

SERVE IN SOLIDARITY IRELAND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JANUARY 2015

(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)

COMPANY REGISTRATION NUMBER NI 073601

O'HARA SHEARER
CHARTERED ACCOUNTANTS AND REGISTERED AUDITORS
547 FALLS ROAD
BELFAST
BT11 9AB

SERVE IN SOLIDARITY IRELAND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JANUARY 2015

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SERVE IN SOLIDARITY IRELAND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JANUARY 2015

OFFICERS AND OTHER INFORMATION

Directors

Greg Devlin
Diarmaid Ua Bruadair
Noel Gerard Kehoe
Leanne Kelly
Gerard O'Connor
Kerri Catherine Smyth

Chairperson

Gerard O'Connor

Secretary

Diarmaid Ua Bruadair

Programme Co-ordinator

Christopher O'Donoghue

Registered Office

1 Clonard Gardens
Belfast
BT13 2RL

Auditors

O'Hara Shearer
Chartered Accountants
547 Falls Road
Belfast, BT11 9AB

Bankers

Danske Bank
Falls Branch
155 Northumberland Street
Belfast, BT13 2JF

Company Registration Number

NI 073601

Charity Registration Number

XT 167512

Website

www.serve.ie

SERVE IN SOLIDARITY IRELAND

(being a company limited by guarantee and not having a share capital)

CHAIRPERSON'S STATEMENT FOR THE YEAR ENDED 31ST JANUARY 2015

In last year's annual director's report, SERVE expressed our deep concern and solidarity with the people of Syria and the Philippines. The war in Syria and *Typhoon Haiyan* in the Philippines created a pervasive sense of being overwhelmed by humanitarian disasters. Twelve months later, the instability and tragedy emanating from Syria has come much closer to home. Expressions of solidarity abound from ordinary citizens while powerful governments hesitate. SERVE mobilised its support base during 2013 and 2014 to deliver tangible support to the victims of the Typhoon in the Philippines. Indicative of how long a crisis can last, SERVE during 2014 despite phenomenal obstacles, successfully completed the rebuilding of Saint Gerard's school in Port-au-Prince Haiti, delivering hope and channels for transformation to a community devastated by the January 2010 earthquake.

Meanwhile, throughout 2014, while the Irish economy slowly showed signs of recovery, charities struggled as Irish citizens expressed annoyance with some well documented scandals in the charity sector. Against such contrasting realities, with quiet satisfaction, I commend the efforts made by SERVE to implement programmes that deliver effective and meaningful solidarity to some of the poorest people on this planet.

SERVE navigated during 2014 a range of external monitoring and evaluation visits from donor organisations, drawing encouragement from the positive affirmation and delighted to take on board practical and achievable recommendations.

SERVE In Solidarity Ireland registered in Belfast on August 25th 2009. 2014 represented the sixth year of operations. The organisation is closely linked to SERVE In Solidarity Ireland registered in Dublin, though there are distinct boards and the financial statements are prepared and filed separately.

SERVE in Belfast is home to the volunteering, communications and fundraising functions of SERVE In Solidarity Ireland. It works on an All-Ireland basis and the components relating to the North of Ireland are highlighted in the financial statements filed in Belfast.

SERVE through the Belfast registered office successfully recruited thirty nine (38) (2013 47) volunteers in support of the four year SERVE Development Programme funded by Irish Aid. SERVE successfully implemented during 2014 the third of a four year programme funded significantly by Irish Aid. This programme is committed to reducing vulnerability and improving livelihood security for poor children, young people, women in targeted communities in South Africa, Mozambique and Zimbabwe. The programme is managed through a Results Based Management System. The results

for the first three year' are very encouraging and all involved in this programme can take great pride from the achievements and progress.

SERVE through the Belfast registered office also recruited sixty seven (67) (2013 67) volunteers for other programmes. The implementation of creative new models for volunteering and immersion programmes continued during 2014. Two schools from the North of Ireland participated in immersion projects facilitated by SERVE. These schools were Lagan College who participated in a programme in South Africa and Colaiste Feirste who went to South Africa and Mozambique. The volunteer projects to five countries continue to attract talented and generous and capable Irish adults.

