



SERVE DEVELOPMENT PROGRAMME (SDP) 2012-2015

2013 ANNUAL REPORT

YEAR 2 of 4

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LIST OF ACRONYMS

ACDRC - Africa Community Development and Research Centre
CCW - Child Care Worker (employed by Tapologo as part of TOVC Programme)
DEP - SERVE Development Education Programme
DoSD - South African Department of Social Development
DPR - Dublin Province of the Redemptorists
FM - Franchise Model (operated by Young Africa Zimbabwe & Mozambique)
GOVC - Godisanang Orphans and Vulnerable Children Programme, South Africa
HBCG - Home Based Care Giver (employed by Tapologo in South Africa)
HYEP - Holistic Youth Empowerment Programme (name of YA Zimbabwe's Programme)
IAVC - Irish Aid Volunteer Centre
ICCO - Interchurch Organisation for Development, Netherlands
KAPB - Knowledge, Attitudes, Practices and Behaviours Study
MDGs - Millennium Development Goals
MfDR - Managing for Development Results
OVC - Orphan and Vulnerable Children
PLWHA - Person Living With HIV/AIDS
RBM - Results Based Management
RBN - Royal Bafokeng Nation (tribal owners of land where Tapologo & Tsholofelo work in South Africa)
SACBC - South African Catholic Bishops Conference
SDP - SERVE Development Programme 2012-2015
SRHR - Sexual and Reproductive Health and Rights
TOVC - Tapologo OVC Programme
TVET - Technical Vocational Education and Training
WHO - World Health Organisation
YA - Young Africa

*** The SDP is implemented with 4 partners - Tapologo (RSA), Tsholofelo (RSA), Young Africa Mozambique and Young Africa Zimbabwe.**

1. EXECUTIVE SUMMARY

The **SERVE Development Programme (SDP)** 2012-15 is a response to the challenges of vulnerability and low levels of livelihood security in targeted communities in South Africa, Mozambique and Zimbabwe. SERVE are working with four partner organisations to improve the lives of poor children, young people and adult women and men. Our work focuses on the issues of orphaned and vulnerable children (OVC), HIV and AIDS care and prevention, and Technical Vocational Education and Training (TVET). The SDP model integrates funding support, capacity development support, volunteer placements, development education and advocacy.

With almost two years worth of monitoring data available, results show that the second year of the SDP has gone well. We have been able to be measuring the impact of most components within the SDP. The principal **achievements** include:

- The Tapologo OVC programme is exceeding the target number of beneficiaries. The nutrition element is helping the majority of OVC maintain or improve nutrition status;
- YA Zimbabwe's Sexual and Reproductive Health Rights (SRHR) programme is having a very positive impact on the knowledge and actions of beneficiaries;
- Tsholofelo's Community Skills Training Programme has increased the income of beneficiaries reliant on the informal economy by an average of 15% and YA Mozambique's TVET programme has increased the income of young people by 32%;
- The construction work at YA Zimbabwe's Epworth campus has been completed to a very high standard and significantly increases capacity for the academic & TVET programmes. The development of YA Mozambique's Agri Tech project is on track to begin offering agri focused TVET to rural young people and farmers in 2014;
- Micro credit loans at YA Mozambique and YA Zimbabwe are performing well. The loans are helping graduates become self employed and Franchise Holders invest in their businesses to improve business performance. This helps with YA's overall sustainability;
- SERVE completed a number of pieces of evaluation work including an external evaluation of YA Zimbabwe, a Strategy Paper on Engaging People in Squatter camps in TVET with Tsholofelo and Case Study of Micro Credit recipients;
- The RBM system is now well established, is delivering monitoring data and is being replicated on non-SDP projects that SERVE are supporting; and
- The SERVE Volunteer to Build Capacity Programme placed 47 volunteers (60% female, 40% male) on short term volunteer placements in South Africa and Mozambique. Two long term volunteers contributed to the work of the SDP during 2013. SERVE volunteers made a significant contribution to the work of partners and acted as catalysts for the establishment of a new community volunteer group in South Africa

The principal **failures** and issues of concern include:

- The very high levels of stunted growth amongst OVC in South African squatter camps remain a significant cause for concern. Early intervention programmes are required and Tapologo/SERVE are using monitoring data to prepare submissions to the Department of Social Development to advocate for a meaningful intervention by the Department;
- SERVE did not complete our own Governance Manual until late in the year (Q4 2013) which meant that the targets around engaging with partners on governance issues are behind schedule;

- Evaluations of the SERVE Development Education Programme by volunteers did not meet expectations and highlighted issues with the delivery and content of the Programme;
- SERVE struggled to effectively disseminate evaluation and lesson learning work outside our network. This hampered our ability to link micro level interventions to influence meso/macro level policy development

In this report, we also address the key issues raised in Irish Aid's review of our 2012 Narrative Report (sent to SERVE on November 5th 2013).

2. STRATEGIC OVERVIEW

During 2013, there were no significant developments in SERVE's strategic direction with regard to the SDP. SERVE have supported partners in the Philippines for 10 years, including partners in some of the areas most affected by Typhoon Haiyan. As a result, SERVE have worked closely with the Dublin Province of the Redemptorists (DPR) in supporting development and rehabilitation projects in affected areas. By the end of the year, SERVE had transferred €120,000 to partners working with affected communities. This is the first phase of a long term response.

SERVE operating through a partnership model rooted in the aid harmonisation agenda act as the development agent for the DPR, and represent the DPR at Misesan Cara. This strategic partnership is a practical example of harmonisation and the sharing of resources to achieve greater impact and economies of scale in a challenging time for many organisations. In 2013, we secured grants for the Redemptorists for development projects in India, the Philippines, Brazil, Zimbabwe, Mozambique, Democratic Republic of the Congo, Zambia, Angola and Burkina Faso. Central to the strategic objectives in the SERVE/DPR partnership is the building of capacity of Redemptorist Units in Africa and Madagascar. SERVE led the Strategic Planning process for the Redemptorist Conference for Africa and Madagascar (COREAM). It has also successfully advised, coordinated, funded and reviewed capacity building initiatives in the following areas/themes: (1) Financial systems and management; (2) Project Cycle management; (3) Child Safeguarding; (4) Strategic Planning; (5) Education management; (6) Peace building and conflict resolution;; (7) Results based maangement; (8) Development policy. SERVE's partnership engagement with the DPR is informed by two criteria that are relevant to this report - first, we aim to ensure that total income from Irish Aid and Misesan Cara does not exceed 65% of our annual income (below the Irish Aid mandated level of 70% - (2010 figure: 38%, 2011 figure: 57%, 2012 figure: 61%). Second, the partnership and thematic mix ensures that SERVE never apply for or deliver Irish Aid funding and Misesan Cara funding to the same project.

SERVE continues to send volunteers to six countries (South Africa, Mozambique, Zambia, India, the Philippines and Brazil). SERVE now works with a total of twelve partners in these countries. We work with Young Africa in Zimbabwe, but do not send short term volunteers there. Our long term volunteer was placed in Zimbabwe until the end of August 2013.

The Risk Register is updated twice per year - in June and December, with key staff and the SERVE Board having input. The Register is an Organisational Level Register and contains sections on Financial Risk, Strategy & Governance Risk, Reputational Risk and Operational Risk (Partner, Employee, Fundraising, Child Protection, Volunteering). The lessons learned from the Tapologo/GOVC Programme issue in 2013 have now been included in the Register, with SERVE

now having clarified the local partnerships that our partners have, especially around control of funds. The risks around the Volunteer Programme are regularly updated as we respond to the security situation in each country and learn lessons from each year of the programme. Examples of country level risks include:

Country	RISK CATEGORY		
	Operational	Financial	Reputational
RSA	The security situation in the squatter camps is volatile and needs to be monitored when volunteers are in country (<i>SERVE staff & leaders are in close contact with partners in lead up to Volunteer programme, and use local contacts to monitor situation daily</i>)	1. Tsholofelo remain entirely dependent on SERVE/Irish Aid funding for Community Skills Training Programme (<i>SERVE are supporting key Tsholofelo staff to attend MANGO training courses on financing strategies in Pretoria in mid-2014</i>) 2. The breakdown of partnership between Tapologo and RBN on GOVC led to unexpected risks around access and control to unspent funds remaining in project account once Tapologo exited partnership (<i>SERVE communicated directly with RBN to address concerns, and all unspent funds were returned to SERVE without delay</i>)	1. Child protection remains an area of concern at both partners in RSA, as they both work directly with children. (<i>SERVE addressed this risk in 2013 by engaging in training with Tsholofelo and organised a Training of Trainers Child Protection workshop in Dublin for March 2014, attended by Tsholofelo and a number of Irish NGOs</i>) 2. Failure to address governance issues in a formal manner means audit of governance standards is missing (<i>SERVE are committed to addressing this in 2014 through formal Board & Governance Reviews</i>)
MOZ	Ongoing security risks on roads between Beira and Maputo/Inhambane meant SERVE could not expand volunteer programme to Inhambane area (<i>SERVE and YA continually monitor local and international media reports on security situation</i>)	YA Mozambique do not complete external audited accounts at an organisational level. Audited accounts are prepared for individual grants if requested e.g. EU funding (<i>SERVE will engage with YA Moz in 2014 around organisational level audited accounts. Lack of auditing firms in Beira is a major constraint, with all records having to go to Maputo at large expense</i>)	Failure to address governance issues in a formal manner means audit of governance standards is missing (<i>SERVE are committed to addressing this in 2014 through formal Governance Reviews</i>)
ZIM	Based on SERVE's analysis, it remains too risky to send short term volunteering groups to Zimbabwe because of 7 month lead time in preparing volunteers before they travel.	External evaluation and SERVE internal control check (based on Mango Financial Checklist) has highlighted weaknesses in financial management which need to be addressed (<i>SERVE are funding YA Zim staff to attend Mango financial training in Harare in 2014</i>)	Failure to address governance issues in a formal manner means audit of governance standards is missing (<i>SERVE are committed to addressing this in 2014 through formal Governance Reviews</i>)

