

Registration Number 419696

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31ST JANUARY 2015**

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**OFFICERS AND PROFESSIONAL ADVISORS**

<b>Directors</b>	Jim Ryan John Gerard O'Connor Noel Gerard Kehoe Diarmuid Ua Bruadair Brian Silke Leanne Kelly Kerri Smyth Eoin Mac Aodha
<b>Secretary</b>	Noel Gerard Kehoe
<b>Company Number</b>	419696
<b>Registered Office</b>	Marianella 75, Orwell Road, Rathgar, Dublin 6.
<b>Auditors</b>	Hayden Brown Grafton Buildings, 34, Grafton Street, Dublin 2.
<b>Principle Place of Business</b>	Scala, Castle Road, Blackrock, Cork.
<b>Bankers</b>	Allied Irish bank 9, Terenure Road, Rathgar, Dublin 6.
<b>Charity number</b>	18154
<b>Website</b>	<a href="http://www.serve.ie">www.serve.ie</a>

**SERVE IN SOLIDARITY IRELAND**  
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**CHAIRPERSON'S STATEMENT  
FOR THE YEAR ENDED 31ST JANUARY 2015**

In SERVE's annual director's report for 2013, we 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 successfully implemented during 2014 the third year 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 third year (2014) saw great progress being made towards achieving targeted results, with previously off-target results now delivering positive outcomes. SERVE welcome the decision by Irish Aid to add a fifth year to the programme. On behalf of SERVE, I was pleased to sign for this extension with Irish Aid on June 6th 2015.

In October 2014, SERVE initiated an important engagement process with our 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.

2014 was a year of consolidating the partnership relationship with the Redemptorists with a specific focus on Africa and Madagascar. Important strides were taken to support capacity building initiatives, so as to strengthen the procedures, policies and strategy shaping the priority themes of the Redemptorist Conference for Africa and Madagascar (COREAM). The capacity building initiative supporting Redemptorist peace practitioners from three troubled African countries was notable in how learning by the Redemptorists from the Irish peace process was incorporated into training and mentoring for peace making in Africa. SERVE were delighted to facilitate and resource this capacity building initiative. On behalf of all in SERVE, we wish Fr. Michael Kelleher C.Ss.R., the outgoing Redemptorist Provincial, every blessing in the new ventures and ministries that are ahead. We thank Michael for his commitment to a partnership relationship with SERVE. We look forward to working with the new Redemptorist Provincial Fr. Dan Baragry C.Ss.R. and his Council, in continuing a partnership approach to achieving development outcomes on behalf of the poor. The partnership relationship with the Redemptorists is leading to transforming development results for poor communities in the areas of water, orphan and vulnerable children, livelihood security, community development, primary education and primary health care.

The consolidation of creative new models for volunteering and immersion programmes continued during 2014. The volunteer projects continue to attract talented and generous and capable Irish adults. We implemented three immersion programmes in Brazil, South Africa and Mozambique engaging secondary schools from both the North of Ireland and the South of Ireland.

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

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. 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:

Irish Aid  
Misean Cara  
Redemptorists  
Electric Aid  
Edmund Rice Trust Fund  
Galway County Council  
Eli Lilly  
McManus Trust Fund  
COREAM  
Better World Denmark  
TUI  
Congregation Jesu M

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

Date:

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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 31<sup>st</sup> January 2015.

**1. STRUCTURE, GOVERNANCE AND MANAGEMENT**

*Legal Status*

The organisation is a company limited by guarantee not having a share capital. It is incorporated in the Republic of Ireland under the Companies Act 2014. It is a registered charity (CHY 18154), the objective of which is to relieve third world poverty.

*Structure*

The 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.

The organisation is also incorporated as a limited company since August 25<sup>th</sup> 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.

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

*Board of Directors*

There must be at least seven and not more than ten directors of the Company, and these are appointed to the Company by the members. Each director shall serve for a three-year period, unless the term of appointment ceases before said period for some reason. Efforts are made to ensure some degree of continuity in regard to the Board. Directors serve a maximum of three terms of three years. The directors who held office during the financial year are set out in the list of Officers and Professional Advisors highlighted at the beginning of this report.

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

SERVE In Solidarity Ireland has developed a template where the board receives timely information at appointed times across the agreed principal areas of activities and concern. This template is prepared in a calendar format which ensures that relevant issues are considered by the Board. The Board met four times during 2014.

As a member of Dochas, SERVE In Solidarity Ireland subscribes to the principles contained in the Irish Development NGOs Code of Corporate Governance.

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**DIRECTOR'S REPORT [CONT'D]  
FOR THE YEAR ENDED 31ST JANUARY 2015**

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 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 members, 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. The directors appoint the management team and have delegated the operational powers to the management team. The directors have appointed three key managers: (1) The Development Programme Manager; (2) The Mísean Cara Project Manager; (3) The Operations Manager with responsibility for Volunteering, Communications and Fundraising.

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**DIRECTOR'S REPORT [CONT'D]**  
**FOR THE YEAR ENDED 31ST JANUARY 2015**

These managers are supported by staff, interns and volunteers. The Chairperson of the Board coordinates a management structure involving the three principal managers that involves planning, implementation, operational and evaluation meetings. These three managers attend Board meetings for those parts of the meeting relevant to their area of responsibility and they communicate directly with the board on these issues. Responsibility for the implementation of the internal control systems is delegated to this management structure which is coordinated by the Chairperson of the Board. Matters reserved to the Board and those delegated to the Management Structure are outlined in the Organisation's Governance Manual.

*Director's responsibilities in relation to the Financial Statements*

Company law requires the directors to prepare statutory financial statements for each financial year, which give a true and fair view of the assets, liabilities and financial position of the company, as at the end of the financial year, and profit or loss, for the financial year and otherwise comply with the Companies Act 2014. Under that law the directors have elected to prepare the financial statements in accordance with Irish Generally Accepted Accounting Practice (accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland).

In preparing these the directors are required to

- select suitable accounting policies and apply them consistently;
- 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;
- state whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2014. 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.

*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 Relationship between the Redemptorists and SERVE changes; 1.3 Failure to effectively monitor and evaluate funded projects; 1.4 Fraudulent activities; 1.5 Insufficient Internal controls in the Organisation; 1.6 Over dependent on Irish Aid; 1.7 Fall in uncommitted funds.
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.



