



**SERVE DEVELOPMENT PROGRAMME (SDP)**

**2017 ANNUAL REPORT**

**To**

**IRISH AID (Transition Funding)**

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## **LIST OF ACRONYMS**

**CoGP** - Comhlamh Code of Good Practice for Volunteer Sending Organisations

**DPM** - SERVE Development Programme Manager (responsible for SDP)

**EP** - Entrepreneurship Promoter (employed at YA Mozambique, funded by SDP)

**FH** - Franchise Holder (people who run training departments at YA. Integral to Franchise Model now replicated in 6 TVET Centres in 3 countries. YA makes the initial capital investments. Workshop space is rented out to local business people who become "Franchise Holders". They operate their business from the YA campus and train young people following a curriculum agreed with YA. The rent paid by FH to YA offsets central administration and running costs)

**ILO SYB** – International Labour Organisation Start Your Business Training Programme

**KRA** – Key Result Area (within One World One Future Policy)

**LSP** - Life Skills Programme, mainstreamed into YA

**LTV** - SERVE Long Term Volunteer fulfilling an ME role, based in Zimbabwe, operating regionally

**MC** - Master-crafts person, provides training on YA Zimbabwe Outreach Training Programme

**MEL** - Monitoring, Evaluation & Learning

**RBM** - Results Based Management

**SDG** - Sustainable Development Goal

**SDP** - SERVE Development Programme

**SORP** – Statement of Recommended Practice

**SRHR** - Sexual and Reproductive Health and Rights

**TVET** - Technical Vocational Education and Training

**VTC** – Vocational Training Centre

**YA** – Young Africa

## 1. EXECUTIVE SUMMARY

The SERVE Development Programme (SDP) 2017 was a response to the challenges of youth unemployment and risks to the wellbeing of youth in targeted communities in Zimbabwe, Mozambique and Zambia. The Programme Goal was for young people in vulnerable communities to have greater resilience and be better able to reach their potential and contribute to society. There were four objectives – (1) Increase employment levels (formal & informal) and income levels for TVET graduates; (2) Increase self-employment levels and incomes for TVET graduates; (3) Increase youth empowerment in the areas of SRH and wellbeing; and (4) strengthen the YA TVET model through capacity building.

The key target groups were marginalised out of school young people in (i) the urban communities of Chitungwiza, Mashonaland East Province and Epworth, Harare Province and the rural community of Makoni, Manicaland Province in Zimbabwe; (ii) the peri-urban community of Manga, Sofala Province and the rural community of Dondo, Sofala Province, Mozambique; and (iii) urban communities in Lusaka, Lusaka Province in Zambia. In all locations, SERVE worked with our partner Young Africa (YA). The SDP model integrated funding, capacity development and volunteering.

In 2017, the principal **achievements** of the SDP included:

1. The SDP directly benefitted 1,957 impoverished young people. This included the very marginalised groups of (i) 370 rural youth in the areas of Makoni, Zimbabwe and Dondo, Mozambique; (ii) 162 students supported with scholarships in Zimbabwe and Mozambique; (iii) 46 young people with disabilities in Mozambique;
2. Overall, young women accounted for 56% of beneficiaries and were the main beneficiaries on a number of components including rural outreach in Zimbabwe (61%) and microcredit in Mozambique (74%);
3. 68% of graduates reported an increase in their weekly income. The biggest improvement was in Zimbabwe, where the proportion of young people with no regular weekly income was more than halved from 76% to 30%. The change in income ranges in Mozambique was more modest;
4. Overall, 73% of graduates are economically active across the three countries – a 19% increase. This included full time employment, part time employment, regular informal employment and internships;
5. The personal resilience of 1,957 young people was strengthened with 90% of graduates saying that Life Skills improved their sense of self-worth, levels of self-confidence, and contributed to improved SRH knowledge and actions;
6. Significant impact was achieved on the capacity building of Young Africa – there were five distinct capacity building events at regional and centre level, with 83 participants. These were supported by SDP and EU Erasmus+ funding

The main **shortcomings** of the SDP in 2017 included:

1. Although, in almost all cases, there were improvements on baseline figures, targets for several outputs and outcomes were not reached. This was due to a combination of overly ambitious targets and contextual issues outside the control of SDP partners;
2. YA Zambia, which was in a start-up phase, struggled to meet the target number of beneficiaries and were beset by challenges. Review and learning by SERVE led us to question the merits of operating in three countries on the SDP, and this meant SERVE did not include Zambia in our application for CSF funding in 2018;
3. YA Agri Tech in Mozambique was closed for six months during 2017 due to local political issues. This enforced closure significantly affected beneficiary numbers, forced a change in the leadership of the Centre and meant that Output 2.3 was not achieved.

## 2. STRATEGIC OVERVIEW

In 2017, SERVE began the work involved in ensuring compliance with the Code of Governance for Type C Organisations. This work will be completed by December 2018. SERVE remains compliant with the predecessor Code of Practice for Good Governance of Community, Voluntary and Charitable (CVC) Organisations in Ireland (2012).

The following policies were developed, updated and approved in 2017 – (1) SERVE’s Immersion Programme Policy; (2) SERVE’s Volunteer Policy; and (3) SERVE’s Equality and Inclusivity Policy. Policies and key documents due for review in 2018 were also identified namely Governance Manual, Advocacy Policy, Exit Strategy Policy and M&E Policy. The need to develop a Data Protection Policy in line with the new General Data Protection Regulations (GDPR) was also identified.

In 2017 the task of board renewal was instigated. Renewal of the board was intended to achieve three objectives - board rotation, better gender balance and the recruitment of individuals with specific skills to meet identified skills gaps. Conversations are ongoing with a number of individuals and we have been successful in recruitment of a female board member with specific skills in PR and digital media. She will be ratified by the board at the next board meeting in Q1 2018.

Risk management is a standing item on the SERVE board meeting agenda. In 2017 existing risk registers were reviewed and areas for improvement were identified. SERVE’s CEO took part in a series of risk related webinars facilitated by Comhlamh and delivered by Red R. The SERVE Audit and Risk sub-committee maintained oversight responsibility of the area of risk management. It was agreed that all existing risk registers would be reviewed in 2018 and that the risk assessment process in relation to the Volunteer Programme would be upgraded using a new risk register format. The membership of the Audit and Risk Sub-Committee has also been augmented with the recruitment of a female committee member with experience in auditing and who has personal experience of international volunteering and development. SERVE has two risk registers - an Organisational Risk Register and the SDP Risk Register. The key risks and mitigation strategies include:

<b>Organisational Level Risk Register Examples</b>	
<b>Risk</b>	<b>Mitigation Strategy</b>
Failure to effectively monitor and evaluate donor funded projects	<ol style="list-style-type: none"> <li>1. Robust M&amp;E function, policy and implementation plan in place. Full review planned in 2018;</li> <li>2. Partners have more competence in the RBM approach;</li> <li>3. Presence of skilled ME Officer in Zimbabwe with regional role;</li> </ol>
Fraudulent activities damages reputation with key donors	<ol style="list-style-type: none"> <li>1. Implementation of Internal Audit Control function &amp; internal control review strategy;</li> <li>2. Improved competence amongst SERVE staff in financial monitoring, following training and internal review</li> </ol>
<b>SDP Risk Register Examples (inc. country level risk analysis)</b>	
<b>Risk</b>	<b>Mitigation Strategy</b>
Significant other donor does not provide expected funding to partner or major donor withdraws funding, affecting project implementation	<ol style="list-style-type: none"> <li>1. Regular review of co-funding status with partners - integrated into Result Framework process;</li> <li>2. Support partners in funding applications to significant donors – e.g. Erasmus+ fund;</li> <li>3. Use of robust SDP monitoring data to strengthen applications and accountability to key donors</li> </ol>
Inadequate health and safety attention in the workplace (especially in country during volunteer programmes, monitoring visits)	<ol style="list-style-type: none"> <li>a) Rigorous annual health &amp; safety reviews of volunteer programme locations, following CoGP;</li> <li>b) Liaising with partners in advance of visits, reviewing security information from reliable news sources</li> <li>c) Careful monitoring of political situation in Zimbabwe through local contacts, national and international media. The ME Officer remained out of the country in Nov 2017 during political transition.</li> </ol>

Child & youth safeguarding risks associated with adult staff having access to marginalised youth in SDP countries	In 2017, child safeguarding was a central part of capacity building work with YA, from management to junior staff level. Policy suite at YA strengthened. SERVE will continue to place safeguarding at the centre of our partnership and will undertake further training in 2018/2019.
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### 3. SERVE DEVELOPMENT PROGRAMME PROGRESS 2017

#### 3 A: Changes in Programme Context in 2017

In **Zimbabwe**, there were two significant context changes during 2017. First, the removal of Robert Mugabe as President in November 2017 was the most significant political development in almost forty years. There has been little impact at the micro level to date – the first real test for the new leadership will be the general election which must be held before September 2018. SERVE will be monitoring political developments closely as there is potential to impact on planned activities for 2018. The new leadership has taken some actions towards economic reform but the impact of these actions was not felt during the project period. The impact of the leadership change on the SDP 2017 was minor – the YA Zimbabwe Centres closed for a few days but once it became clear that the transition was largely peaceful, they reopened. One positive aspect of the transition is that Zimbabwean people, especially young people, have a long-awaited sense of hope for the future.