3. SERVE DEVELOPMENT PROGRAMME 2012-15 YEAR 2 PROGRESS

3 A: Changes in Programme Context

The most significant change in project context concerned Tapologo and the Godisanang OVC Programme (a partnership between Tapologo and the Royal Bafokeng Nation). As detailed in correspondence to Irish Aid in June - August 2013, the GOVC Programme disbanded in mid 2013. This meant that SERVE could not deliver on the commitments of the GOVC Programme and switched our support to the TOVC Programme which is run in three different communities. Irish Aid approved the switch of resources to the TOVC Programme in October 2013. The work carried out on the TOVC Programme was identical to the work of the GOVC Programme. Irish Aid/SERVE support remained focused on the nutrition component of the TOVC Programme.

Table A: Summary of Results - On Track/Off Track 2013

Outcome	Result	Status
1. Reduced vulnerability and improved quality of life for OVC in targeted communities in Rustenburg, South Africa	1.1 Tapologo OVC (TOVC) Programme successfully strengthens target communities to meet the needs of 550 identified OVC (272 female, 278 male) through a community based response	On Track
	1.2 3 TOVC Daycare Centres renovated/expanded by 2015, helping to retain current beneficiaries/meet increased demand	Slightly Off Track
	1.3 440 OVC reach and maintain adequate nutritional status by 2015 (Adequate status determined by WHO standards)	On track
	1.4 Evidence based research available to promote replication of GOVC intervention model which is a partnership between government and NGO (SERVE have requested that this be removed)	Significantly Off Track
2. Enhanced levels of HIV/AIDS healthcare in 9 target communities and young people in target communities empowered to make better choices regarding their sexual & reproductive health	2.1 Nine Wellness Clinic providing comprehensive HIV/AIDS care to 9 target communities by 2015	Slightly Off Track
	2.2 90% of young people make better choices regarding their sexual and reproductive health as a result of Life Skills Training being mainstreamed into TVET Programmes	Slightly Off Track
3. Improved employment and self-employment prospects for young adults in targeted communities	3.1 Graduates of Tsholofelo Community TVET Programme have increased individual income (each year)	Slightly Off Track
	3.2 Young Africa Zimbabwe TVET Centre at Epworth increases throughput on effective TVET courses by 130% by 2015	On Track
	3.3 At least 80% of new micro credit loans to TVET Franchisees and graduates being repaid by 2015	Slightly Off Track
	3.4 Young Africa Agri Tech Programme delivers effective agriculture focused TVET training to 1000 rural youth and 300 farmers by 2015	On Track
	3.5 Improved sustainability and effectiveness of Franchise Model at Young Africa TVET Centres in Beira, Mozambique by 2015	On Track
Results Related to Partner Capacity Building (Contributes to all three Outcomes above)	4.1 Improved governance structures that drive enhanced programme quality and programme impact and strengthens relationships with key donors/ stakeholders	Slightly Off Track
	4.2 The programme partners deliver cost-effective infrastructure and service outcomes while increasing the percentage volunteer contribution of the partners workforce	Slightly Off Track
	4.3 The programme by building the capacity of the voluntary sector contributes directly to the achievement in the target communities of increased social capital, social cohesion, personal development and empowerment (all "immeasurable impacts")	On Track
Public Engagement	5.1 Target group of 400 volunteers benefitting from SERVE development education programme with at least 50% actively involved in initiatives in support of international development	Slightly Off Track
	5.2 Contribution to a momentum and movement for change in favour of the MDGS relevant to HIV/AIDS, OVC's and TVET and the role of the voluntary sector in the development process	Slightly Off Track

3 B: Programme Progress and Key Changes

The following section will analyse the status of each SDP result and should be read in conjunction with the updated Results Framework submitted to Irish Aid in February 2014. As suggested in Irish Aid's response to SERVE's 2012 Narrative Report, we believe that this report moves beyond the measurement of basic activities and places greater emphasis on the measurement of health, educational and livelihood outcomes.

The **first Outcome** in the SDP is "Reduced vulnerability and improved quality of life for OVC in targeted communities in Rustenburg, South Africa". There are four associated Results - these are Results 1.1 to 1.4.

Result 1.1 - This result is **On Track**. The TOVC Programme had an average of 564 OVC benefitting from September - December 2013 (period when IA funding was switched to this programme from the GOVC Programme). This is slightly above the target figure. Tapologo do not expect the number to increase significantly due to the limitations of current resources. Tapologo report that the OVC problem in the squatter camps is at crisis proportions and that their response, although significant, is only helping a small percentage of eligible OVC. This is worrying as all research points to the fact that OVC have significantly lower development outcome and prospects than their non OVC counterparts. Tapologo is committed to targeting the most vulnerable and achieves this through involving community based CCWs in recruitment and service provision for OVC. In Tapologo's experience, the South African government remain almost completely unwilling to help people living in these camps.

Result 1.2 - This result is **Slightly Off Track**. Due to the difficulties in the Tapologo-Bafokeng relationship throughout 2013, SERVE and Tapologo took a decision not to undertake any infrastructure work on GOVC sites. However, the target can be achieved at the TOVC Daycare Centres in 2014 and 2015. Investment in the facilities is important in helping Tapologo provide dignified services to OVC, retain the current level of beneficiaries and meet increased demand for services. The SERVE Volunteer to Build Capacity Programme has proved to be a very valuable model which helps Tapologo deliver on its responsibilities to provide a good level of patient care.

Result 1.3 - Overall, this result is **On Track**. There are two significant findings from the monitoring work that was completed by Tapologo in 2013. **First**, the occurrence of stunted growth amongst OVC is very high, with 72% of all OVC enrolled in the Programme classified as stunted. Further analysis of the results shows that 47% are classified as "moderately" stunted and 25% "severely" stunted. Male OVC are more likely to be stunted than female OVC. This continues the trend found amongst OVC on the GOVC Programme in 2012. The figure is unlikely to change throughout the remaining two years of the SDP. This level of stunted growth is much higher than national statistics whereby 27% of children under 5 are stunted. In a context where the average individual income amounts to roughly €1.70 a day (SERVE monitoring data), it is clear that nutrition needs for mothers and children are simply not being met due to lack of household resources. There are no government services or programmes in place to address the issue. The damage done by stunted growth can be permanent, putting victims at significantly higher risk of chronic diseases such as diabetes and heart disease later in life.

Second, 31% of all OVC are classified as "underweight" according to their BMI. Further analysis shows that 23% are classified as "moderately underweight" and 8% as "severely underweight". The immediate priority for the TOVC Programme is to target OVC who are severely underweight, and then help OVC who are moderately underweight achieve their ideal BMI. However, this work is very challenging. Attendance rates at the OVC Daycare Centres fluctuate greatly as OVC lack routine and stability. They are prone to sudden relocation of their family/guardians who often struggle to pay rent or seek informal work elsewhere. In January 2014, SERVE met with the TOVC Programme Management Board to discuss these findings. Tapologo believe that these figures represent the only primary nutrition data for squatter camps in the Rustenburg area. Tapologo highlighted other factors that present challenges in tackling the nutrition situation: (1) the mines are in the process of laying off large numbers of workers, and reducing pay and working hours; and (2) in Tapologo's experience, international and local donors are increasingly reluctant to fund nutrition costs. The willingness of Irish Aid to fund nutrition costs is therefore greatly appreciated by Tapologo. With regard to the **stunted growth crisis**, Tapologo restated that the TOVC Programme focuses mostly on OVC aged 6-18 years. It is not presently equipped to respond to the crisis. The Department of Social Development (DoSD) has lead responsibility. However, community crèches (under remit of DoSD) are under-resourced and staff are under-trained. The situation in squatter camps is even more serious as the DoSD ignore these crèches altogether. Tapologo are committed to advocating for these OVC by lobbying government to highlight the scale of the OVC crisis. To strengthen the case, Tapologo plan to carry out nutrition monitoring on a quarterly basis (it is currently planned for twice a year) and present the primary data to the DoSD and Department of Health during 2014.

