



SERVE DEVELOPMENT PROGRAMME (SDP) 2012-2016

2015 ANNUAL REPORT

YEAR 4 of 5

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LIST OF ACRONYMS

ART - Anti Retroviral Treatment

BMI - Body Mass Index

CCW - Child Care Worker (employed by Tapologo as part of TOVC Programme)

CoGP - Comhlamh Code of Good Practice for Volunteer Sending Organisations

CORAT - Christian Organisations Research & Advisory Trust for Africa

DEP - SERVE Development Education Programme

DPM - SERVE Development Programme Manager (responsible for SDP)

DoSD - South African Department of Social Development

DPR - Dublin Province of the Redemptorists

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

FGD - Focus Group Discussion

FH - Franchise Holder (people who run training departments at YA. Integral to Franchise Model now replicated in 4 TVET Centres in 3 countries. YA makes the initial capital investments. Workshop space is rented out to local business people who become "Franchise Holders". They operate their business from the YA campus and train young people following a curriculum agreed with YA. The rent paid by FH to YA offsets central administration and running costs)

FHSSA - Foundation for Hospices in sub-Saharan Africa (donor to Tapologo, South Africa)

GIZ - German Federal Enterprise for International Cooperation (donor to YA Mozambique)

HBCG - Home Based Care Giver (employed by Tapologo in South Africa)

INEFP - Instituto Nacional de Emprego e Formacao (National TVET Framework Institute, Mozambique)

KAP - Knowledge, Attitudes, Practices and Behaviours Study, used with SERVE volunteers & with YA students on SRHR issues

LSP - Life Skills Programme, mainstreamed into YA & Tsholofelo TVET Programmes

LTV - SERVE Long Term Volunteer

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

MEL - Monitoring, Evaluation & Learning

MSMECD (Zimbabwe) - Ministry of Small, Medium Enterprises and Cooperative Development

MTR - Mid Term Review - internal evaluation exercise completed by SERVE & partners in 2014

MYIEE (Zimbabwe) - Ministry of Youth, Indigenisation and Economic Empowerment

NWDOH - Northwest Province Department of Health (Rustenburg, South Africa)

OPM - Otto Per Mile (donor to Tapologo, South Africa)

OVC - Orphan and Vulnerable Children

PCM - Project Cycle Management

PEPFAR - US President's Emergency Plan for AIDS Relief

PLWHA - Person Living With HIV/AIDS

RBI - Royal Bafokeng Institute (donor to Tapologo in South Africa)

RBM - Results Based Management

SACBC - South African Catholic Bishops Conference (donor to Tapologo in South Africa)

SDG - Sustainable Development Goal

SDP - SERVE Development Programme 2012-2016

SRHR - Sexual and Reproductive Health and Rights

TCSP - Tsholofelo Community Skills Programme (South Africa)

TOVC - Tapologo OVC Programme

TVET - Technical Vocational Education and Training

1. EXECUTIVE SUMMARY

The **SERVE Development Programme (SDP)** 2012-16 is a response to the challenges of **vulnerability and low levels of livelihood security** in targeted communities in South Africa, Mozambique and Zimbabwe. The SDP focuses on the issues of OVC, HIV/AIDS care and prevention, and TVET. The key target groups are (i) OVC living in three informal communities close to Rustenburg, RSA; (ii) PLWHA in 9 informal communities around Rustenburg, RSA; (iii) young people living in the urban communities of Chitungwiza, Mashonaland East Province and Epworth, Harare Province and the rural communities of Dombashava, Mashonaland Central Province and Chipinge, Manicaland Province in Zimbabwe; and (iv) young people living in the peri-urban community of Manga and the rural community of Dondo, Sofala Province, Mozambique. The SDP model integrates funding, capacity development, volunteer placements, development education and advocacy. With four years worth of monitoring data available, results show that the SDP is making good progress in the achievement of expected development results. The principal **achievements** of the SDP since 2012, include:

1. 12 out of 16 results are On Target - and this trend has improved each year. The remaining results are Off Track Slightly due to changing context and/or not reaching ambitious targets	6. Governance standards at Tsholofelo have been strengthened to allow for smooth transition from founder & centralised management system to new CEO and Board and decentralised management - see R4.1
2. The Volunteer to Build Capacity Programme has placed 141 volunteers in SDP countries since 2012. They have made a significant contribution to the development of partner programmes and capacity building of partner staff. SERVE was awarded a Comprehensive Compliance Award by Comhlamh in 2015 - see R1.2, 2.1, 3.4, 4.2, 4.3 & 5.1	7. The YA Zimbabwe Outreach Training model, supported by SERVE at pilot stage in 2014, has been replicated in 6 Districts in Zimbabwe with support from line ministries. This is a good example of linking micro level learning to the meso level. With further reflection & evaluation there is potential to link to the macro level.
3. The TOVC Programme in South Africa has improved the nutrition status of OVC - cases of severe malnutrition have been eliminated and more OVC are at their adequate weight- See R1.1, 1.2 & 1.3	8. The SDP has had a strong capacity building impact on the partners, especially in the areas of monitoring & evaluation, RBM, research & learning, improved programme performance, life skills and youthwork. See R3.5, 4.1 & Section 4 'Partnership'
4. There is a clear trend of income increases for graduates on all TVET Programmes - see R3.1, 3.2, 3.4, 3.5 & 3.6. Combined with the impact of life skills this is strengthening resilience of marginalised	9. SERVE's policy suite has been strengthened over the course of the SDP - new policies have been developed for MEL, RBM, TVET, Exit Strategies, Advocacy, Mainstreaming, Capacity Building & Complaint Mechanisms
5. There is a clear trend of the Life Skills component of TVET Programmes having a positive impact on the Sexual & Reproductive Health Rights (SRHR) knowledge, attitudes and practices of the majority of beneficiaries - see R2.2	10. SERVE believes that the SDP is good value for money and has 'punched above its weight' considering the size of funding support to partners. This has been achieved by co-funding key line items of partner's work, supporting new initiatives and focusing on capacity building which adds value beyond the financial contribution - see Section 6