**DIRECTOR'S REPORT [CONT'D]  
FOR THE YEAR ENDED 31ST JANUARY 2015**

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) and to review the organisations work with the Redemptorists and the partners receiving funding through the Misesan Cara system. 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 placements in the developing world *while establishing important linkages with Irish communities* and international networks;
- Offering a *development resource service* to the Dublin Province of the Redemptorists, and also the Redemptorist Conference for Africa and Madagascar know as *COREAM*, strengthening their development programme by building their capacity to plan strategically, prepare funding proposals, monitor projects and complete reporting processes;
- 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;

**DIRECTOR'S REPORT [CONT'D]  
FOR THE YEAR ENDED 31ST JANUARY 2015**

### **3. REVIEW OF THE ACTIVITIES OF THE CHARITY**

The Directors set six 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 support the capacity building of the Redemptorist Development Programmes with particular emphasis on Africa and Madagascar;
3. To consolidate the volunteering options offered by SERVE while developing our capacity to measure the impact of the programmes offered;
4. To prioritise the learning that emerges from the extensive external monitoring work planned for 2014;
5. To develop a new strategic vision and plan for the next threshold phase in the organisations history 2015-2017;
6. 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) 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;

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**DIRECTOR'S REPORT [CONT'D]  
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- 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;
- 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.

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.

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**DIRECTOR'S REPORT [CONT'D]**  
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Objective 2: To support the capacity building of the Redemptorist Development Programmes with particular emphasis on Africa and Madagascar;

SERVE acts as the development agent for the Redemptorists. We represent the Redemptorists at Mísean Cara. This documented strategic partnership is a practical example of harmonisation and sharing of resources to achieve greater impact and economies of scale in a challenging time for many organisations. A total of €480,805 was received from Mísean Cara in 2014 (2013 €759,753). The decrease in income (37%) from Mísean Cara is due to two factors: (1) Policy to stay within a 50%:50% ratio of SERVE income/ Irish Aid Income; (2) Capacity constraints. The Grants received were for projects across the following sectors; (1) Basic

Primary Education (39%) ; (3) Water and Sanitation (28%); (4) Disability (4%) ; (6) Orphan and Vulnerable Children (20%); (7) Capacity Building-Peace Initiative (3%); (8) Administration (6%).

SERVE on an annual basis support the capacity building initiatives of the Redemptorists in Africa and Madagascar. The capacity building initiatives during 2014 included: (1) The training of nine Redemptorist personnel in the area of peace building and conflict resolution from Zimbabwe, South Africa and Niger. This programme also included training input about the learning from the Redemptorist peace initiative in Ireland which played such a pivotal role helping to achieve a break-through in the peace process in Ireland. The nine personnel referenced above along with thirty other peace practitioners from seven other countries participated in this shared learning event.; (2) The ongoing building of structures and systems and strategic planning within the Redemptorist Conference for Africa and Madagascar (COREAM).

The primary focus of SERVE'S engagement with the Redemptorists is focused on Africa with 70%(2013 68%) of the grant funding received from Mísean Cara related to Africa. 9% (2013 19%) related to Asia and 21% (2013 13%) to Brazil/ Haiti. A notable achievement in 2014 was the completion of an Iconic school building in Port-au-Prince. Saint Gerard's primary school collapsed in 2010 during the earthquake and despite many setbacks, SERVE through partnership with the Redemptorists played a pivotal role in rebuilding the school contributing €400,000. The Chairperson of SERVE, Gerry O'Connor along with SERVE Volunteer Engineer, Stephen Stranney and SERVE Communications officer, Siobhan Hughes attended the opening of Saint Gerard's school in September 2014.

The SERVE/ Redemptorist partnership worked well during 2014. There is an ambitious plan of action for 2015 and it is expected the partnership and model of engagement will be formally reviewed in the third quarter of 2015. The *ebola* crisis in West Africa resulted in the COREAM annual Assembly scheduled for Nigeria being cancelled in August 2014. This was unfortunate, as SERVE utilises this assembly to progress issues around policy, procedures and capacity building.

Objective 3: 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).

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**DIRECTOR'S REPORT [CONT'D]  
FOR THE YEAR ENDED 31ST JANUARY 2015**

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 16<sup>th</sup> 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.

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

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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 4: 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. 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. Institutional 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:

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- 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.
- 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.

In June 2014, Misesan Cara completed a monitoring visit to the Mavambo Trust, in Mabvuku, Harare, Zimbabwe. This project is funded by Misesan Cara. The monitoring team consisted of Anthony Hannon, Misesan Cara Project Officer, and Andrea Cortemiglia, Misesan Cara Development Mentor for Southern Africa. Mavambo Trust is a non-profit organisation headquartered in the eastern outskirts of Harare. It was established by the Redemptorists in 2001 to empower vulnerable children. A Board of Trustees comprising national and international professionals and religious leaders with wide-ranging experience in child welfare governs the operations of Mavambo Trust. Misesan Cara has awarded the Redemptorists 3 grants, one per year from 2011 to 2013, totalling €234,931 to support the operations of Mavambo Trust.

The Misesan Cara monitoring report notes "that the Mavambo trust is a sanctuary for many children from destitute families. Mavambo Learning Centre is an excellent provider of remedial education for dropouts of primary school age. About 90% of the students enter the regular schools after only one year of study with the Centre (most students are accepted in Grades 3-5 and some in Grade 6), which is an indicator of the quality of the teaching methodology. The Centre is an indefatigable provider of a wide range of complementary services for the wellbeing of vulnerable children. On the other hand, the increasingly diversified range of services offered by Mavambo (spanning from psychological support, legal assistance and peer counselling to economic strengthening of households and payment of school fees for primary and secondary education) might result in an undesirable trade-off against clarity of mission and specialisation within the organisation".

The report concludes that the Mavambo Trust is manna for thousands of orphans and vulnerable children in the easternmost parts of Harare (Mabvuku, Tafara and Caldonia) as well as in the Mashonaland East Province (Marondera and Mudzi). An area that could be considered for improvement in the future is that of strategic planning with a view to determining the future direction and position of the Mavambo Trust to best serve the interests of vulnerable children in the target communities. Misesan Cara might support this process by, for example, co-funding a strategic planning process to ascertain the suitability and sustainability of every single programme in the context of greater clarity on strategic objectives, target groups and geographical focus of Mavambo Learning Centre and Dziro Centre.

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Objective 5: 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 31<sup>st</sup> December 2016. This agreement was signed on June 5<sup>th</sup> 2015. This significant development prompted SERVE to extend its current Strategic Plan for an extra year to Jan 31<sup>st</sup> 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 16<sup>th</sup> 2014 with our Strategic Partners Young Africa in London. This was followed by an in-depth engagement with SERVE staff on November 18<sup>th</sup> 2014. This led to a submission from the Staff to the board and this submission was considered by the board on December 4<sup>th</sup> 2014. A SERVE strategy day was held involving board members and staff on May 16<sup>th</sup> 2015. Further strategy meetings were scheduled for June 3<sup>rd</sup> 2015 and June 15<sup>th</sup> 2015 and October 14<sup>th</sup> 2015 and November 7<sup>th</sup> 2015.