Chart A: Stunted Growth, All OVC

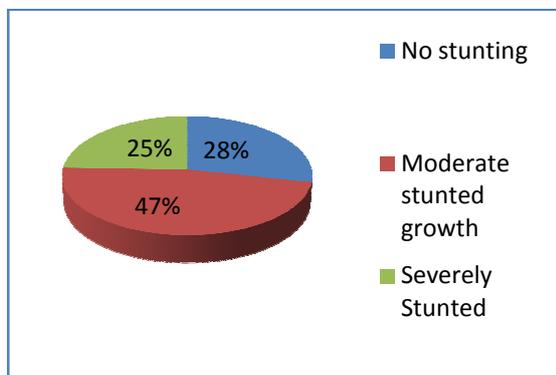
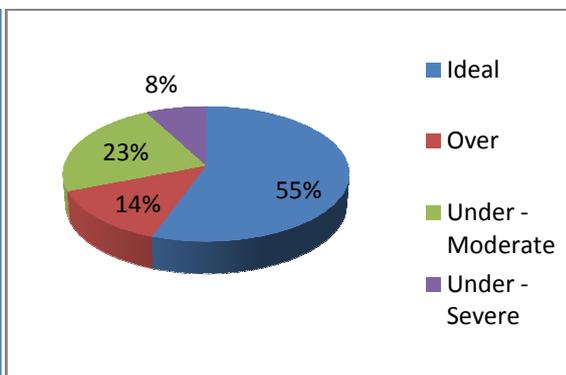


Chart B: BMI, All OVC



Result 1.4 – This Result is **Significantly Off Track**. The proposed research work was not viable given the breakdown in relationship between Tapologo and the Royal Bafokeng. SERVE requested that this Result be removed from the updated Results Framework.

The **second outcome** in the SDP is “Enhanced levels of HIV and AIDS healthcare in 9 target communities and young people in target communities empowered to make better choices regarding their sexual & reproductive health”. There are two associated results – 2.1 & 2.2.

Result 2.1 – This Result is **Slightly Off Track**. Although minor work was completed at Tlaseng Wellness Clinic and Tapologo Centre, the main work site for 2013 was Chaneng Wellness Clinic (**KPI 1**). This work was started but not completed before the end of the year. The breakdown of

the relationship between Tapologo and the RBN on the GOVC Programme consumed a huge amount of Tapologo's time and resources. Tapologo were effectively in "fire-fighting mode" for much of the year which delayed progress at Chaneng. In November 2013, SERVE/Tapologo took the decision to halt the work, and requested that the unspent funding be carried over in to 2014. Similar to the infrastructure development at OVC Daycare Centres, investment in facilities is important in helping Tapologo deliver three pillars of its programme (i) a dignified service to PLWHA, (ii) retain the current level of beneficiaries and (iii) meet increased demand for services. There was a 5% increase in the number of patients at Chaneng (**KPI 2**) throughout 2013 (from 286 to 300), which indicates increased demand for services - 87% of the beneficiaries were HIV positive. The Wellness Clinics are located in the heart of communities and they play a crucial role in helping people access ARV treatment, maintain good adherence levels, respond to opportunistic infections, act as a base for Home Based Care Givers (HBCGs) and provide emergency care. SERVE and Tapologo struggled to capture reliable data for **KPI 3(i)** and **KPI 3(ii)** and in an effort to capture some of the impact of the Clinics on the lives of beneficiaries, Tapologo asked patients to write letters. The following quotes are taken from these letters and give a sense of the range of services provided by Tapologo and how the Clinics act as an entry point to these services:

- Donah & Kabelo (Chaneng): "I started with Tapologo in 2009 2010 my child was also sick and joined Tapologo Programme. He is 7 years old and his name is Kabelo. He receive(d) good medication. 2013 August, my child was admitted at the Hospice because he was very sick. My child was well cared for";
- Peter (Chaneng), describes the medical conditions he has and the help provided by Tapologo. His letter also highlights the mental health issues which affect people with HIV and AIDS: "On ARVs since 2005; TB twice in 2005 & 2010 and completed treatments; Epileptical since 2004 & on medication; Left hand numb - had physiotherapy until I was told it was over with (my hand); Frequently losing vision and getting double vision, have been to eye testing; Memory loss; Noticed that feelings of resentments even from those who love me esp. family & relatives; Forgiven some people for some pains they caused me, but the sour pains can't get off my heart & mind. Even when talking about them to get them off my chest; 2012 - started high blood pressure treatment";

SERVE and Tapologo acknowledge that we have more work to do in 2014 to capture the impact of the clinics and are considering more detailed patient surveys, or linking in with national level health indicators.

Result 2.2 - This Result is **Slightly Off Track**. The results at Tsholofelo and YA Mozambique are off track (75% versus targets of 85%), although it is still positive that the majority of beneficiaries are reporting good knowledge and safer behaviour. At Tsholofelo, there have been some difficulties in the monitoring process which we believe have affected the results. These difficulties are discussed in more detail in Section 5, but in brief, relate to the reluctance of beneficiaries to answer questions on sexual health issues. There is no such reluctance with young people at YA Mozambique, and although respondents have good overall knowledge about HIV and the issues of abstinence and being safer, consistent condom use is low amongst those who are sexually active (just 59% said they used a condom every time they had sex). This is the main factor behind the result being off track. This is worrying in a location where an estimated

15.5% of 15-49 year olds have HIV. Access to condoms does not seem to be an issue as 82% of graduates stated that condoms were easy to get in their community. YA and SERVE will review the Life Skills Programme in 2014 in an effort to increase consistent condom use among young people. At YA Zimbabwe, the result is ahead of target (91% versus target of 75%), which is a very positive result and can be attributed to what an external evaluation described as a "well resourced" sexual health programme which provides information, counselling, voluntary counselling and testing (VCT) and condom dispensers.

The **third outcome** in the SDP is, "improved employment and self-employment prospects for young adults in targeted communities". There are 5 associated results – 3.1 to 3.5.

Result 3.1 – This Result is **Slightly Off Track**. Graduates of the Tsholofelo Community Skills Training Programme reported an average increase of 15% in their monthly incomes to €60 a month (the target was a 25% increase). Despite being off track, the increase in income is a welcome development and is helping to improve the livelihood security of vulnerable people who are entirely reliant on the informal economy - beneficiaries engage in "small jobs" within their community, and not formal employment. However, beneficiaries are still living very close to the poverty line which means they still live on a day to day basis, and are not yet in a position to substantially reduce their vulnerability to unexpected events. It is important to recall the wider context in these camps - the mines are retrenching workers which means there is less disposable income (which was already at a very low level). Further analysis of monitoring data shows that courses are relevant to the local market place and are helping people develop a sense of "future perspective" which tackles the general sense of powerlessness within the camps.¹ The main findings include:

- 88% of graduates said that the Skills Training Programme was either "helpful" or "very helpful" in securing work;
- 57% of graduates use their skill every day or once or twice a week; and
- 35% of graduates plan to enrol in another TVET Course as part of the Skills Training Programme and 44% will continue to use their current skill.

Result 3.2 – This Result is **On Track**. The YA Zimbabwe Epworth expansion component was successfully completed in 2013 (photos available from SERVE). It marks a significant investment in the potential of the Epworth TVET Centre. A new two storey workshop and classroom building was built. YA Zimbabwe will begin running TVET courses for young people from February 2014 onwards. The extension allows YA to run accredited TVET courses in carpentry, welding, catering, dressmaking and hairdressing. At present 375 Academics students are using the building while YA enrolls students for the new TVET courses. It is expected that there will be 60 TVET students in 2014. The monitoring of income and SRHR changes will begin in 2014 and will follow the same model used by YA Zimbabwe at its Chitungwiza TVET Centre and by YA Mozambique. Baseline information for income and SRHR will be available from Q1 2014 and the baseline and targets in the Results Framework will be updated accordingly.

¹ This is discussed further in the Strategy Paper on Engaging People in Squatter Camps in TVET, prepared by SERVE/Tsholofelo in 2013 and available here: <http://servecharity.squarespace.com/public-engagement-campaigns>

Result 3.3 – This Result is **Slightly Off Track**. At *YA Zimbabwe*, the micro credit component has worked very well - the repayment rates for 2012 and 2013 funding are on track (repayment rate of 61% vs. target rate of 60%). A closer analysis between the two years highlights an important variance. The repayment rate for all funds given in 2012 stands at 37% but the repayment rate for funds given in 2013 is 80%. *YA Zimbabwe* attribute the significant improvement to the fact that in 2013, they stopped giving microcredit in the form of cash and instead gave it in the form of toolkits and materials (29 young people -17 female, 12 male - received kits worth approximately \$200 each). This minimised the risk of young people using the funds carelessly, and helped them with immediate self-employment.

At *YA Mozambique*, the repayment rate for all 2012 & 2013 funds is Off Track (repayment rate of 52% vs. target rate of 70%). The 2012 funding was available for graduates, with unspent funding carried over into 2013. In total 34 students (18 female, 16 male) received loans and the repayment rate stands at a disappointing 34%. Although the figure is affected by the fact that a number of loans were given out in Q3 and Q4 of 2013, it appears that loans are underperforming, especially when compared with performance at *YA Zimbabwe*. *SERVE* and *YA Mozambique* will be closely monitoring repayment rates in early 2014 so see if there is an upturn in performance. If not, then we will consider following the model at *YA Zimbabwe*.