Second, on a day to day basis, Zimbabweans continued to be significantly affected by a severe liquidity crisis. This has been an ongoing issue since 2015 but worsened further in 2017. The Reserve Bank of Zimbabwe has taken a number of decisions which have worsened the situation including restricting capital outflows, removing ATM withdrawals and bank withdrawals and increasing circulation of the new Zimbabwean Bond currency, which is not trusted by the public. This means that cash transactions are incredibly difficult. With bank to bank transfers not being a viable option for most Zimbabweans, mobile payment services (e.g. EcoCash) now dominate. This has had an impact on the SDP 2017 in four ways – first, YA Zimbabwe has had to adapt its recruitment procedures to handle mobile payments for course fees; second, it has reduced the ability of YA Zimbabwe to offer microcredit to students; third, it has led to another barrier for graduates in their efforts to generate sustainable income; and fourth, it has reduced YA Zimbabwe’s ability to procure affordable materials outside the country as there is a ban on external transfers.

In **Mozambique**, there were a number of context changes that had a varying degree of impact on the SDP 2017. First, Mozambique endured an economic crisis, mainly due to the disclosure of state-owned companies’ debts of over \$1 billion to foreign banks, which led international donors to freeze their contributions to the state budget. The government failed to prosecute government officials implicated in the debt scandal. This means there is potential for loss of international investor and bilateral donor confidence which would be a significant blow to what has been one of Africa’s fastest growing economies in recent years. At the micro level, the loss in government revenues has been blamed for lack of basic supplies in the health services, and under resourced schools. Second, although a December 2016 ceasefire agreement between the two main political parties largely held, there were sporadic outbursts of violence which led to deaths. This affected central provinces including Manica and Sofala (where YA Mozambique are based). At project level, this affects our health and safety analysis for our annual Volunteer Programme to Mozambique and road journeys between Harare and Beira which YA and SERVE staff undertake because of unreliable airlinks. Third, after significant deterioration of the Metical in 2016, it stabilised in 2017, which allowed SERVE and YA Mozambique to plan and budget with greater certainty. Fourth, the increased politicisation of local government offices continued in 2017 and forced the closure of YA Agri Tech in Dondo, Mozambique for a number of months. This affected the number of beneficiaries in 2017 – see Section 3B for more details. Fifth, the Mozambican government passed authority for legislating in the TVET sector from the Ministry of Labour to the Ministry of Science and Technology, who are ensuring that existing TVET legislation is being complied with by Vocational Training Providers. They will visit all VTCs in 2018,

including YA in Beira and Dondo. Finally, inflation was very high in 2017 – according to the World Bank it averaged 18%. This had direct implications for Mozambican households, including the SDP target group, as basic foodstuffs such as maize, oil and salt have increased in price. This proved to be a significant additional challenge for YA graduates as they tried to strengthen their economic resilience.

In **Zambia**, the most significant context change was the increase in civil unrest during 2017. This was related to the arrest of the opposition leader, Hakainde Hichilema, on what are widely regarded as trumped up treason charges in April 2017. Communities in Lusaka witnessed a greater police and army presence who exercised a clampdown on democratic freedoms and dissenting voices. This unrest continues to affect Zambia’s long held reputation as a stable country. During 2017, it also had a direct effect on participation of youth in YA Zambia’s programmes as some young people, especially young women, felt unsafe when travelling to YA’s training location.

### 3 B: Programme Progress in 2017- Analysis of Results Based Framework

#### Summary of Results 2017

Outcome/Output	Status
<b>Outcome 1 - 80% of 3,340 TVET graduates economically active &amp; increase income</b>	Partly Achieved
<b>Output 1.1</b> - 240 youth access TVET through an Outreach Model in Makoni District in Zimbabwe	Achieved
<b>Output 1.2</b> - 100 youth access TVET through YA Zambia’s ICT Outreach Programme	Not Achieved
<b>Output 1.3</b> - 2,850 marginalised youth access TVET through VTCs in Zimbabwe and Mozambique	Partly Achieved
<b>Output 1.4</b> - 100 youth (40% F/60% M) with disabilities accessing TVET in 2017	Partly Achieved
<b>Output 1.5</b> - 120 youth (50% F/50% M) accessing TVET through scholarships in 2017	Achieved
<b>Output 1.6</b> - 1 Training Department at YA Zimbabwe has improved training equipment	Achieved
<b>Output 1.7</b> - 3 Training Departments at YA Mozambique have improved health & safety standards	Achieved
<b>Outcome 2 - 60 microenterprises at YA Mozambique provide sustainable income source</b>	Partly Achieved
<b>Output 2.1</b> - 60 young people at YA Mozambique complete ILO SYB accredited training programme	Achieved
<b>Output 2.2</b> - 30 young people accessing microcredit funding at YA Beira, Mozambique	Achieved
<b>Output 2.3</b> - 30 young people accessing the Incubator Programme at YA Agri Tech, Mozambique	Not Achieved
<b>Outcome 3 - 85% of 3,340 TVET graduates are more empowered, more confident about the future and make more responsible SRH decisions</b>	Partly Achieved
<b>Output 3.1</b> - 3,340 young people complete comprehensive Life Skills Programme	Partly Achieved
<b>Output 3.2</b> - 40 SERVE Volunteers & Immersion Programme Students contribute to programme	Achieved
<b>Outcome 4 - Staff at 6 YA TVET Centres improve their skills base and standard of services available to target beneficiaries in 2017</b>	Achieved
<b>Output 4.1</b> - 50 Young Africa staff complete Capacity Building programme	Achieved
<b>Output 4.2</b> - 8 Franchise Holders access microcredit to invest in businesses that provide training	Partly Achieved
<b>Output 4.3</b> - 1 SERVE Long Term Volunteer strengthening MEL work at YA	Achieved
<b>Output 4.4</b> - 15 YA Mozambique staff complete Phase 1 of Pedagogy Training	Achieved

The following section analyses the status of each SDP result and should be read in conjunction with the RBF. Outputs are reviewed first, followed by a review of each Outcome.

#### **Objective 1 – Increase employment levels (formal & informal) and income for TVET graduates**

##### ***Output 1.1 - 240 marginalised youth (50% F/50% M) access TVET through an Outreach Model in Makoni District in Zimbabwe in 2017***

Makoni District, Manicaland Province, is located 200km south east of Harare. It is a rural area, where subsistence farming dominates. There are limited training and employment opportunities for young people regardless of whether they complete school or not. There is one private vocational training college in the District, but this is not accessible for the vast majority of young people for cost reasons. The YA Zimbabwe Outreach Training Programme was the first accessible programme for marginalised youth in Makoni. The only cost for

participants was a \$20 non-refundable commitment fee. There was huge demand for places, and most courses were over-subscribed. Over two cohorts, a total of 241 young people (61%F:39%M) enrolled in the training programme which integrated technical training, business training, life skills training and mentorship. There were five training programmes – Catering (36%), Cutting & Designing (18%), Hairdressing (15%), Car Servicing (27%) and Welding (4%). After theory and practical classes, all participants completed a two-month mentorship with a local master craft person – this is an entrepreneur who has been running a small business for at least 3 years and has the requisite experience to impart their knowledge to young people. The mentorship component helped close the skills gap, and for almost all young people was their first formal work experience. The master crafts persons gave positive feedback to SERVE’s ME Officer about YA students – they were described as highly disciplined, keen to learn and performed better than other community youth. YA attributes this to the holistic Life Skills Training that was mainstreamed into the programme. The Outreach Programme had a positive impact for youth – 60% remain economically active within a rural area, with 66% saying that the training has led to an increase in income. 88% said that the training programme was helpful in finding work.

The Outreach Programme was implemented with support and collaboration from the Ministry of Youth, Indigenisation and Economic Empowerment and the District Administrator (DA). The outreach training approach fitted very well with the Ministry’s Integrated Skills Outreach Programme (ISOP) which is aimed at economically empowering rural and urban youth with skills so they can be self-sustainable. The DA has requested that YA Zimbabwe continue with the outreach model in Makoni, but YA/SERVE, with a view to achieving greater impact at the established Vocational Training Centres, have declined this invitation for the time being. All results can be directly attributed to the SDP as it was the only programme funder.

***Output 1.2 - 100 marginalised youth (50% F/50% M) access TVET through Young Africa Zambia's ICT Outreach Programme in Lusaka communities in 2017***

YA Zambia ran the ICT for Life and Work Programme from the community of Bauleni in Lusaka. This was the first course offered by YA Zambia and was co-funded by the SDP and the Dutch Embassy, Harare. In addition to providing marginalised youth with much needed ICT skills, it was also intended to build YA Zambia’s reputation for accessible training programmes, whilst they secured a permanent site. The ICT Programme followed the internationally accredited ICDL programme and had four modules – computer essentials, online essentials, word processing and spreadsheets. YA Zambia secured ICDL accreditation in 2017 and established a computer lab in the Bauleni United Sports Academy. In total, 44 marginalised youth completed YA Zambia’s ICT Outreach Programme. Thirty of these students sat examinations – 14 did not due to non-payment of fees. Only 3 students passed the final exam. The ICDL accepted pass grade is 75%, and most did not reach this threshold. Although most students did significantly improve their ICT skills throughout the programme, these results were extremely disappointing. The main reasons included (i) civil unrest mentioned above, which meant that some young people did not feel it was safe to attend classes consistently; (ii) underestimating start-up challenges in Zambia – despite using several recruitment methods, including partnering with well-established youth organisations, YA was not sufficiently well recognised to achieve the target number of beneficiaries. In hindsight, more time and resources should have been devoted to marketing and promotional outreach; (iii) poor attendance at classes, particularly amongst young girls, who often were given other household duties; (iv) some students were unwilling to pay the examination fee despite being told about this requirement at the beginning of the course. The YA Zambia Board advised that no student should be allowed to sit the exam without paying their fee, as this would set a bad example. The YA Zambia Board are exploring ways to assist those students who did not sit the exam. SERVE contributed over 65% of the budget for this component and while the results for the ICDL were disappointing, there is a strong attribution towards the improvements students achieved in computer skills and for results achieved in the Life Skills component which are discussed in Outcome 3 below.



