pumped annually.

Improved food security for over 250,000 people in 2019, presently supporting more than 20 bakeries to enable over 300,000 people to access bread at 50 percent below market price.



USAID PARTNERSHIP SPOTLIGHT

# GOAL AND THE MOMENTUM INTEGRATED HEALTH RESILIENCE PROGRAM



## STRENGTHENING HEALTH RESILIENCE IN FRAGILE SETTINGS

In May 2020, GOAL and four partner organizations commenced the MOMENTUM Integrated Health Resilience Program (MIHR), in an effort to strengthen health resilience and continue providing high-quality, respectful, maternal, newborn, and child health (MNCH), voluntary family planning (FP), and reproductive health (RH) care in countries affected by conflicts, disasters, and other shocks and stresses.

MIHR is part of MOMENTUM, a broader suite of innovative programs funded by the U.S. Agency for International Development (USAID) to provide more tailored solutions in maternal, reproductive, newborn, and child healthcare that reflect the unique contexts of communities in fragile settings, which often experience disruptions to basic health services and systems. These can range from family planning services and routine immunization to safe deliveries and ensuring adequate health supplies.

Through 2025, MIHR will target up to 34 such countries, with a budget envelope of up to \$200 million, working alongside local organizations, governments, and humanitarian and development partners to strengthen health resilience and improve overall maternal, newborn and child health. One of the project's main strategies is to increase the capacity of partner country institutions and local organizations—including new and underutilized partners—to introduce, deliver, scale up, and sustain MNCH/FP/RH care in the face of crises. The COVID-19 pandemic has illustrated the extreme urgency of strengthening the resilience of health systems.



## MIHR IN ACTION

The MIHR consortium includes IMA World Health, JSI Research & Training Institute Inc., Pathfinder International, Cooperative for Assistance and Relief Everywhere Inc. (CARE), and GOAL USA.

MIHR's specific objectives include:

- » **Developing Health Resilience to Counter the Effects of Fragility:** USAID defines Health Resilience as “the ability of people, households, communities, systems, and countries to mitigate, adapt to, and recover from shocks and stresses, in a manner that reduces acute and chronic vulnerabilities, and facilitates equitable health outcomes.” (USAID).
- » **Integrating a Lifecycle Approach:** This acknowledges that events occurring early in one's life greatly influence health outcomes later in life. Our lifecycle approach promotes integrated care at all levels, from individual to national-level services, to improve health across the pre-pregnancy, pregnancy, childbirth, postnatal, infancy, childhood, and adolescent life continuum.
- » **Adapting Programming to Fit the Context:** The consortium partners collaborate with global, regional, and local public and private partners to assess the fragility, complexity, and risks of programming contexts and situations. The project then adapts programming based on the needs of a particular country and the specific crisis. Data collection helps to identify any gaps in knowledge and to modify programming as needed.
- » **Strengthening Local Voices:** It is critical to elevate local voices in global discussions. For example, MIHR facilitates the active participation and leadership of local organizations and experts through virtual and in-person meetings,
- » **Building Social Accountability, Health Equity, and Inclusion:** The program emphasizes youth- and gender-equitable program design and monitoring to address social factors that influence the health of women, newborns, children, and families. A holistic approach, including engaging men and boys to promote gender equity, helps reduce disparities and strengthens community-level interventions for all.