The performance of loans given to 8 Franchise Holders at *YA Mozambique* in 2013 is healthy - the repayment rate is 60%. The Franchise Holders were very grateful for the loans because they find it difficult to access credit from local banks. The average size of a loan was €2,195 and has allowed the franchisees to buy production and training equipment. Business performance has improved and this ultimately benefits *YA* because franchisees can meet monthly rent payments (see Result 3.5 below). The Entrepreneurship Promoter (salary paid by Irish Aid funding) is responsible for managing the micro-credit process, which involves helping all applicants prepare business plans, reviewing applications, dispersing funding and improving links to the market place for recipients. *SERVE* completed a Case Study on Micro Credit beneficiaries in 2013. It is available on our website, and is discussed further in Section 3C.

Result 3.4 – This Result is **On Track**. During 2013, the work at *Agri Tech* was focused on completing Phase 1 of the physical development of the campus. *YA* drew down substantial EU funding to construct classrooms, workshops and farming infrastructure. The *SERVE* Volunteer Programme and SDP funding contributed towards essential utilities such as water and irrigation infrastructure, electricity supply and site setup. This has helped *YA* meet its target to start training rural young people and local farmers in agricultural vocational training from February 2014. Courses will be offered in agriculture, horticulture, cattle farming, poultry farming, fish-farming, agricultural mechanics, English, sewing & cutting (all 6 month courses), farm management and agribusiness (12 month courses). *YA* are aiming for 100-150 new students in 2014. The Irish Ambassador to Mozambique, Mr. Ruairi De Burca, visited the *Agri Tech* project in April 2013, at the same time as a school group from Colaiste Cois Life, Lucan, Dublin who were participating in a *SERVE* Immersion Programme. It is too soon to start measuring the impact of the *Agri Tech* project. However, from 2014 onwards, *SERVE* and *YA* will begin to capture income data, SRHR data and micro-credit data - replicating the successful monitoring process in place at *YA's* Beira campus. As of March 2014, the baseline income figure for individual students is \$47 per month (\$143 at household level) which means people are living close to or under the poverty line. These figures are 34% lower than the baseline income figures for the peri-urban community at *YA's* Beira campus - confirming a rural/urban income divide.

Result 3.5 – This Result is **On Track**. All indicators at YA Mozambique's Beira campus are On Track or are very close to being On Track. The Franchise Model continues to provide YA Mozambique with an excellent foundation for sustainability. In 2013, income raised from rent and fees paid by the Franchise Holders accounted for 86% of YA's core running costs - ahead of target for 2013 (**KPI 1**). Franchise holders performed well in terms of paying rent on time in 2013 - 88% of the targeted rent amount was paid, just short of the 90% target (**KPI 2**). Only one department (carpentry) is slow to pay, and the Entrepreneurship Promoter is working closely with them. The Entrepreneurship Promoter role (funded by Irish Aid) is proving crucial in improving business performance amongst Franchise holders. These figures highlight the importance of strong business performance amongst the Franchise Holders to YA's operating model. The result for **KPI 3** shows that courses are effective. Monitoring results from 130 graduates found an average 30% increase in monthly income (from \$63 to \$82) - which is above the target of \$75. This is helping to improve livelihood security for young people and their dependents. Monitoring results (Dec 2013) also show the following encouraging trends since January 2013:

- A clear move from unemployment, education and informal employment towards employment, internships and self employment - see Charts C & D below. Overall, 88% of graduates are economically active;
- 80% of graduates are using the skill their learned skill every day. This indicates that the skills are relevant to the marketplace;
- A clear shift in the source of income for young people - away from family members and towards self generated income. This reduces dependency on already strained family resources and increases independence of young people - see Charts E & F below; and
- Of the students who completed the monitoring exercise in December 2013, 82% had graduated for 6 months or more, and 18% had graduated for 12 months or more. It was encouraging to find that the average income amongst those who graduated for one year or more was 32% higher than the average income amongst those who graduated for six months or more. It will be helpful to have more data to analyse this trend, but it suggests positive income growth for graduates who secure employment or self employment.

Chart C: Employment Status of Graduates (Baseline to Post Course - figures expressed as %)

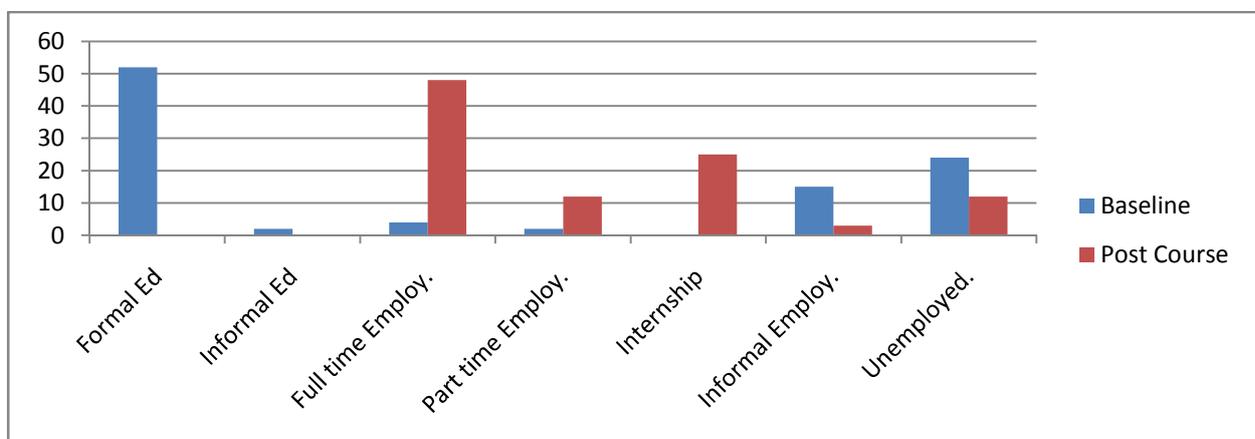
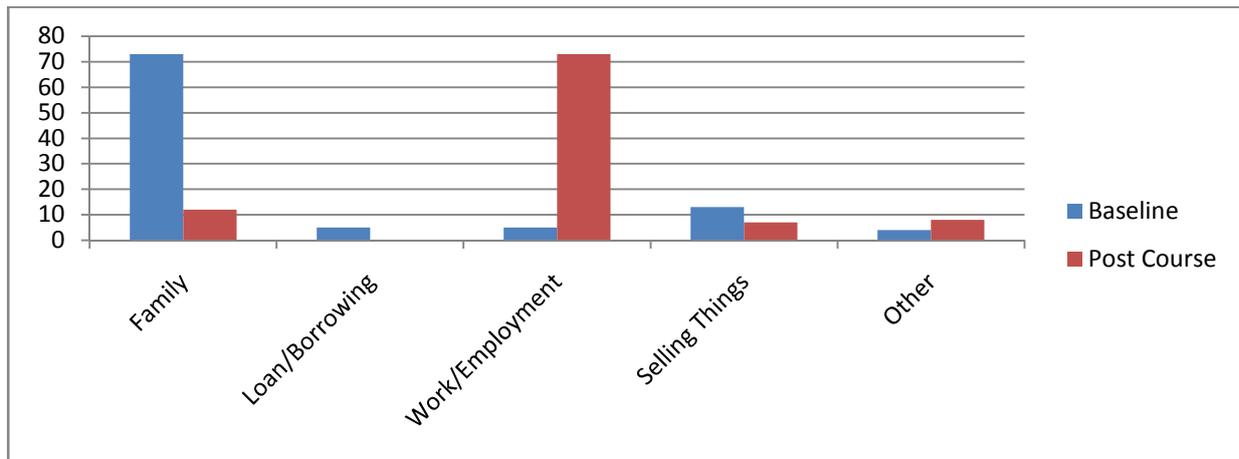


Chart D: Source of Income for YA Graduates (Baseline to Post Course - figures expressed as %)



Results 4.1 to 4.3 aim to strengthen the capacity of SERVE and partners to implement the SDP, strengthen governance and mobilise local communities. These results contribute to the three outcomes and incorporate the SERVE Volunteer to Build Capacity Programme.

Result 4.1 – This Result is **Slightly Off Track**. The SERVE Governance Manual was completed in Q4 2013 (**KPI 1**), which was later than originally planned. The Manual covers the following areas: organisational leadership, control & compliance, transparency & accountability, effective operations, probity and terms of references for sub-committees. The delay in completing the Manual meant that we could not use it as a basis to engage formally with partners on governance. This also meant that we did not carry out a formal board review with Tapologo in 2013 as planned (**KPI 2**). It is still possible to achieve the result and in 2014, SERVE will carry out a formal board review with Tapologo and Tsholofelo, using the SERVE Governance Manual as a template. SERVE do not have concerns at present about our partners governance standards, but we are committed to sharing international best practice with our partners where possible. In 2013, SERVE did address the issue of Financial Management with YA Zimbabwe through an internal control template (based on MANGO Financial Health Checklist template). YA Zimbabwe scored 82% overall - a low risk score. However, the following shortcomings were noted:

- There is a gulf between finance staff and programme staff in terms of understanding of roles and financial knowledge;
- Programme staff need strengthening in financial management;
- YA Zimbabwe need to put thorough and best practice financial policies in place across all departments; and
- The Financial Controller has made recommendations to the director to clearly define roles within finance which will strengthen financial operations and controls.

SERVE are supporting YA Zimbabwe respond to these issues by supporting 8 YA Zimbabwe staff attend financial management training in Harare in 2014.