In October 2014, SERVE initiated an important engagement process with out partners Young Africa. We work with Young Africa in Zimbabwe, Mozambique and Namibia. We are supporters and co-architects of their dynamic model of training young people for employment. We are very excited about a new Hub being pioneered in Harare by Young Africa. We believe that this Hub which will be the resource centre for a fiercely ambitious programme focused on training young people for employment across several countries in Africa. We are hopeful that this new engagement process will lead to a strong and ambitious strategic alliance with Young Africa.

The directors of SERVE In Solidarity Ireland have prepared a very detailed report with accompanying financial statements that offers a comprehensive oversight of the achievements and challenges faced by SERVE during 2014. The funds raised by the SERVE team in Belfast were allocated to the development programme as follows (1) Zimbabwe £9,958; (2) Brazil £43,576. The grant to Zimbabwe supported the construction and equipping of a skills training centre in Epworth. The grant to Brazil supported the construction of family homes in an urban community development programme focused on a struggling slum community. I would like to thank each of the board members for their dedication and commitment. I would like to express my admiration and warm respect for the SERVE staff who display great energy and commitment working to achieve the high level goals promoted by our Strategic Plan. I also commend the commitment of the 105 SERVE volunteers who during 2014 displayed admirable enthusiasm, energy and goodwill. Their service and voluntary spirit is deeply valued. Their fundraising efforts are applauded and sincerely appreciated.

I would like to express sincere gratitude to the following donors who have contributed to the work of SERVE over the past year:

Council of Europe

I would like to thank the students and staff and parents and families of St. Clement's College, Limerick and Lagan College and Colaiste Feirste, Belfast for their respective engagement, support, and passion for the SERVE supported projects in Brazil and South Africa and Mozambique.

We are also indebted to our dedicated support base that supports SERVE through their generous donations. This solid support base of stakeholders is the backbone of the organisation.

SERVE have exciting and ambitious plans for 2015. They deserve support. I am honoured to be part of a movement dedicated to authentic solidarity in support of some of the poorest communities in the world.

**John Gerard O'Connor
Chairperson
SERVE IN SOLIDARITY IRELAND**

SERVE IN SOLIDARITY IRELAND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JANUARY 2015

REPORT OF THE DIRECTORS

The directors present their report together with the audited financial statements for the year ended 31 January 2015.

Principal Activities

The principal activity of the organisation is to relieve third world poverty and to provide or make arrangements for the provision and co-ordination of volunteers to support the work of the charity and to advance public education in issues connected with third world poverty.

Results

The net incoming resources for the year was £32,983 (2014 £34,388 - net incoming resources).

Directors

Directors who served the company during the year were as follows:

Gerard O'Connor	Greg Devlin
Diarmaid Ua Bruadair	Kerri Catherine Smyth
Noel Gerard Kehoe	Leanne Kelly

Auditors

The auditors, O'Hara Shearer have expressed their willingness to continue in office and a resolution, will be proposed at the Annual General Meeting in accordance with Section 485 of the Companies Act 2006.

Small company exemptions

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Signed by order of the directors:

DIARMAID Ua BRUADAIR
COMPANY SECRETARY

Approved by the directors on 24th October 2015

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DIRECTOR'S REPORT FOR THE YEAR ENDED 31ST JANUARY 2015

The directors present their report and the financial statements for the year ended 31st January 2015.

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal Status

The organisation is incorporated as a limited company since August 25th 2009 under Companies (Northern Ireland) Order 1986. The company registration number is NI073601. It is registered as a charity in Northern Ireland with registration number XT 16752. The charity has three registered members. The directors are elected at Annual General Meeting by the members present.

The organisation is also incorporated in the Republic of Ireland under the Companies Acts, 1963 to 2012. It is a registered charity (CHY 18154), the objective of which is to relieve third world poverty. This company has seven registered members. The number of members may be increased from time to time by vote of the said members. The directors of the company are appointed by the members.