The next Strategic Plan is expected to be in place by January 2016 for the period 2016-2018. Therefore, 2014 was a holding year with significant energies engaged in liaising with external monitoring visits. Yet, there were some notable Strategic developments including:

- SERVE opened a new regional office in Harare, Zimbabwe in August 2014. This office is staffed by the SERVE Development Programme Officer who manages the Programme Grant from Irish Aid. There is also a Long Term Volunteer assigned to this office committed to working on capacity building initiatives with SERVE partners.
- The Risk Register for the Organisation and the SDP programme were strengthened and improved;
- SERVE approved a new Governance Manual;  
Strategic Choices were made to position SERVE to be able to drawdown increased funding from UK funding sources;
- In response to some concerns about weaknesses in the internal controls of partners, steps were taken in partnership with the Redemptorists to recruit an Internal Auditor and finance capacity builder;
- Audit coverage was amplified with improved processes for engaging with auditors around verification audits and forensic audits;
- A full-time SERVE communications officer was recruited which has seen a significant improvement in SERVE' s digital and social media presence;
- SERVE staff completed four monitoring visits to SDP partners in RSA and Mozambique and Zimbabwe during 2014. All visits followed an agreed Terms of Reference and detailed reports were completed.
- Significant capacity building support was provided to our partner Tsholofelo to help them build their Child Safeguarding policies and procedures;
- SERVE finalised our Global Youthwork Toolkit which is a comprehensive and practical resource to promote effective youth work with organisations in the developing world. SERVE will be providing training on the Toolkit to partners at the Shared Learning Event in 2015. The aim is to provide our partners with skills and techniques to engage with young people using best practice models developed in Ireland.
- In 2014, Young Africa upgraded their Life Skills Manual. SERVE contributed significantly to the section covering sexual and reproductive health. SERVE also added content based on best practice youthwork skills.
- The KAP Survey was developed by SERVE and drew from existing KAP work completed by Medecin-Du-Monde and a Dfid Evaluaiton of the Internaional Citizens Service.



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Objective 6: To support the expansion of SERVE's funding base ( restricted and unrestricted);

The following comparative information offers some salient information about SERVE's funding base in the Republic of Ireland:

	31/01/15	31/01/14
Total Income (€)	1,207,006	2,028,609
Total Restricted Income (€)	995,789	1,801,183
Total Unrestricted Income (€)	211,217	227,426
Grant Income (€)	765,947	1,050,326
Voluntary Income (€)	441,059	978,283
From the Irish Public (€)	319,753	751,618
Unrestricted Reserves (€)	90,214	160,178

The following ratios provide insightful content with regard to objective 6:

- The SERVE/ Irish Aid ratio is 37%/63% (2013 49%/51%) (2012 39%/61%);
- Unrestricted Income is 17.5% of total incoming resources ( 2013 11.5% (2012 18.2%))

When income to SERVE in the North of Ireland is included, these ratios change and improve as follows:

- The SERVE/Irish Aid ratio is 46%/54%( 2013 53%/ 47%)( 2012 56%/44%);
- Unrestricted Income is 22.5% of total incoming resources (2013 12.7%) (2012 20.6%);
- Total Unrestricted Reserves at year end between North and South were €163,997 which is in excess of the minimum required;

The organisation also successfully organised in excess of €75,000 in grants that were transferred directly to partners in the field from the institutional funders. These funds are not reflected in the accounts.

The Board approved during 2014 initiatives to broaden our institutional funding base, by dedicating a staff member to work on trying to achieve higher levels of UK funding. It may take a number of years for these initiatives to deliver concrete and tangible results. Steps were taken to maintain and boost unrestricted income in a difficult economic climate.

The directors note the fall in overall income, grant income and voluntary income. The Voluntary income in 2013 was very high due to the emergency in the Philippines due to the Typhoon. The grant income fell because of ratio concerns about the SERVE/ Irish Aid ratio and some capacity constraints referenced earlier in the report. The board was disappointed with the performance in raising unrestricted income noting the worrying 7% drop in unrestricted income. The Board is committed to prioritising the generation of unrestricted income in 2015.

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#### **4. OPERATIONAL SUMMARY**

##### *Development Programme*

Expenditure on development programmes amounted to €1,517,081 which compares to the €1,423,353 spent in 2013. The pillar of the development programme is called the SERVE Development Programme (SDP) which is being implemented through four partners in South Africa, Mozambique and Zimbabwe. This programme is focused on innovative approaches to supporting Orphan and Vulnerable Children, the provision of health infrastructure and responding to HIV/AIDS while delivering Technical education and vocational training (TVET) to marginalised young people.

SERVE also during 2014 supported development projects in India, and Zambia and Haiti and the Philippines. These funds were channelled through SERVE partners implementing projects focused on income generation, disability, emergency rehabilitation, and primary education. In addition to the SDP programme referenced, the directors are delighted that the construction work on Saint Gerard's school in Port-au-Prince, Haiti is now complete having received a total of €400,000 from SERVE. Saint Gerard's was destroyed in the 2010 earthquake. SERVE personnel dedicated themselves to the rebuilding this school and invested significant effort to overcoming obstacles and challenges surrounding the rebuilding of this school.

Funding was secured from Misesan Cara for Redemptorist projects in Brazil, Zimbabwe, Mozambique, India, Kenya, Congo, Burkina Faso, Philippines and Ghana, and for capacity building initiatives in the area of finance, project cycle management and peace building. In Brazil, an urban development project focused on providing dignified housing was implemented. In Zimbabwe, grants were allocated to support Orphan and Vulnerable Children, water and sanitation and livelihood security, as well as the provision of an ambulance and a vehicle for an educational project. In Mozambique, a very impressive water programme for rural communities was supported, and in Burkina Faso a literacy programme and a primary health care programme in the Congo, urban community development in the Philippines and a water project in Ghana. The breakdown of the development themes funded during 2014 is as follows: (1) Urban Community Development 6.5%; (2) Disability services 1.3%; (3) Post-Emergency Rehabilitation Programmes 8%; (4) Primary Health Care 8.5%; (5) TVET 20.6%; (6) Primary education 24%; Literacy 2%; (7) Capacity Development initiatives 8%; (8) Orphan and Vulnerable Children 9%; (9) Monitoring and Evaluation 1.5%; (10) Water 6.4%; (11) Rural Development 4%.

