



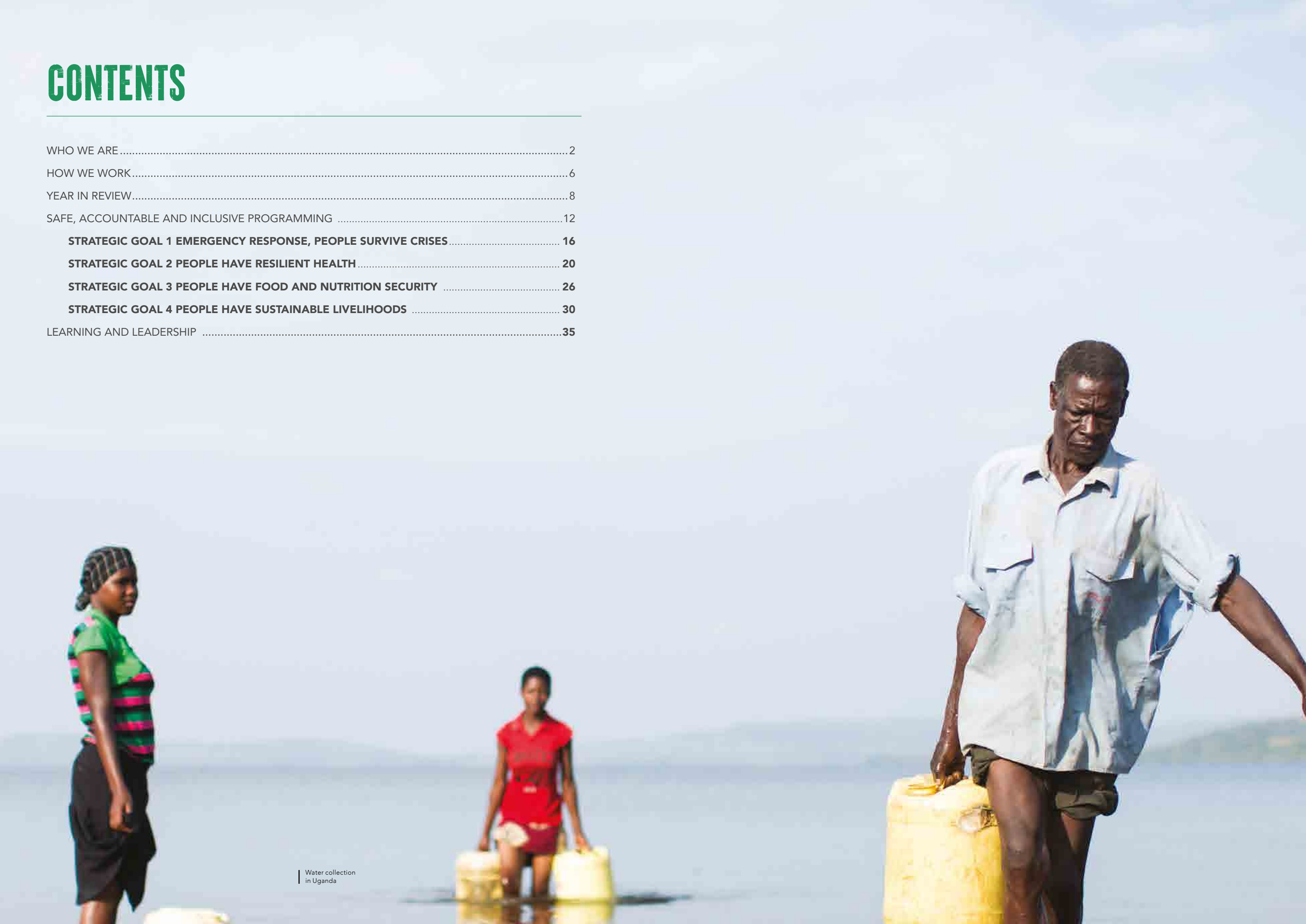
GOAL

ANNUAL
IMPACT REPORT



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| Water collection
in Uganda

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 marginalised people and those affected by poverty, crises and exclusion.



COURAGE:

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



INCLUSIVENESS:

We listen and believe in the power of collaboration to effect change in people's lives. We are welcoming and embrace diversity. We are committed to a culture of inclusion, cooperation and offer respect for everybody in our words and actions.



PARTNERSHIP:

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



TRANSPARENCY & ACCOUNTABILITY:

Our actions and relationships with our stakeholders are characterised by honesty and openness in all our dealings. We hold ourselves and each other accountable and to operate to the highest professional and ethical standards.

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.



GOAL 45 YEARS OF HUMANITARIAN RESPONSE



HOW WE WORK



GOAL helps to provide sustainable access to clean, piped drinking water for more than 800,000 people in Idlib, Syria.

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
- analysing the relationships and behaviours 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 behaviour change in its programming. It addresses the root causes behind the system's weaknesses that exclude and marginalise vulnerable populations and lead to poverty, discrimination, and inequality.

However, in times of crisis, the humanitarian imperative requires that we must prioritise the provision of immediate assistance to those in need. That same imperative 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 marginalised, 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 BEHAVIOUR CHANGE

GOAL recognises that there are multiple relationships, interactions, and behaviours 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 behaviours 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.

YEAR IN REVIEW

While the world continued to battle Covid-19, GOAL continued to do what we do best – help communities to survive crises and to look to the future as they build their resilience. The global context remains volatile, uncertain, complex and ambiguous, with the three ‘Cs’ – Conflict, Climate and Covid dominating politics, the media and the daily experience of communities around the world.

GOAL works in some of the most fragile contexts in the world and geopolitics shape our operational space. From the resurgence in military coups, attempted in Niger in March, and successful in Sudan in October, to the assassination of Haiti’s President, protests in Colombia, the continued presence of conflict in Ethiopia, and environmental catastrophes due to climate change, 2021 has presented continuing challenges.

But amid this trend, there were some bright spots: COP26 put climate-change firmly on the agenda and a malaria vaccine was approved by WHO, a breakthrough for child health.

CONFLICT, COUPS AND CIVIL WAR

Many of the challenges GOAL faced did not make international headlines. We continue to navigate the complexity of insecure operating environments; where GOAL is most needed, while ensuring to keep our staff safe.

In the East and Horn of Africa, three of the four countries we work in had ongoing conflicts which comprised either a military, intercommunal or ethnic component. GOAL **Ethiopia** has been responding to the humanitarian situation in Tigray since conflict began in late 2020.

Throughout the year, efforts to negotiate peace discussions were complicated by accusations of atrocities. Programs were disrupted and staff movement restricted.

Nevertheless, GOAL continued to provide life-saving services where it was possible to do so in six affected districts, providing food, non-food items and mobile health and nutrition services to 80,000 people in remote areas.

Optimism following the end of the Bashir regime in **Sudan** was thwarted by a coup which reinstated military dominance. Despite civilian protests and disruption, program interventions continued.

In **Haiti**, even before the assassination of the President, gang warfare and lack of governance had created one of the most challenging security environments for GOAL’s work. We were already responding to urban food insecurity when the island was struck by an earthquake in August.

In **Colombia**, GOAL continued its response to the Venezuela migrant crisis by targeting migrant and host communities to scale up the response, reaching 8,000 people with emergency response and preparedness programming. GOAL was also the keynote speaker at an event on the crisis facilitated by the Irish and Colombian centres for Human Rights.

In **Syria**, GOAL continues to be a major responder to the needs of over four million affected by the conflict. 2.2 million people benefitted from increased access to WASH and one million people benefitted from food security interventions. GOAL is the largest NGO provider of cash and voucher assistance in north-west Syria.