Distinct and separate financial statements are prepared and filed for both charities. The financial statements are not consolidated.

Board of Directors

The directors who served the company during the year were as follows:

Gerard O'Connor
Diarmaid Ua Bruadair
Noel Gerard Kehoe

Greg Devlin
Kerri Catherine Smyth
Leanne Kelly

The primary role of the Board of directors is to set the organisation's strategic aims, ensure that the necessary financial and human resources are in place for the organisation to meet its objectives and conduct oversight of management performance. It must do so within a framework of prudent and effective controls which enables risk to be assessed and managed. The board directors are drawn from diverse backgrounds including finance, development, legal, business, marketing, missionary, youth and community, who bring to the Board significant professional and decision-making skills

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achieved in their respective fields, together with a broad range of experience and views. New directors receive an induction and appropriate training where necessary.

The directors acknowledge their overall responsibility for Serve In Solidarity Ireland's systems of internal control and for reviewing its effectiveness. The Board has established a process of compliance which addresses the Board's wider responsibility to maintain, review and report on all internal controls, including financial and operational. Steps taken in 2012 and in particular 2013 to strengthen the six pillars of the internal control system were further strengthened with the appointment in January 2015 of an internal auditor. This is a new post dedicated to reviewing internal controls in partners, building the financial capacity of partners and completing internal audits of partners. Key elements of the internal control systems include:

1. SERVE has clear policies and procedures in place for the receipt, recording and control of donations received from private individuals and the other sectors;
2. Procedures and control systems are formally documented in a series of partnership and project agreements that are reviewed bi-annually on a project by project basis;
3. There is a formal organisational structure in place with clearly defined lines of responsibility, division of duties and delegation of authority;
4. A detailed budget is prepared annually which is in line with the strategic plan and approved by the Board. Actual results and service outcomes are compared regularly against budget and prior year to ensure alignment with budget, tight administration control and value for money;
5. A sub-committee focused on audit reports independently to the Board on all aspects of controls and risks;
6. The Board maintains a reserve policy that exceeds the minimum recommended for charities (three months reserves) to mitigate the increasing risks of the uncertain economy and to ensure sustainability of our services. Our actual reserves would not have been less than seven months during 2014.

The board updated and approved a new Governance Manual in May 2014. The Governance policy proposes four sub-committees of the board. The current sub-committees are:

- 1) The audit and risk committee which is responsible for reviewing: (a) Financial reporting; (b) Risk Management and internal controls; (c) Budgetary control and financial policy; (d) Internal audit; (e) External audit. The audit committee was revamped after the year-end and includes four members, two who are board members and two who are external representatives.
- 2) The Governance sub-committee which is responsible for ensuring that the organisation has sufficient resourcing with the correct skills and expertise in

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THE DIRECTOR'S REPORT CONTINUED

- place to achieve its strategic objectives and mission. The sub-committee reviews and makes recommendations to the Board on the following: (a) Director Nomination(s) and Succession; (b) Performance appraisal; (c) Resourcing and strategy; (d) Corporate Governance. There are four members of this committee, one board member and three external members.
- 3) The Solidarity Group Sub-Committee responsible for oversight of: (1) Structures and operations of the Solidarity Group; (2) Identifying the pathways by which the Solidarity Groups contribute to SERVE's Strategic Plans; (3) Identifying leadership potential for structures within the SERVE organisation. The committee consists of two board member, two staff members and a Solidarity Group representative.
 - 4) The Child Safeguarding committee is primarily focused on advising the board about creating, maintaining and monitoring a safe environment for children in all aspects of SERVE's work and for advising on the human resources required for implementing best safeguarding practices. The committee comprises one board member and a staff member and three external representatives.