**Output 1.3 - 2,850 marginalised youth (50% F/50% M) access market relevant TVET through Vocational Training Centres in Zimbabwe and Mozambique in 2017**

This output was partially achieved with a total of 1,672 young people (56% F/44% M) graduating from YA Zimbabwe and YA Mozambique's Vocational Training Centres. At YA Zimbabwe, a total of 514 young people (60% F/40% M) graduated – this was relatively stable compared with 2016 figures. The failure to achieve the target of 800 is attributed to setting an overly ambitious target and the economic challenges outlined above. Cash shortages and a stagnant economy made it harder for young people to afford fees and commit 6-12 months to learning a new trade. The most significant challenge was at YA Mozambique's Agri Tech Centre where there were 129 graduates (64% M, 36% F) – well below the target figure of 600. In addition to being an unrealistic target figure, one of the main reasons for this shortfall was the enforced closure of the centre between February – August 2017. In previous annual reports, SERVE referred to the impact increased politicisation of local government has had on the YA Agri Tech project. In February 2017, the local government ordered the closure of Agri Tech, saying that it's registration paperwork was incomplete. This came as a complete surprise to Agri Tech who were not aware of any issues with their registration. YA believe this was a politically driven act because the then Director of Agri Tech was an active member of the Renamo Party (in his personal capacity) which brought him into conflict with local factions of the Frelimo party. The Director, who was a veterinarian with pedagogic experience, had to resign. Agri Tech was effectively used as a bargaining chip in a political battle. A new Centre Manager was appointed in April 2017. Due to bureaucracy it took until August 2017 for the centre to be officially reopened and for activities to continue. YA Mozambique have remained apolitical throughout their existence. It is notable that the training centre at Manga has never had similar problems. The main lesson learned is that it will be better to not appoint people with a strong political profile.

**Output 1.4 - 100 youth (40% F/60% M) with disabilities accessing TVET in 2017**

The SDP 2017 was committed to improving access to training opportunities for the most marginalised young people. This included young people with disabilities. YA Mozambique has been pioneering in this regard for a number of years. In 2017, 46 students (85% M, 15% F) with disability accessed TVET and graduated from YA Mozambique. In numerical terms, this was below the target for 2017. Young people with disability constituted 4.5% of 2017 graduates. Estimates of the scale of disability in the general population range from 5% (SINTEF, Norway) to 12% (UNICEF). In percentage terms, young people with disability are relatively well represented at YA Mozambique. The majority of children and young people with disabilities in Africa do not go to school, so YA Mozambique had to contend with multiple systemic and personal barriers that prevented young people with disabilities accessing education programmes. The fact that young males with disabilities accounted for 85% of beneficiaries also indicates that young females with disabilities face considerable challenges accessing TVET. It is important to acknowledge that YA Mozambique is the only organisation offering accessible TVET to people with disabilities in this region and is doing so on its own initiative.

Students with physical disabilities, sight impairment and hearing impairment were mainstreamed into YA's training programmes. With support from the international disability and development organisation, Light for the World, YA Mozambique staff benefitted from disability inclusion training and students had access to day to day support (e.g. sign language). In addition to providing scholarships and microcredit for young people with disability (outlined in Outputs 1.5 and 2.2 below), the SDP focused on improving access at the YA Mozambique Manga campus which is essential for young people with reduced mobility. Ramps were installed to allow access to workshops and classrooms. The main entrance was raised and tarred to prevent waterlogging which posed obvious difficulties for young people with disabilities. These improvements have contributed to improved disability audit scores undertaken by Light for the World. The Zero Project, an international organisation focused on the rights of persons with disabilities, included YA Mozambique on a list of [awardees](#) who demonstrate innovative [practices](#) and policies.

***Output 1.5 - 120 youth (50% F/50% M) accessing TVET through scholarships in 2017***

The second aspect to improving access for the most marginalised was through support for a Scholarship Programme at YA Zimbabwe and YA Mozambique. YA Zimbabwe prioritised its Epworth centre for the scholarships as it is a poorer community than Chitungwiza. Overall, the SDP directly funded 162 scholarships (40% F, 60% M) in 2017, a significant increase on the 2016 baseline figure of 37. YA's criteria for selecting beneficiaries included: (1) Family circumstances – priority was given to orphaned youth, especially those coming from child headed households; (2) Disability – those with a disability were given priority (at YA Mozambique); (3) Gender – YA aim for 50:50 male:female representation across all courses, though priority was given to female applicants if needed; (4) Ability to pay/poverty assessment, based on family circumstances and ability to pay course fee. Priority was given to those with the lowest incomes and most challenging circumstances. The scholarships covered the training fee, daily transport costs and daily food costs. Once a scholarship student is accepted, they follow the exact same training programme as other young people. The challenging economic climate, in Zimbabwe in particular, means there is great demand for scholarships and SERVE and YA intend to expand this component in 2018.

***Output 1.6 - 1 Training Department at YA Zimbabwe has improved (new & renovated) training equipment in 2017, benefitting 50 students each year***

This output formed part of the no-cost extension granted by Irish Aid, as a result of SERVE's request to reallocate unspent funds. The following work was completed at the Motor Vehicle Mechanics Workshop at Chitungwiza – 2 hoist machines were fully renovated; a diagnostic machine was purchased, and new toolboxes were purchased for use by students. There are currently 49 students enrolled, and there is a waiting list for future intakes. Retooling of training departments is an urgent need for YA Zimbabwe, as many departments are using old training equipment which affects the standard and relevance of training. SERVE are committed to supporting YA to retool departments on a phased basis, and are one of the few partners within YA's network willing to support this essential work.

***Output 1.7 - 3 Training Departments at YA Mozambique have improved health & safety standards in 2017 through 8 distinct Health & Safety steps***

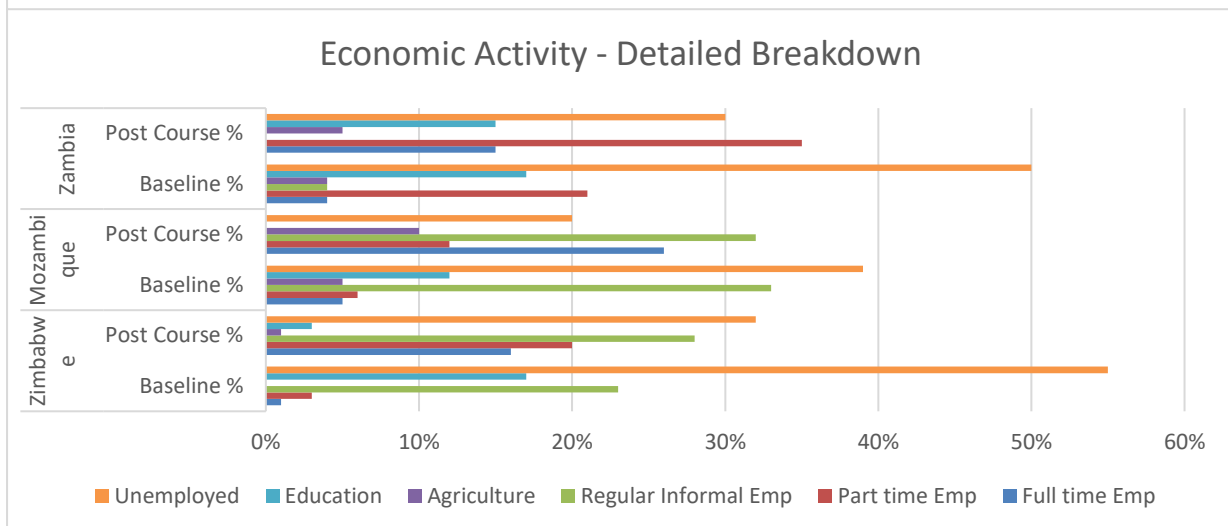
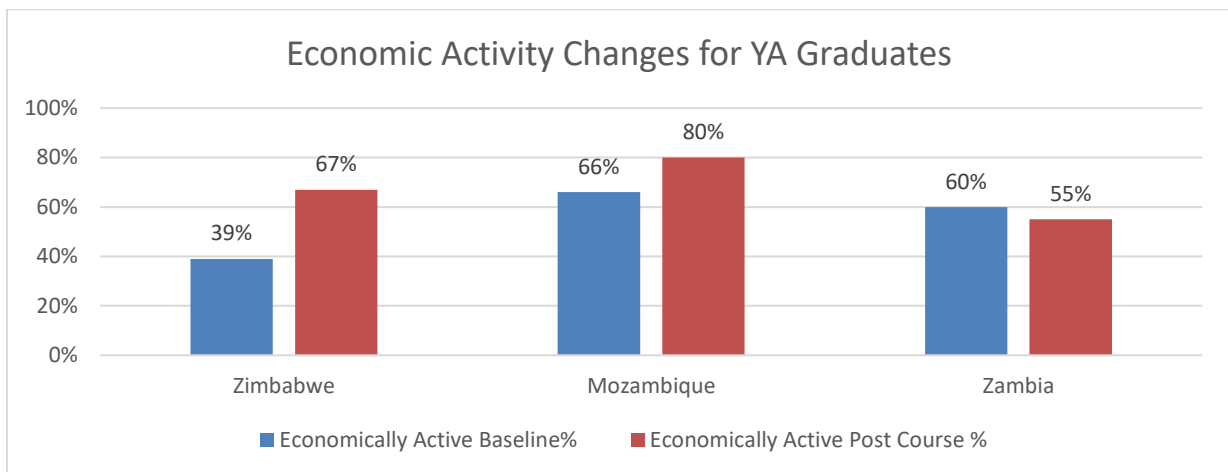
This component was also part of the no-cost extension. The departments that benefitted were carpentry, electrical and mechanics. Work included - six steps to improve the electric systems in the departments including upgrading to comply with national RTIEBT and EDM standards and installation of circuit breakers and review of installations for appropriate height and earthed attachments; health & safety signage was installed in the training departments and the outside area of the Mechanics Department was adapted and covered to allow for safe work outside the workshop. Health & safety for students is important considering the industrial nature of some training courses and forms a key part of YA Mozambique's risk analysis. They are proactive in mitigating health & safety risks in order to achieve a safe level of training for students and to meet national standards for vocational training centres.