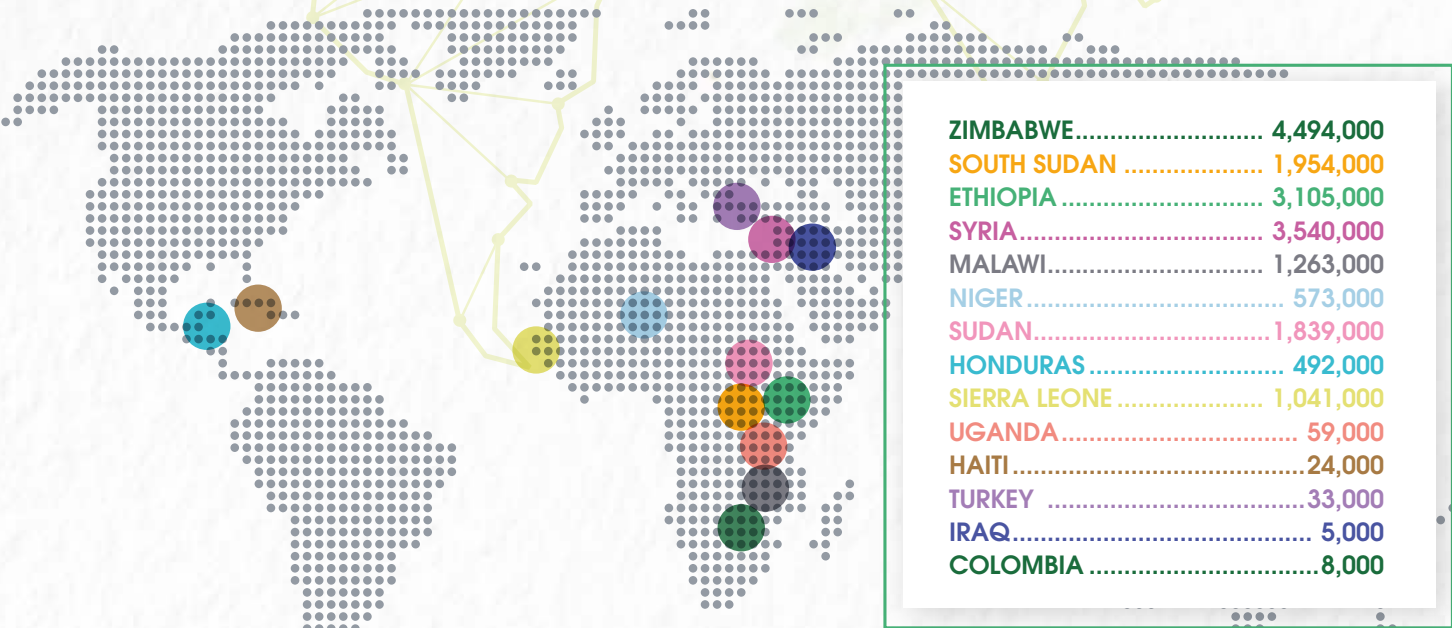
GOAL is proud that our knowledge of the context and operating environment led to us being asked to provide the ‘view from the field’ through regular briefings to support Ireland’s role on the UN Security Council.

CLIMATE-CHANGE

As the world gathered in November for COP26, climate change dominated the media as an issue that requires engagement at every level and by every individual. GOAL’s work in Disaster Risk Reduction (DRR) and sustainable livelihoods aims to reduce the impacts of natural hazards and build resilience to future, inevitable, events. Following 2020’s dual hurricanes Eta and Iota, two severe storms that struck within a week of each other, GOAL scaled up its response in **Honduras** with a project to operationalize a flood early warning and response system.

With UNITLIFE funding in **Niger**, GOAL is improving nutrition sustainably through women’s empowerment, market-system development for biofortified crops, and social behavioural change. GOAL is co-designing and cost-sharing with private sector partners to increase access to nutritionally improved and climate-adapted staple crop seeds. In 2021, the subsidised seeds resulted in a tenfold increase of seed sold to farmers in Zinder province.

GOAL REACHED 18.5 MILLION PEOPLE IN 2021



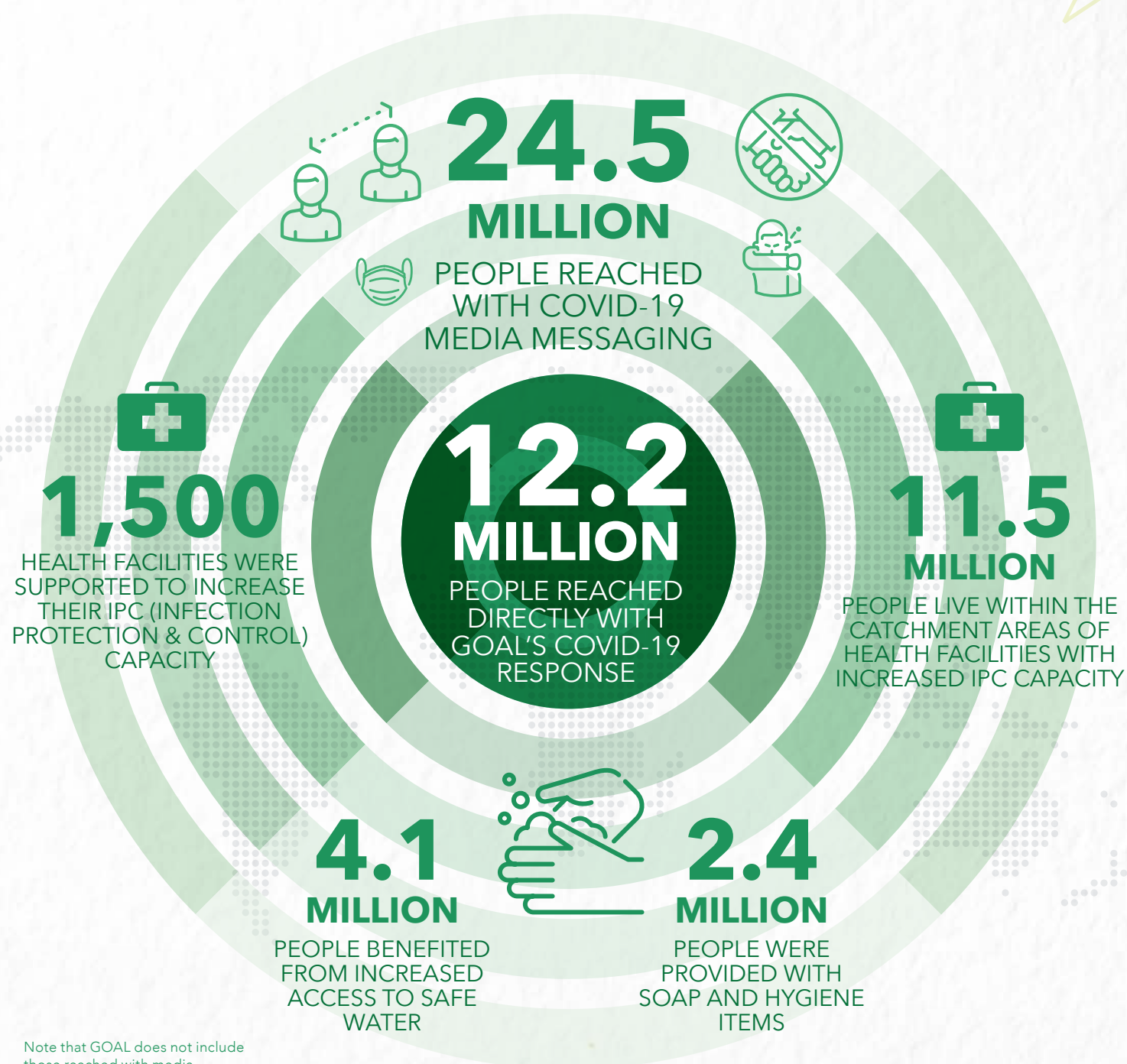
In February 2021, in Idlib, in **Northern Syria**, 120,000+ already displaced people across 304 camps were affected by floods and the harsh winter weather. GOAL responded by delivering ready-to-eat food kits, household items, and multi-purpose cash transfers to families who were forced to abandon their shelters.