A wide donor base is key to the development and sustainability of our partner's programmes. With 10 key donors to our partners (excluding SERVE/Irish Aid), the situation in 2013 is healthy (**KPI 3**). Tapologo's OVC Programme is supported by the SACBC, Community Hospice,

Wilde Ganzen and Eye for Others. YA Mozambique are currently supported by the EU, Wilde Ganzen and YA International. YA Zimbabwe are supported by ICCO, Stop Aids Now! and King Baudouin Foundation. The Tsholofelo Community Skills Training Programme continues to be entirely reliant on SERVE/Irish Aid funding which is a major concern for sustainability and exit strategy. SERVE encouraged Tsholofelo's key finance person to attend financial management training courses with MANGO in 2013 but this did not happen due to personal circumstances. We will continue to push for this training to take place in 2014.

Result 4.2 – This Result is **Slightly Off Track**. In 2012, our efforts to measure the voluntary contribution to our partner's work were unsuccessful. The process was reviewed in 2013 and a simple monitoring template was designed to capture key information. The key development was agreeing the definition of volunteering as "work a person does out of free will, that reaches out to invest time and service for the benefit of others or to a cause that is not profit seeking, and **for which there is no monetary payment**". In our 2012 result (and associated 2013 target), SERVE included the work of 30 Tapologo Home Based Care Givers who receive a small allowance for their work in their communities. In light of the above definition, we had to exclude this group in 2013 which meant that the result is off track (**KPI 1**). Adjusted (and more realistic) targets were set for 2014 and 2015. The economic value was completed using the following formula - the total number of voluntary hours contributed (by international and local volunteers) multiplied by an hourly wage (€8.65 for international, €4.30 for local volunteers). The change in definition also affected the measurement of the percentage of the partner's workforce contributed by volunteers (**KPI 2**). Because we excluded Tapologo's HBCGs the 2013 result is below target - 19% vs. target of 27%. New and more realistic targets have been set for 2014 & 2015. The key learning is that international volunteers account for almost all of the voluntary contribution to the partner's workforce. The new Step Up and SERVE youth group, who are linked with Tsholofelo, are the only example of a truly voluntary community campaign trying to achieve change within the SDP - see Result 4.3 below for more details.

Result 4.3 – Overall, this Result is **On Track**. Some of the quantifiable impact of the SERVE Volunteer to Build Capacity Programme is captured in Result 1.2, Result 2.1 and Result 4.2. However, many of the impacts of our Volunteer to Build Capacity Programme are immeasurable, especially in the areas of social capital, cohesion, personal development and empowerment. SERVE accepts the recommendation from Irish Aid (Nov 2013) that a KAPB Study would complement this work, and will explore this option in 2014. The Youth Parliaments (**KPI 1**) that Young Africa operates in Mozambique (one) and Zimbabwe (two) are a practical example of young people becoming empowered and enhancing social capital. They provide young people with a formal structure to contribute to the running of YA, and also encourage linkages with local communities, so that the benefits of Young Africa's work are not limited to the teaching campus. SDP funding contributed towards the running of the Youth Parliament at the YA Zimbabwe campus at Chitungwiza & Epworth. In 2013, 22 students (54% female, 46% male) formed the Youth Parliament. They undertook a 3 day leadership training workshop which developed team work, leadership qualities and effective communication skills. The Parliamentarians helped in graduation ceremonies, sports and arts festival and ran an environmental awareness campaign. The Parliament at YA Mozambique Agri Tech will be established in 2014.

Telling the story of the Volunteer to Build Capacity Programme is an effective way of capturing some of its impact. SERVE volunteers told their story through diary entries which are available

on the SERVE website. Capturing stories of transformed lives is also important. In 2013, SERVE planned to focus on the issue of OVC living in their home communities (**KPI 2**). This was not achieved due to the Tapologo-GOVC issues mentioned earlier. SERVE failed to carry out alternative work due to our Communications Officer (CO) leaving her role in August 2013, and a delay in recruiting a new CO. It is still possible to achieve our targets for "telling the story" in 2014 & 2015. In 2014, SERVE plan to produce and disseminate a number of short but high quality videos that tell the story of the SDP, the impact of the Volunteer to Build Capacity Programme (including OVC story), and other issues relevant to the SDP. A two person team has already been recruited to complete this work in July 2014.

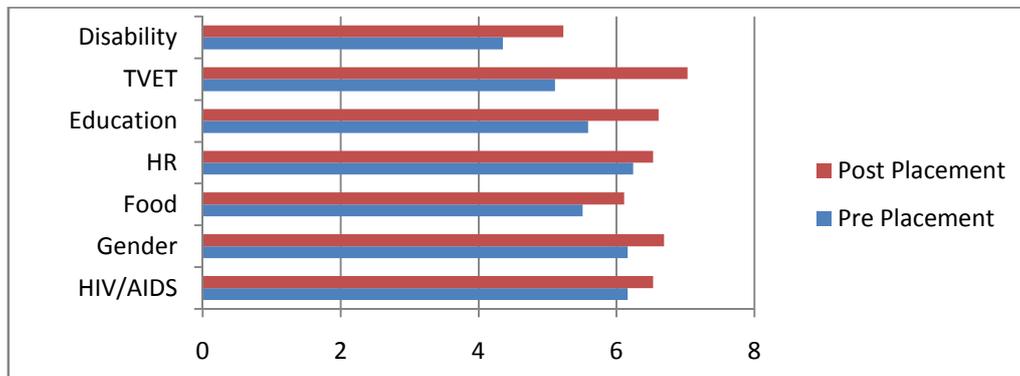
The Step Up and SERVE group is an excellent example of a local voluntary group trying to achieve change (**KPI 3**). This group consists of 25 young people who are committed to working with young people in squatter camps on a voluntary basis. This group was influenced by the SERVE volunteer groups who have worked in the Rustenburg area for the past 8 years. SERVE supported the group in 2013 by providing best practice youth work training based on SERVE's Global Youthwork Toolkit. Twenty five young people developed leadership skills and learnt how to identify issues within their community, and plan a coordinated response.

The final section of SERVE'S Results Framework relates to **strategic engagement with the Irish public**. The outcome is "increased awareness that leads to active participation amongst a targeted constituency in supporting development initiatives pivotal to reducing vulnerability and enhancing livelihood security".

Result 5.1 - This Result is **Slightly Off Track**. Evaluations of the Development Education Programme (DEP) in 2013 were off track - just 69% of volunteers described it as "beneficial", well below the target of 90% (**KPI 1**). For all volunteers, the day-to-day assignment with partners was more important and influential than the DEP. Overall, this is a disappointing result for SERVE because we did enlist the help of external development education experts as part of our 2012 & 2013 training programme. Feedback suggested that volunteers felt there was too much time given to Development Education in country, and that it was not delivered or approached in the best manner by SERVE leaders. In light of the results, SERVE will review the delivery of Development Education for 2014 and will work with staff and leaders on new ways of integrating it into the volunteer experience. The results of the Development Education Impact Questionnaire show that although there were some areas of improvement, our development education programme did not meet targets for increasing awareness or promoting active citizenship amongst returned volunteers (**KPI 2**). Over the course of the DEP, awareness of key development issues (disability, TVET, education, human rights, food, gender and HIV/AIDS) did increase by approximately 20%, but did not meet the target set out in the Results Framework. However, volunteers did say that they can now speak more confidently about these development issues, which is a welcome development. Regarding Critical Thinking, 69% say they think critically about development issues - slightly below the target of 75%. The majority of returned volunteers (92%) say that they are engaged in thinking about, reading about or learning about development issues, although just 25% say they are "very engaged", with 67% being "somewhat engaged". The result for Active Citizenship is off target (48% vs. 65%). As expected, there is an increase in the number of volunteers speaking about development issues in their communities. However, although returned volunteers state that they are more likely to take part in international development campaigns as a result of their volunteer experience, just

19% have done so since their return. Overall, these results confirm SERVE's experience over the past 10 years, whereby approximately 20% of returned volunteers remain committed to development campaigns and initiatives. This figure has remained the same despite SERVE significantly increasing our level of engagement with returned volunteers.

Chart E: Awareness of Development Issues Amongst Volunteers, Pre Placement vs. Post Placement



The SERVE Solidarity Groups are a good example of active citizenship for returned volunteers. We now have 5 regional Solidarity Groups who are active in promoting the work of SERVE, fundraising and supporting advocacy campaigns. Returned volunteers from the 2013 Volunteer Programme, make up 15% of the total membership which means this result is on target (**KPI 3**). Although the groups are run independently, SERVE staff continue to provide support and input. Almost half of returned SERVE volunteers contribute financially to development organisations (**KPI 4**), which means that the result is on target (47% vs. 40%).

Result 5.2 – This Result is **Slightly Off Track** because although SERVE did complete the planned activities, we struggled to measure any discernable impact within our own network and struggled to make an impact beyond our own network. SERVE do not have the resources to employ a full time campaigns and advocacy officer which means we are reliant on our own volunteer network to promote campaigns. This affects our ability to make a significant impact amongst the general public or contribute lessons learned at the micro level to the meso and/or macro level. Irish Aid's comments on our 2012 Narrative Report are accurate, in that the targets in the RF are unrealistic and lack rationale considering our size. The onus is on SERVE to make better use of existing networks (e.g. Comhlamh, Dochas).