##### *Volunteer Programme*

Expenditure on the Volunteer Programme amounted to €225,659 (2013 €269,981). The Volunteer to Build Capacity Programme which assigns groups of volunteers to South Africa, Mozambique, Zambia, Brazil, India, Thailand and the Philippines for 4-6 weeks periods each summer. These volunteers work in a variety of sectors including education, childcare, house-building, healthcare and youth work. Since 2005, SERVE has placed a total of 1,044 volunteers with partners in the developing world.

All SERVE volunteers take part in a rigorous recruitment and training process involving attendance at an open evening, completion of an application form, attendance at an interview and compulsory attendance at 3 pre-departure training days. A final evaluation of the programme takes place each October and is known as the SERVE

Next Step Conference. In 2014, SERVE implemented 5 Volunteering Programmes, assigned 1 Long Term Volunteer, implemented 3 immersion programmes.

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*Development Education and Global Citizenship*

SERVE places a great value on Development Education. Development education activities undertaken by SERVE volunteers and staff include:

- Mainstreaming of development education into all volunteer programmes through the recruitment and training process and through in-country development education work. All volunteer groups make a presentation to their peers at the SERVE Next Step Conference. These presentations are based on development issues affecting the people in the communities where the volunteers have worked;
- Prior to departure and post-return, volunteers speak in local schools, colleges, universities, parishes and voluntary groups;
- In keeping with SERVE'S focus on young people, SERVE regularly facilitate Development Education workshops with individual secondary schools in the Republic of Ireland and Northern Ireland and focus a lot of our work on Millennium Development Goal 3.

2014 saw the sixth year of our Global Citizenship Programme whereby our Belfast office provided internship and development placement opportunities to young adults.

The SDP programme includes in its Results Framework targets relating to the strategic engagement with the Irish public. The planned for outcome is "increased awareness that leads to active participation amongst a targeted constituency in supporting development initiatives pivotal to reducing vulnerability and enhancing livelihood security". The programme is focused on achieving two results.

The first is to ensure that SERVE mainstreams development education into all stages of the Volunteer to Build Capacity Programme. It makes an important contribution towards increasing awareness of development issues amongst volunteers, inspiring people to think critically about development issues and become active citizens. The board welcomes the result in 2014 that shows that evaluations of the Development Education Programme in 2014 were on track, and showed a substantial improvement over the 2013 evaluation. In 2014, 92% of volunteers described the Development Education Programme as beneficial .

The second targeted result centres on contributing to a momentum and movement for change in favour of the MDG's relevant to HIV/AIDS, OVC's and TVET and the role of the voluntary sector in the development process. The board is very concerned that the SERVE Solidarity Groups, which are so critical to this objective , that they struggled during 2014. While, the efforts to connect returned volunteers with Comhlamh "regional groups" are welcomed, the board would like to see a further investment in Solidarity Groups in 2015/16.

SERVE's approach to advocacy is based on the premise that advocacy achieves results when organisations work within their circles of influence. In partner countries, SERVE's circle of influence is small, but we do support the advocacy initiative of our partners who advocate for policy change at local and/or national government levels. However, it remains incredibly difficult to achieve measurable change because there is a limit to the pressure partners can exert on government bodies. In 2014, our partners engaged in three main advocacy initiatives. First, in Mozambique, Young Africa have lobbied for TVET reform at local and national level for a number of years. They have met with, and hosted official visits from, government ministers and leading personnel within INEFP. Young Africa has used these opportunities to advocate for a robust national accreditation system for TVET colleges and the development of standard teaching curricula. Young Africa have made their curricula available to INEFP. Young Africa have used monitoring data secured through the SDP to show INEFP that their model is an effective way of delivering TVET. Despite these efforts, TVET reform which was promised in advance of the October 2014 elections has still not happened. Second, in South Africa, Tapologo have consistently asked that the DoSD intervene in squatter camps and informal communities to tackle the widespread problem of stunted growth which is an indicator of serious livelihood security challenges for pregnant women and newborns. Tapologo have used the primary monitoring data gathered through the SDP to support their case ( the only primary data available) yet the DoSD refuses to respond due to government policy which does not acknowledge the existence of these camps. Third, Tapologo are also members of a number of national and regional level networking groups who advocate on behalf of PLWHA for better and more affordable healthcare provision. In 2014, SERVE worked with Tapologo to make an applicaiton to DFID to build capacity within the Rustenburg sub-district Health Forum ( of which Tapologo is the Chair).

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The ultimate aim was to improve coordination of healthcare resources and provision and lead to improved access to affordable healthcare for PLWHA. This initiative aimed for impact at the meso level, and had potential for replication at national level. Unfortunately, the application was unsuccessful but this initiative remains on our agenda. An effective way of improving advocacy outcome is to invest in training for partners and this will be undertaken during a Shared Learning event in Harare in 2015.

*Fair Trade*

SERVE is an advocate of the perspective that trade is as important as aid. The SERVE volunteer network provides strategic business advice that helps build the capacity of our partners to find new markets. Flip flop Friday in 2014 achieved again the double dividend impact of supporting the income generation capacity of our Thai partners while also raising funds for SERVE. We remain convinced that this is a genuinely pro-poor initiative worthy of support.

*Fundraising*

In 2014 our volunteers played a vital role in telling the SERVE story and attracting donations. We commend the commitment of our volunteer network. In September 2010, we launched a communication and fundraising strategic plan with a strong emphasis on achieving growth in the number of standing orders, the implementation of new events based fundraising initiatives such as the 4 Peaks initiative with increased emphasis on working with established groups such as schools, colleges, parishes, parish clusters etc. In 2014, SERVE facilitated a raffle, 4 Peaks Challenge in Ireland, 3 Peaks Challenge in the UK, Flip Flop Friday and a standing order drive to generate funds. The organisations communication strategy has improved steadily with regular e-newsletters, improved profiling, and enhanced data gathering. The organisation has become less reliant on a number of large individual donors and is now attracting funds from a greater number of smaller stakeholders. Like many other similar organisations, the challenge of raising unrestricted funding is daunting. The more cautious mood about giving to charities has impacted all charities. There are concrete plans to continue to develop the organisations fundraising function.

## 5. FINANCIAL REVIEW

*Income and Expenditure*

The results of the year are set out in the audited statement of financial activities of the organisation on page 22 which shows a deficit for the year amounted to €309,920 (2013-€258,652).