***Outcome 1 - 80% of 3,340 TVET graduates are economically active and report increases in self-generated income in 2017***

In 2017, there were a total of 1,957 graduates from YA programmes supported by the SDP. Monitoring data shows that, overall, 73% are economically active, which covers the following categories – full time formal employment, part time formal employment, internships, informal employment and agricultural employment. This is a 19% increase on the overall baseline figure of 54% and shows that TVET training has contributed to increased economic activity for young people, despite significant macro level economic challenges in each country.

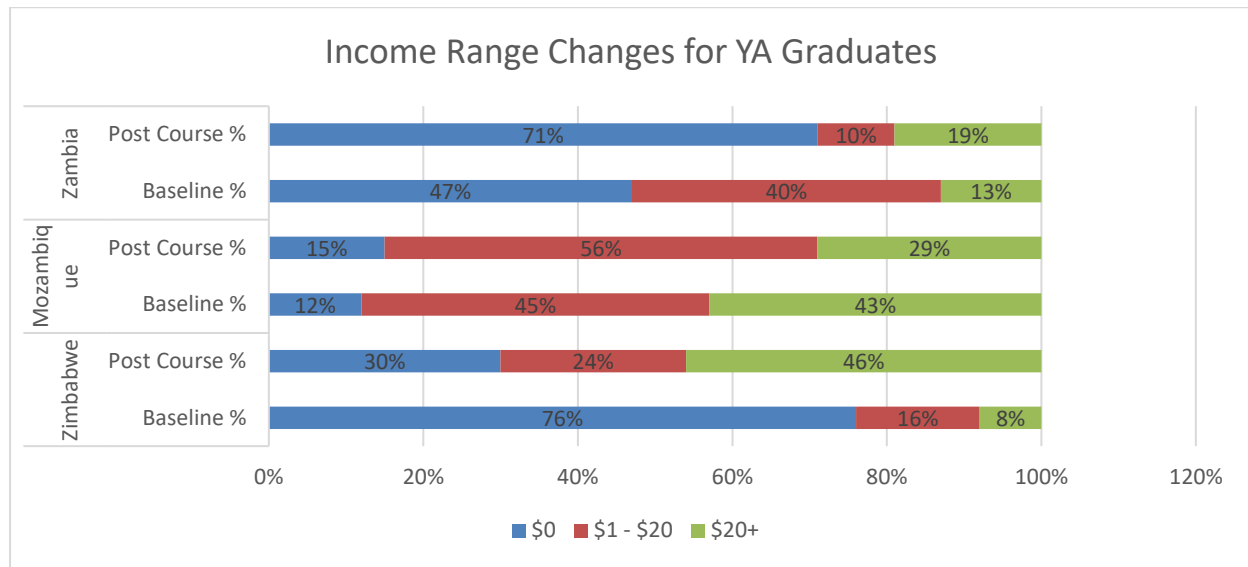
In Zimbabwe, there was a significant improvement in economic activity for graduates, from a baseline of 39% to 67%, although this did not reach the target figure. In Mozambique, economic activity levels rose from 66% to 80%. In Zambia, there was no significant change with economic activity levels falling slightly from 60% to 55%. In all countries, regular informal employment was the largest category of economic activity (approximately 30%),

which demonstrates the dominant nature of the informal economy. The fact that graduates can secure work within this sector is positive, as the SDP intervention model is focused on providing young people with practical and relevant skills that can help them generate income immediately after graduation because of the urgency of the youth unemployment problem. Graduates are also achieving meaningful levels of full-time (24%) and part-time formal employment (13%) which is encouraging and is directly attributable to the job placements that graduates complete as part of the course. Follow-up by SERVE’s ME Officer with participating employers shows that they are satisfied with the standard of training YA graduates have, and their approach to formal work. They regard YA graduates as having better work ethic than new non-YA employees. Graduates attribute their improved employment levels to YA training – 38% said that the training was ‘very helpful’ in finding work and 52% said it was ‘helpful’. Along with Entrepreneurship Training and Life Skills Training, Technical Training forms one part of the holistic training programme. In attempting to attribute the impact of each component, 64% of graduates reported that the technical training had a major impact on being economically active, 30% of graduates reported that technical training had a minor impact on being economically active and 6% said it had no impact on being economically active. These results demonstrate that the YA training programmes were largely relevant to the needs of youth and to market/employer needs.



With regard to income changes, overall, 68% of graduates reported that their income increased as a result of their training programme (Zimbabwe – 77%; Mozambique – 68%; Zambia – 30%). The most significant change in income range was in Zimbabwe where the percentage of graduates with no regular income was halved to 30%, and there was an increase in those earning between \$1-\$20 a week and over \$20 a week. In Mozambique,

income changes were not as significant as expected. The most significant growth was in the middle-income range of \$1-\$20 a week but there was a reduction in those earning over \$20 a week. Feedback suggests that the severe spike in inflation in 2016 and 2017 is eroding the income generation potential of young people, which is concerning. The result is also off trend when compared with results in previous years and further trend analysis is required to assess whether this is a once off or the beginning of a new trend. The results in Zambia were off target, with an increase in the percentage of young people with no consistent weekly income and this is consistent with the fact that most participants did not pass their exams, denying them a qualification which could contribute to increased economic activity. SERVE and YA Zambia are exploring ways to support those students to repeat exams.



Monitoring data shows that the additional income generated by graduates has an important role to play for his or her dependents – 73% of graduates are supporting one or more dependent with their own income. Graduates from rural areas generally have more dependents than those from urban areas. This shows the multiplier effect of improving the income generation capacity and economic resilience of young people.

**Objective 2 – Increase self-employment levels and incomes for TVET graduates**

***Output 2.1 - 60 young people (50% F/50% M) at YA Mozambique complete ILO SYB accredited training programme in 2017***

ILO SYB training was provided to all students at Young Africa Mozambique. The total number of beneficiaries was 1,158. The target figure in the RBF was incorrectly expressed. The SDP directly supported the role of the accredited Entrepreneurship Trainer who delivered the ILO programme and managed the microcredit process. The SYB training included practical steps to assess business readiness, testing a business idea, developing a business plan, marketing, organisation and management and budgeting. This training continued to be relevant to the needs of beneficiaries. The ILO SYB training is one of the three core components of holistic YA training and would not be accessible to the targeted young people without the YA programme. Self-employment is a viable option for those YA graduates who have business ideas, the initiative to develop a robust business plan and the confidence to approach YA Mozambique for microcredit funding. Past evaluations undertaken by SERVE and YA show that the majority of businesses do provide a sustainable livelihood for graduates. The Entrepreneurship Training also benefitted those who did not establish a business by providing young people with practical skills they can use on a daily basis e.g. household budgeting and planning tools.

**Output 2.2 - 30 young people (50% F, 50% M) accessing microcredit funding in 2017 at YA Beira, Mozambique**

In 2017, 27 microcredit loans were given to YA Mozambique graduates at the Beira campus. The majority of beneficiaries were female (74%). Loans were made available to graduates who submitted robust business plans based on the ILO SYB training they received. The Entrepreneurship Promoter and one other staff member interviewed each applicant. A report was prepared for the Director of YA Mozambique and the final decision to disburse was taken between the Director and Entrepreneurship Promoter. Most of the loans were disbursed from June 2017 onwards. Loan values ranged from €210 to €560, though the vast majority (93%) were below €300. Graduates established businesses in the trades of dressmaking, catering, hairdressing and tuck-shops. Loan performance trends were positive and is discussed in the Outcome section below.