COVID-19

In 2021, the world tried to beat Covid-19 through more lockdowns and rolling out vaccination. GOAL continued to respond to the pandemic with safe programming and working on vaccine hesitancy, endorsing the Gavi CSO Call to Action on equitable access to vaccines and supporting the People’s Vaccine Alliance Ireland. Community Led Action (CLA), a GOAL methodology, was an invaluable approach to empower communities to assimilate key messages on Covid-19 and take action to

protect themselves. It also worked in addressing misinformation and vaccine hesitancy. GOAL **Sudan** worked directly with the Sudanese Ministry of Health (MoH) to treat patients and roll out the Covid-19 vaccines in prohibitive areas of Sudan. GOAL provided solar equipment for the cold chain and training to vaccinators in South Kordofan and North Darfur. GOAL also provided drugs and medical supplies for the Covid-19 Isolation and Treatment Centres in Khartoum and El Fashir.

The pandemic and lockdown measures had a devastating impact on food security for thousands of vulnerable households in **Zimbabwe**. Families struggled to meet basic needs. In response, GOAL Zimbabwe launched the *Emergency Social Cash Transfer* program in Highfields, a high density suburb of Harare, the country’s capital. It aimed at reducing food insecurity, improving diet and the health of mothers and children in vulnerable households in the district. Awareness-raising



Note that GOAL does not include those reached with media messaging as direct beneficiaries.



activities encouraging communities to download key messaging on the 4-star diet complemented the financial assistance program. This, in turn, can help change feeding practices and encourage people to use the financial support to buy nutritious foods.

RESILIENCE AND INNOVATION

GOAL fosters a culture of innovation through the *Resilience Innovation and Learning Hub* (RILH). GOAL innovations in resilience were presented at numerous international events, notably a webinar series titled: 'From Crisis to Resilience,' jointly hosted with Harvard University. The first webinar was hosted by the former Irish Permanent Representative to the UN, David Donoghue.

GOAL's *Analysis of Resilience of Communities to Disaster* (ARC-D) was listed as a measurement tool for urban climate resilience by the Centre for Climate Change Economics and Policy and Grantham Research Institute on Climate Change and the Environment. GOAL also collaborated with

Harvard University, London City University and the RAND Corporation to publish peer reviewed research on GOAL's strategies for operating in fragile and conflict-affected contexts using GOAL's program in Syria as a case study.

In 2022, the Hub will transition to being a global **Program Innovation Lab**.

THE PEOPLE WE WORK WITH FACE CHALLENGES EVERY DAY...

and in 2021 our country teams, supported by committed HQ staff, continued to deliver for our communities. Resilience continues to be our byword, both professionally and personally.

MEASURING COMMUNITY IMPACT

GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES

96% of people affected by crises considered their needs met in a timely fashion by GOAL

GOAL 2 PEOPLE HAVE RESILIENT HEALTH

95% of the target population reported public services supported by GOAL meet their health/nutrition/WASH needs

GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY

89% of farmers affected by shocks and supported by GOAL are able to generate enough food/cash to meet their household requirements

GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS

605 SMEs supported by GOAL have increased access to goods, services, and jobs for target populations



SAFE, ACCOUNTABLE AND INCLUSIVE PROGRAMMING



During 2021, GOAL continued to implement safe, accountable and inclusive programming. GOAL believes that such an approach provides the foundation and basic building blocks of quality programming. GOAL embeds such programming as a way of working, guiding our thinking and planning, and placing people at the centre of our efforts. It drives us to ensure that our programming is at the vanguard of safe, relevant, and impactful humanitarian practice: safeguarding children and adults from harm, while being fully accountable, and inclusive.

2021 highlights include:

- **Consultations with colleagues from various departments, country teams and donor organizations to embed these principles and ensure they are grounded in the identified needs and priorities and global best practice.**
- **The development of demand-driven tools, including a guide on using needs assessments to inform rapid gender and age analyses, and a project-level risk assessment tool which has undergone piloting and testing.**
- **Collaborating with external experts to help further guide and shape our approach to safe, accountable and inclusive programming going forward, and in so doing, acknowledging that this is a continuous process.**

During 2021, GOAL's Safeguarding, Accountability and Gender Equality and Social Inclusion functions, supported and promoted safe, accountable and inclusive programming. These functions also ensured effective coordination with peers in the sector and the application of best practice. In doing this, GOAL maintained its engagement with key networks including: Dóchas Disability; the International Development Working Group; the Dóchas Safeguarding Task Group, the Development

Studies Association Ireland (DSAI); the Gender Study Group; the Irish Consortium on Gender Based Violence (ICGBV); the Active Learning Network for Accountability and Performance (ALNAP); the CHS (Core Humanitarian Standard) Alliance; and InterAction. GOAL also became a member of the Gender and Development Network for the first time in 2021.

GENDER EQUALITY & SOCIAL INCLUSION

GOAL understands inclusion as the dynamic process that gives recognition, roles, influence and powers to individuals or groups in a particular system or context, counteracting the processes that create vulnerability, exclusion, and discrimination. While gender and age are key elements that can affect inclusion, GOAL recognises and responds to multiple factors which can be used to marginalise or exclude people.

2021 highlights include:

- **GOAL's Gender Equality Policy was updated, with a global online launch session held with staff to share the policy and provide an opportunity to learn more about what it means for GOAL.**
- **The operationalisation of the policy was supported by gender equality and social inclusion action planning, both at organizational and country levels.**
- **A global gender equality and social inclusion focal point network was established to promote awareness, information-sharing and learning related to gender equality and social inclusion, both within and across country teams. The network has since been engaging in monthly learning sessions and action planning.**

- **New digital resources were created to provide technical guidance on gender equality and social inclusion for internal practitioners. This supports knowledge management, providing quick and relevant access to sector and country specific information on gender and inclusion, ensuring teams have up to date data at all times.**
- **At the programmatic level, work continued to support the integration of gender equality and social inclusion in our work, including in the areas of supporting economic empowerment, promoting sexual and reproductive health, and addressing gender-based violence.**
- **Significant examples included:**
 - > **continuing strategies to make fisheries markets more inclusive in Honduras through working with disabled divers (due to compression syndrome) and their families to engage in microbusiness and support income generation;**
 - > **the use of the Gender Action Learning System in Zimbabwe as an approach to integrate and address gender issues and promote discussion and change in areas such as the gendered division of labour, joint decision-making, and gender-based violence;**
 - > **and the mentorship approach of the Spotlight Initiative in Malawi using safe spaces to explore themes to eliminate violence against women, including attitudes and behavioural change at community and individual levels, and the promotion of women's and girls' sexual and reproductive health rights.**

SAFEGUARDING

GOAL continued to create an enabling environment to ensure that the agency has a strong safeguarding ethos and culture by keeping safeguarding at the heart of all GOAL's operations, systems, and programs.

Highlights of GOAL's safeguarding work in 2021 included:

- **The expansion of the Safeguarding team with the addition of new human resourcing and expertise.**
- **GOAL's Protection from Sexual Exploitation Abuse and Harassment (PSEAH) Policy was reviewed and updated with a global launch session held.**
- **Needs-based support was provided to the cadre of Safeguarding Focal Points which resulted in all 14 GOAL country offices developing a context-specific safeguarding action plan.**
- **The integration of safeguarding in GOAL's supply chain processes, including developing a Supplier Code of Conduct which describes GOAL's minimum expectations of a supplier as well as the review and updating of GOAL's driver, fleet and stock management manuals to include components of safeguarding.**
- **Collaboration with the Investigation Unit to develop a safeguarding investigation toolkit to support country investigators to conduct timely and effective investigations. In addition, trainings on appropriate skills and techniques on how to conduct sensitive investigations was provided to field level investigators.**
- **The launch of the newly revised safeguarding digital resources platform with bespoke technical content and resources.**
- **External engagement through participation at the NetHope Summit, where we spoke about GOAL's safeguarding technology jigsaw.**
- **The publication of a case study by InterAction on GOAL's safeguarding journey.**
- **A presentation at the Dóchas Working Group on GOAL's safeguarding approach to partnering.**

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 who we work with. Accountability to Affected Populations (AAP) is an active commitment by GOAL to use power responsibly by taking account of, giving account to, and being held to account by the people we seek to assist.