SERVE is a registered charity both in the Republic of Ireland (CHY 18154) and in the North of Ireland (XT 16752). The combined income between South and North for the year ended 31<sup>st</sup> January 2015 reached €1,416,543 (2013- €2,206,726) of which €1,207,006 ( 2013- €2,028,609) was raised in the Republic of Ireland. This represents a 35% decrease in income when compared with the year ended 31<sup>st</sup> January 2014. The decrease in income in the Republic of Ireland was 40%. The increase in the North of Ireland was 40%. Income Resources from Generated funds was 46% (2013- 48% )(2012 39%). Income Resources from Charitable Activities was 54% (2013- 52% )(2012 61%). Grant income decreased by 26%. Voluntary income decreased by 54%. Income from the Irish public decreased by 41%. The falls in income are related to the existence of the emergency in the Philippines in the previous year. While these are satisfactory results , it is of concern that there was a 7% decrease in uncommitted voluntary income following a (2013- 11%) and (2012- 11.7%) decline in uncommitted voluntary income in the previous year. The result from Third World Groups during 2014 saw an decrease of €105,359 (46%).

Direct Charitable Expenditure was 99% (2013 99%) of total expenditure. The costs of generating funds was 0.6% (2012 1.2%) of total expenditure. The governance costs were .2% (2012 .8%).

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The deficit of €309,920 for the year referenced on page 3 is largely due to the high levels of expenditure on Haiti arising from the successful completion of large scale capital programme in Port-au-Prince. Many of the Expenditure patterns in 2014 resemble closely expenditure outcomes in 2013 with strident efforts made to stay within budget for all cost centres. The expenditure on the Volunteering Programme was lower by 16% due to a 6% fall in the number of volunteers. The decrease of 16% in expenditure on Development Projects of 60% is due to reduced donor income.

*Reserves Policy*

Unrestricted Income is treated as income apart from restricted income. It is income where the donor has not designated the income for a specific purpose. It is used by SERVE in the furtherance of its work and objectives. Such funds may be held in order to finance working capital or may be used at the discretion of the organisation for specified purposes that are within the aims of the organisation. The board appraising the administrative and operational costs of the organisation, allocates income from unrestricted income to cover these costs and may allocate also to programme costs and also carefully reviews the amount required to be held for emergencies and to cover running costs for a certain period of time due to unforeseen events etc.

There are cash reserves of €1,087,912 (2013 €1,397,702) at the year-end January 31<sup>st</sup> 2015 held in the Republic of Ireland. There are five important factors relevant to an analysis of these reserves: (1) €90,215 represents a prudent unrestricted reserve balance; (2) There is €111,419 down from (€262,608 2013) that relates to a long term school development in Haiti. The delays in the construction project due to planning issues were overcome in October 2013 and SERVE began to make transfers for this project in October 2013. The construction project is expected to be completed in August 2014. (3) There is €300,103 (2012 €342,595) of Mísean Cara grant funding, which is a balance due to the timing of the receipt of funds from Mísean Cara. Funding of €227,554 was received in December 2013, during the last weeks of the financial year. These funds were not transferred before the end of the financial year but have been transferred in the new financial year. Mísean Cara funds are transferred to partners in instalments based on receipt of project narrative and financial reports. The reserves held relate to (i) Brazil Caritas Regeneration Programme €31,792; (ii) Mavambo Trust OVC programme in Zimbabwe- €73,217; (iii) Marongwe Education Project in Zimbabwe- €76,762; (iv) Menongue Rural Development programme -€32,707; (v) ; (vi) Tibiga Literacy Programme in Burkina Faso- €6,952; (vii) Pease Water Project, Ghana €48,115; (viii) APD education Programme India €6565; (Vix) Water for All Mozambique €23,970. (4) The Typhoon appeal in the Philippines was pitched from November 2013 to January 2014 and therefore funds were not expended by the year-end. At year-end there remained on reserve –(i) €33,099 of funding received from Better World Denmark; (ii) €408,484 of general emergency funding. (5) €149,073 represent a combination of €3545 of Irish Aid funds unspent, €49,507 of third world group funding unspent and a prudent reserve of restricted funding spread between and in support of the projects in our priority countries.

SERVE are committed to maintaining at a minimum €65,000 in unrestricted reserves to cover at least five months of organisational running costs. The minimum reserve will be increased proportionally if running costs increase. Amounts over and beyond the minimum amount will be carefully stewarded in the interests of the organisation and the beneficiaries we serve. Reserves will at all times be maintained in accordance with charity regulations and best practice. The unrestricted reserves of €90,215 at 31<sup>st</sup> January 2015 is down in comparison with (2103 €160,309 at Jan 31<sup>st</sup> 2014 is similar to previous year (2012 €160,963 ) and is the equivalent of approximately seven months of the running costs of the organisation.

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*Grant Awarding Policy*

The SERVE partnership approach is based on accountability and acknowledges the potential for power imbalances and is rooted in a set of core values. SERVE approved a partnership policy in May 2010. We engage with partners who are committed to working with the most vulnerable and marginalised and who share both a passion and competency for delivering positive development outcomes for children, young people and women. Contact with partners emerges from referrals from older and existing partners, direct applications, and through proactive initiatives by SERVE to work with partners who share our convictions and aims. Any initial assessment about advancing to a partnership arrangement focuses on (a) Matching values and ethos; (b) Considering the geographical focus, development themes, scale of activity etc.; (c) Agreement on the building blocks and possible intervention strategies for supporting children, young people and women; (d) Suitability to engage in long term capacity building work and partnership arrangements.

Our programmatic partners are at the partnership management and implementation phase of our partnership time-line framework. This means that partners have passed through: (1) The partner identification phase; (2) The partnership development phase; (3) The project planning phase. Our partners work in extremely poor communities and SERVE is committed to working with them on a long term basis, understanding that development is only achieved over lengthy time periods. SERVE provides input, advice and shares experience around governance, financial planning, organisational development, programme quality and child protection.

All funding grants are appraised through an assessment matrix. Project contracts are central to all grant allocations. There are stringent reporting requirements, monitoring and audit demands relevant to all grants awarded.

*Books of Account*

The measures taken by directors to ensure compliance with the requirement of Section 281 to 285 of the Companies Act, 2014, regarding proper books of account are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The books of the company are maintained at Marianella, 75, Orwell Road, Rathgar, Dublin 6.

*Auditors*

The auditors, Hayden Brown, have indicated their willingness to continue in office in accordance with the provisions of Section 380 to 385 of the Companies Act 2014.

*Taxation Status*

The company, as a charity (CHY no. 18154), is not liable to corporation tax under section 207 (as applied to companies by section 76) of the Taxes Consolidation Act, 1997.