Decision Making and Management

The directors are responsible for the implementation of the strategic plan, ensuring the organisation is effective in the delivery of its activities and accountable for the resources under its control. There is a clear division of responsibility within SERVE. In the case of SERVE in the North of Ireland, the Board retains control of major decisions under a formal schedule of matters reserved to the Board for decisions, with the Operations Manager, based in Belfast, responsible for delivering strategy and policy within the authorisation delegated to him by the Board.

Director's responsibilities in relation to the Financial Statements

The directors are responsible for preparing the Director's Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors must not approve financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for the period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;

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- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue to operate;

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

In so far as the directors are aware:

- there is no relevant audit information of which the company's auditor is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Risk management

The directors have responsibility for and are aware of the risks associated with the operating activities of SERVE. They are confident that adequate systems of internal control are in place and that these controls provide assurance against such risks. The audit committee have been delegated the role of overseeing and reviewing strategies to mitigate against risk. The Audit Committee reports directly to the Board.

The members of this committee examine the major risks that SERVE faces. Systems and processes are then developed to monitor and control the risks in order to mitigate the potential impact that they may have on the future development of the organisation. The directors have set-out below what they consider to be the principal risks impacting on SERVE and the steps taken to address these risks are clearly articulated in the Risk Register overseen by the Board. The Risk Register highlights: (1) The Risk Area; (2) The Risk factor; (3) The impact; (4) The Likelihood; (5) The Impact severity; (6) The Mitigating Control; (7) Ownership of the risk. The detailed Risk register is made available to key partners and stakeholders. The principal Risk Areas are identified as:

1. Financial / Funding Risk – 1.1 Loss or reduction of Irish Aid donor funding; ; 1.2 Failure to effectively monitor and evaluate funded projects; 1.3 Fraudulent activities; 1.4 Insufficient Internal controls in the Organisation; 1.5 Over dependent on Irish Aid; 1.6 Fall in uncommitted funds.

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2. **Strategy and Governance Risk – 2.1 Lack of clarity in organisational purpose or mission; 2.2 Failure to operate according to Memorandum and Articles and Strategic Plan/ Objectives; 2.3 Lack of operational transparency through reporting; 2.4 Failure in compliance with regulation, statutory or legal obligations.**
3. **Operational Risk – 3.1 Operation skills and resources; 3.2 High dependency on small number of key people; 3.3 Lack of adequate skills/ experience on Board; 3.4 Reliance on small number of individuals; 3.5 Partner Risks; 3.6 Volunteer Programmes, Immersion Programmes, Solidarity Projects; 3.7 Fundraising; 3.8 Failure in compliance around Child Protection; 3.9 Systems failure leading to data loss; 3.10 Effective Communication; 3.11 Insufficient Engagement with Donors; 3.12 Insufficient engagement with partner organisations; 3.12 Insufficient engagement with the public; 3.13 Health and Safety; 3.14 Insufficient planning for monitoring visits in the field.**
4. **Partner Risk- SERVE prioritises a partnership approach. The Board has developed a review mechanism to assess all partnerships in the SERVE Development Programme (SDP). Care is taken to monitor the dependency ratio on Irish Aid. SERVE maintains a Risk Register for the SDP. The Register covers the categories of Operational, Financial, Development and Reputational risk. Each risk is quantified in terms of probability and impact, and is then ranked.**

The board updated SERVE's risk policy and the risk register in June 2014.

2. OBJECTIVES OF THE CHARITY

SERVE is a development and volunteering organisation committed to poverty reduction in the developing world. We achieve this by working in solidarity, service and partnership with marginalised communities, empowering them to tackle the root causes of poverty and injustice.