Key areas of work to strengthen AAP in 2021 included:

- The development of new community information-sharing guidelines for our global programs, in-line with industry best practice, tried and tested approaches, and the humanitarian standards GOAL adheres to.
- Increased usage levels of GOAL's Community Feedback Mechanism (CFM) despite the ongoing impact of Covid-19. Over 233,000 different communications were received across 14 country programs. The mechanism is the primary means by which community members can communicate with the agency, request assistance, ask questions, give feedback, or make complaints.
- The development of a digital app using the CommCare platform for GOAL's CFM with which to record, track, and manage communications. GOAL aims for all country program CFMs to be digital and to have real-time CFM data for our global programs.
- GOAL has expanded its accountability framework into its Colombia programming. The CFM in Colombia was developed after

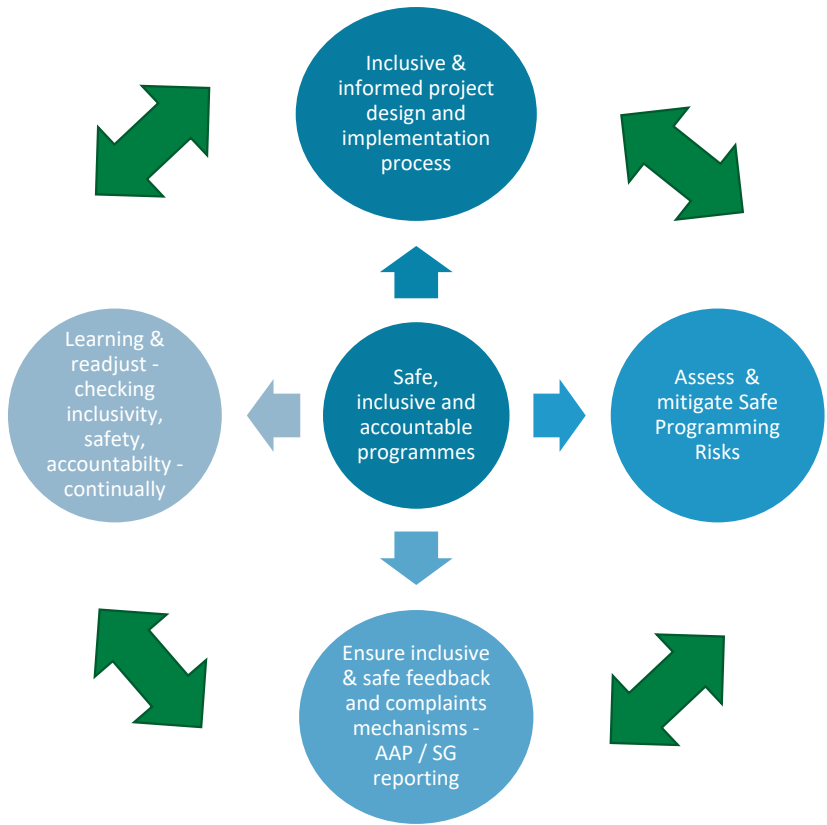
- lengthy consultations with community members and program participants and built around their preferences and suggestions.
- GOAL Syria commissioned an external evaluation of its CFM focusing on its appropriateness, responsiveness, efficiency, and effectiveness. The evaluation found that the CFM had a high level of community acceptance and that GOAL had successfully introduced an extensive system and structure that was trusted by communities, safe to use, and responsive to their needs.
 - GOAL collaborated with Trinity College, Dublin to undertake a research study on AAP both within and outside the agency. The research study included an extensive desk and literature review, as well as key informant interviews with GOAL staff and external actors. The findings of the research study will be used to inform GOAL's upcoming AAP Framework.
 - Presented at DSAI's April 2021 Civil Society Study Group webinar to share GOAL's approaches, successes, challenges, and innovations in operationalising AAP with sector peers.

APPLYING A SAFE, ACCOUNTABLE & INCLUSIVE PROGRAMMING (SAIP) LENS IN THE PROGRAM CYCLE

GOAL is committed to safeguarding, accountability, and inclusion throughout its work and believes that a **safe, accountable, and inclusive** approach to programming provides the foundation – the basic building blocks – of quality programming.

GOAL understands SAIP as a way of working, guiding our thinking and planning and placing people at the centre of our programming.

It drives us to ensure that programming is of a high standard and safe, relevant, and impactful: safeguarding children and adults from harm, fully accountable, and inclusive.



Syrian refugees in Turkey. It is estimated that 3.6m Syrians live in Turkey.

A child in in Rabeeta
Camp in Idleb

STRATEGIC GOAL 1

EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES

STRATEGIC GOAL 1 EMERGENCY RESPONSE, PEOPLE SURVIVE CRISES

GOAL delivered effective humanitarian responses to sudden onset, health and food and nutrition insecurity crises. We worked with local actors and communities to ensure emergency preparedness systems and anticipatory actions were resilient and responsive to early warning, early action and people-centred emergency responses. We built partnerships that drive smarter, more effective and evidence-based humanitarian response programming and disaster risk reduction and emergency preparedness and response plans.

In **Syria**, GOAL continued to be a major responder to the needs of over 2.8 million people affected by the conflict in North-West Syria. During 2021, GOAL undertook another scale-up of its USAID funded RESTORE program which included an increase in the number of participants, expanded operations in Northern Aleppo and in Idleb, while also incorporating a new partner. GOAL continued to evolve its programming to fit the changing dynamics of this chronic conflict, by shifting more of its food assistance from in-kind assistance to cash and voucher solutions, as well as increasing early recovery and resilience programming.

Despite challenges in long standing funding for major WASH programming, GOAL has been successful in securing funding from new, diverse sources to continue to deliver clean water to almost one million people daily. Across the border

in **Turkey**, the LINK program funded by ECHO provides refugees from nomadic or semi-nomadic backgrounds and migrant agricultural workers with tailored, protection-focused support and assistance in central and south-eastern Turkey.

In **Latin America** and the **Caribbean region**, GOAL continued to support families and implemented mitigation measures within its programs to respond to the ongoing threat and impact of Covid-19. Over the course of 2021, GOAL scaled-up its hurricane response in **Honduras** to reach almost 400,000 people affected by the dual severe storms Eta and Iota, which struck within a week of each other in November 2020. GOAL also commenced a large-scale project to operationalize a flood early-warning and response system across the affected areas, as well as a national program on protection in emergency responses. GOAL **Haiti** was already responding to urban food insecurity in the capital when the island was struck by a 7.2 magnitude earthquake on August 14th. Besides direct aid to affected communities, an important element was to strengthen the coordination between the government and different state and non-state actors. To this end, GOAL provided much-needed coordination support to the Haitian Civil Protection Agency to lead on damage assessments and on the effective distribution of aid. GOAL was also co-leading the security working group under UN-OCHA.

In **Colombia**, GOAL continued its response to the Venezuelan migrant crisis with a view to scaling up

the response in the future. Anticipatory activities in response to forecasted flooding successfully tested risk-based actions to prevent further loss of life and infrastructure.

In East Africa, GOAL **Ethiopia** has been responding to the humanitarian situation in the Tigray region since conflict began in late 2020. The focus was predominantly on life-saving services where it was possible to do so. The worsening situation is still a cause for much concern. Other program areas remained unaffected by the conflict so programming continued as normal. Amid clear warning signs, an upcoming drought in the Horn of Africa was anticipated and crisis modifiers were built into all programs. In **Sudan**, the political coup in 2021 did not bring significant impact on the program interventions. Strong security management and emergency-preparedness planning helped the team respond quickly to the situation. While security was deteriorating, GOAL's team had to respond to massive flooding in Warrap State and Gogrial West with Irish Aid's Emergency Response Funding Scheme (ERFS). In **Uganda** the Covid-19 response funding from Mastercard Foundation enabled the continuation of an impactful 18 month period of implementation.