**6. EVENTS SINCE THE YEAR END**

There have been no significant events affecting SERVE since the year end.

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**7. PLANS FOR FUTURE PERIODS**

*Future Developments*

Securing and retaining reliable sources of funding remains the key challenge for SERVE over the next number of years. SERVE IN SOLIDARITY IRELAND Programme Plan for 2015 is based on six key objectives:

1. To implement the fourth year of the 5 year Irish Aid funded Programme in South Africa, Mozambique and Zimbabwe;
2. To support the capacity building of the Redemptorist Development programme with particular emphasis on Africa and Madagascar;
3. To consolidate the volunteering options by SERVE while developing our capacity to measure the impact of the programmes offered;
4. To complete an external evaluation of the Irish Aid programme;
5. To strengthen the policy base of the organisation around Development themes, Capacity building, Monitoring and evaluation, Partnership, Theory of Change and Results Based Management;
6. To develop a new strategic vision and plan for the next threshold phase in the organisations history 2016-2018 with particular emphasis on expanding our funding base and enhancing governance including the roles of board sub-committees;

On behalf of the Board

John Gerard O'Connor (Chairperson)

Noel Gerard Kehoe

Date:

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
SERVE IN SOLIDARITY IRELAND**

We have audited the financial statements of Serve In Solidarity Ireland for the year ended 31st January 2015 on pages 22 to 30. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of directors and auditors**

As explained more fully in the Statement of Directors' Responsibilities the directors are responsible for the preparation of the financial statements giving a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's [APB's] Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion:

- the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the assets, liabilities and financial position as at 31st January 2015 and of its deficit for the year then ended; and
- the financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014.

**Matters on which we are required to report by the Companies Act 2014**

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion proper books of account have been kept by the company.

The financial statements are in agreement with the books of account.

In our opinion the information given in the directors' report is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion the disclosures of directors' remuneration and transactions specified by law are not made.

Ciarán Murray for and on behalf of;  
HAYDEN BROWN  
Grafton Buildings,  
34, Grafton Street,  
Dublin 2.

Chartered Accountants and  
Registered Auditors

Date:



**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST JANUARY 2015**

		Restricted Funds	Unrestricted Funds	Total Funds	Total Funds
		2015	2015	2015	2014
	Notes	€	€	€	€
<b>Incoming Resources</b>	<b>1</b>				
Income Resources From Generated Funds		246,949	188,467	435,416	978,285
Income Resources From Charitable Activities		765,948	-	765,948	1,050,324
Interest Income			5,642	5,642	7,097
<b>Total Incoming Resources</b>		<u>1,012,897</u>	<u>194,109</u>	<u>1,207,006</u>	<u>2,035,706</u>
<b>Resources Expended</b>					
Charitable Activities	<b>5</b>	(1,235,770)	(261,022)	(1,496,792)	(1,763,736)
Cost of Generating Funds	<b>3</b>		(10,899)	(10,899)	(10,299)
Governance Costs	<b>4</b>		(9,235)	(9,235)	(3,019)
<b>Total Resources Expended</b>		<u>(1,235,770)</u>	<u>(281,156)</u>	<u>(1,516,926)</u>	<u>(1,777,054)</u>
<b>Net Outgoing Resources Before Transfers</b>		(222,873)	(87,047)	(309,920)	258,652
<b>Transfers</b>					
Transfers Between Funds	<b>7</b>	(17,108)	17,108	-	-
<b>Surplus/(deficit) for the year</b>		<u>(239,981)</u>	<u>(69,939)</u>	<u>(309,920)</u>	<u>258,652</u>

The statement of financial activities has been prepared on the basis that all operations are continuing operations.

There are no recognised gains and losses other than those passing through the statement of financial activities.

A detailed breakdown of the above items is included in supplementary information part of the notes to the financial statements.

The financial statements were approved by the board on and signed on its behalf by

**John Gerard O'Connor**  
Director

**Noel Gerard Kehoe**  
Director

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**BALANCE SHEET**  
**AS AT 31ST JANUARY 2015**

	Notes	€	2015 €	€	2014 €
<b>Current Assets</b>					
Debtors	9	30,000		30,000	
Cash at bank and in hand		1,062,943		1,372,465	
		<u>1,092,943</u>		<u>1,402,465</u>	
<b>Creditors: amounts falling due within one year</b>					
	10	<u>(5,031)</u>		<u>(4,633)</u>	
<b>Net Current Assets</b>			<u>1,087,912</u>		<u>1,397,832</u>
<b>Total Assets Less Current Liabilities</b>			<u><u>1,087,912</u></u>		<u><u>1,397,832</u></u>
<b>Contingency Reserve Fund</b>					
Restricted Funds	13		997,542		1,237,523
Unrestricted Funds	13		90,370		160,309
<b>Funds of the Charity</b>			<u><u>1,087,912</u></u>		<u><u>1,397,832</u></u>

The financial statements were approved by the Board on and signed on its behalf by

**John Gerard O'Connor**

Director

**Noel Gerard Kehoe**

Director

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST JANUARY 2015**

	Notes	2015 €	2014 €
<b>Reconciliation of operating (deficit)/surplus to net cash outflow from operating activities</b>			
Operating (deficit)/surplus		(309,920)	258,652
Increase in creditors		398	201
<b>Net cash outflow from operating activities</b>		<u>(309,522)</u>	<u>258,853</u>
<b>Cash Flow Statement</b>			
<b>Decrease in cash in the year</b>		<u>(309,522)</u>	<u>258,853</u>
<b>Reconciliation of net cash flow to movement in net debt (Note 16)</b>			
<b>Decrease in cash in the year</b>		(309,522)	258,853
<b>Net funds at 1st February 2014</b>		<u>1,372,465</u>	<u>1,113,612</u>
<b>Net funds at 31st January 2015</b>		<u>1,062,943</u>	<u>1,372,465</u>

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST JANUARY 2015**

**1. Accounting Policies**

**1.1. Compliance with Accounting Standards**

The financial statements are prepared under the historical cost convention, and are in accordance with applicable accounting standards and the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005.

**1.2. Incoming Resources**

Income is accounted for when amounts receivable on grant and funding applications are approved or paid.

**Voluntary Income**

Voluntary income, which consists of monetary donations from the public and from corporate and major donors together with related tax refunds, is recognised in the period in which the organisation is entitled to the resource, receipt is virtually certain and when the amount can be measured with sufficient reliability. In the case of monetary donations from the public this income is generally recognised when the donations are received.