The main **shortcomings and challenges** of the SDP since 2012, include:

1. Although the YA Zimbabwe Outreach model is a good example of linking a micro level intervention to the meso level, overall, it has been difficult for the SDP to achieve advocacy impact. Significant effort was made by SERVE & partners but it is hard to point to clear successes—see Section 3D	3. SERVE's strategic engagement with the Irish Public has not been significant beyond our own network. It is challenging for SERVE to achieve large scale strategic engagement when limited resources are prioritised towards the work of partners overseas
2. The SDP's approach to Mainstreaming has not been adequately documented - the External Evaluation acknowledges that mainstreaming does take place in practice but that it needs to be documented.	4. The impact of climate change is being felt by all partners, but is most serious at YA Agri Tech - this is impacting negatively on the running of the training centre and the productivity of graduates - See R3.4

2. STRATEGIC OVERVIEW

In late 2015, the SERVE Board recruited Eileen Hoffer as **CEO**. She commenced in this role in February 2016. This is a shift from an Executive Chairperson model and represents a major investment in SERVE's future. The development of our new **Strategic Plan** is at a critical stage, allowing for input from the new CEO and its approval will coincide with the development of a new application to the Programme Fund, 2017-2021. To date, the consultation process for the Strategic Plan has included stakeholders in Ireland and overseas, including partners within and outside the SDP. A Strategic Alliance with Young Africa has emerged as a central pillar in the new Strategic Plan, as SERVE places TVET at the core of our work. The development of a policy on SERVE's Thematic Approach to TVET in 2015 was part of this process. SERVE's contribution to **setting the strategic direction** within the SDP is outlined in Section 4. Briefly, this includes, facilitating learning across partnerships, supporting YA Zimbabwe's Outreach Training work, promoting a capacity building agenda and increasing focus on advocacy.

The **SERVE Regional Office in Harare** was closed in December 2015, as scheduled. The DPM returned to the SERVE office in Ireland. The Regional Office was an interesting learning experience and played a crucial role in delivering key aspects of the SDP, namely: improved monitoring and evaluation of the SDP, capacity building of partners regarding RBM, managing the external evaluation process and organising a successful Training Event with all SDP partners in Harare. Please see Section 4 (Technical Assistance) for more information. Despite the advantages associated with the Regional Office, it also posed challenges and disadvantages in terms of creating extra layers of decentralisation. A more financially sustainable approach for SERVE is the placement of skilled LTVs with SDP partners, which has been achieved every year since 2012. In late 2015, a new LTV was placed with the YA Hub office in Harare, which is focused on the expansion of the YA training model. The LTV is a former SERVE volunteer and staff member. She has previously worked with YA Mozambique. She has an MA in Development Studies and is adding value by developing a standardised MEL system for all YA Centres.

There were no changes to the **membership of SERVE's Board of Directors** in 2015. There are currently 7 members with backgrounds in education, law, accounting, overseas development and finance. The Board led the consultative process with staff and other significant stakeholders focused on SERVE's strategic future. Various options including a merger, and a range of strategic alliances were considered. A major decision was made to centralise in Cork and to recruit a new CEO. Board subcommittees on risk, audit, child safeguarding, strategic planning and solidarity groups remain integral to the governance structures of SERVE.

SERVE's **partnership with the Dublin Province of the Redemptorists (DPR)** was active and engaged in 2015. SERVE managed the DPR Development Programme and represented them at Misesan Cara. In 2015, the SERVE Projects Officer, who has an MA in Development Studies and experience of working with Caritas in Zimbabwe, managed DPR development programmes in the Philippines, Mozambique and West Africa. The DPM managed Redemptorist development programmes in Zimbabwe and India. The technical support included project cycle management and monitoring, evaluation and learning. This was especially the case in the development a comprehensive MEL system for a water provision programme in southern Mozambique and support to the Mavambo Trust organisation in Zimbabwe who took part in an Effectiveness Review commissioned by Misesan Cara and completed by Coffey International. Misesan Cara reporting requirements were met and new funding was secured for projects in the Philippines (livelihoods & community development), India (water provision and vocational training), Zimbabwe (OVC) and Mozambique (water provision). Funding was also secured to build PCM capacity amongst 13 Redemptorist Units in Africa. SERVE's partnership with the DPR is governed by two important criteria - first, we ensure that there is complete separation of Irish Aid and Misesan Cara funding - no project or partner can receive funding from both. Second, we aim to ensure that total income from Irish Aid and Misesan Cara does not exceed 60% of our annual income, below the Irish Aid mandated level of 70% - (2012:56%; 2013: 47%; 2014: 51%; 2015: 34%). SERVE and the DPR have made great efforts to manage this partnership in a

sustainable and transparent manner. The SERVE Board and the Redemptorist governance structures have agreed a new approach to a strategic alliance from 2016 onwards based on a Service Level Agreement. This will achieve higher levels of organisational autonomy and planning while working more closely around common areas of priority such as capacity building, communication, monitoring, evaluation and audit.