In West Africa, another Ebola Virus Disease (EVD) outbreak was recorded in Guinea in February 2021. As partner of the District Emergency Operation Centres in **Sierra Leone**, GOAL was part of the efforts to strengthen infection prevention and control measures which resulted in stopping the EVD spreading over the border. In the early part of the year, and again in November, GOAL responded to fire disasters in the capital Freetown, in close coordination with the Freetown City Council, the Office of National Security, and the National Disaster Management Agency.

GOAL **Niger** responded to a cholera outbreak in the Zinder region, focusing on community awareness and preventative actions through emergency funding allocated by the START network. In **Zimbabwe**, GOAL continued with the distribution of Emergency social cash transfer in urban and rural areas. The team there also commenced two new humanitarian programs which are focused on early recovery, nutrition, and protection, through multi-purpose cash assistance, implemented both directly by GOAL and by partners. Training of district government stakeholders on Disaster Risk Reduction has also been carried out.

Led by the ERU, pre-positioned **ERFS** was allocated to respond to disasters in **Sierra Leone, Haiti, South Sudan, and Colombia**. In addition, the ERU supported nine country offices to prepare emergency preparedness and response plans, and conducted emergency simulation exercises with five country offices. A network of Emergency Focal Points was also launched across all country offices promoting peer-learning and cross-country experience-sharing. Engagement increased in humanitarian networks, in particular as Chair of the DOCHAS Humanitarian Action Working Group (HAWG), as member of the Strategic Steering Committee of the START Fund, as SPHERE focal point in Ireland, as a member of the VOICE Nexus Working Group, and active members of BOND, Interaction, and the Risk-informed Early Action Partnership (REAP).



Emergency response following the August 2021 earthquake in Haiti.



Air-lifting supplies in Honduras following severe storms.



GOAL's shelter project in Syria.



Essential supplies delivered to vulnerable families.



STRATEGIC GOAL 2

PEOPLE HAVE RESILIENT HEALTH

STRATEGIC GOAL 2 PEOPLE HAVE RESILIENT HEALTH

GOAL, in partnership with government, private sector and community actors, stabilizes and strengthens health systems at local and district levels in fragile and conflict affected contexts to be more resilient and be more responsive. This helps to provide accessible, affordable and accountable health, nutrition and WASH services. GOAL also increases the resilience capacity of communities in fragile and conflict-affected contexts to care for their own health and wellbeing.

In 2021, GOAL supported more than nine million people with health, nutrition and WASH programs in Ethiopia, Malawi, Niger, Sudan, South Sudan, Sierra Leone, Uganda, Zimbabwe, Honduras and Syria. GOAL's approach to ensuring people have resilient health broadly encompasses working with governments and Ministries of Health (MoH) to strengthen health systems. GOAL uses Social Behaviour Change (SBC), to address cultural and social (including gender) barriers that impede the ability of families and communities to care for their own wellbeing. GOAL also builds strong relationships between health service providers and communities.

COVID-19

The ongoing Covid-19 pandemic continued to be a focus of GOAL's work in 2021, including emergency Covid-19 response activities and vaccine roll-out. GOAL contributed to advocacy efforts in Ireland and globally to address the inequity in access to vaccines in our countries of operation,



including adding our voice to the **People's Vaccine Alliance Ireland**. In several countries, we also supported efforts to address vaccine hesitancy and misinformation. In **Malawi**, GOAL supported the MoH to counter misinformation and disinformation about the Covid-19 vaccine through information campaigns, social media campaigns, training for journalists about the science behind vaccines, and empowering communities to think critically about information they see on social media, reaching over 6.5 million people.

HEALTH RESILIENCE

GOAL is part of the USAID-funded Momentum Integrated Health Resilience (MIHR) global program, which is currently operational in seven countries including **Niger, Sudan and South Sudan**. MIHR is an innovative five-year project (2020- 2025) designed to strengthen maternal, newborn and child health, reproductive health and family planning in fragile contexts. Analysing and building health resilience is a key innovation within this program and GOAL is leading on approaches that build the resilience of health systems and the health resilience of communities. Shocks and stresses such as disease outbreaks, natural hazards (exacerbated by climate change) and conflict can severely disrupt health provision, (especially where health systems are already very weak), and the program aims to significantly reduce these disruptions through mitigating the impacts on health outcomes, adaption and recovery of health services, including strengthening emergency preparedness and response planning.

HEALTH SYSTEMS STRENGTHENING

In **South Sudan**, GOAL continued health systems support with funding from the Health Pooled Fund (HPF). This includes training of healthcare workers, capacity-building of County Health Departments and ensuring delivery of medical supplies and equipment for 59 health facilities and two hospitals, reaching almost 730,000 people through outpatient consultations which included over 280,000 women and 270,000 children under the age of five. In addition, 5,000 women delivered their babies safely with the help of skilled birth attendants. Access to healthcare services was also facilitated for almost 5,000 people with disabilities. In **Sudan**, GOAL's EU-funded *HealthPro* project continued to work with



Delivery room in Sierra Leone

the MoH towards a sustainable model of health service delivery, whereby the management of health facilities is transitioned to the MoH, through contracting with the National Health Insurance Fund (NHIF) and linking with the national medical supply fund for medical supplies. Four of GOAL's 17 directly supported health clinics in North Darfur were handed over to be managed by NHIF as planned, and GOAL has been requested by the EU to scale-up the approach to new areas and expand the intervention in current areas. Key achievements included the construction and equipping of three locality Health Departments and three health facilities, and deployment of 21 additional health workers to the 10 health facilities. GOAL also supported NHIF awareness creation campaigns in the target localities helping 14,000 individuals subscribe to national health insurance.

In **Sierra Leone**, GOAL continued to implement the *Saving Lives II* project (funded by the UK government) where we build the capacity of the District Health Management Teams (DHMTs) to deliver quality maternal, newborn, and child health services across 318 Primary Health Units. Key achievements include mentorship which has improved the clinical skills of 65 health staff; improved management of blood banks, ensuring continuous life-saving blood supplies for infants and mothers; and ensuring that 100% of maternal deaths are investigated within 48 hours, and that remedial actions are taken and any clinical errors addressed. GOAL also continued to work with the National Secretariat for Reduction of Adolescent Pregnancy to deliver

quality adolescent sexual and reproductive health services that are adolescent-friendly. In 2021, 99% of adolescents aged 10 to 24 perceived that the services in GOAL supported facilities to be adolescent-friendly.

SOCIAL AND BEHAVIOURAL CHANGE

GOAL uses Social and Behaviour Change (SBC) approaches to engage communities in an interactive way to explore how behaviours impact on health and to overcome the barriers to adopting and sustaining positive behaviours. In **Sierra Leone**, GOAL used community dialogue sessions where adolescents and community members talk about factors that contribute to high rates of adolescent pregnancy and the barriers to accessing services.

In many communities in **Ethiopia**, men have control over household resources and over family health seeking decisions and nutrition practices. GOAL began engaging men through men's health groups to promote practice of positive health behaviours related to maternal and child health which has contributed greatly to increased participation of men in family health issues; men are accompanying their partner for antenatal care or bringing children for immunisation, supporting consumption of nutritious food in the family, as well as supporting community initiatives to improve access to health facilities such as creating road access in rural villages for ambulance access. There has also been an 18% increase in the number of women who deliver their babies at a health facility supported by a skilled birth attendant.

WASH

In **Zimbabwe**, the WASH team continued to support efforts to combat the spread of Covid-19 in four high-density suburbs of Harare. With funding from the African Development Bank through UNICEF, they installed 16 small solar-powered water systems and rehabilitated 52 borehole



Kingdom Faecal Sludge Treatment plant, GOAL Sierra Leone

handpumps which benefitted approximately 200,000 people living in overcrowded conditions. In addition to water access, the team also installed 80 public handwashing points with soap in busy areas such as markets and bus terminals.

In **Sierra Leone**, after several years of focused engagement by GOAL and Freetown City Council, the Kingdom faecal sludge treatment plant was commissioned with remote technical support from Water-Share Ireland. The plant became fully operational in October 2021 and by December was processing an average of six truckloads per day. With support from GOAL, a voucher-based payment system was also introduced to facilitate the sludge tipping fee collection system and has increased revenues by 400% which has been well received by the Council, who are now considering a similar approach for other revenue collection tasks. This is the first waste-treatment plant in Sierra Leone and will contribute greatly to the health of people living in Freetown and provide valuable learning for future treatment facilities in other cities.