**Output 2.3 - 30 young people (50% F, 50% M) accessing microcredit funding in 2017 through the Incubator Programme at YA Agri Tech, Mozambique**

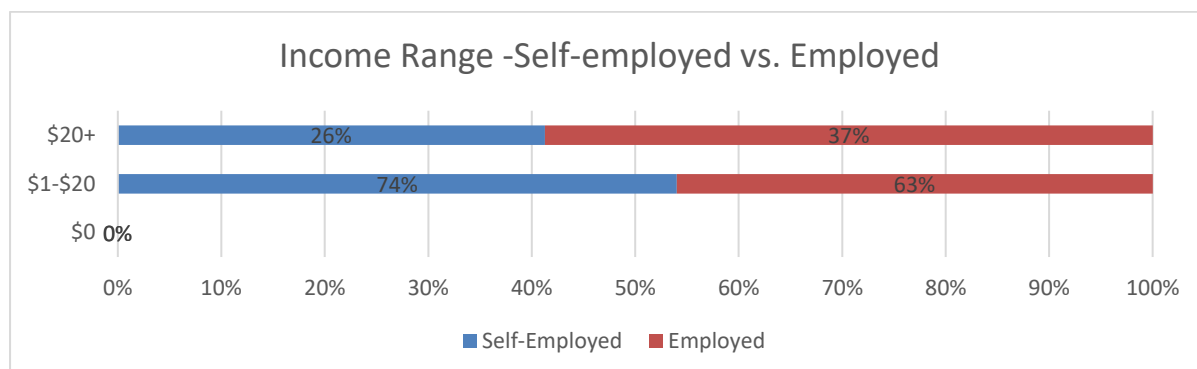
This component was not successful during 2017, with only one male beneficiary. The Incubator Programme was a pilot programme, which began in 2015, aimed at providing start up support to YA Agri Tech graduates who wished to establish their own agriculture related micro-businesses. It differed from the traditional microcredit model used at YA Beira, in that graduates did not receive a cash loan from YA Agri Tech – instead they were allocated a plot of land that YA Agri Tech had developed, and which was ready for planting. In addition, the graduate received the initial agriculture inputs (e.g. tools, seeds) and access to ongoing advice from YA Agri Tech staff. All produce from the plot was to be sold at markets and the graduate would pay a small percentage back to YA Agri Tech to contribute towards the running costs of the programme. The component failed for two reasons. First, this was a model that was pioneered and led by the Director who had to leave his role at short notice because of the political pressure referred to above. His departure had a negative impact on the running of the Incubator programme - there was insufficient time to do a handover to his successor. This led to important lesson learning for SERVE and YA Mozambique about the need for improved handover strategies when key personnel move on from YA and a Human Resource Policy is being developed to address this. Second, the enforced closure of Agri Tech for six months had a significant impact on beneficiary numbers. SDP funds were used to invest in a greenhouse and nursery shed for Incubator beneficiaries. The investment was relatively small (€5,000) and the greenhouse and nursery shed are being utilised by Agri Tech, so the spent funds delivered benefits for the wider Agri Tech project. SERVE and Agri Tech believe that the rationale behind the Incubator Programme was good, but we have agreed to pause and reflect on its future. It requires a stronger management structure. It also proved to be labour intensive for Agri Tech, as a staff member accompanied beneficiaries when they sold produce at markets to ensure the correct sales were being reported.

**Outcome 2 - 60 youth led microenterprises at YA Mozambique provide a sustainable income source to youth in 2017**

The overall repayment rate on microcredit loans for students and franchise holders (see Output 4.2 below) was 74% as of March 2018. Further analysis of repayment rates shows that 55% of loans were fully repaid; 9% were more than 50% repaid; 15% were between 25%-50% repaid; 12% were between 1%-25% repaid and 9% have no repayments yet.

The repayment rate for loans to students was 63% as of March 2018 with the following performance profile – 44% were fully repaid; 11% were more than 50% repaid; 19% were between 25%-50% repaid; 15% were between 1%-25% repaid and 11% had no repayments. YA continues to work with graduates who have payments outstanding. This repayment rate is encouraging because the majority of loans were given out in the second half of 2017 and recipients are not expected to make their first repayment until 3 months after the loan is disbursed. Analysis of income of self-employed graduates against employed graduates shows that those who are employed by others have slightly greater income overall, but the difference is not substantial. These results indicate that the microenterprises are generating

meaningful income for graduates, which is welcome given the precarious nature of self-employment in an economy that is still developing from a low base and is suffering from high inflation. Microfinance has proved to be particularly attractive to young women with caring responsibilities in the home and youths with disabilities.



YA Mozambique would like to follow the model in Zimbabwe, whereby YA Zimbabwe refers graduates to youth friendly microcredit organisations. However, there are no such organisations in the city of Beira. In the past YA Mozambique have approached local banks to manage the microcredit fund but the banks were not open to the idea. As a result, YA Mozambique has to directly manage the funds. Graduates do not have any other access to credit and appreciate the facility provided by YA Mozambique. They have requested larger loans but YA Mozambique and SERVE are reluctant to increase loan values significantly at the moment. The loan values represent a significant sum for the recipients – it is the most money any of them will have had in their lives and needs to be managed cautiously. In attributing the impact of the Entrepreneurship Training on improved employability and income changes, 73% of YA Mozambique graduates stated that it had a major impact, 17% stated that it had a minor impact and 10% said it had no impact.

### **Objective 3 – Increase youth empowerment in areas of SRH & Wellbeing**

#### ***Output 3.1 - 3,340 young people (50% F/50% M) complete comprehensive Life Skills Programme in 2017 across programme countries***

Every student who took part in a YA training programme completed Life Skills training. In 2017, a total of 1,957 (56% F, 44% M) completed the comprehensive Life Skills programme which covered areas of personal development, resilience and Sexual & Reproductive Health Rights. Students completed workplans focused on HIV/AIDS, assertiveness, gender awareness, empathy, problem solving, media awareness, human rights, domestic violence and leadership. Life skills teachers have been trained by YA to deliver this component and it will be strengthened in 2018 through the Erasmus+ co-funded capacity building programme whereby SERVE will deliver best practice youthwork training to YA staff.

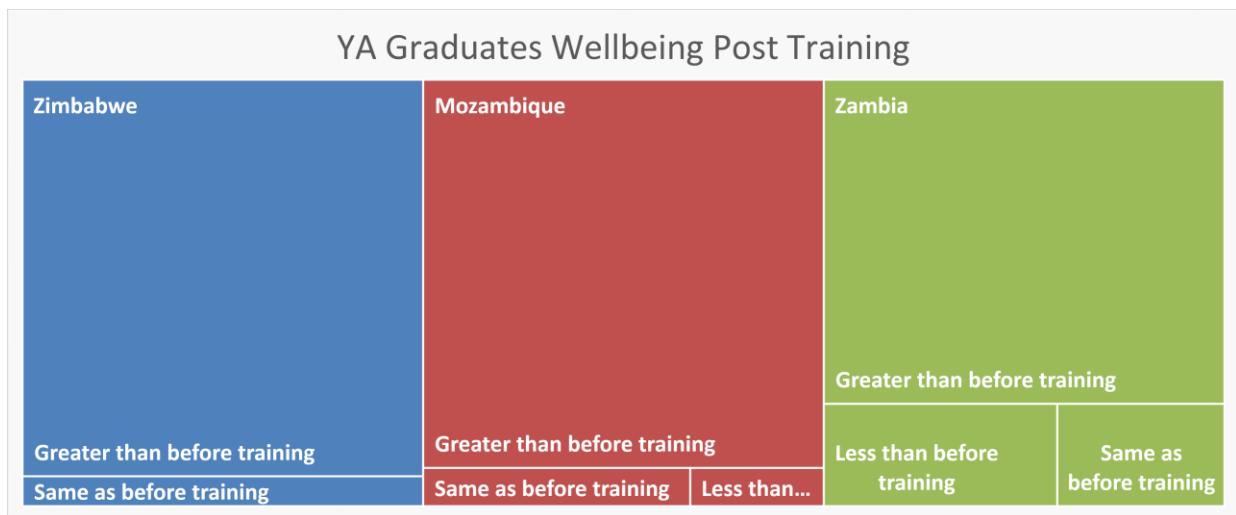
#### ***Output 3.2 - 40 SERVE Volunteers & Immersion Programme Students contribute to programme objectives***

In 2017, a total of 62 SERVE Volunteers and Immersion Programme students were placed in Mozambique and Zambia. In Mozambique, the SERVE Volunteer group completed a planned programme of work with YA at their two campuses which included small construction and farm development projects, running English and computer classes for young people and organising a large community sports festival which was attended by over 300 people. They also participated in development education work while on placement. In Zambia, the volunteers were not hosted by YA Zambia but visited the project and were also visited by the YA Zambia Directors who undertook development education work with them. As per the Comhlamh Code of Good Practice, evaluations were undertaken with volunteers and immersion programme students to assess their satisfaction with the programme and