In 2013, SERVE's advocacy work focused on the issue of TVET (**KPI 1**). The campaign was focused on increasing awareness of TVET amongst our network and the wider public, and promoting TVET amongst the development sector in Ireland. SERVE ran a short campaign to encourage past volunteers and the Irish public to contribute to the UN "My World 2015" campaign. We asked people to add TVET as a standalone issue, and also asked people to vote for "Better job opportunities" as this was the closest available option to TVET. In total, 65 people responded within the timeframe of the campaign which ran for 6 weeks. SERVE were disappointed that more former volunteers and their family/friends did not take part but the SERVE contribution did account for 6% of the total responses from Ireland in 2013 (1,100 had responded by the end of the year). This campaign was timed to coincide with a seminar held by SERVE in the IAVC in April 2013 - entitled "TVET: Engaging Civil Society in the Post 2015 Development Agenda". This was led by the Director of YA Zimbabwe, Ms. Enet Mukurazita. It

was attended by 50 people including representatives from Irish Aid, Electric Aid, the RTE One World Fund and Concern Zimbabwe. There was a vibrant discussion about the potential, and common pitfalls, associated with TVET programmes. The audio of the key presentation is available on the SERVE website (<http://tinyurl.com/pzg2aqb>). A total of 105 past volunteers participated in these campaign efforts, although SERVE were unable to measure the number of wider beneficiaries **(KPI 2)**.

Social media plays an important role in our advocacy work and SERVE continue to engage with our network through the quarterly Focus-On e-newsletter. A special edition in May 2013, (available at <http://tinyurl.com/novsxhh>) focused on how the SDP works within the context of the MDGs **(KPI 3)**. It focused on the provision of food for OVC in squatter camps in South Africa, and skills training programmes in South Africa, Mozambique and Zimbabwe (all MDG 1) and the role of SRHR education in combating the spread of HIV/AIDS amongst vulnerable young people (MDG 6). The role of Irish Aid funding was clearly noted. The newsletter was sent to 782 people with a read rate of 34%, ahead of the industry average of 21.5%. SERVE completed one case study in 2013 which focused on the issue of micro-credit access for people who want to establish their own micro-businesses **(KPI 4)**. This is available on the SERVE website and was disseminated to over 700 people in our network.

3 C: Further Programme Progress

In addition to advocacy work, SERVE's strategy to influence **policy development at the meso and macro level** is focused the development of research and evaluation to be disseminated through our network and our partner's network. In 2013, SERVE made some progress in this regard. However, there are two important points to note. First, similar to our advocacy and public engagement work (RF 5.2), although we completed a number of pieces of work to capture lesson learning, our dissemination strategy in Ireland was limited to our own network. Second, our partners are involved in significant advocacy work, and although SERVE supported this work, the results of this approach may not be apparent until 2014 or later (especially for Tapologo & YA Mozambique). The progress in 2013 included:

1. As discussed above, the TVET Seminar promoted the importance of YA's TVET model in responding to the needs of young people;
2. SERVE's Case Study on Micro Credit provision for Franchise Holders and graduates at YA Mozambique captured the hopes, motivations and challenges facing recipients;
3. In August 2013, SERVE and Tsholofelo completed a Strategy Paper on "Engaging People in Squatter Camps in TVET". The Paper interviewed participants of the Community Skills Training Programme, and considered recruitment strategies and the factors that motivated participants to take part. In summary, the main findings were: (i) A public perception of openness is key regardless of age, gender or ethnicity; (ii) In order to meet the needs of the poorest, locating training centres in the squatter camps outweighs the drawbacks in terms of available facilities; (iii) Skills training reaches older aged groups more than young people - if more young people are to be attracted then co-location of youth work activities should be considered; (iv) The provision of a balanced range of skills in terms of soft-skills and hard-skills is important in attracting participants. A balanced approach meets the needs of the widest possible population i.e. those who hope to work in the formal sector and those wanting to work in the informal sector (most notably women); (v) The target group should be asked what skills training courses they want, rather than merely looking to the apparent needs of the local economy. The migrant

nature of the camps means that participants may be more interested in skills capable of securing them employment in their home provinces and countries which may prompt seasonal migrants to stay at home rather than return to the squalor of the squatter camps; (vi) The most important promotional method at the squatter camps is word-of-mouth. Of those surveyed 50% stated they had heard about skills training courses from others;

4. In November 2013, SERVE supported YA Zimbabwe to undertake an external evaluation of their Holistic Youth Empowerment Programme (HYEP). This was undertaken by ACDRC to capture important lessons about the programme and contribute to YA Zimbabwe's next Strategic Plan. The main findings and recommendations of the evaluation included:

Positive	Negative	Recommendations
1. The YA Programme is highly relevant to the needs of young people and national development priorities	1. The Curriculum does not cater for needs of higher level students	1. Upgrade Training Courses to National Certificate Level
2. 50% of graduates are employed and earning an income - helping them to meet their/family needs	2. 50% of graduates unemployed due to curriculum level, lack of arranged job placements & economic situation in Zimbabwe	2. Establish a dedicated Training Coordinator Office to manage vocational training;
3. The self esteem of beneficiaries increased along with knowledge about careers and planning for the future	3. Size of micro credit loans often too small, meaning it can be too tempting to use money for welfare needs	3. Consider increasing size of loans (SERVE would recommend continuing with current model of giving training kits instead of cash, which is working well)
4. Life skills and SRHR are well resourced	4. Too much emphasis on self-employment instead of formal employment. Formal employment placements would actually improve self employment prospects	4. Prepare students for self-employment AND formal employment - establish twinning arrangements with local businesses and establish an Industrial Liaison Office
5. The Franchise Model (FM) is a very effective model for running a large TVET Centre and the YA model is a "unique model" for youth development	5. Lack of an agreed curriculum to cover all training courses is affecting impact and quality of teaching	5. Develop training guide to cover all courses with strict adherence to 70% practical/30% theory content and continue training teachers
6. YA Zimbabwe has built good relationships with stakeholders	6. Lack of a well defined M & E system (excluding income & SRHR) made it difficult to measure impact of all YA's work	6. Adopt a RBM approach to all programming and establish a Research Office to disseminate learning on YA's unique model for youth development

YA Zimbabwe are using this learning to influence their next Strategic Plan, and improve the effectiveness of their programmes. YA Directors are using the evaluations findings in meetings with current and potential donors (EU, DFID UK and US AID) and as part of their extensive international advocacy efforts to promote the YA TVET Model. Dorien Beurskens, one of the YA Directors, became an Ashoka Fellow² in 2013 (SERVE supported her application and provided a reference) and will be addressing Ashoka Conferences in Nairobi and Chennai in 2014.

² Ashoka is the largest network of social entrepreneurs worldwide, with 3000 Fellows in 70 countries, and is committed to enabling a world where "everyone is a change maker". This means equipping more people - including young people - with the skillset and the connection to purpose so that they can

5. The RBM process, which has been led by SERVE, is gathering important data not just for the Results Framework but also for our partners to use to advocate on behalf of their beneficiaries by linking micro level service delivery to the meso and macro level. As discussed in Section 3B, Tapologo is committed to making a submission to the Department of Social Development in 2014 to try and stimulate a response from government to the stunted growth crisis. YA Directors also use the income and SRHR monitoring results as part of their international advocacy and profile building work.

SERVE HQ achieved strong **oversight and quality assurance** during 2013. This was achieved as follows:

- Each partnership relationship continued to be governed by an MOU;
- New contracts were agreed with partners to govern the 2013 funding allocations;
- Partners forwarded M & E data and financial reports to SERVE HQ on a regular basis, and also responded quickly to ad hoc requests for information throughout 2013. This data was reviewed by SERVE's Development Programmes Officer. Information related to the Results Framework was collated and sent back to partners for comment;
- Partners completed Evaluations of the SERVE Volunteer to Build Capacity Programme. SERVE completed Comhlamh's Code of Good Practice Self Audit and implemented recommendations from Comhlamh's external audit from 2012;
- The SERVE Long Term Volunteer continued in his role in Zimbabwe until August 2013. A second Long Term Volunteer worked at YA Mozambique from May-September. These volunteers provided oversight and quality assurance for the M & E process in particular;
- SERVE staff from Ireland undertook 6 visits to SDP partners during 2013 and early 2014 (visits related to work of 2013). In March 2013, the SERVE Development Programmes Officer and Operations Manager visited the 4 programme partners. In June/July 2013, SERVE leaders completed monitoring work with partners in Mozambique and South Africa as part of the SERVE Volunteer to Build Capacity Programme. In August 2013, SERVE's Chairperson visited Zimbabwe and reviewed progress at YA Zimbabwe. In January 2014, the Development Programmes Officer and Operations Manager visited South Africa and Mozambique to review progress in 2013 and gather monitoring data. In January 2014, SERVE's Chairperson visited Zimbabwe again and met with YA Zimbabwe to review 2013 progress. All visits followed an agreed Terms of Reference and full reports were completed upon return to Ireland.