In **Syria** GOAL has continued to provide daily drinking water to over 650,000 people by providing power and resources to run the pre-conflict water infrastructure (pumping stations pipe networks and reservoirs). For many years, GOAL has been supplying pumping stations with diesel fuel to power the generators (along with other supplies such as oil and chlorine) that enable the delivery of safe drinking water to both host and displaced communities. However, by Q4 of 2021 GOAL began exploring solutions to re-electrify the stations using power being extended from the Turkish power network to north west Syria. The use of grid power to operate the pumping stations will drive a more efficient use of resources and a more sustainable approach in this area.

NUTRITION

In **Sudan**, GOAL continued to support the MoH with service delivery and to lead the Nutrition Technical Advisory Service (NTAS), supporting the scale-up of our flagship Social Behavioral Change (SBC) initiative - the Nutrition Impact and Positive Practice (NIPP) approach through partners. A learning paper was published on NIPP work in Sudan.

In **South Sudan**, GOAL supported management of Moderate Acute Malnutrition (MAM) in 14 health

facilities, providing curative care in conjunction with education/counselling. Community-based prevention of malnutrition was also addressed through nutrition sensitive care groups - a Social Behaviour Change initiative that works through peer support.

In **Uganda**, the ONCE nutrition program was restarted after a suspension due to Covid-19 and a Randomised Control Trial (RCT) baseline was implemented. This is a joint research project with Tufts University, designed to test different approaches to preventing and treating acute malnutrition through changes in behaviour and practice. The study design and implementation were presented at the Research for Nutrition Conference in Paris in October.



Members of the GOAL Community Health Team in Sierra Leone



Malual Nyok, volunteer vaccinator in Abyei province, South Sudan



GOAL's MAMI work has continued through a Randomised Control Trial (RCT) in collaboration with:

- London School of Hygiene & Tropical Medicine (LSHTM)
- Jimma University, Oromia Region, Ethiopia
- ENN (Emergency Nutrition Network) -Technical Publication

A quantitative evaluation was completed in 2021 and published in Nutrients Journal.

MAMI services continue to be provided across two refugee camps in Ethiopia and several findings were shared internationally.

The Ethiopia team noted discrepancies in the use of different medical grade, mid-upper-arm-circumference (MUAC) tapes that resulted in an investigation and technical note being published in Global Health: Science & Practice.

GOAL will build on this progress with technical counterparts and UN agencies in 2022 to seek standardisation of production and minimisation of measurement bias.



STRATEGIC GOAL 3

PEOPLE HAVE FOOD AND NUTRITION SECURITY

STRATEGIC GOAL 3 PEOPLE HAVE FOOD AND NUTRITION SECURITY

GOAL works with government departments, private sector actors and communities to analyse food and market systems, identifying opportunities to improve food and nutrition security for people with the greatest need. The purpose of this work is to drive production and availability of nutrient-dense food for consumption. To achieve this, women need to have control over their own lives, including making decisions about household purchases and investment in assets.

GOAL uses Social Behaviour Change approaches to support improved feeding and care practices. In 2021, GOAL reached more than 1.7 million people with Food and Nutrition Security programs across Ethiopia, Sudan, South Sudan, Uganda, Malawi, Zimbabwe, Niger, Syria and Honduras. In 2021, the repercussions of Covid-19 including national lockdowns continued to significantly impact people's livelihoods, food production, market systems, food access and food availability.

GOAL's work also focuses on developing food based market systems to improve conditions driving individual diet quality, thus small-scale producers are often a priority target group. Some communities (often in urban contexts) are reliant on markets or trading for food access, thus GOAL also engages in non-food based market systems to drive income generation linked to SBC programming to encourage appropriate dietary consumption (see Goal 4). The stakeholders GOAL commonly engage with include input suppliers, smallholder farmers,

traders, food processors, consumers, local and national governments and civil society.

SOCIAL BEHAVIOUR CHANGE (SBC)

SBC is a critical component of improving food and nutrition security. Within any system, changes in behaviour are needed to enable positive change. This might include appreciation, acceptance and support by men for their wives/ daughters to retain discretionary incomes; diversifying sources of income generation; forming a Village Saving and Loans Association (VSLA); use of climate-adapted agricultural practices; growing nutritionally improved (naturally biofortified) crops, or adopting improved post-harvest handling practices. In all cases, this will include improved consumption of an adequate diet, especially for high-risk individuals, such as children experiencing rapid growth and development, pregnant and lactating women and girls, and people living with chronic illness, all of whom have increased nutritional requirements. The type of SBC approach used will vary depending on who we're targeting, for how long and how many people we're attempting to reach. GOAL's innovative Nutrition Informed Positive Practice approach is often used to support food and nutrition security as it addresses multiple behavioural determinants and has a strong evidence base demonstrating positive impact. NIPP is currently implemented across five countries (Sudan, Uganda, Niger, Malawi, Zimbabwe); Nutrition sensitive care groups were included within South Sudan's approach.

In **Uganda**, a two-year nutrition-sensitive agriculture program is tackling key determinants of multiple forms of malnutrition, working with local civil society organizations.

GOAL is using NIPP and Market Systems Development (MSD) approaches to effect change at the intersection of food and nutrition security. NIPP is used to improve household demand for a diverse and fortified nutrient diet, as well as to address other underlying behavioural drivers of malnutrition. Collaboration with the private sector has been facilitated to provide inputs, seeds, and training for fortified and nutrient dense foods

enabling an increase in access to those foods in local markets and at the household level. Ten months into the project, the participants reported a 25% increase in average household expenditure on food, 37% reported an increase in the purchase of nutrient-dense foods, 21 VSLA groups involving 627 NIPP graduates (34% male and 64% female) were formed and have saved over \$4,700.

In **Ethiopia**, GOAL is part of a consortium working on the *Resilience in Pastoral Areas* (RIPA) program that aims to improve resilience to shocks through improved food security and inclusive economic growth within pastoral and agro-pastoral communities. GOAL leads on livestock and crop production and marketing, using the graduation approach, as well as working on financial inclusion and SBC communication for improved nutritional outcomes. Foundational assessments in livestock, crop and financial systems were completed. Businesses capacity strengthening is on-going with ten businesses in the crop and livestock sector, and in response to drought-like conditions, a commercial de-stocking activity was undertaken in 2021.

In 2021, formative research on barriers to people being able to adopt positive nutritional and hygiene behaviours informed the development of the RIPA SBC communication strategy which allows for messages to be delivered across multiple communication channels. Specifically, the RIPA program is implementing the family health

approach, which is a combination of the care group approach, and men's groups and grandmother's groups. Information is provided to the groups on health, nutritional and hygiene practices over six months. In 2021, 207 MoH staff were trained in the approach and 70 family health groups were established that targeted households with children under two years. To ensure adolescents develop nutritional care skills early, sixteen school health and nutrition clubs were established which aim to create a sustainable system for student-to-student and student-to-parent education, enabling knowledge transfer on nutrition and hygiene related messages.

In **Niger**, a *Markets for Food and Nutrition Security* program aims to address three interrelated systemic drivers of malnutrition: poor consumption of diverse and high-nutrient foods; poor health-seeking and nutrition behaviours, and limited decision-making power of women. This is done through: (1) Increasing the production, availability and access to nutrient-dense and climate-adapted crops and foods by strengthening linkages between input suppliers and farmers and improving production skills to increase availability of nutrient-rich foods and income generation; (2) Supporting the empowerment of women through increased decision-making power, increased financial literacy, access to income and assets, and change of social and gender norms at household level; and, (3) Increasing caregivers' knowledge and skills on nutritional care.



NIPP project in Niger



Improved yields, food security and health in Uganda.



Illala Malam Abdou with
his garden harvest.