SERVE has two **risk registers** - an Organisational Risk Register and the SDP Risk Register. The Organisational Risk Register is updated by the SERVE Board twice a year. It currently details 23 risks across the categories of finance, governance and operations. The SDP Risk Register is updated by the DPM twice a year and approved by the SERVE Board. It currently details 15 risks across the categories of finance, operations and organisation. SERVE does not maintain country specific risk registers as the existing registers cover country specific risks and the SERVE Board believes that they provide sufficient analysis of risks facing SERVE at all levels. The **key risks and mitigation strategies** include:

Organisational Level Risk Register Examples	
Risk	Mitigation Strategy
Relationship between DPR and SERVE changes or ends - <i>as mentioned, relationship will change in 2016. Details are close to finalisation.</i>	1. Promote benefits of current model in Annual Reports, donor reports, correspondence with IA & Misesa Cara; 2. Review, adapt & renew MOU. Regular meetings between SERVE Board and DPR governance to review benefits/limits of model;
Failure to effectively monitor and evaluate donor funded projects	1. Robust M&E function & policy in place. Both strengthened in 2015 with experienced staff members in place, 5 external evaluations completed in 2015 and new ME & RBM Policies approved by Board (shared with IA); 2. M & E recommendations pursued with partners - <i>examples included in this Report</i> ; 3. Presence of Regional Office in Harare in 2015, supplemented by numerous ME visits to partners. Closure of Regional Office at end of 2015, mitigated by placement of LTV at YA Hub for 2016;
Fraudulent activities damages reputation with key donors	1. Development of an Internal Audit Control function and internal control review strategy; 2. New approach to dealing with partner governance; 3. Increased financial monitoring during monitoring visits.
SDP Risk Register Examples	
Risk	Mitigation Strategy
Significant other donor does not provide expected funding to partner or major donor withdraws funding, affecting project implementation	1. Regular review of co-funding status with partners - integrated into Result Framework process; 2. Support partners in funding applications to significant donors - SERVE have made funding applications to UK donors & trusts for SDP partners; 3. Use of robust SDP monitoring data to strengthen applications
Inadequate health and safety attention in the workplace (especially in country during volunteer programmes, monitoring visits)	a) Rigorous annual health & safety reviews of volunteer programme locations (from accommodation to work sites); b) Liaising with partners in advance of visits, reviewing security information from public sources - e.g. escalating political violence in Mozambique has curtailed some movements of volunteer group - see table below.
Weak policy base affects implementation of SDP & reduces learning possibilities	a) Develop comprehensive policy suite as outlined by IA in feedback (<i>significant progress made on this in 2015 - see Section 3D (iv)</i>); b) Regular review of policies including external feedback - consultant reviewed policies in 2015; c) Development of implementation plan which assigns ownership so that policies are practical and implemented

Examples of how **country level risk analysis** informs programme planning include:

Country Level Risk	Impact on Programme Planning
Zimbabwe - Change in national leadership will likely create	Although the political and security situation has been relatively calm in recent years, SERVE's risk assessment has meant that short term volunteer

great political and economic uncertainty with potential for violence as various factions seek power.	programmes are not run in Zimbabwe. This has meant that we have been unable to leverage the benefits of the short term volunteer programme (funding, capacity building, profile building, developing North-South links) for YA Zimbabwe. The risk of political uncertainty also means that we have a high duty of care to our LTV who is based in Harare, and have developed an appropriate evacuation plan in case of emergencies.
Mozambique - Increase in political violence in Central Mozambique raises overall risk profile	SERVE have had more regular discussions with YA Mozambique about the security situation in Beira, which thankfully remains calm. As a precaution, SERVE have decided to limit degree of travel in Sofala Province in 2016, in line with Dept of Foreign Affairs travel advice
RSA - Failure in compliance on Child Protection standards damages reputation of SERVE and partners with donors and volunteers	Since 2014, Tsholofelo's child protection environment has been strengthened & SERVE have driven this process. A new Child Protection Policy has been agreed by Tsholofelo's Board, significant investments were made in training Tsholofelo staff on best practice child protection. SERVE provides ongoing support and monitoring of Child Protection standards. Significant progress has been made.

3. SERVE DEVELOPMENT PROGRAMME PROGRESS 2012-15

3 A: Changes in Programme Context

Country/Target Area	Significant Change in Context affecting SDP	SERVE & Partner Response
South Africa OVC, PLWHA & unemployed adults living in squatter camp communities in the mining area of Rustenburg, Northwest Province	Macro level decision by RSA government/PEPFAR to limit ARV provision to government clinics only is forcing PLWHA in Rustenburg's squatter camps, who have received ARVs from Tapologo clinics for almost 10 years, to attend seriously overwhelmed government clinics. Tapologo has witnessed a reduction in numbers attending its Wellness Clinic for ART services. It is predicted that maintenance of ART adherence rates (90% at Tapologo clinics vs. 40% in government clinics) will become much more difficult. The impact on the TOVC Programme is likely to be significant. Predicted lower adherence rates will increase the rate of opportunistic infections & death, leading to higher OVC numbers.	Tapologo is going through a process of strategic reengineering which will position it to respond to predicted health challenges as a result of the government decision. To compensate for the loss of ART services, it is increasing provision of general healthcare, TB screening, HIV testing, awareness campaigns and support groups for PLWHA at its Wellness Centres that are located in the heart of the poorest communities. The overall aim is to maintain high adherence rates for all patients registered with Tapologo through holistic support. SERVE have supported this reengineering and have invested in the Tapologo Operations & Maintenance team who have carried out extensive work on the Wellness Centres to prepare them for a new role in the community. (See Result 2.2 below)
Zimbabwe Vulnerable young people in Chitungwiza & Epworth townships and youth in targeted rural areas	At the macro level, ongoing economic stagnation affects all levels of Zimbabwean society. This is not a "new" change, but the crisis is more apparent than ever. Young people - 56% of the economically active population - are the hardest hit. Unemployment is rife and most youth make their living in the informal sector, where they have extremely low levels of livelihood security. There is also a gendered dimension to the youth unemployment crisis, with higher unemployment rates amongst young females, who are also at increasing risk of early marriage due to the growing popularity of religious sects and indigenous churches. The Ministry of Youth, Indigenisation and Economic Empowerment (MYIEE) lacks the resources to respond. Despite national level criticism of Western governments, at meso	In response to demand from the MYIEE, YA have implemented a number of Outreach Training Programmes. SERVE took a strategic decision to support YA's pilot Outreach Training Programme in Domboshava in 2014. The lessons learned from this programme influenced a number of Outreach Programmes in 2015 which provided accredited skills training to marginalised rural youth. See Section 3, Result 3.6 for more information about the Chipinge Outreach Programme. (Other programmes supported by EU). YA Zimbabwe's commitment to gender mainstreaming means that there is an almost 50:50 gender split amongst students. YA deliberately includes courses that are attractive to female youth. In 2015, the SDP funded an expansion of TVET at the Epworth