The SERVE mission is realised by:

- Supporting the development of our *international partners* through empowering and building capacities so that our partners and those they work with can operate, manage and control their own development programmes;
- *Accessing and distributing funds* in favour of our partner's programmes with a specific emphasis on community development, self-sufficiency and long term impact;
- Implementation of *Volunteering Programmes* whereby Irish/international volunteers enhance the development agenda of our international partners by

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placements in the developing world *while establishing important linkages with Irish communities* and international networks;

- **Fostering *Development Education* in Ireland** by promoting an understanding of the causes of poverty and inequality in the world through mobilising our volunteer base, implementing *Immersion programmes* and *Solidarity projects*;
- **Planning, organisation and implementation of *Shared Advocacy Projects* in a partnership approach** that fosters the active engagement of : (1) International partners; (2) SERVE; (3) Irish volunteers;
- **Promoting the *fair trade* produce** manufactured and processed by our international partners;

3. REVIEW OF THE ACTIVITIES OF THE CHARITY

The Directors set five main objectives for 2014:

1. To implement the third year of the 4 year Irish Aid funded Programme in South Africa, Mozambique and Zimbabwe;
2. To consolidate the volunteering options offered by SERVE while developing our capacity to measure the impact of the programmes offered;
3. To prioritise the learning that emerges from the extensive external monitoring work planned for 2014;
4. To develop a new strategic vision and plan for the next threshold phase in the organisations history 2015-2017;
5. To support the expansion of SERVE's funding base (restricted and unrestricted);

The progress made in 2014 in respect of the key objectives is detailed as follows:

Objective 1: To implement the third year of the 4 year Irish Aid funded Programme in South Africa, Mozambique and Zimbabwe;

Irish Aid is committed to supporting the SERVE Development Programme (SDP) in South Africa, Mozambique and Zimbabwe for the four year period 2012-2015. The initial commitment of Irish Aid was for a grant contribution of €290,573 per annum. Irish Aid fulfilled this commitment in year two of the programme despite recessionary financial pressures. In year 3, Irish Aid committed €285,143, representing a 1.8% reduction. The SDP Programme 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. The four key partners are : (1)

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Tapologo, South Africa (HIV and Aids sector, including OVC and ART Programmes); (2) Tsholofelo, RSA (Education, vocational skills training and primary health care); (3) Young Africa (YA) Zimbabwe (vocational skills training for young people, including SRHR training); (4) Young Africa Mozambique (vocational skills training for young people, including SRHR training). 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 programme model integrates funding support, capacity development support, volunteer placements, development education and advocacy.

The programme is focused on achieving three principal outcomes:

1. Reduced vulnerability and improved quality of life for OVC in targeted communities in Rustenburg, South Africa;
2. 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;
3. Improved employment and self-employment prospects for young adults in targeted communities;

The programme is committed to the achievement of sixteen targeted results. With three years of monitoring data available, results show that the third year of the SDP has gone well. The principal achievements include:

- 10 out of the 16 results are on track (63%) which is an improvement on 2013 outcomes when 6 out of the 15 results were on track (40%);
- The Tapologo Orphan and Vulnerable Children Programme continues to exceed the number of beneficiaries. The nutrition element is having a sustained positive impact;
- Young Africa's Zimbabwe and Young Africa's Mozambique Sexual and Reproductive Health and Rights programmes are having a demonstratively positive impact on the knowledge and actions of beneficiaries;
- Tsholofelo's Community Skills Training Programme has increased the income of beneficiaries every year since 2012. In 2014, the average increase in monthly income was 24%. There is similar success at Young Africa Mozambique's programme, which has increased the income of young people every since 2012. In 2014, the average income increase was 43%;
- Young Africa Zimbabwe's pilot Outreach Training Programme in Domboshava (funded entirely by SERVE) was a success and has resulted in significant expansion of the Outreach Training model in two new Provinces in 2015- funded by EU;
- Young Africa Mozambique's Agri Tech project delivered its first agri-TVET training programmes to almost 100 beneficiaries in 2014;