STRATEGIC GOAL 4

PEOPLE HAVE SUSTAINABLE LIVELIHOODS

STRATEGIC GOAL 4 PEOPLE HAVE SUSTAINABLE LIVELIHOODS

In 2021, GOAL supported 211,852 vulnerable people, of which 56% were women, to build their livelihoods in Colombia, Ethiopia, Haiti, Honduras, Iraq, Malawi, Sierra Leone, South Sudan, Uganda, Turkey and Zimbabwe. GOAL uses a market systems approach, working with a range of stakeholders (communities, civil society, businesses and governments) to enable systems to better deliver goods, services and economic opportunities for people who are poor, excluded and vulnerable. This means enabling people to develop skills in demand in local labour markets and required by small businesses, as well as increasing access to financial services, and enabling businesses to grow and become more resilient to (economic) shocks and stresses.

Community Conversations is a behaviour change approach that uses inclusive conversations to build social cohesion and guide the community to new perspectives on, for example: The roles and value of men, women and adolescents within society; decision-making at household level; resource allocation/use; the division of labour; and acceptance of women working outside the household. Community Conversations address various social and gender norms in three countries. In **Iraq**, GOAL reached 1,912 individuals with discussion topics including girls' right to education, early marriage, and domestic violence, while focusing on strengthening social cohesion to

reduce conflict on sharing community resources. In **Niger**, Community Conversations were used to address household financial decision-making to increase dietary nutritional diversity, and in **Uganda** to enable the inclusion of youth for increased employment opportunities. An online training of trainers for Community Conversations took place in April 2021 for all three countries, alongside the development of a Community Conversations guide, with the training then cascaded down to community facilitators.

FINANCIAL SERVICES

Financial inclusion is vital to help people escape poverty by facilitating investments in their health, education, and businesses. It can also make it easier for people to manage financial emergencies, such as a job loss or crop failure, that can otherwise push families further into poverty. GOAL supported access to informal financial services through Savings and Loans groups in Ethiopia, Malawi, Sierra Leone, South Sudan and Zimbabwe. Ten VSLA groups (320 people) in **Sierra Leone** were formed following community dialogues conducted within GOAL's health programming. The VSLAs were formed in response to issues raised, including difficulty in accessing financial services. GOAL provided support through provision of training, supplies (metal boxes for storing savings and stationery for documentation) and follow-up support as needed. The groups are now utilising savings to undertake

agriculture work, and GOAL is linking members to formal financial service providers (through community banking agents) and linking groups with local Ministry of Agriculture representatives. VSLAs assisted their members with 28 health emergencies, providing funds for urgent treatment such as pregnancy complications and severe child illness. Key findings from an internal evaluation showed that the groups fostered cohesion, and enabled investment into agricultural and livelihoods' activities.

WORKING WITH MICRO, SMALL AND MEDIUM ENTERPRISES (MSMES)

MSMEs are the world's job creators, food producers and supply chain actors. Covid-19 related restrictions continued to reduce both demand and supply of critically important inputs, affecting primary production, micro-enterprises and access to markets.

Young Africa Works in **Uganda**, a five-year grant funded by the Mastercard Foundation, commenced in 2020 and plans to enable rural young people to access dignified and fulfilling work. In 2021, the program has reached almost 12,000 youth (7,482 female, 4,161 male, 580 refugees, and 52 people with disabilities). GOAL partners with 11 private sector actors to enable youth to access, for example, agricultural inputs, technical support and financial services, and three youth CSOs were established to amplify the youth 'voice'. GOAL has focused on mobilisation, and training, recruitment and training of agents, bulking and aggregation of produce, sale of produce by youth, and the subsequent earning of commission from the sales. Agricultural seasonal fairs provided a learning and networking platform for program stakeholders and young people to gain first-hand experience of the product and service offering by the private sector actors and to extend the reach of their services to young people.

In **Honduras**, GOAL continued to support small businesses (such as local grocery stores, workshops, tortilla vendors, and other small retailers), with an emphasis on women-led and youth-led businesses, through in-kind assistance to recover lost assets and provision of working capital to replenish their inventory. Within the Blue Economy program, GOAL continued to focus on the multiple environmental and economic challenges and opportunities that the oceans present, including: Improving livelihoods and increasing income; strengthening food security;

protection and conservation of biodiversity and ecosystems; and promoting inclusion, good governance, climate adaptation and resilience. A database was created to monitor blue carbon stocks in mangrove forests. The program has supported good governance of resources by the communities, in conjunction with government institutions. In addition, GOAL has supported divers with disabilities, raising awareness among consumers on the impact of lobster diving on the wellbeing of fishermen.

In **Iraq**, GOAL implemented the graduation approach, focused on three pillars: Emergency food security support; livelihoods; and social empowerment. The program provided continuous mentoring for the project participants which helped place them on the right path to self-reliance, and building the necessary skills to meet market demands. Participants were selected using criteria including monthly income, female-headed household, capacity to engage in an economic activity, lack of productive assets, and presence of a household member with a disability and/or a child suffering from malnutrition. GOAL linked selected households with service providers and private sector employers and supported the start-up and scale-up of small enterprise projects, providing follow-up coaching and mentoring.



Zabeirou's biofortified fields with Zai holes in Gueza Dan Alkali village, Niger.



Meslech with her growing co-op business

GOAL'S APPROACH TO PARTNERSHIP

Working in partnership is one of GOAL's organizational values, and we are committed to progressing the ambitions of the localisation agenda. Recognising that local systems are made up of local actors, GOAL's value add is to be a temporary facilitator of change alongside the permanent local actors, knowing they are the principal change catalysts that will steward the longer-term system development. This approach ensures that our efforts do not undermine or duplicate the work being carried out by resident actors.

In 2021, GOAL conducted a 'Keystone Partnership Survey' and initiated an internal 'sense-checking' exercise to better understand how it can better engage with partner organizations and promote localisation. The findings that emerged noted that it is no longer 'business as usual'. GOAL believes that partnership is the key to unlocking potential by listening and exploring new ways to achieve greater impact.

If permanent local actors drive locally-led actions for development and humanitarian response, then investments will ensure greater accountability, more effectively access 'hard-to-reach' communities and generate more robust evidence and learning, catalysing systemic change to achieve impact at scale.

In 2021, GOAL launched a revised On-Granting Partnership Manual aimed at ensuring a consistent and effective approach to on-granting in partnerships across the organization. The manual was well received both at HQ and across our country programs and has facilitated better working in this area.

WORKING DIFFERENTLY

Working in partnership fosters innovation and drives smarter and more effective solutions, while engendering dynamic engagement with a diverse range of partners. GOAL will maintain its commitment to systematic best practice approaches to partnerships and the highest standards of good governance and accountability.

It is GOAL's ambition to integrate and embed its partnership approach across the organization's program of work toward implementing the new crisis to resilience framework plan which also aligns with supporting the ambitions of the *Grand Bargain* Agenda.

TYPES OF PARTNERS

GOAL's preferred role is as a facilitator of relationships and partnerships between actors within a system. GOAL will pursue a diverse range of strategic partners who offer complementary thematic competencies (in areas such as Protection, Climate Change, Technology, Conflict Sensitivity, Leadership and Governance) which add value to GOAL's strategic objectives. Partnerships should be reciprocal, and GOAL will also seek partners to whom it can offer a clear added value.

GOAL has developed a clear partner typology and will work with a broad range of entities, including: Local government ministries and departments; private sector businesses and social enterprises; local NGOs and CSOs; informal community groups; academic/research institutions and think-tanks/innovation hubs; and peer INGOs.

In 2021, GOAL began a process to map and analyse local actors in each context to determine which will be most effective at catalysing positive, longer-term change within a system. The preferred partners in these contexts will be permanent local actors – organizations that are 'local' to each country (community) and which act as first responders in a crisis, as well as providers of long-term support.



LEARNING AND LEADERSHIP

MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

The results, data and evidence gathered from our programming is pivotal to our learning and decision-making. Research, evaluations, mid-term reviews, base and end line surveys are also critical inputs.