	level, there is increasing acceptance of the role that international NGOs can play in providing vocational training to youth.	VTC, to include courses in catering & hairdressing and the number of female TVET students has increased by 60% on 2014.
Mozambique Vulnerable young people in peri-urban Manga community & young people in rural Dondo community	There have been increased incidences of political violence between the ruling Frelimo party and the main opposition Renamo party. This culminated in an assassination attempt on Renamo leader Afonso Dhlakama in September 2015. In addition to threatening long standing peace agreements, these developments have increased the politicisation of positions of power in local & regional government. This directly affected YA, as they struggled to get food processing equipment released from Beira Port. The political affiliations of those involved led to unforeseen problems. The Director of YA Agri Tech is active in the Renamo party, and this was resented by senior officers in the Customs Dept who were aligned to Frelimo. YA had to get another staff member, who is well known in Frelimo circles, involved in order to release the equipment	YA has always been aware of the risks that come with political affiliations. Despite the personal involvement of staff members in politics, YA has always promoted itself as a non political organisation. In 2015, there were increased efforts to inform and reassure local and regional government that YA helps all young people, regardless of political affiliation. From YA's perspective, the issue is how others see YA and they remain attentive to the need to be careful in how to approach government bodies. Although the risk of violence to foreigners remains low, SERVE have increased monitoring of local news reports and receive regular updates from YA. In line with the DFA Travel Advice, SERVE limited the movement of volunteers within Sofala Province to avoid higher risk areas

3 B: Programme Progress since 2012, Analysis of Results Framework

Summary of Results - On Track/Off Track 2015

Outcome	Result (Text shortened from RF)	Status
1. Reduced vulnerability and improved quality of life for OVC in targeted communities in Rustenburg, South Africa	R1.1 TOVC Programme - Beneficiary Numbers	On Track
	R1.2 Investment in TOVC Programme Infrastructure	On Track
	R1.3 80% reach adequate nutritional status	On Track
	R1.4 Research into GOVC Partnership Model	N/A
2. Enhanced levels of HIV/AIDS healthcare in 9 target communities and young people in target communities empowered to make better choices regarding SRHR	R2.1 Investment in Wellness Clinic Infrastructure	Off Track (Slightly)
	R2.2 Youth making better SRHR choices as a result of Life Skills Training	Off Track (Slightly)
3. Improved employment and self-employment prospects for young adults in targeted communities	R3.1 Increased incomes at Tsholofelo Skills Prog (RSA)	On Track
	R3.2 Increased throughput of effective TVET at YA Zimbabwe Epworth Centre	On Track
	R3.3 At least 80% of new micro credit loans to TVET Franchisees and graduates being repaid by 2016	Off Track (Slightly)
	R3.4 Effective agri focused TVET to rural youth at YA Mozambique Agri Tech Centre	On Track
	R3.5 Improved sustainability and TVET effectiveness at YA Mozambique Beira Centre	On Track
	R3.6 Increased incomes for YA Zim Outreach graduates	On Track
4. Results Related to Partner Capacity Building (Contributes to all three Outcomes above)	R4.1 Improved governance structures at SDP partners	On Track
	R4.2 Increasing voluntary contribution at partners	On Track
	R4.3 Increased social capital, social cohesion, personal development due to Volunteer Prog.	On Track
5. Public Engagement	R5.1 SERVE volunteers engaged in development on return	On Track
	R5.2 Promoting awareness of MDGs in relation to OVC, HIV, TVET & promoting role of volunteering	Off Track (Slightly)

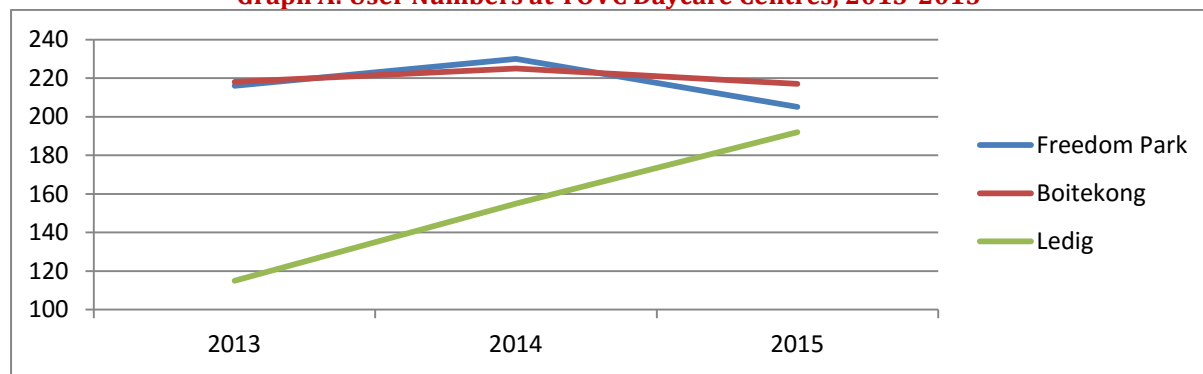
The following section analyses the status of each SDP result and should be read in conjunction with the updated Results Framework submitted with this report.