Through these visits and correspondence throughout the year, SERVE HQ provided the following **technical assistance** to support the implementation of the SDP:

- Provided guidance to partners as each monitoring exercise took place;
- SERVE worked closely with partners to redesign the monitoring tools which did not work in 2012 (Measuring Volunteer Contribution Template) and made refinements to other monitoring tools (income & SRHR questionnaires);

contribute ideas and effectively solve problems at whatever scale is needed in their family, community, workplace, field, county etc

- The SERVE Development Programmes Officer provided technical assistance in the analysis of nutrition data from Tapologo's OVC Programme. WHO AnthroPlus software was used to prepare reports which compare results to international standards;
- The SERVE Operations Manager (a trained youth worker with experience in child protection issues) provided technical assistance to Tsholofelo to improve child protection policies and procedures. This work was the catalyst behind SERVE planning a one week Training of Trainers Workshop in Child Protection, scheduled for March 2014. It will be facilitated by the UK organisation, Keeping Children Safe, and is promoted through the Comhlamh network. It has also been offered to a number of Irish NGOs. It will be attended by SERVE, Tsholofelo, Comhlamh, Friends of Londiani, Agape Adventures, Music Harvest and Missionaries of the Sacred Heart;
- The SERVE Development Programmes Officer worked closely with YA Mozambique to prepare a funding application for DFID UK's Global Poverty Action Fund. The project was focused on upgrading the training programme at YA Mozambique. Although we passed the concept note phase, we were ultimately unsuccessful. However, the process of collaboration was very beneficial in identifying components of YA's work that need improvement. The process also highlighted the importance of having results based data - DFID described the availability of this data as "very positive";
- SERVE's Volunteer to Build Capacity Programme provided technical assistance in construction, infrastructure development and health provision components. For example, the South African Volunteer Programme included a Civil Engineer who led teams of SERVE volunteers and local builders to complete infrastructure projects to a high standard. Two trained nurses also worked alongside local nurses in South African squatter camps; and
- Following the completion of the MANGO Financial Health Checklist with YA Zimbabwe in 2013, SERVE are supporting YA staff access financial management training in Harare with Mango in 2014 and are encouraging Tsholofelo to also undertake training.

SERVE'S approach to **sustainability** involves ongoing discussions with partners on the following issues: local management structures, promoting good governance, transparency, dependency ratios, income diversity, community involvement, the role of local authorities, training needs, succession planning and measuring programme effectiveness. The main results in 2013 include:

- All partners exhibit strong **local management structures**. YA Zimbabwe and YA Mozambique's Beira campus (set up by ex-pats) are managed by local people. YA Mozambique's Agri Tech project is still reliant on ex-pat expertise in the setup phase but there is a clear plan in place to build local leadership capacity with a view to handing over in 3-5 years. Tsholofelo is well rooted in its target communities and the training centres are under local management. Tapologo promotes and supports local management of its Wellness Clinics and OVC Daycare Centres. SERVE can confidently say that all SDP partners exhibit strong levels of **community involvement**;
- In 2013, SERVE met with the Tapologo OVC Programme Management Committee (main agenda was review of nutrition monitoring data) and YA Mozambique's Management Board (main agenda was increasing sustainability of YA projects). These meetings showed the Committees as very active and engaged in the projects. SERVE believes that our partners have **good governance** standards, and are compliant with all relevant

legislation. SERVE failed to develop our own Governance Manual in time (completed Q4 2013) so that it could be used as a "best practice" template to measure the governance standards of partners. This can be achieved in 2014 & 2015;

- With regard to **financial sustainability**, the YA Franchise Model continues to provide YA with a very strong foundation. In Zimbabwe, YA achieved 83% self-sustainability and in Mozambique, YA Beira achieved 88% self sustainability. Although 2012 & 2013 were challenging for Tapologo (PEPFAR funding ended in 2012, breakdown of RBN relationship in 2013) and resulted in retrenchment of personnel, they have emerged in a strong financial position, with multi-year funding agreements with a range of donors. Tsholofelo continue to be almost 100% reliant on SERVE/Irish Aid funding for the Community Skills Training Programme, and this is a major concern with regard to **dependency ratios** as we approach the halfway point of the programme. SERVE continues to look for new donors, and encourage Tsholofelo staff to take part in relevant training (e.g. Mango's "How to build a financing strategy" course, Pretoria, May 2014);
- SERVE responded to other **training needs** in 2013 - child protection with Tsholofelo, and financial management training with YA Zimbabwe; and
- The RBM system is now providing valuable data which is helping to show the **effectiveness** of our partners programmes. This is directly helping our partners to promote their projects (e.g. YA & Ashoka), provide greater transparency and accountability and strengthens their chances of securing additional donor funds.

There are no significant updates with regard to **exit strategies**. The SDP programme partnerships are mature and ongoing. They are at the management and implementation phases in a five phase cycle that ranges from identification to exit. In 2014, SERVE will review our exit strategy policy recognising that partnership engagement in all probability is potentially justifiable until the beneficiaries served by the programme are fully aware of their rights and that these rights are being met by the appropriate agents of responsibility. . SERVE will develop a formal policy on Exit Strategies to aid this process in 2014.

With regard to **organisational development**, the SDP was managed primarily by the Development Programmes Officer, with input from the Operations Manager, Volunteer Coordinator and Communications Officer. Oversight was provided by the SERVE Chairperson and Board. During 2013, the SERVE Development Programmes Officer reported on two occasions to the SERVE Board on SDP Progress. Regular meetings between the SERVE Chairperson, Development Programme Officer, Operations Manager and Communications Officer provide ongoing oversight of the SDP. The main HR issue was the departure of the Communications Officer in August 2013, which hampered our ability to complete some of the planned activities for Results 4.3, 5.1 and 5.2. This role was not filled until September 2013, and ultimately this weakened SERVE's ability to engage strategically with the Irish public. In 2013, SERVE had the following full time staff - Development Programmes Officer, Projects Officer, Operations Manager, Volunteer Coordinator, Communication Officer (intern) and Fundraising Manager. Two more interns provided administrative support.

The RBM system and commitment to track outcomes are central to the work of the SDP. Importantly, this approach is also becoming central to SERVE's work with partners outside of the SDP. Where we previously would have focused on outputs, we increasingly work with partners to measure outcomes. This is a gradual process - some partners are better equipped than others, yet we have made steady progress. For example, SERVE supported YA's latest

project in Namibia in 2013 and they are using the same income, employment and SRHR monitoring tools that are used by YA in Zimbabwe and Mozambique. Agriculture projects in Zambia and India use indicators that track changes in agricultural productivity, sales and income generated. A community regeneration programme in the Philippines is using a range of outcome indicators to track the involvement of young people in community leadership, household income records and BMI status of children. In 2014, SERVE plan to develop a set of guidelines for the organisation and partners in relation to the RBM and MfDR approach.

The move of the volunteering programme from the Cork office to the Belfast office was a success. The initial rationale was based on reallocating resources to provide more support to the Projects Office who were dealing with an increasing number of donors. The 2013 Volunteer Programme was a success - evaluations by volunteers and leaders were positive. SERVE completed Comhlamh's self-audit tool on the Code of Good Practice for volunteer sending organisations. In 2012, Comhlamh completed an external evaluation with SERVE, and we implemented the following change in 2013 in response to recommendations of this evaluation:

Recommendation	Response
Ensure MOUs outline in broad terms the resources & supports to be provided to partners	SERVE have amended MOUs to state more clearly what resources we can provide to partners. However, this remains conditional on financing and capacity to provide resources
Ensure the principles of in-country support are outlined in the Volunteer Programme Policy and Handbooks	SERVE have revised our policy documents to state supports and entitlements guaranteed to volunteers, including pre-departure and post placement support
Expand the Child Protection Policy to include vulnerable adults	SERVE amended our CPP to include Vulnerable Adults, even though there is no statutory vulnerable adult protection legislation in RoI
Develop formal M & E procedures for the volunteer programme	Process has been formalised - volunteer evaluation form, partner evaluation form, returned leader debrief, improved systems for processing information, Comhlamh audits & peer support; SERVE M & E Policy updated to incorporate changes
Develop an equality policy to reflect Irish legislation	SERVE developed an Equality Policy with support from EIL
Consult local partners on use of imagery	Approval secured from partners/beneficiaries before photos taken and used for promotion
Develop guidelines on gift giving & ethical fundraising	SERVE provides volunteers with a Guidance Document which is based on best practice in fundraising

The **cost of fundraising** compared with 2012 decreased by 19% (from €14,781 to €11,970) In 2013, SERVE's **fundraising strategy** focused on: (1) consolidating good relationships with existing institutional donors in Ireland; (2) developing new relationships with institutional donors and trusts in Northern Ireland and the UK.; (3) Implementation of a fundraising operational plan with clear target; (4) shifting the focus from one significant fundraising event (e.g. Flip Flop Friday, our national fundraising day) towards running a higher number of "smaller" but more interactive fundraising events (e.g. Four Peaks, Run-a-Muck); and (5) building capacity of Solidarity Groups to engage in local fundraising (e.g. church gate collections, table quizzes).

The key **outcomes** were:

- (1) Grant income (institutional donors) increased by almost 23% from 2012 (from €856,338 to €1,050,326);
- (2) SERVE secured further funding from institutional donors/trusts in Northern Ireland and the UK, which contributed towards the SDP. These donors include Lloyds TSB Foundation for NI and the Ulster Bank Staff Charity Fund;
- (3) SERVE invested a significant amount of time in applying to DFID's GPAF scheme, in partnership with YA Mozambique. We passed the Concept Note phase but were unsuccessful with a full application. Nevertheless, this was a valuable learning experience for SERVE; and
- (4) Total voluntary income from the Irish public increased by 58% from 2012 (from €583,395 to €922,857) - donations for our response to Typhoon Haiyan were the major contributor.