**Restricted Income**

Income received by the company, the application of which is restricted to a specific purpose by the donor, is treated as restricted income and any unspent amounts as restricted assets. Such specified purposes are within the overall aims of the organisation

**Unrestricted Income**

Other income, apart from restricted income, is used by the company in the furtherance of its work and objectives. Such funds may be held in order to finance working capital or may be used at the discretion of the organisation for specified purposes that are within the aims of the organisation.

**1.3. Resources Expended**

Expenditure is recognised when a liability is incurred. Funding provided through contractual agreements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being an unavoidable commitment.

Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs include those incurred in the governance by the directors of the company's assets and are primarily associated with constitutional and statutory requirements of operating the organisation.

**1.4. Contingency Reserve Fund**

The Contingency Reserve Fund is a restricted and unrestricted fund, which is designed for ongoing projects which the organisation is committed to. Unrestricted funds are funds, which are expended at the discretion of the directors in furtherance of the objects of the company. If a part of an unrestricted fund is earmarked for a particular project it may be designated as a separate fund, but the designation has an administrative purpose only, and does not legally restrict the directors to apply the fund.

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST JANUARY 2015**

..... continued

**1.5. Fund Accounting**

Unrestricted funds are general funds that are available for use at the boards discretion in furtherance of any objects of the organisation.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose and the restriction means that the funds can only be used for specific projects or activities.

<b>2. Operating surplus</b>	<b>2015</b>	<b>2014</b>
	€	€
Operating surplus is stated after charging:		
Auditors' remuneration	1,562	1,562
	<u>          </u>	<u>          </u>
and after crediting:		
Government grants		
Irish Aid	285,143	290,573
Misean Cara	480,805	759,753
	<u>          </u>	<u>          </u>
<b>3. Cost of Generating Funds</b>	<b>2015</b>	<b>2014</b>
	€	€
Fundraising Costs	6,095	8,263
Printing and Promotion	4,804	2,036
	<u>          </u>	<u>          </u>
	10,899	10,299
	<u>          </u>	<u>          </u>
<b>4. Governance Costs</b>	<b>2015</b>	<b>2014</b>
	€	€
Strategic Planning Costs	2,139	764
Motor Expenses	458	432
Staff Training	5,076	261
Audit	1,562	1,562
	<u>          </u>	<u>          </u>
	9,235	3,019
	<u>          </u>	<u>          </u>

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST JANUARY 2015**

..... continued

5. Direct Charitable Expenditure	2015	2014
	€	€
<b>Direct Costs</b>	1,444,948	1,717,804
<b>Support Costs</b>		
Staff Costs	16,513	15,948
Computer Costs	4,435	3,057
Rent Payable	6,678	6,656
Insurance	3,977	4,470
Telephone	1,726	1,737
Printing, Postage & Stationery	3,812	3,067
Subscriptions	3,221	3,212
Office Expenses	781	433
Bank charges	1,901	1,686
Miscellaneous Administrative Expenditure	8,800	5,666
	<u>1,496,792</u>	<u>1,763,736</u>

6. **Employees**  
**Number of employees**  
The average monthly numbers of employees were:

	2015	2014
	Number	Number
Administration	<u>5</u>	<u>5</u>

	2015	2014
	€	€
<b>Employment costs</b>		
Wages and salaries	149,158	144,058
Social welfare costs	15,974	15,420
	<u>165,132</u>	<u>159,478</u>

7. **Transfer**  
In 2015 an amount of €17,108 from Irish Aid was transferred from restricted income to unrestricted income. In 2014 this transfer was €17,435.

8. **Taxation**  
The company is exempt from corporation tax due to its charitable status.

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST JANUARY 2015**

..... continued

<b>9. Debtors</b>		<b>2015</b> €	<b>2014</b> €
Other debtors		<u>30,000</u>	<u>30,000</u>
<b>10. Creditors: amounts falling due within one year</b>		<b>2015</b> €	<b>2014</b> €
PAYE/PRSI		3,469	3,071
Accruals		<u>1,562</u>	<u>1,562</u>
		<u>5,031</u>	<u>4,633</u>
<b>11. Company Status</b>	The company is limited by guarantee not having a share capital. The liability of each member in the event of the company being wound up is €1.		
<b>12. Statement of movements on statement of financial activities</b>		<b>Statement of Financial Activities €</b>	
At 1st February 2014		1,397,832	
Surplus for the year		<u>(309,920)</u>	
At 31st January 2015		<u>1,087,912</u>	

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST JANUARY 2015**

..... continued

**13. Reconciliation of movements in funds of the charity**

	<b>2015</b>	<b>2014</b>
	<b>€</b>	<b>€</b>
<b>Restricted Funds</b>		
Opening Balance	1,237,523	978,217
Net Movement After Taxation	<u>(239,981)</u>	<u>259,306</u>
	<u>997,542</u>	<u>1,237,523</u>
<b>Unrestricted Funds</b>		
Opening Balance	160,309	160,963
Net Movement After Taxation	<u>(69,939)</u>	<u>(654)</u>
	<u>90,370</u>	<u>160,309</u>
<b>Balance at year end</b>	<u><u>1,087,912</u></u>	<u><u>1,397,832</u></u>

**14. Capital commitments**

The company had no capital commitments at the 31st January 2015.

**15. Contingent liabilities**

The company had no contingent liabilities at the 31st January 2015.

**16. Analysis of changes in net funds**

	<b>Opening balance</b>	<b>Cash flows</b>	<b>Closing balance</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Cash at bank and in hand	1,372,465	(309,522)	1,062,943
Net funds	<u><u>1,372,465</u></u>	<u><u>(309,522)</u></u>	<u><u>1,062,943</u></u>



**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST JANUARY 2015**

..... continued

**17. Approval of financial statements**

The financial statements were approved by the Board on and signed on its behalf by