Outcome 1 - "Reduced vulnerability and improved quality of life for OVC in targeted communities in Rustenburg, South Africa". There are four associated Results, 1.1 to 1.4.

Result 1.1 – This result is **On Track**. The TOVC Programme had an average of 610 OVC (51% male, 49% female; 87% aged 5-18 years) benefitting in 2015. Since 2013, beneficiary numbers have increased by 11%. The External Evaluation described the need for OVC services as "enormous", the "families visited were extremely destitute, some dying ... OVCs are particularly vulnerable in a society that does not care for children, and they are at huge risk of abuse, rape and death" (pg 13). Tapologo is the only organisation providing services to camps with a total population of over 500,000 people and is achieving change through a holistic community care based model which utilises the capacity and assets of the target community. Child Care Workers (CCWs) who are trained to nationally accredited standards, and are extremely committed, run OVC Daycare Centres which provide a place of care for OVC. The CCWs are essential to the success of the TOVC Programme - they are the link between Tapologo and the community. CCWs complete home visits and make monthly interventions in the areas of education, health, psycho-social support and nutrition (see Result 1.3 below). The fact that the CCWs live in the target communities and "have been affected by HIV and AIDS in their own lives and in their families." (Ext Eval, pg 13) means that they understand the challenges facing OVC. A major reason for the success of the TOVC Programme in targeting the most vulnerable (e.g. severe cases of malnutrition eliminated) is the fact that CCWs can walk into any home and be accepted. This allows them to identify and respond to those who are most in need, and a detailed Health Monitoring Information System ensures that those getting regular support do not regress.

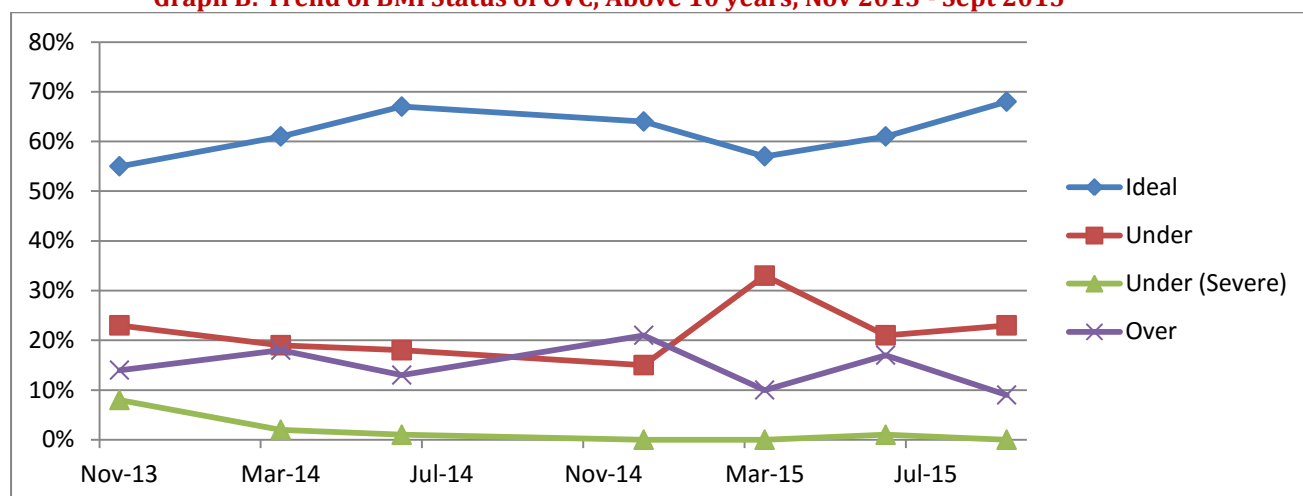
Result 1.2 - This result is **On Track**. The Tapologo Operations & Maintenance team carried out maintenance and renovation work at each of the three TOVC Daycare centres. These Centres play a key role on the TOVC Programme as they are the base for the CCWs and are the only place offering nutrition and after-school support services. SDP funding covers 35% of the cost of the O & M Team - SERVE believes that the availability of dignified facilities is crucial for staff and beneficiaries. Major renovation work was completed at Freedom Park OVC Centre in 2015. Due to health & safety concerns, the entire kitchen area was renovated, with SERVE funds and the engagement of SERVE and local volunteers. Food plates are now prepared and consumed in a more hygienic environment, which has health benefits for OVC (**KPI 1**). Boitekong and Freedom Park Clinics are at their limit in terms of user numbers, but the standard of services has improved since 2013. The largest impact has been at Ledig, site of extensive SDP funded renovation work in 2014, where user numbers have increased by 67% and service quality has improved (**KPI 2**). Improved facilities are contributing towards increased user numbers, improved staff morale and good retention rates amongst key CCW staff.