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- Micro credit loans at Young Africa Mozambique's Beira campus and Young Africa Zimbabwe are performing well with repayment rates increasing. The loans are helping graduates become self-employed and Franchise Holders (at Young Africa Mozambique) invest in their business to improve performance- this is helping Young Africa's financial sustainability;
- SERVE completed a comprehensive KAP Survey with past volunteers which has given valuable insight into their views on volunteering and international development;
- SERVE also completed a Mid-term review of the SERVE Development Programme during 2014;
- The SERVE Volunteer to Build Capacity Programme placed 38 volunteers (61% female, 39% male) on short term volunteer placements in South Africa and Mozambique;
- SERVE placed a Long Term Volunteer with Young Africa Zimbabwe who is building capacity in the areas of marketing, PR and monitoring and evaluation;
- Evaluations of the 2014 Development Education Programme for volunteers were positive and showed improvements from 2013;
- SERVE worked with Young Africa Mozambique to develop, design and print a new Life Skills Manual that will form the basis of their Life Skills Curriculum across all Young Africa Centres

The principal programme failures and issues of concern include:

- The very high levels of stunted growth amongst OVC in South African squatter camps is having a permanent negative impact on OVC nutrition status;
- The micro-credit programme at Young Africa Agri-Tech in Dondo, Mozambique is behind schedule;
- SERVE did not achieve targets around rolling out our Governance Manual with partners;
- SERVE did not engage in advocacy work at meso or macro level. Irish Aid has acknowledged the challenge SERVE faces in advocating in particular countries. SERVE plan to address this in 2015 through a Shared Learning event with partners which will include training on effective advocacy, facilitated by an organisation called CORAT;
- SERVE's approach to capacity building remains informal. SERVE will be addressing this in 2015 by formalising our Capacity Building approach and running the Shared Learning event which will include Results Based Management, Advocacy and Child Protection training;
- SERVE's policy suite needs to be strengthened – specifically around Results Based Management, thematic policies and mainstreaming.

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In August 2014, SERVE opened a new regional office in Harare, Zimbabwe. It is staffed by the SERVE Development Project Officer and a SERVE Long Term Volunteer who is working with Young Africa Zimbabwe as part of SERVE's commitment to build capacity amongst partners.

Objective 2: To consolidate the volunteering options developed in 2013.

SERVE implement Volunteering Programmes, Solidarity Projects and School Immersion Programmes.

SERVE has an excellent reputational profile for delivering creative and relevant volunteering programmes that generate a constituency for change in Ireland and overseas through practical strategies and help to expand civil society's contribution towards achieving the Millennium Development Goals. SERVE'S Volunteer to Build Capacity programme acts as a catalyst for voluntary involvement, mentoring, development education, mutual learning and establishing links and networks based on trust. In 2014, 105 people from Ireland participated in SERVE projects in six countries in comparison to 114 volunteers placed in 2013, (2012 125 volunteers).

In December 2014, SERVE completed the detailed Comhlamh approach to Self-Audit, subjecting the Volunteering Programme to detailed analysis. The SERVE board reviewed the Self-Audit on May 16th 2015. The Comhlamh template and support structure offers the Board a strong framework by which it can efficiently evaluate and review and strengthen the volunteering programmes delivered by SERVE. 2014 continued our strong track record in implementing volunteering and immersion programmes. Immersion programmes were implemented in Brazil and South Africa and Mozambique. Saint Clements College from Limerick participated in an immersion programme with our partners *Caritas Parnaiba*, being both learners and contributors to an exciting urban development programme based on the provision of dignified housing for the homeless and building the livelihood security of a struggling community. Lagan College, is an integrated school, and our partnership with this school emerged through contact from the Christian chaplaincy team for support in implementing an international immersion programme. SERVE organised the project which involved young people from Lagan College participating in a programme called *Born Free* with a group called Spirit of Youth. The programme focused on the experiences of the *Born Free* generation, born in South Africa in '94 after the threshold election and in Ireland post '98 Good Friday Agreement. The directors welcome these new models of engaging people meaningfully in the development process. Colaiste Feirste from Belfast participated in our tested immersion project to South Africa and Mozambique.

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The SERVE Volunteer to Build Capacity Programme makes a significant contribution to the infrastructure and service outcomes delivered by our partners. Thirty eight (38) (2013 48) volunteers in total were placed in the SDP(South Africa, Mozambique, Zimbabwe) programme countries. Sixty seven (67) volunteers were assigned to India, Zambia, Brazil and the Philippines and a new project in South Africa. A total of Forty six (46) (2013 33) participants were engaged in the immersion initiatives. There were no Solidarity Projects in 2014 (2013 21 volunteers).