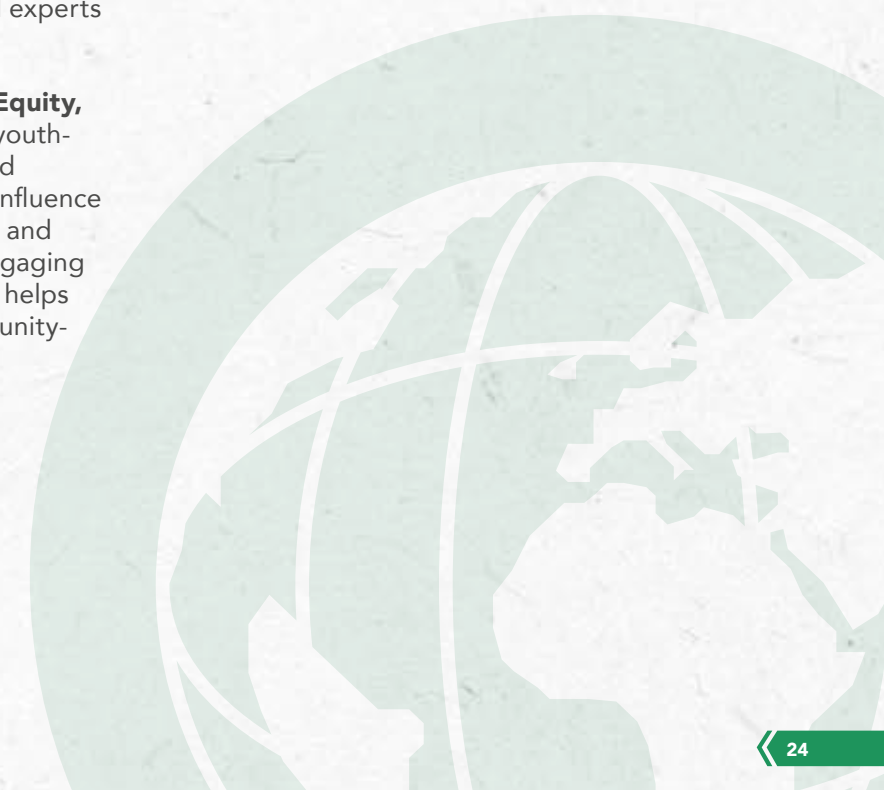
## OUR ROLE

GOAL's strong record of innovative approaches to resilience-building, including the Resilience for Social Systems (R4S) Approach and Resilience Framework, were central to the consortium's strategy and winning bid. GOAL is the lead technical specialist on Health Resilience for MIHR, advising on strategies to ensure the continuity and enhancement of maternal, newborn, and child health, voluntary family planning, and reproductive health care services, and on the design and operation of Early Warning and Response Systems. We also advise, when requested, on Health Accountability, Social and Behavior Change, and Human-centered Design.

We have also led the development of key program guidance and contributed to other tools, measurement frameworks, and approaches. GOAL's Analysis of Resilience of Communities to Disaster (ARC-D) toolkit has been adopted by MIHR, adapted for Health Resilience in fragile contexts and is being rolled out across the program.

GOAL is currently engaged in implementing the CORE Workplan, which guides the overall program strategy; the integration of the MIHR approach in the health systems of Niger, South Sudan and Mali; and working with the consortium to identify additional country partnerships.

GOAL's MIHR team includes a senior Health Resilience expert as Resilience Lead within the MIHR Project Implementation team, and Health Resilience Advisors on the project teams for each country of operation. GOAL also provides a technical backstopping team, including Global Health Advisors, Resilience Technical Advisors, GOAL's Deputy Director of Program Design and Innovation, Early Warning and Response System specialists, and other technical experts.





USAID PARTNERSHIP SPOTLIGHT

# GOAL IN COLOMBIA: RESPONDING TO THE VENEZUELA MIGRANT CRISIS

## THE SCALE AND IMPACT OF THE CRISIS ON COLOMBIA

The Venezuelan migrant crisis is second only to the Syrian conflict in terms of the number of people forced to flee their home country. Around 5.7 million Venezuelans have fled due to a dire combination of political instability, violence and insecurity, and a protracted, crippling economic crisis. Colombia has absorbed the largest share, more than 1.7 million people, in addition to about half a million Colombian returnees displaced during the Colombian civil war, and another 500,000 migrants in transit to other countries. An additional 3.4 million people regularly commute from Venezuela to Colombia to access basic services.

Countries in the region have come together to formulate a coordinated response to the crisis and this is set out in the Regional Migration Response Plan (RMRP) which is updated each year based on a needs assessment, with contributions from GOAL and other responding organizations. The latest RMRP projects the overall number of Venezuelans fleeing their country to reach 8.1 million by the end of 2021.