Graph A: User Numbers at TOVC Daycare Centres, 2013-2015



Result 1.3 – The Result in 2015, and overall trend, is **On Track**. Stunted growth levels since 2013 average 57%. Male OVC have been consistently more likely to be stunted than female OVC, despite almost equal gender representation on the TOVC Programme. Stunted growth levels in the squatter camps are more than twice the national rate, and are an indicator of the extreme poverty levels faced by OVC and families. The main causes of high stunted growth in the camps include ingrained poverty, lack of healthcare facilities (except for clinics run by Tapologo), low awareness on the importance of good nutrition and a very limited and unhealthy diet. Whilst the TOVC Programme is responding to the challenges of under/overweight, it cannot tackle the causes of stunted growth. The youngest OVC on the TOVC Programme is 2 years old - by which stage it is often too late to prevent stunted growth. Tapologo sees the long term impact of stunted growth in its work every day and through their work on the Rustenburg Health Forum and networking groups they have advocated extensively to local government for a comprehensive response to the nutrition challenges facing OVC. However, they have been met with political apathy from the tribal Bafokeng Administration, ANC politicians and the Department of Health. Tapologo will be explaining these challenges to the Irish Embassy in a meeting scheduled for March 2016 (**KPI 1**). The deteriorating economic situation in the camps means benefiting OVC and families are increasingly reliant on the nutrition component of the TOVC Programme - without it, over 600 OVC & families would be without daily hot meals and supplementary food parcels. Nutrition interventions have increased from an average of 1,934 per month in 2013 to 5,609 per month in 2015. The scale of this increase was unexpected but, again, is indicative of the severe food security challenges. As the External Evaluation acknowledges, for some OVC this can be the only proper meal they get. For those families who the CCWs identify as most in need, a food parcel will be provided but this is not adequate to feed a family - it is intended as a supplement to a families food resources.

Graph B: Trend of BMI Status of OVC, Above 10 years, Nov 2013 - Sept 2015



As the graph above shows, since 2013, the cumulative impact and emerging results from the TOVC Programme show improved nutrition status for OVC. The proportion of OVC at their 'ideal' BMI level has increased from 55% to 68%. Cases of OVC being severely under their ideal BMI level have been eliminated - a very welcome achievement made possible by responding to extreme cases identified by the CCWs. There has been a small reduction in the percentage of OVC who are over their ideal BMI level as a result of awareness campaigns about high sugar/salt foods and more time given to physical exercise at the Daycare Centres. The percentage of OVC moderately under their ideal BMI level has remained stubbornly consistent since 2013 - an average of 22% of OVC are moderately under weight. Whereas the TOVC Programme has had a major positive impact on severe cases, the impact on moderate cases is more limited. Evidence indicates that the Programme is doing enough to stop the nutrition situation from deteriorating - a valuable result considering that living conditions have worsened

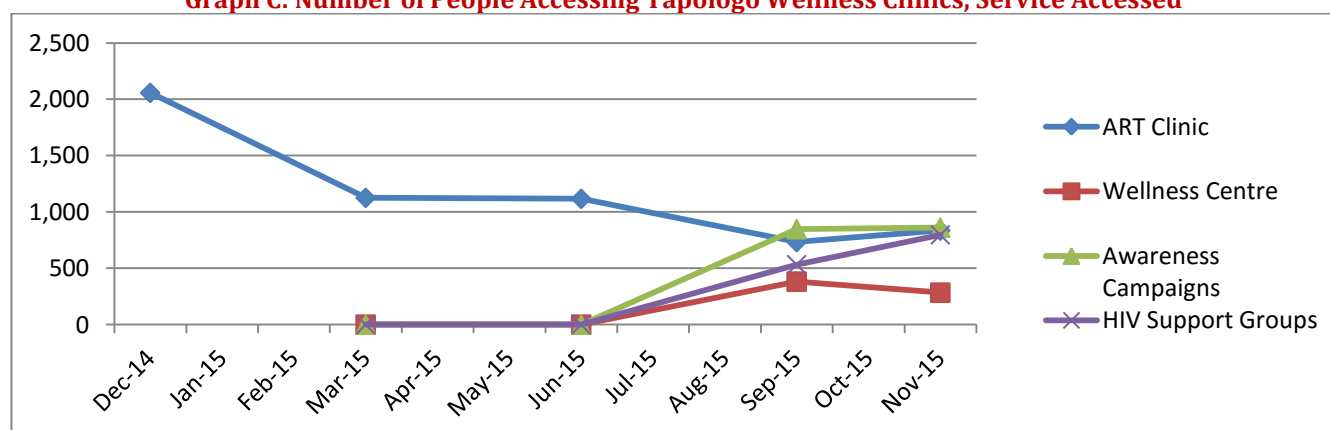
since 2012 - but has been unable to scale up to combat the range of factors driving high levels of food insecurity. Despite being highly relevant to the needs of OVC, and having the knowledge to have greater impact, linking of the Programme to the meso and macro level is constrained by lack of resources and the political apathy described above. The macro level economic environment in RSA has worsened in recent years, and this has affected Tapologo's local fundraising base. A number of longstanding donors have withdrawn and although most have been replaced, this has helped to merely maintain the status quo. SERVE made funding applications to DFID & Comic Relief but were unsuccessful. Since 2013, SDP funding has accounted for 25% of the total nutrition costs on the TOVC Programme. SERVE have added value by leading the design phase of the monitoring process, which provides the only primary level nutrition data for a population of 500,000. SERVE have also placed professional nurses as volunteers with Tapologo to train CCWs to record data correctly (**KPI 2**).

Result 1.4 – Result is **Off Track**. The proposed research was not viable given the breakdown in relationship between Tapologo and Royal Bafokeng - see previous Annual Reports.

Outcome 2 - “Enhanced levels of HIV/AIDS healthcare in 9 target communities and young people in target communities empowered to make better choices regarding their SRHR”.