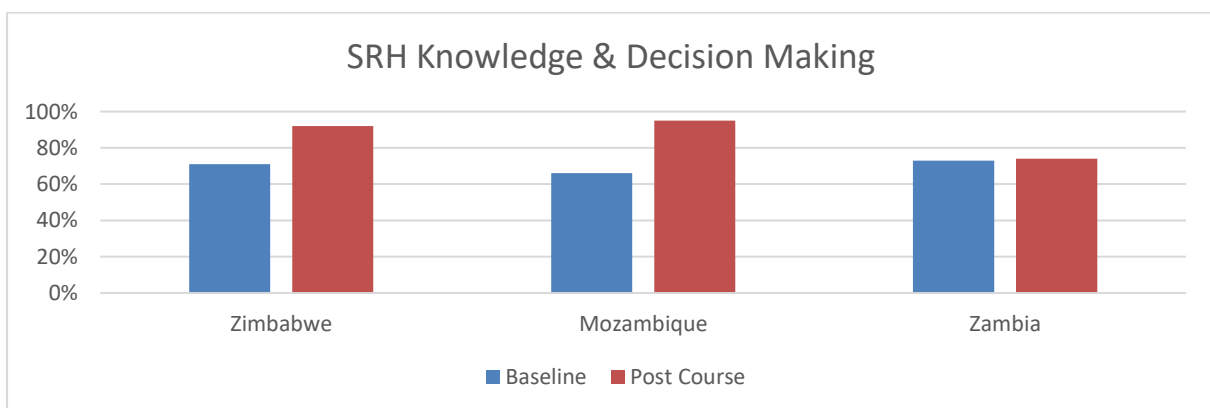
identify improvements for the future. These were largely positive. YA Mozambique strongly support the SERVE Volunteer Programme and appreciate the benefits it brings, including the development of links between Mozambican youth and Irish youth. YA Zimbabwe are keen for SERVE to send volunteering groups to Zimbabwe, and SERVE is considering this for 2019 when the political situation will hopefully be clearer.

**Outcome 3 - 85% of 3,340 TVET graduates are more empowered, more confident about the future and make more responsible SRH decisions in 2017**

Across a range of questions covering self-confidence, problem solving ability, confidence about the future and plans for the future, overall, 88% of 1,957 graduates and students reported greater levels of empowerment and confidence about the future. The well-established Life Skills Programmes in Zimbabwe and Mozambique contributed to significant improvements from the baseline figures – from 67% to 93% in Zimbabwe and from 63% to 93% in Mozambique. In Zambia, where the Life Skills Programme was run for the first time, the impact was lower – with an increase from 76% to 80%. The following graph captures the impact of Life Skills Training on Wellbeing in each country.



Sexual and Reproductive Health Rights was also a key part of the Life Skills Training Programme as young people are most vulnerable to STIs, including HIV. The programme covered issues of abstinence, delayed sexual initiation, safe behaviour and condom use. Free condom dispensers are in place at all YA Centres and YA partnered with local organisations to run Voluntary Testing and Counselling sessions on the YA campus and in target communities. Monitoring results show meaningful improvements for graduates in Zimbabwe and Mozambique, with no significant change amongst YA Zambia students.



Life skills remains a key part of the intervention strategy because building the personal resilience of young people is critical to helping them cope with setbacks and shocks, encouraging them to make better decisions and helping them to maximise the benefits of their learned technical skills. Past evaluations have shown that young people greatly value the life skills component. Without participating in the YA training programmes, young people find it hard to access holistic life skills training as previous monitoring work has shown that there is a shortage of accessible life skills services in the target communities. In Zimbabwe, 81% of respondents stated that the YA Life Skills Programme had a major impact on their approach to wellbeing, 16% said it had a minor impact and 3% said it had no impact. In Mozambique, 62% of respondents said the Life Skills Programme had a major impact, 28% said it had a minor impact and 10% said it had no impact.

#### **Objective 4 – Strengthen the YA TVET model through capacity building**

##### ***Output 4.1 - 50 Young Africa staff complete "SERVE/Young Africa - Building Capacity to Advance Young Africa 2017-19" programme (in 2017 the programme is focused on safeguarding, financial management & administration)***

There were four distinct capacity building activities as part of this programme in 2017 – (i) Child Safeguarding Training for YA Management, held at YA HUB, Zimbabwe in May 2017 (4 day training programme); (ii) Child Safeguarding Training for staff at YA Zimbabwe in September 2017 (2 day training programme); (iii) Child Safeguarding Training for staff at YA Mozambique in September 2017 (2 day training programme); and (iv) Administration and Financial Management Training for YA Management and senior staff, held at YA HUB, Zimbabwe in October 2017 (4 day training programme). In total, there were 61 beneficiaries and training was completed through a participatory approach.

The Safeguarding training was delivered by an Irish based experienced child protection professional. It followed Keeping Children Safe (KCS) guidelines and standards. YA staff at all levels who are in regular contact with young people took part in the training, including drivers, security guards and cleaners.

The Financial Management and Administration Training was delivered by an independent Financial Management and Audit expert from Zimbabwe. It covered budgeting, reporting requirement/bookkeeping, internal controls, procurement and payments, asset management and vehicle maintenance, petty cash management, human resources, travel and subsistence, office procedures and filing structure. It was completed by senior management and finance/admin staff from each YA centre.

This was the most comprehensive training programme that SERVE has supported at YA. The impact of the training programme is outlined in the Outcome section below. In 2018, a similar approach will be taken training focused on leadership & management and youthwork.

##### ***Output 4.2 - 8 Franchise Holders access microcredit funding to invest in franchises that provide skills training to youth in 2017***

Five franchise holders took out microcredit loans in 2017 including Creche (2 loans), Auto mechanics, Dressmaking, Electrics and Catering. The value of loans ranged from €140 to €845, with the average loan being €350. Franchise holders used the loans to support working capital, purchase of small machines and equipment, marketing and advertising costs. As of March 2018, the repayment rate was 100% which is impressive considering that three of the loans were given out in November 2017. One of the learnings from previous work with YA Mozambique, is that it is important to provide Franchise Holders with opportunities to apply for microcredit loans. Not only do they play a key role in the training process for YA students, but they play a key role in the financial sustainability of YA Centres through the Franchise Model. Improved business performance from the Franchise Holders affects their ability to pay monthly rents to YA for the use of workshops, which directly impacts on the proportion of core running costs YA can self-generate through the Franchise Model. The FH were unable to access credit from banks - they do not meet the bank's criteria and the interest rates would be punitive. This means that the SDP funded microcredit



was the only viable opportunity for them to invest in their businesses. The FH have consistently expressed their desire for this fund to be maintained, and the ability of SDP to do this strengthens the important relationship between the FH and YA.

**Output 4.3 - 1 SERVE Long Term Volunteer strengthening MEL work at YA**

SERVE’s ME Officer was based in Zimbabwe during the project period. She was based at YA HUB and worked to strengthen the ME function of YA, as well as completing monitoring work for SERVE. She undertook monthly visits to YA Zimbabwe, five visits to YA Mozambique and one visit to YA Zambia during 2017. She participated in the capacity building exercises outlined above. She is highly skilled, with excellent competencies for development work and made a significant contribution to our ME work. This is discussed further in Section 5, Monitoring below.

**Output 4.4 - 15 YA Mozambique staff complete Phase 1 of mandatory 10 module training programme in pedagogy to comply with new TVET legislation in 2017 (\* Phase 1 will involve 4 modules)**

A total of 22 YA Mozambique staff members completed Phase 1 of a training programme in Pedagogy. This was a requirement for YA Mozambique to comply with TVET legislation governing the running of Vocational Training Centres. This formed part of the no-cost extension and was delivered in March 2018 by the Don Bosco Institute from Maputo. The four modules that were covered in Phase 1 included – the Principles and Norms of Vocational Education, Planning the Learning Process Appropriate to the Learner’s Skill, Managing the Learning Process and Train & Facilitate Group Learning. This training was important to ensure the smooth continuation of YA Mozambique’s programmes pending an appraisal from the Ministry of Science and Technology in July 2018. It is too soon to quantify the impact of the training on the competency of staff but those who participated learned new skills and techniques to deliver better learning outcomes for students.

**Outcome 4 - Staff at 6 YA TVET Centres improve their skills base and standard of services available to target beneficiaries in 2017**

The External Evaluation of the SDP 2012-2016 stressed the value of SERVE funded capacity building work for YA and recommended that SERVE should prioritise this in our partnership. The capacity building aspects of the SDP 2017 show that SERVE is committed to meeting this recommendation. The training contributed to the development and updating of three policies at YA – a Child Safeguarding Policy, a Finance Procedures Policy and an Internal Controls tool that will be rolled out in 2018. The capacity building work helped to strengthen YA’s operating model which is recognised by UNESCO-UNEVOC as a [Promising Practice in TVET](#).

As a result of practical exercises completed during the training, post course evaluation and analysis from the trainer, the main learning outcomes and recommendations from the Financial Management and Administration training included:

Learning Outcomes	Recommendations from Trainer
1. Improved ability to develop operational budgets	1. Creation of an online forum via Google G-Suite where Directors and Administrators can share information easily
2. Improved identification and process to share fundraising ideas	2. Further training on Quickbooks accounting package and the formulation of a generic Chart of Accounts across all Centres
3. Better understanding of donor requirements and donor compliance as per project contracts	3. Develop a Human Resources Policy that can be adapted at each Centre to suit local requirements
4. Lesson sharing on how to maximise the financial sustainability potential of the YA Franchise Model. YA Mozambique is the best performing in this regard	4. Develop a Code of Ethics to apply to all YA Centres

and shared its experience with others

5. Clarity on processes for segregation of duties

5. An Internal Control audit should take place at each

6. An Internal Control process for YA was agreed between the Centres

YA Centre within 12 months

With regard to the Child Safeguarding training, practical examples of changes made as a result of this training include:

- Training of all key staff in all departments in child protection and safe guarding;
- Review of the draft child protection policy together with staff to incorporate Zimbabwean, Mozambican and Zambia contexts;
- Child protection and safeguarding designate officers, who completed training, were appointed at Centre level;
- Plans for Child Safeguarding Committees were developed;
- All new students in 2017 were oriented on the procedure of reporting incidents and concerns. Student were made aware of the designated person and that a Child Safeguarding Policy is in place.