Neighboring countries, such as Ecuador, Perú, and Chile have imposed entry visa restrictions on Venezuelans since 2019 to curb the influx of refugees, which means that Colombia will remain primary destination for the vast majority of the migrants fleeing from Venezuela.

A large portion of the migrant population in Colombia are gathering in informal settlements in the outskirts and open spaces of smaller and medium-sized cities, placing tremendous stress on local community resources. Migrants are living in desperate conditions, often sleeping in the



open air with little or no access to basic services. Local governments and city administrators are struggling to cope with the growing need as the crisis shows no sign of abating. Across Colombia, more than three million are in urgent need of health services, food assistance, and protection from exploitation, sexual and gender-based violence, and other threats.

It is important to note that the influx of Venezuela migrants is part of a multi-layered crisis impacting Colombian society which is still reeling from years of violence and displacement during the recent civil war, combined with the public health and socio-economic impact of the COVID-19 pandemic. Colombia has been hit hard by the pandemic, with over 2 million cases and 56,000 deaths, and cramped migrant settlements providing conditions for rapid spread.

Barrio Resiliente team member verifies information of pre-registered local businesses in Villas de Girardot Settlement, Bucaramanga. To date, the project works with 44 businesses in that area.



USAID and Colombian Border Management staff visit the Barrio Resiliente project in Villas de Girardot settlement, Bucaramanga.

## GOAL'S RESPONSE

Recognizing the complexity of Colombia's humanitarian crisis, GOAL launched operations in 2019, with a holistic approach designed to meet the most urgent life-saving needs, while also focusing on longer-term solutions and resilience. The initial response, funded by IrishAid, reached 1,000 Venezuelan families in transit along the perilous migrant routes. Since then, GOAL has significantly scaled up its response with support from USAID Bureau for Humanitarian Affairs, delivering services to Venezuelan migrants, Colombian returnees, and vulnerable host communities in four departments: Norte Santander, Santander, Atlantida and La Guajira.

In addition to responding to the needs of migrants in transit, GOAL is also working to develop durable solutions through interventions in informal urban settlements and inclusive economic development. Through GOAL's "Barrio Resiliente," or Resilient and Inclusive Neighborhood Approach, GOAL works in partnership with communities, local and state government, the private sector, civil society, and academic institutions to improve policies and develop practical solutions that can be replicated and scaled. Through Barrio Resiliente, GOAL is leading a consortium of partner organizations in efforts that include:

- » Supporting small and micro-business through increased access to credit and business development services, and through building new market alliances and networks
- » Developing high potential and sustainable market systems such as the Blue Economy in fisheries and eco-tourism.
- » Developing affordable housing and shelter solutions
- » Instituting early warning and response systems to protect vulnerable families against disaster risks
- » Improving access to basic services including water and sanitation and protection services
- » Strengthening social cohesion through community projects and facilitating engagement among different social groups, prioritizing youth engagement
- » Working in partnership with city administrators to strengthen urban planning to address rapid expansion of informal settlements and adopt policies that incorporate a resilient and inclusive neighborhood approach.





# Dropbox\_Foundation PARTNERSHIP SPOTLIGHT

## DROPBOX FOUNDATION

2020 was the third year of GOAL's multi-year partnership with Dropbox Foundation, whose guiding philosophy is to *"partner with organizations that support a range of vulnerable populations by providing access to equal opportunities, basic freedoms, and fundamental necessities."* These shared values and both organizations' record of agility, innovation and impact in their respective fields ensured continued delivery of vital services to the most vulnerable communities even through the challenges posed by the COVID-19 pandemic.



Dóchas, Ireland's leading network of NGO's, recognized GOAL with its annual award in the Collaboration category, in recognition of the impact of the Dropbox Foundation partnership. Here, Courtenay Pollard, GOAL's Trusts & Foundations Manager, stands with Dropbox's Liam Keenan, and Ruari De Búrca, Director General of Irish Aid.

» **In Sierra Leone**, Dropbox Foundation's support enabled GOAL to work with the Sierra Leone National COVID-19 Emergency Response Centre (NaCOVERC), to provide technical support to the leadership of the Risk Communication and Social Mobilization pillar (RCSM) in their rollout of the critical Community-Led Action (CLA) approach. Additionally, it helped vulnerable communities to develop strategies and action plans to protect themselves from COVID-19's severe risk factors.