Result 2.1 – Due to contextual factors this result is **Off Track (Slightly)**. Since 2012, SDP funding and the SERVE Volunteer Programme has contributed towards renovation and expansion work at all of Tapologo's 7 Wellness Clinics. The underlying rationale was that investment in facilities was essential to offer a dignified service and meet increased patient numbers, specifically patients accessing ARV Treatment. In 2015, renovation work at Chaneng Wellness Clinic was completed. Similar to work at other Clinics since 2012, this work resolved a number of health & safety concerns and has resulted in larger treatment areas, an improved care environment for staff and patients, improved storage of medicines and improved ventilation systems, especially important in tackling TB infection. The O&M Team also carried out maintenance work across all Wellness Clinics which ensured that they met applicable regulations and complied with infrastructure standards. As Tapologo work primarily from converted shipping containers, because of the government's refusal to allow permanent structures in squatter camps, they have had to set their own infrastructure standards (**KPI 1**). These Wellness Clinics have been the focal point of Tapologo's Community Based Health Care work for over 10 years. This community based approach, where holistic services were available in the squatter camps, helped adult Tapologo patients achieve an ARV adherence rate of 89% - significantly higher than the average 40% adherence rate in government clinics. However, as a result of changing external factors, the focus of Tapologo's work in the squatter camps is changing from direct involvement in ART to more holistic support to PLWHA. This unintended change is captured in the following chart detailing services accessed in Tapologo Clinics:

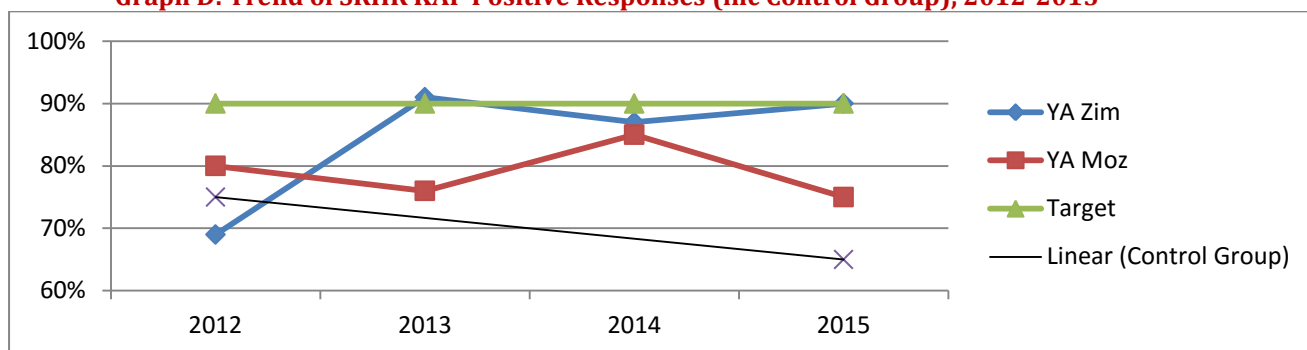
Graph C: Number of People Accessing Tapologo Wellness Clinics, Service Accessed



PEPFAR's decision to terminate funding of direct service delivery by NGOs in RSA, meant that PEPFAR funding for the Tapologo ART Programme ended in May 2015. Tapologo worked with the regional Department of Health to agree interim transitional arrangements for patients to be transferred to local DoH Clinics. As per the interim arrangement, Tapologo's involvement in direct provision of ARVs to patients will expire in June 2016. This transitional process is well underway and since December 2014, patients accessing Tapologo's ART Clinic services have fallen from 2,000 to 800 by the end of December 2015. Due to the significantly lower level of service at government clinics and increased difficulty in accessing ARVs, it is predicted that health outcomes for PLWHA will worsen. However, using the lessons learnt and experience gained in all facets of their work to date, Tapologo has repositioned itself to respond to this situation. Quality of life has emerged as a significant medical outcome measure and this generally falls outside the purview of the conventional clinical and public health care system in RSA. In response, since August 2015, Tapologo has reengineered its programmes so that Wellness "Clinics" become Wellness "Centres". These Centres now offer the following services - general healthcare, TB screening, HIV testing, awareness campaigns and support groups for PLWHA. An average of 1,615 people per month are accessing these services. The overall aim of this work is to maintain the adherence rate of Tapologo patients and respond quickly to health issues as they emerge. Without the four years of SDP funded investment in infrastructure, it is unlikely that Tapologo would have been able to respond so quickly to the unexpected contextual changes. The main impact of the SDP is that Tapologo had the infrastructure in place to enable it to adjust and continue providing relevant health services to vulnerable people who are negatively impacted by PEPFAR's decision (**KPI 2**).