At a personal level, participants reported the following improvements:

- Greater understanding of the needs and reasons to protect young people and children and why everyone is responsible to do so;
- Better informed of the importance of safeguarding, particularly within the Center setting;
- Greater knowledge of the different types of abuse, how to spot the indicators of risk and how to report concerns;
- Understanding of the importance of following procedures as per policy to help safeguard young people and YA itself;
- Staff also requested follow up training to refresh knowledge and skills in Safeguarding, particularly in how to properly handle accusations and reports. SERVE will ensure that refresher training takes place.

SERVE will continue to use its experience and expertise to monitor and support YA in strengthening Child Safeguarding systems. It is a key risk issue for SERVE.

### 3C: Contribution of the SDP to the One World One Future Policy

#### Goal 1 - Reduced Hunger, Stronger Resilience & Goal 2 – Sustainable Development, Inclusive Economic Growth

**Outcome 2 – Poor citizens, communities and states are better prepared for, better able to cope with, and better placed to recover from stresses and shocks**

**SDP Contribution**

**KRA 1 – Increased capacity of poor citizens to respond to stresses and shocks without resorting to negative coping mechanisms**

Responding to youth unemployment was at the heart of the SDP 2017, which supported our partners to increase access to and attainment of quality TVET and life skills education for **1,957** young people. The SDP Outcome level results show that beneficiaries reported increased incomes, increased employment and self-employment rates in 2017. This contributed to strengthened economic resilience of the graduate and his or her dependents.

**Outcome 5 - Developing country economies are more inclusive & sustainable**

**SDP Contribution**

**KRA 1 - Personal economies of poor people grow & their livelihoods become more productive, profitable & sustainable**

Aligned with improved income and economic activity results, this economic development is **sustainable** because TVET graduates benefited from effective Life Skills training which helped them make good life decisions and allowed them to maximise the benefits of technical education. Monitoring results showed an improvement in personal development skills and SRHR knowledge amongst young people in 2017 which contributed to strengthened personal resilience.

**Outcome 7 - Poor & marginalized citizens are better able to attain a decent living, including improved health & education, and improved**

Monitoring results showed a strong correlation between TVET

## employment opportunities

### SDP Contribution

#### **KRA 1 - Improved employment opportunities**

#### **KRA 2 - Improved access to and attainment of quality education outcomes**

programmes and improved personal economies. All benefitting young people live in, or close to, poverty and SERVE has supported YA to target those most in need e.g. rural youth in marginalised rural communities who have never had access to affordable and effective training programmes, support to disabled students in Mozambique and the Scholarship Programme in Zimbabwe and Mozambique.

### **3D: Further Programme Progress**

**(i) Technical Assistance & Oversight** – The following arrangements ensured quality assurance and oversight from HQ to field level to programme implementation:

- The SERVE DPM (based at HQ) worked directly with the SERVE ME Officer (based in Zimbabwe) who carried out field level monitoring of programme implementation. In addition to ongoing daily contact, the ME Officer reported formally to the SERVE DPM at the end of each month. The SERVE DPM and ME Officer undertook a number of monitoring visits to YA partners during 2017 and this is outlined in the monitoring section below;
- SERVE provided oversight and technical assistance on the RBM system used to monitor project progress. This included review of monitoring tools, administration support and review of monitoring data;
- YA Centres submitted the following information to the SERVE DPM on a quarterly or bi-annual basis – (i) enrolment numbers – these were submitted bi-annually but will be submitted quarterly in future to provide more oversight about beneficiary numbers; (ii) income, employment and life-skills baseline information; (iii) microcredit performance details; (iv) scholarship numbers; (v) Makoni Outreach (YA Zimbabwe) Narrative and Finance Reports; (vi) Baseline and follow up evaluation information related to the Capacity Building components; and (vii) Finance Reports;
- The SERVE DPM completed an Internal Audit and Financial Controls Review and financial documentation review with YA Zimbabwe in 2017. The SERVE Chairperson (accountant/audit background) provided technical assistance in the review and interpretation of this review;
- SERVE's Youth Development Officer, who is trained in Child Safeguarding, contributed extensive technical input into the design, delivery and evaluation of the Child Safeguarding training, based on [Keeping Children Safe](#) methodologies;
- SERVE contributed technical input into the Financial Management and Administration training component. In advance of the training, the SERVE DPM met with the trainer to clarify expectations and content;
- The SERVE Volunteering Programme abided by the technical standards outlined in Comhlamh's Code of Good Practice for Volunteer Sending Organisations. SERVE achieved Comprehensive Compliance with the CoGP in 2016 and maintained this in 2017. Appropriate oversight of the Volunteer Programme was achieved by staff at HQ, trained volunteer programme leaders and involvement of host partners (e.g. YA Mozambique) in the recruitment, programme design, implementation and evaluation.

**(ii) Exit Strategies, Sustainability** – Overall, SERVE remain committed to continuing our partnership with Young Africa. However, two decisions were taken during 2017 regarding exit from programme components. First, SERVE and YA Zimbabwe agreed to pause the Outreach Technical Training Programmes to rural districts. The reasons were – (1) YA Zimbabwe wish to focus on their established Vocational Training Centres in Chitungwiza and Epworth so they can maximise their potential in terms of beneficiary numbers and quality of training; (2) The rural outreach model involved a lot of travel for YA Zimbabwe's limited staff which reduced their ability to complete work related to the established VTCs; (3) Although there was huge demand from rural districts for Outreach training, District Administrators were not always proactive in following through on promised bureaucratic support, leaving YA Zimbabwe in a difficult position of trying to deliver programmes that relied on local

government making training spaces available, and giving political approval; (4) Internal evaluation and lesson learning demonstrated that the model of moving to new communities every year had potential to damage YA Zimbabwe's reputation with local communities who felt that YA should commit to a community for a number of years.

Second, SERVE and YA Zambia agreed to pause our partnership due to the difficulties they experienced in their first year of operations. Based on value for money, impact and attribution considerations, SERVE have concluded that it is better to implement the SDP in two countries rather than three countries. As a result, YA Zambia was not included in SERVE's application to the CSF fund in 2018. SERVE have not exited the partnership completely but will only consider re-engaging once YA Zambia has a clear vision about its future. This will be outside of Irish Aid funding. There is potential for success in the future - there is an established legal structure, and a good Board of Directors who are committed to continuing with YA Zambia's mission.

**(iii) Organisational Developments** – The only change in programme scope was a no-cost extension granted by Irish Aid, to end February 2018, for a limited number of components with YA Mozambique and YA Zimbabwe. This arose after expenditure forecasts showed a significant underspend in Irish Aid funding that was originally allocated to support the capacity building events co-funded by Erasmus+. This funding was reallocated towards increasing scholarship numbers, pedagogy training for YA Mozambique staff and health & safety and department retooling at YA Mozambique and YA Zimbabwe. These changes were incorporated into an updated budget and RBF in November 2017.

The current staffing levels in Ireland include: (1) CEO; (2) Development Programme Manager; (3) Communications Manager; (4) Youth Development Officer (based in Belfast). One ME Officer was based in Zimbabwe during 2017.

Throughout 2017, SERVE adhered to the following standards – (1) SORP standards for financial reporting; (2) Comhlamh Code of Good Practice for Volunteer Sending Organisations – SERVE maintained the Comprehensive Compliance standard first achieved in 2016; (3) Dochas Code of Conduct on Images and Messages; (4) High MEL standards including robust results based management approaches; (5) Best practice child protection standards based on training in Ireland and Keeping Children Safe standards; (6) as outlined above, progress was made towards the Code of Governance; (7) Financial monitoring systems were strengthened by completing the extensive Internal Audit and Financial Controls Review process with YA Zimbabwe in 2017. It will be completed with YA Mozambique in 2018; and (8) Financial monitoring systems were also strengthened by the SERVE DPM's participation in Mango's Budget Monitoring Essentials training programme.

There were no external evaluation reports completed during 2017. An external evaluator is accompanying the ongoing implementation of the Erasmus+ co-funded capacity building programme with YA. This will continue for training events in 2018, and an external evaluation report will be completed in 2018.

**(iv) Fundraising** – The cost of fundraising in 2017 was €4,770. SERVE's fundraising strategy focuses on: (1) consolidating relationships with existing institutional donors in Ireland; (2) continuing to explore funding relationships with institutional donors and trusts in Northern Ireland, the UK and EU; (3) running a higher number of "smaller" interactive fundraising events (e.g. Four Peaks, Run-a-Muck); (4) Continuing our annual fundraising event, Flip Flop Friday; (5) expanding our Standing Order campaign; and (6) expanding sales of Solidarity Gifts targeted towards our partner's projects; (7) SERVE were invited by Comhlamh to explore EU funding options with La Guild (France) in the next 12 months.