John Gerard O'Connor  
Director

Noel Gerard Kehoe  
Director

**SERVE IN SOLIDARITY IRELAND**  
(being a company limited by guarantee and not having a share capital)

**THE FOLLOWING PAGES CONTAIN  
SUPPLEMENTARY MANAGEMENT INFORMATION**

**SERVE IN SOLIDARITY IRELAND**

**RESTRICTED AND UNRESTRICTED FUNDS**

**FOR THE YEAR ENDED 31ST JANUARY 2015**

	2015	2014
	€	€
<b>INCOME</b>		
<b>Restricted Funds</b>		
Irish Aid	285,143	290,573
Thailand	(1,294)	-
Brazil	38,540	28,100
Philippines	50,978	395,259
India	667	6,888
South Africa	13,267	42,265
Zimbabwe	4,626	-
Zambia	2,975	36,638
Kenya	1,294	-
Mozambique	14,178	10,396
Misean Cara	480,805	759,753
Third World Groups	121,306	226,665
Comhlamh	-	1,000
Haiti	230	2,539
Brazil - Solidarity gift	-	45
Philippines - Solidarity gift	48	730
India - Solidarity gift	96	300
Mozambique - Solidarity gift	-	30
Zimbabwe - Solidarity gift	38	-
	<u>1,012,897</u>	<u>1,801,181</u>
<b>Unrestricted Funds</b>		
Donations and Standing Orders	65,970	49,788
Reclassification of donations received	-	9,473
Misean Cara	-	7,929
Irish Aid	-	12,000
Comhlamh	1,500	1,900
Volunteer Contribution	80,022	99,688
Redemptorists Ireland	30,000	30,000
Flip Flop Friday	10,865	16,130
Other Income	5,752	7,617
	<u>194,109</u>	<u>234,525</u>
<b>Total Income</b>	1,207,006	2,035,706

**SERVE IN SOLIDARITY IRELAND**  
**RESTRICTED AND UNRESTRICTED FUNDS**  
**FOR THE YEAR ENDED 31ST JANUARY 2015**

	2015	2014
	€	€
<b>EXPENDITURE</b>		
<b>From Restricted Funds</b>		
Irish Aid	289,533	264,683
Misean Cara	494,450	756,049
Third World Groups	111,474	140,760
Development Appeal	311,466	322,703
Misean Cara Admin for Dev Salary	28,847	40,245
	<u>1,235,770</u>	<u>1,524,440</u>
<b>From Unrestricted Funds</b>		
Development Programme Salaries	37,047	22,382
Volunteering Programmes	143,063	146,090
Development Education	21,668	16,194
Global Citizenship	2,331	3,090
Fair Trade	5,069	5,558
Shared Advocacy	-	50
	<u>209,178</u>	<u>193,364</u>
<b>Total Project Assistance</b>	1,444,948	1,717,804
<b>(Deficit) / Surplus Funds before Administration Expenditure</b>	(237,942)	317,902

**SERVE IN SOLIDARITY IRELAND**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31ST JANUARY 2015**

	2015		2014	
	€	€	€	€
<b>Income</b>				
<b>Donations and Standing Orders</b>				
Serve	38,027		52,030	
Fundraising Events	29,443		29,060	
		<u>67,470</u>		<u>81,090</u>
<b>Volunteers Contribution</b>		80,022		99,688
<b>Flip Flop Friday</b>		10,865		16,130
<b>Development Appeal</b>				
Thailand	(1,294)		-	
Brazil	38,540		28,100	
Philippines	50,978		395,259	
India	667		6,888	
South Africa	13,267		42,265	
Zimbabwe	4,626		-	
Zambia	2,975		36,638	
Kenya	1,294		-	
Mozambique	14,178		10,396	
Haiti	230		2,539	
		<u>125,461</u>		<u>522,085</u>
<b>Solidarity Gifts</b>				
Brazil - Solidarity gift	-		45	
Philippines - Solidarity gift	48		730	
India - Solidarity gift	96		300	
Mozambique - Solidarity gift	-		30	
Zimbabwe - Solidarity gift	38		-	
		<u>182</u>		<u>1,105</u>
<b>Other Income</b>		5,752		7,617
<b>Irish Aid</b>		285,143		290,573
<b>Misean Cara</b>		480,805		759,753
<b>Third World Groups</b>		121,306		227,665
<b>Redemptorists Ireland</b>		30,000		30,000
<b>Total Income</b>		<u><u>1,207,006</u></u>		<u><u>2,035,706</u></u>

**SERVE IN SOLIDARITY IRELAND**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31ST JANUARY 2015**

	2015		2014	
	€	€	€	€
<b>Expenditure</b>				
<b>Volunteering Programme</b>				
Wages and Salaries		59,663		57,623
Employers PRSI contribution		6,390		6,168
Overseas Programme Costs		99,409		107,460
Immersion Program		50,228		45,815
Solidarity Programme		-		36,377
Training Programme		10,100		12,676
Recruitment and Promotion		1,834		4,862
		<hr/>		<hr/>
			227,624	270,981
<b>Development Projects</b>				
Wages and Salaries		59,663		57,623
Employer's PRSI contributions		6,390		6,168
Brazil		50,178		69,236
India		14,531		69,162
Philippines		114,167		145,850
South Africa / Muvamba		111,026		103,415
Mozambique		200,288		254,222
Zimbabwe		264,875		186,733
Zambia		6,335		27,849
Haiti		243,129		162,005
Burkina Faso		22,009		110,910
Congo		47,015		47,015
Kenya		48,610		181,451
		<hr/>		<hr/>
			1,188,216	1,421,639
<b>Development Education</b>				
Wages and Salaries		14,916		14,406
Employer's PRSI Contributions		1,597		1,542
Development Ed/Global Citizenship		5,195		538
		<hr/>		<hr/>
			21,708	16,486
<b>Shared Advocacy</b>				
Shared Advocacy		-		50
		<hr/>		<hr/>
			-	50
<b>Global Citizenship</b>				
Global Citizenship		2,331		3,090
		<hr/>		<hr/>
			2,331	3,090

SERVE IN SOLIDARITY IRELAND

DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31ST JANUARY 2015

	2015		2014	
	€	€	€	€
<b>Fair Trade</b>				
Fair Trade		5,069		5,558
			5,069	5,558
<b>Administration</b>				
Wages and Salaries		14,916		14,406
Employers PRSI Contribution		1,597		1,542
<u>Office Administration Expenses</u>				
Rent Payable	6,678		6,656	
Computer Costs	4,435		3,057	
Insurance	3,977		4,470	
Strategic Planning Costs	2,139		764	
Telephone	1,726		1,737	
Printing, Postage & Stationery	3,812		3,067	
Motor Expenses	458		432	
Subscriptions	3,221		3,212	
Office Expenses	781		433	
		27,227		23,828
<u>Fundraising</u>				
Fundraising Costs	6,095		8,263	
Printing and Promotion	4,804		2,036	
		10,899		10,299
<u>Capacity Building</u>				
Staff Training	5,076		261	
		5,076		261
Audit		1,562		1,562
Bank Charges		1,901		1,686
Miscellaneous Administration Expenses		8,800		5,666
			71,978	59,250
Total Expenditure			1,516,926	1,777,054
<b>Operating (deficit)/surplus</b>			(309,920)	258,652