» **In Uganda**, GOAL's response to the COVID-19 crisis started with the rollout of measures in our target communities aimed at preventing further spread, and supporting community-led

response and action, which has been essential to the initiative's success. Activities included empowering communities to act, supporting sub-national level taskforces working on COVID-19, and engaging radio stations to help raise awareness. Dropbox Foundation's support was foundational, specifically, enabling GOAL to implement the Social Mobilization Action Consortium (SMAC) approach in Agago District to strengthen community relationships; and to launch the Home Based Isolation and Care strategy among community health workers in Kampala City and the metropolitan area. These activities supported 16,000 people across 60 communities in Agago District and a further 1,224 health personnel in the greater Kampala area.

» **In Zimbabwe**, Dropbox Foundation funded the creation of a colorful mural themed on social distancing, a protection measure which remains a major challenge for crowded communities. It also directly supported the dissemination of life-saving Information Education (IEC) messages via radio. A popular station, Diamond FM, replaced music and entertainment programming, connecting communities to the key leaders and implementers of the COVID-19 response. These included Ministry of Health and Child Care and Ministry of Education officials, District Development Coordinators, health experts, health promotion officers, traditional leaders and healers, and Gender Based Violence (GBV) and Child Protection specialists were conducted through a local radio station, Diamond FM. This comprehensive public education campaign was supplemented by the Foundation's support for the provision of Personal Protective Equipment (PPE) to frontline workers



Jacquelyn Horton, Dropbox's Social Impact, Sustainability, and ESG Manager on a visit to GOAL's nutrition program in Ethiopia, an operational centerpiece of the partnership.

» **In Ethiopia**, Dropbox Foundation continued to sustain the Management of At-Risk Mothers and Infants for Acute Malnutrition (MAMI) program in the Gambella region. It targets mothers and infants under six months of age and integrates community-based management of acute malnutrition (CMAM) and infant and young child feeding (IYCF) approaches. It's a direct response to the high number of vulnerable mothers and infants in two camps serving South Sudanese refugees – Terkidi and Kule. In the last three years, the Foundation's support has driven critical improvements in health and nutrition, feeding practices, and faster and more effective treatment that has helped thousands of infants and young children emerge from malnutrition.

**Dropbox Foundation is also committed to empowering Dropbox employees to use their skills to help the Foundation partners and the larger community.**