SERVE believes that recognising the value of volunteer work is an important prerequisite towards successfully harnessing volunteerism as a renewable economic resource for development and the creation of social capital and social cohesiveness. The SDP programme is attempting to measure the impact of volunteering. The KAP survey completed in 2014 with returned volunteers was a good step forward in assessing change in the knowledge, attitudes and practices of returned volunteers. Returned volunteers had a positive experience with SERVE and 94% believe that the work they did had a positive impact with our partner organisations and communities.

Evaluations of the Development Education Programme (DEP) in 2014 showed a substantial improvement over 2013. In 2014, 92% of volunteers described the DEP as "beneficial". In response to the poor 2013 evaluations SERVE undertook more intensive training with leaders and provided better resources to be used for in-country development education sessions. In Quarter 4, 2014, SERVE completed a comprehensive Knowledge, Attitudes and Practices Survey with past volunteers (going back as far as 2003). The full details of this survey are available from SERVE. The KAP Survey results are available on SERVE's website.

Telling the story of the Volunteer to Build Capacity Programme is an effective way of capturing part of its impact. SERVE volunteers told their story through diary entries which are available on the SERVE website (<http://www.serve.ie/category/blog/>). The SERVE website had 44,000 views in 2014.

In 2014, SERVE produced and disseminated video-work through our website/social media that tells the story of the SDP and the impact of the volunteer to Build Capacity Programme. The Step Up and Serve group (SUAS), who are part of Tsholofelo, is an excellent example of a local voluntary group trying to achieve change. This group now consists of 20 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 group who have worked in the Rustenburg area for the past 9 years. As a follow-up to the capacity building training in 2013, SERVE provided further training and funding support for activities in 2014. The SUAS group played a key role in

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facilitating two volunteer groups from SERVE in 2014 by using their leadership and facilitation skills to run participative development education activities for SERVE volunteers.

SERVE placed a Long Term Volunteer with Young Africa Zimbabwe who is building capacity in the areas of marketing, PR and monitoring and evaluation.

Objective 3: To prioritise the learning that emerges from the extensive external monitoring work planned for 2014:

SERVE completed a Mid Term Review (MTR) of the SERVE Development Programme in 2014, which was based on the OECD DAC criteria of relevance, efficiency, effectiveness, impact and sustainability. As a mid way point of what is now a 5 year programme this was a good opportunity to pause and reflect on the relevance, efficiency, effectiveness, impact and sustainability of the SDP to date. The main findings were:

- All partners said that the goal of the SDP remained relevant for their target beneficiaries (e.g. the scale of the nutrition crisis in RSA squatter camps is growing not declining, Zimbabwe's stagnant economy makes vocational training focused on the informal sector highly relevant);
- Partners believe that the SDP is being effective and all partners said it is making a "strong contribution" to the achievement of results. For example, Tapologo say that funding for nutrition is difficult to secure and the multi year commitment from the SDP is important. YA Mozambique highlighted the role of the SDP funded Entrepreneurship Promoter in contributing good results.
- The level of resources provided by the SDP is deemed adequate and allows partners to do their work efficiently. The high level of community involvement, especially at Tapologo & Tsholofelo, helps with this.
- All partners argue that the work is having an impact on the lives of the beneficiaries. Young Africa (YA) Mozambique state that the SDP components "add value and impact" to the services they provide. Young Africa Zimbabwe reported increased SRHR knowledge, resilience and business focus amongst graduates.
- Tapologo, Young Africa Zimbabwe and YA Mozambique praised the sustainability of the physical investments made by the SDP. The sustainability of the OVC programme is dependent on continuous external donor funding.