**(v) Accountability** – Accountability to beneficiaries, partners and donors was ensured by – (1) Young Africa operated in a participative manner. The Student Parliaments at each centre provided a formal two-way system of feedback and input to and from benefitting students; (2) The SDP monitoring system demonstrated to YA graduates that their feedback matters. The purpose of the monitoring work was outlined so everybody was clear why data was gathered

and how it was used. YA was proactive in getting feedback not just from recent graduates but from those who have graduated over 12-18 months ago. SERVE and YA are exploring ways in which this data can be disseminated to graduates and stakeholders in an accessible and user-friendly way; (3) As part of our transparent strategic partnership, SERVE shared our Child Protection Policy and approach to Financial Management with Young Africa to provide context and guidance in the development of their own policies; (4) As with all partners, SERVE's Complaints Policy for Partnership Relationships was in place – there were no complaints made in 2017; (5) The Monitoring Approach (outlined below), with clear links between the budget and RBF, ensured that partners were accountable to SERVE for all funding that was transferred in 2017. SERVE are accountable to donors and stakeholders through reporting processes, our annual audited accounts and directors report.

#### **4. SERVE'S PARTNERSHIP APPROACH**

The review of progress under Objective 4 above, outlines the extensive capacity building work that was undertaken to improve the YA model and strengthen the partnership between SERVE and YA in 2017. SERVE worked entirely through partnerships, all of which were documented through MOUs which covered specific partnership goals, the values that underpin the partnership, expectations of each party, monitoring and evaluation processes, steps that will be taken to ensure financial probity, how each party will contribute to risk analysis, the process for conflict resolution should it arise, and steps to terminate the partnership should it arise. Partnerships are also supported by robust project contracts and policies. Our MOUs with Young Africa will be renewed in 2018.

All of the Young Africa partners are registered as community organisations. They all work in the youth TVET sector. Although each YA is an independent organisation, with freedom to run different training programmes, they are all affiliates of Young Africa International, and as part of this agreement must abide by a number of core values. For example, they must operate the Franchise Model, they must focus on young people and courses must be affordable to marginalised youth.

YA Zimbabwe, YA Mozambique, YA Zambia and YA HUB were the direct recipients and managers of SDP funds during 2017. There was no sub-granting to other organisations. In 2017, the SDP had an Irish Aid budget of €253,568. A total of €201,275 (79%) of Irish Aid funding was on-granted to the partners for direct programme costs and relevant programme quality costs. The on-granted amount per partner was: YA Zambia - €29,850 (12%); YA Zimbabwe - €55,577 (22%); YA Mozambique - €85,871 (33%); and YA HUB - €29,977 (12%). Remaining funds were managed from SERVE HQ and included funds for the ME Officer who is based in Zimbabwe, funds related to the Erasmus+ co-funded Capacity Building Programme with YA, the Programme Quality budget and the allocation towards SERVE's administration costs.

#### **5. MONITORING OF THE SDP**

SERVE's Results Based Management system worked well during the project period and relevant and robust data was gathered. There was close alignment between SERVE's RBM system and Young Africa's monitoring system. SERVE's ME Officer played a key role in ensuring high standards were reached in the collection and analysis of data. As outlined above, the SERVE DPM ensured further oversight and technical support from SERVE HQ.

The main lesson learned which impacts on SERVE's ongoing partnership with Young Africa is that greater care needs to be taken in setting the annual beneficiary targets. The targets are initially set by YA but SERVE needs to play a greater role in challenging the targets before inclusion in the RBF because they were mostly overly ambitious. Part of the shortfall in achieving target numbers was outside of the control of YA (e.g. the closure of Agri Tech in Mozambique), but it is also true that they were not thought through carefully enough and did not factor in the impact of the liquidity crisis in Zimbabwe or the significant inflation in Mozambique. Despite the shortfalls, a total of 1,957 young people did benefit from SDP support which represents an 18% increase on the 2016 result, and this is to be welcomed.

A number of the context changes outlined in Section 3A directly affected the achievement of results but did not have the same significant impact on the underlying intervention strategy of the SDP which remained relevant to the needs of marginalised young people. The most significant context changes were in Zimbabwe and Mozambique and included:

Context Change	Impact on Relevance of Intervention Strategy	Bottlenecks & Mitigation
<b>1. Zimbabwe – Economic stagnation and severe liquidity crisis</b>	Intervention strategy of providing young people with accessible TVET remained very relevant as economic stagnation increased number of marginalised. Those who completed school cannot find formal employment and are ill-equipped to generate income in what is now primarily an informal economy. With SDP support, YA has retained its ability to meet “young people where they are at” and provide income generating opportunities in the constricting formal sector and growing informal sector.	<b><u>Bottleneck:</u></b> Lack of access to cash impacts running of programmes for YA Zimbabwe, especially in rural areas where the problem is exacerbated, and presents severe challenges to young people trying to enrol <b><u>Likelihood:</u></b> High <b><u>Impact:</u></b> Medium <b><u>Mitigation:</u></b> 1. YA Zimbabwe and SERVE have paused Outreach Model, pending review; 2. YA Zimbabwe have increasingly moved away from cash transactions for day to day expenses; 3. Flexible payment methods for students; 4. Ensuring good relationship with bank. YA Zimbabwe can still accept payments in different currencies and exchange for USD at their bank, although the process is time-consuming and inconsistent
<b>2. Mozambique – Economic challenges &amp; impact of increased politicisation of local government offices</b>	Inflation increases meant the intervention strategy to boost income generation potential amongst youth remained relevant but, in the future, YA Mozambique must remain cognisant of impact on course affordability. The issue of politicisation of local government office did not impact on the relevance of the intervention strategy but was a significant bottleneck as it led to enforced closure of Agri-Tech for 6 months	<b><u>Bottleneck:</u></b> (i) Significant price inflation in equipment and materials affects programme delivery and enrolment of students; (ii) Political interference in YA programmes <b><u>Likelihood:</u></b> (i) Medium; (ii) Low <b><u>Impact:</u></b> (i) Medium; (ii) High <b><u>Mitigation:</u></b> (i) Securing long term quotes from reliable contractors. Quick disbursement of funds from SERVE to partner, including advancing funding if appropriate; (ii) Likelihood of reoccurrence is low as YA Mozambique are fully compliant with all legal requirements and are careful to be apolitical in their staffing and activities

The RBM monitoring approach undertaken on the SDP since 2012 has set the standard for monitoring work across SERVE’s wider development portfolio. This learning has benefitted a number of projects including the Water for All Programme in Mozambique, the Mavambo Trust OVC Programme in Zimbabwe and the Erasmus+ Capacity Building Programme. In 2017, SERVE adopted a standardised RBF (based on DFID template) for all development projects and updated our mid-term, end-project and field level monitoring tool. Strengthening our ability to manage for results is a key part of our CSF application for 2018-2020.

## 6. SDP EXPENDITURE & SERVE'S KEY FINANCIAL INFORMATION

### (a) Commentary on Expenditure of Irish Aid Funds Against Approved Budget:

Category	2017 Budget €	2017 Spent €	% Variance
Direct Programme Costs	223,140	223,140	-
Programme Quality Costs	15,214	15,214	-
HQ Admin Costs	15,214	15,214	-
<b>Total</b>	<b>€253,568</b>	<b>€253,568</b>	<b>-</b>

All Irish Aid funds were spent during the project period. The reallocation of funds of €21,500 in Q4 and the no cost extension to February 2018, ensured that all funds were spent and resulted in additional benefits, notably, (i) an increase in the number of students benefitting from scholarships at YA Zimbabwe and YA Mozambique; (ii) retooling of training departments and improved health & safety standards at YA Zimbabwe and YA Mozambique; and (iii) pedagogy training for YA Mozambique staff.

### (b) Commentary on key organisational financial information & audit assurance

SERVE operates in the two jurisdictions on the island of Ireland. SERVE has distinct charity numbers in the South of Ireland and the North of Ireland. Separate accounts are maintained for the two charities. The combined financial information for SERVE for 2017 is as follows:

	RoI & NI Combined € (YE 31-01-2018)	
	2017	2016 – (YE 31-01-2017)
<b>Total Income</b>	€677,942	€728,682
<b>Total Restricted Income</b>	€479,700	€498,739
<b>Total Unrestricted Income</b>	€198,242	€229,944
<b>Grant Income</b>	€253,568	€369,197
<b>Voluntary Income</b>	€424,374	€359,485
<b>Irish Public</b>	€362,255	€331,370
<b>Total Resources Expended*</b>	€797,416	€831,509
<b>Direct Charitable Expenditure</b>	€787,694	€817,923
<b>Direct Programme Costs</b>	€753,539	€729,621
<b>Unrestricted Reserves</b>	€131,122	€127,818

\* There are no individual salaries in excess of €70,000 in SERVE.

### Commentary

SERVE navigate a careful strategy of stewardship that ensures that the organisation's reserves policies are maintained while implementing meaningful development and volunteering operational plans. The fundamentals of the organisation are strong in that SERVE are able to implement professional programmes, while generating the restricted and unrestricted income to cover the core and ancillary costs. Projected income from volunteering and immersion and fundraising events is on an optimistic trajectory. Building an alumni of supporters is making steady progress and yielding results in terms of strengthening predictable income. The cost to turnover ratio is considered reasonable. There is a careful strategy about the balance between growth and clarity about SERVE's core mission. There is confidence about the financial stability and capacity to generate funds to deliver meaningful programmes.