Learning throughout the program cycle is supported through GOAL's system for consolidating and reporting monitoring, evaluation, accountability and learning (MEAL) information (SCORE). This is an internal system where all programmatic results (beneficiary reach, outcomes and outputs) are inputted and analysed in real time, and are made available to the organization for use in evidence-based decision-making.

MEAL teams led systematic reviews of results in SCORE with staff to ensure learning took place and encourage adaptations where necessary. They also led surveys, reviews, commissioned research, evaluations and produced learning briefs to share knowledge across country offices, and in the humanitarian and development sectors.

At global level, GOAL tracked global beneficiary reach and a number of outcomes intended in our strategy. The MEAL Team in HQ aggregated these results quarterly into infographics to show progress of various grants to our global strategy. The reports were shared across the organization and with the Board of GOAL. At country level, all GOAL programs were underpinned by a theory of change, a results framework (RF) and presented via GANTT charts to track progress and impact. The MEAL Teams at country level documented critical findings and discussed them with program teams. Progress in each country program was reported quarterly to GOAL's HQ. At grant/beneficiary/household level, results were managed according to the indicator means of verification data collection timeframes.

The RFs were updated regularly which allowed the country teams to evaluate the results during and at the end of each year of the program. This ensured that results were managed in a timely fashion and activities were adapted according to performance.

GOAL's approach to learning is underpinned by the following three objectives;

- 1. Creating an enabling environment;**
- 2. Strengthening the evidence base; and**
- 3. Increasing programmatic impact.**

Our approach included having effective learning processes and efficient knowledge sharing systems embedded in the organization combined with a culture of reflectiveness, accountability and a strive for continued improvement.

A number of communities of practice around programmatic themes and operations met regularly in GOAL to exchange learning. Monthly learning webinars on MEAL, logistics and compliance also took place. IT solutions such as SharePoint, Teams and PowerBI dashboards were used regularly to share knowledge and reflect.

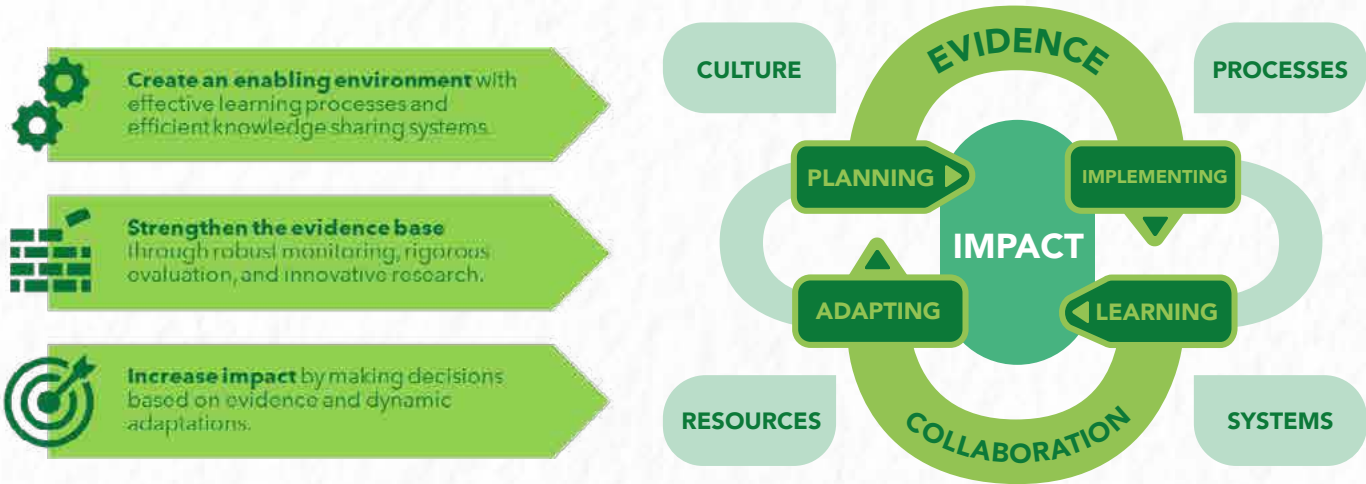
GOAL also believes that the fundamentals of learning and knowledge sharing are accurate data, relevant information, and timely insights in relation to questions or problems that require action. GOAL continually strengthens the evidence base with quality inputs, robust monitoring, evaluation, and research activities. Presentations on programmatic lessons learnt, research, evaluations also took place regularly in GOAL. One piece of research on accountability and six learning briefs were on various programmatic themes were produced by the MEAL Teams in 2021.

Evaluations are another important part of GOAL's learning and building of the evidence base. In 2021, GOAL revised its guidelines on the standards of the evaluations to ensure these are in line with international best practice. Checklists and tools to help developing ToR, design the appropriate methodology, assess quality of inception reports, implementation and final report, and develop a management response were made available to our MEAL teams at country level when commissioning evaluations. In 2021, GOAL commissioned ten evaluations. These were all external and

HIGHLIGHTS DURING 2021 MEAL DELIVERED

- Quarterly infographics with GOAL's results
- 10 Evaluations on program delivery in country
- Six Learning Briefs
- Revised tools and guidelines

ENHANCING OUR APPROACH TO EVIDENCE & LEARNING



independent and included two large multi-country evaluations, one on our Covid-19 response and the other one on the Irish Aid Program Fund.

PROGRAM TECHNICAL TEAM

In 2021, the Program Technical Team (PTT) continued to drive program excellence in GOAL, providing technical leadership for context analysis, design, learning and generating evidence. This was achieved through engagement with a range of external stakeholders and through support to GOAL’s program teams to ensure that programming is designed based on robust analysis and best practice, and that GOAL is contributing to the global evidence base.

The PTT comprises 11 Technical Advisors in:

- Health
- Nutrition
- WASH
- Food security and livelihoods
- Markets
- Resilience
- Social Behaviour Change (SBC)
- Cash and Voucher Assistance (CVA)

- Gender Equality and Social Inclusion (GESI)

A significant focus in 2021 was preparatory analysis and support to country teams for the organizational strategy development. PTT led on an analysis of nine global megatrends, and developed ten discussion papers on different technical areas, including health resilience, social accountability, sustainable water and sanitation, SBC, and risk-informed planning. Each paper provided a summary of best practice and global evidence, an analysis of GOAL’s approach and learning to date, suggested areas for future focus, and actions that could develop GOAL’s programming.

These papers were utilised by the strategy working groups in their analysis, discussion and recommendations about GOAL’s future direction. The PTT also developed tools and guidance for country teams to analyse their context (including risk, funding and major trends) and their positioning, as a first step in developing their country strategies in 2022. Cash and Voucher Assistance (CVA) personnel began internal and external consultations on the development of a CVA strategy for GOAL, to support the achievement of all of GOAL’s program objectives. A multi-disciplinary steering committee was set up which comprised staff from country offices, regions and HQ levels. The strategy will be finalised in 2022.

The PTT leads five internal technical networks: Health; nutrition; WASH; food security and livelihoods, cash and vouchers, and gender equality and social inclusion (GESI). These networks enable discussion and learning on new approaches and sharing of successes and challenges across countries. 2021 saw increased demand from the Syria program for technical support and program development for large funding proposals, notably in nutrition, livelihoods, GESI and SBC. The PTT’s Resilience and Health Advisors continued to provide technical leadership for the USAID-funded Momentum Integrated Health Resilience consortium, including supporting the South Sudan, Mali and Niger components of this global program.

GOAL continued to engage with multiple technical coordination and membership networks, including the Health, Nutrition, WASH and Food Security

and Livelihoods Global Clusters; the Cash Working Group, the Core Group, WASH Engineering and Development Centre (WEDC), and several Irish networks including the Irish Global Health Network (IGHN), the Development Studies Association of Ireland (DSAI) and Dochas’ Disability and International Development Working Group. In 2021, GOAL became a member of the UK Gender and Development Network. GOAL is co-Chair of the Global Health Cluster’s Capacity Development Consultation Group.

GOAL teams in Muswera, Zimbabwe



Berhale Refugee Camp in
Northern Ethiopia.





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