4. SERVE'S PARTNERSHIP APPROACH

The partnership approach to development has been central to SERVE's work over the past 10 years. SERVE continues to implement the SDP with our four key partners – (i) Tapologo, RSA (HIV and AIDS sector, including OVC and ART Programmes); (ii) Tsholofelo, RSA (Education, vocational skills training and primary health care); (iii) Young Africa Zimbabwe (vocational skills training for young people, including SRHR training); and (iv) Young Africa Mozambique (vocational skills training for young people, including SRHR training). The report has already highlighted the areas of progress and failure with regard to strengthening partnership and capacity (see sections on Results 4.1 to 4.3 which is a dedicated Capacity Building framework, and Technical Assistance). We believe that we have a very open and honest relationship with our partners, whereby successes are acknowledged, failures and difficulties are well communicated and requests for help made in the spirit of partnership. In 2013, YA Mozambique used the positive income and employment data to strengthen their case in advocating for TVET in Southern Africa through the Ashoka network. There was excellent communication between Tapologo and SERVE as they worked through their difficulties with the RBN which affected the GOVC Programme. Tsholofelo requested SERVE's help with the issue of child protection, and YA Zimbabwe requested SERVE help in the external evaluation of their programme.

The four "local" partners are the direct recipients and managers of SDP funds. With regard to Irish Aid funding in 2013, 88% of direct costs were on-granted to the partners (the remaining 12% was allocated to the SERVE Volunteer to Build Capacity Programme). At an organisational level, SERVE on granted 60% of funds to local partners in 2013. This was the actual percentage on-granted funds in the financial year January 31st 2014, but underestimates the real percentage of on-granted expenditure which is when fully on-granted will be between 74% and 80% . The understatement is due to timing issues related to Misesan Cara grants (i.e. not all funding secured has been transferred to partners yet, as transfers are phased and we wait for progress reports).

5. MONITORING OF THE SDP

Monitoring of the SDP went well in 2013. For the most part, data was provided on schedule and to a high standard and has allowed SERVE to move beyond measurement of basic activities and outputs to outcomes (in most cases). There were no significant difficulties or failures. Lesson learning is crucial for two reasons. First, results from monitoring work contain lessons which

can improve **programme effectiveness and impact** and the report has already outlined practical examples of this (e.g. YA Zimbabwe's microcredit is outperforming YA Mozambique's, nutrition data will be used by Tapologo to highlight stunted growth crisis in squatter camps with DoSD). Second, there are important learnings that affect the actual **monitoring process**. In 2013, the main lessons and changes which affected the monitoring process include:

- Continuing difficulties in getting older participants on Tsholofelo's Skills Training Programme to complete the SRHR questionnaire. The fact that the facilitator is usually younger presents a problem. Unfortunately there is no other person who can facilitate the process at the moment. There is great reluctance in some communities - so much so that Tsholofelo are worried about impact of pursuing the SRHR monitoring. This will be discussed further in 2014 and may affect the number of times we complete the exercise;
- Literacy and numeracy levels are much lower in South African squatter camps than in the target communities in Zimbabwe & Mozambique. This goes some way in explaining the high number of missing answers (almost 70%) on questions related to income. Students in Zimbabwe were also very reluctant to answer questions about income levels due to fear that the information would be given to the government, and used against their family. The facilitators had to work harder to negate this fear, which presents an insight into the high levels of suspicion and fear associated with the government there;
- Calling people back to complete post course monitoring exercises is difficult and labour intensive. Facilitators spent a lot of time tracking people down through family and friends. This process must be well resourced in terms of phone costs, travel costs and some incentives for people to return to complete the follow up questionnaires;
- There is very useful quantitative data regarding micro-credits but this would be enhanced with further case-studies and interviews with beneficiaries; and
- The nutrition surveys on the TOVC Programme should be completed on a quarterly basis now that there is greater operating stability for Tapologo.

6. EXPENDITURE & SERVE'S KEY FINANCIAL INFORMATION

(a) Commentary on Expenditure against Approved Budget:

Table B: Summary of SDP 2013 Expenditure - Irish Aid funding only (as of Dec 31st 2013)

Category	Budget €	Spent €	% Variance
Direct Costs (inc 2012 carryovers)	270,399	254,406	6%
Programme Quality Costs (inc 2012 carryovers)	30,678	30,678	-
HQ Admin Costs	17,435	17,435	-
Total	318,512	302,519	5%

The under-spend of €15,993 consists of:

Component	Amount (% of funds)	Reason
Tapologo Wellness Clinic Infrastructure - Chaneng Clinic	€8,258 (3%)	Tapologo faced challenges with the breakdown in relationship with RBN. This took up a lot of the time of Tapologo staff. By the time these issues were mostly resolved – in November 2013 – there was not enough time to complete the work at Chaneng by year end.
YA Zimbabwe Micro Credit	€864 (0.3%)	Applications received late in the year, which meant they could not be processed by Dec 31st. Process halted while we waited for result of carryover request
YA Mozambique Micro Credit - Franchise Holders	€2,020 (0.6%)	
YA Mozambique Micro Credit - Graduates	€1,238 (0.4%)	
SERVE Long Term Volunteer	€3,613 (1%)	LTV had to return to Ireland in August 2013. SERVE are recruiting for LTV in 2014. This position has been very important in monitoring of SDP

With regard to overall SDP expenditure

Category	Budget €	Spent €	Variance %	Variance Explanation
Direct Costs - RSA	403,358	298,173	26%	(i) SERVE/Tsholofelo unable to secure additional funds for Community Skills Programme; (ii) No infrastructure work at OVC Centres & Wellness Clinic work curtailed; (iii) Tapologo expenditure reduced due to cash flow issues caused by RBN relationship difficulties
Direct Costs - Zimbabwe	315,859	384,970	22%	Through the Academics Coaching component, YA was approved as an Examination Centre for school exams. This led to an extra unforeseen budget line item involving income & expenditure
Direct Costs - Mozambique	1,028,372	716,345	30%	Late drawdown of EU funds by YA. Project started later than expected in 2012, which has consequences for drawdown and expenditure of EU funds
Indirect Costs - (PQ, Admin)	126,690	102,981	19%	(i) Lower SERVE Admin costs than originally budgeted. (ii) Significant voluntary contribution to PQ element
Total	1,874,279	1,502,469		

(b) Commentary on key org financial information & audit assurance

SERVE operates in the two jurisdictions on the island of Ireland. SERVE operates under distinct charity numbers in the South of Ireland and the North of Ireland. Separate accounts are maintained for the two charities. The financial aggregate outcome for SERVE is included in Annex 3. The financial information for SERVE, in both jurisdictions, for the year Jan 31st 2014 is as follows:

	ROI €		NI £	
	2014	2013	2014	2013
Total Income	2,035,705	1,403,648	140,949	107,690
Total Restricted Income	1,743,881	1,148,018	101,803	56,974
Total Unrestricted Income	291,824	255,630	39,146	50,716
Grant Income	1,050,326	856,338	0	0
Voluntary Income	985,379	547,310	140,949	107,690
Irish Public	757,715	492,901	136,662	76,690
Total Resources Expended	1,776,893	1,200,664	117,878	35,297
Direct Charitable Expenditure	1,756,930	1,178,102	117,078	35,297
Direct Programme Costs	1,715,159	1,114,932	109,278	20,926
Unrestricted Reserves	160,180	160,963	53,823	41,170

Commentary

The financial outcome for the year ending January 31st 2014 shows:

- The SERVE/ Irish Aid ratio is 52%:48%;
- Unrestricted Income is 15.3% of total incoming resources, compared to 20.6% in 2012;
- The final year unrestricted reserves are responsibly higher than the minimum required;
- There are cash reserves of approximately €1.5 million between the South of Ireland and the North of Ireland as at January 31st 2014. There are four important factors relevant to an analysis of these reserves: (1) €214,000 represents a prudent unrestricted reserve balance; (2) There is €270,000 that relates to a long term school development in Haiti. There were significant developments in 2013 - the school is now 55% complete; (3) There is €302,000 of Mísean Cara grant funding, due to the timing of the receipt of funds from Mísean Cara. This is due to some grants being received in December 2013, and our policy of disbursing grants in two instalments; (4) Reserves of €523,000 in support of development projects in the Philippines; and (5) The remaining reserves of approximately €278,000 represents a prudent reserve of restricted funding spread between and in support of the projects in our priority countries;
- The financial statements for both SERVE in the South of Ireland and the North of Ireland are prepared following the recommendations in the Statement of Recommended Practice: Accounting and Reporting by Charities 2005 and with the Companies Acts 1963 to 2012.

Audit Assurance

As of April 11th 2014, SERVE are waiting for our audited accounts for 2013 to be completed. We will forward our audit to Irish Aid immediately upon completion. We are also waiting for the audit reports of our SDP partners to be completed.

In line with last years audit coverage of 76% we expect that the figure for 2013 will be between 70%-76%.