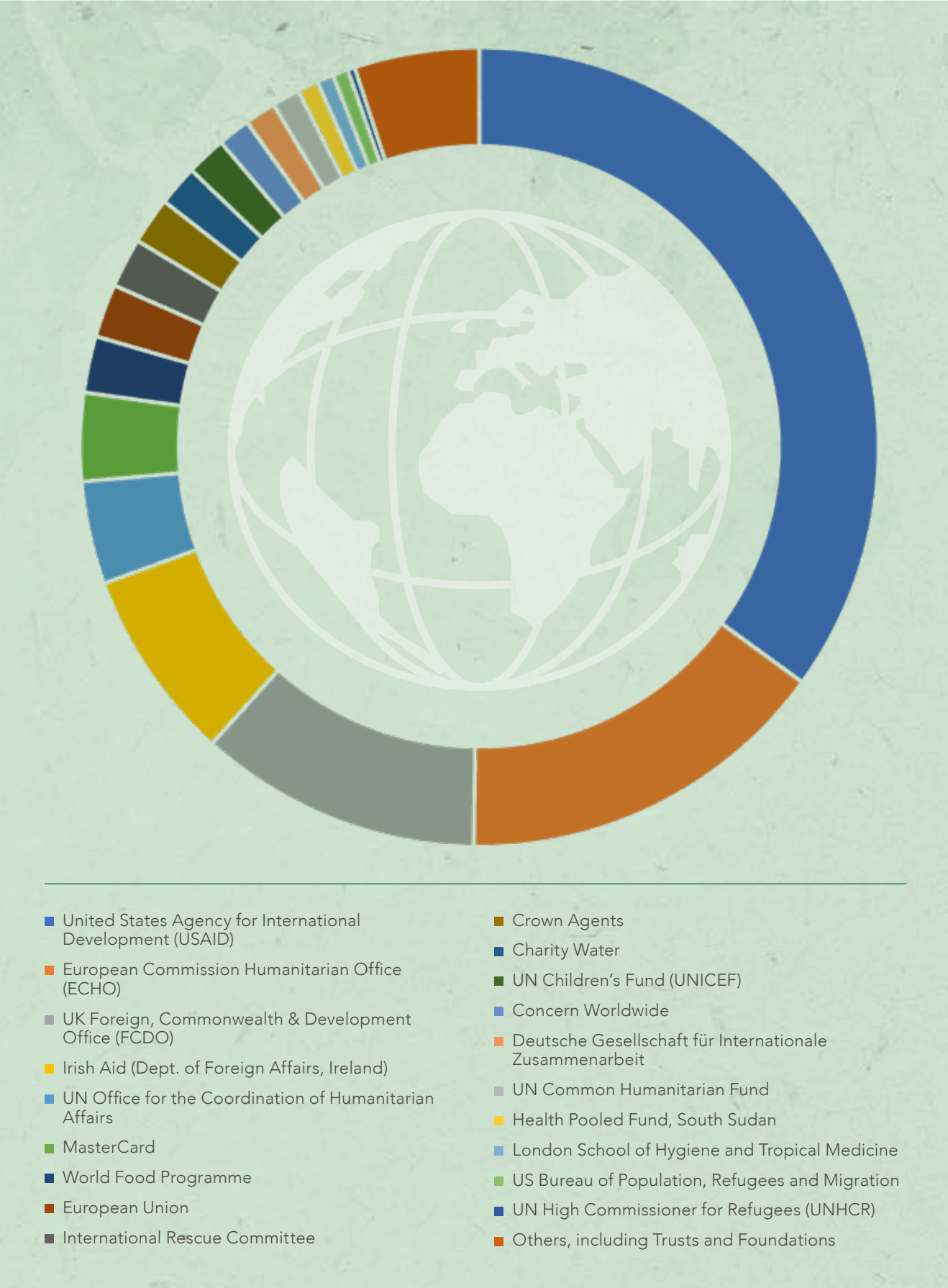
In 2020, GOAL benefited from the talents and compassion of many Dropboxers across departments and countries. The communication skills of the Dublin team were instrumental in driving an exceptionally strong year for GOAL's Jersey Day community fundraising campaign across Ireland. During the Foundation's annual 'Hack Week,' a time that focuses on innovation, creativity, and risk-taking, we received invaluable input reminding us how simple and powerful it is to collaborate across the whole organization. And finally, the expertise and insights that Dropbox's HR and IT professionals have contributed to GOAL have strengthened our operations at Head Office and across the world, empowering us to reach more vulnerable communities faster and more effectively.



# FINANCIAL HIGHLIGHTS

United States Agency for International Development (USAID)	55,200
European Commission Humanitarian Office (ECHO)	23,987
UK Foreign, Commonwealth & Development Office (FCDO)	18,083
Irish Aid (Dept. of Foreign Affairs, Ireland)	12,245
UN Office for the Coordination of Humanitarian Affairs	6,567
MasterCard	5,616
World Food Programme	3,600
European Union	3,403
International Rescue Committee	3,170
Crown Agents	2,982
Charity Water	2,607
UN Children’s Fund (UNICEF)	2,542
Concern Worldwide	2,070
Deutsche Gesellschaft für Internationale Zusammenarbeit	1,998
UN Common Humanitarian Fund	1,781
Health Pooled Fund, South Sudan	1,327
London School of Hygiene and Tropical Medicine	1,062
US Bureau of Population, Refugees and Migration	989
UN High Commissioner for Refugees (UNHCR)	464
Others, including Trusts and Foundations	7,972
<b>TOTAL</b>	<b>157,665</b>

## GOAL DONORS 2020











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