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- Sustainability of outcomes on the Young Africa and Tsholofelo programmes are dependent on a dynamic whereby the beneficiary is incentivised. Therefore the ongoing support around the microcredit component is very welcome in this regard. The franchise model provides good financial sustainability at Young Africa Mozambique, but is facing challenges at YA Zimbabwe. Insitutional sustainability and leadership transition are an emerging issue at YA Mozambique and Tsholofelo.

The main recommendations emerging from the MTR process that affect the remaining years of the SDP are:

- That more regular discussions about results need to take place between SERVE and partners so that the Results Framework (RF) becomes more of a “living document” rather than a document that is referred to on an ad hoc basis throughout the year;
- That Tsholofelo’s over reliance on SDP funding for the Skills Programme remains a concern;
- That there is a need for a more proactive approach to capacity building with partners;
- That SERVE should prioritise working with Tsholofelo and YA Mozambique on governance initiatives considering upcoming transitions in management / leadership;
- That SERVE should invest in training equipment for YA Zimbabwe’s Epworth campus so that it can maximise potential;
- That the SERVE SDP Risk Register should be completed on a quarterly basis, instead of every six months. This process should involve the SERVE Development Project Officer , partners and a SERVE Board member.

In June 2014, a team consisting of John Crowe, Reachbha Fitzgerald and Caoimhe Hughes from Irish Aid led a monitoring visit to the Mozambique component of the Irish Aid funded SERVE Development Programme. The monitoring report was finalised in the Autumn of 2014. The report issued by Irish Aid notes that:

- There is evidence that development results are being achieved through the programme, with graduates reporting higher incomes, better job prospects and improved behaviour and attitudes towards sexual and reproductive health issues.
- That a very good working relationship has been established between SERVE and Young Africa, with many goals and values shared by the two organisations.

SERVE IN SOLIDARITY IRELAND

(being a company limited by guarantee and not having a share capital)

THE DIRECTOR'S REPORT CONTINUED

- The volunteer component of the programme appears to be a particular strength, and is clearly delivering benefits, in particular, through the long-term volunteer's programmes.
- The innovate franchise model which Young Africa uses is also clearly having an impact, underpinning the scale and sustainability of the programmes in Beira.
- That there are concerns in relation to the extent to which SERVE's approach could be considered truly programmatic in nature. The Irish Aid report noted that while SERVE was clearly adding value in important ways, a key role for SERVE in setting the strategic direction of the programme was not in evidence.
- That there was some gaps in Young Africa's programme management, which SERVE has not yet been able to fill.
- That given the range of policies and procedures that SERVE has in place, widespread use of similar systems by Young Africa would have been expected.
- The report offered four recommendations around Strategy and Policy and one recommendation about Programme Approaches and three recommendations around Results-Based Management and two recommendations around Governance and Financial Oversight. The report also included three recommendations for Young Africa.

SERVE held a bilateral meeting with Irish Aid In December 2014 to review this report and plan for the future.

Objective 4: To develop a new strategic vision and plan for the next threshold phase in the organisations history 2015-2017;

2014 represented the third year of the implementation of the SERVE Organisational Strategic Plan 2012-14. The Strategic Plan has seven high level goals for the period 2012-2014.

In September 2014, Irish Aid communicated with SERVE to inform us that the Minister of State Sean Sherlock T.D. has approved a one year extension of the Programme Grant between Irish Aid and SERVE to the 31st December 2016. This agreement was signed on June 5th 2015. This significant development prompted SERVE to extend its current Strategic Plan for an extra year to Jan 31st 2016. Less emphasis was given to the preparation of a new Strategic Plan during 2014. The process to initiate a new Strategic Plan commenced in October 2014 with a high level meeting in October 16th 2014 with our Strategic Partners Young Africa in London. This was followed by an in-depth engagement with SERVE staff on November 18th 2014. This led to a submission from the Staff to the board and this submission was considered by the board on December 4th 2014. A SERVE strategy day was held involving board members and staff on May 16th 2015. Further strategy meetings were scheduled for June 3rd 2015 and June 15th 2015 and October 14th 2015 and November 7th 2015.