Result 2.2 - Overall, this result is **Off Track (Slightly)**. In comparison with the MDGs, the SDGs place much greater emphasis on holistic TVET, which forms a core part of SDGs 4 & 8. In SERVE's Thematic Approach to TVET policy we argue that "mainstreaming of Life Skills is essential to the delivery of effective TVET - non-formal TVET institutions are uniquely positioned to engage with marginalised young people, many of whom will have come through an underperforming education system which does not prepare them well for life in developing economies or the informal sector. Non formal TVET institutions interact with young people on a daily basis (for 6 months or up to 1 year) and this provides an excellent opportunity to deliver holistic programmes which gives beneficiaries **skills for work and for life**." This rationale underpins SERVE's support to the Life Skills work of our partners, with a particular focus on SRHR. At [YA Zimbabwe](#), the result is On Track - 90% of graduates from the Chipinge Outreach Programme and Epworth TVET Centre reported correct knowledge and positive choices regarding their sexual and reproductive health as a result of the Life Skills Programme (LSP). The trend since 2012 is positive - an average of 84% of graduates report correct knowledge and positive attitudes & practices. The impact for graduates is significant - their results are significantly higher than a **control group** of similar aged young people who have not participated in the LSP - just 65% responded positively or gave correct answers to questions on knowledge, attitudes and practices related to abstinence, being safer and condom use. This impact has been achieved by regular review and refinement of the LSP since 2012. YA have gone to great lengths to present their Centres as a "safe place" for young people which takes a non-judgemental approach to SRHR. The SDP has contributed in a number of ways, for example, contribution to the development of a standardised training manual used across all YA centres; supporting the recruitment of well trained staff - the SDP funded the first ever full time Life Skills teacher at YA Zimbabwe; SERVE have provided best practice Youthwork Training; and monitoring of the SRHR component of the LSP has affirmed its importance and relevance with YA management. In focus group discussions completed during the External Evaluation, students stated that the Life Skills "aspects of the programme are seen to be even more important than the vocational skills they are learning, as these will enhance their whole life as well as their work life" (pg. 15).

Graph D: Trend of SRHR KAP Positive Responses (inc Control Group), 2012-2015

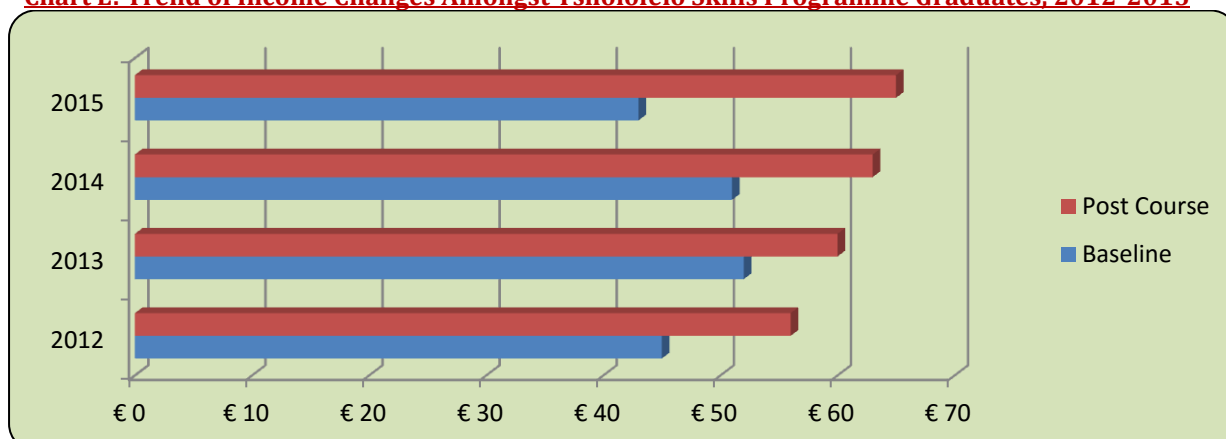


At YA Mozambique, there has been more fluctuation in results which are currently Off Track - 75% of 2015 graduates reported correct knowledge and positive choices. The average since 2012 is 80%. The emerging results that the LSP has positively impacted on the vast majority of graduates is welcome, but the missed targets and slight deviations from results in Zimbabwe are notable. A review by SERVE and YA Mozambique highlighted a number of challenges - the LSP is less established and refined than the Programme in Zimbabwe; YA Zimbabwe has access to more external expertise (e.g. SAFAIDS, IYF, hospitals) than is present in the Beira area; there has been higher turnover of life skills staff in Mozambique where it is much harder to find and retain adequately trained staff. The development of the standardised YA Life Skills Manual in 2014/15 and impact of the Shared Learning event in 2015 will mitigate against some of these challenges. One notable success is at the rural Agri Tech Programme where the percentage of young people reporting correct knowledge and positive attitudes and choices increased from 66% to 76%. This is especially important as rural youth have less access to sources of SRHR information. The External Evaluation noted that "students {at Agri Tech} report that their sexual practices have changed ... they also report having changed their approach to alcohol, drugs as a result of the Life Skills course" (Ext Eval, pg. 17).

Outcome 3 - "Improved employment and self-employment prospects for young adults in targeted communities". There are 5 associated results – 3.1 to 3.5.

Result 3.1 – The result in 2015, and trend since 2012, is **On Track**. Analysis of income data for 2015 graduates of the Tsholofelo Community Skills Programme (TCSP) shows an average 51% increase in incomes to €65 a month, which is the highest annual increase. Since 2012, 712 people (76% female; 24% male) have graduated. There has been a degree of fluctuation in the annual income changes, which is indicative of the extremely volatile living conditions in the squatter camps. Overall, the average increase in monthly incomes for graduates since 2012 is an intended and encouraging 27%.

Chart E: Trend of Income Changes Amongst Tsholofelo Skills Programme Graduates, 2012-2015



The main quantifiable impact of the TCSP is that it has helped the majority of beneficiaries to raise their incomes above the International Poverty Line. Prior to enrolling in courses, beneficiaries lived on an average of \$1.84 a day - the average figure after graduating is \$2.36 a day. In no way can beneficiaries be considered well off - graduates remain reliant on the highly unstable informal economy within the camps. As the External Evaluation states, numeracy and literacy levels are incredibly low, and starting from this low base means that "formal job prospects are minimal" (pg.11). Self generated income supersedes income from formal employment by a considerable margin - this represents an unintended outcome from the programme design phase. The fact that income increases were achieved even during lengthy periods of strikes, and that graduates use their learned skills regularly, indicates good levels of programme relevance and resilience amongst beneficiaries. The development strategy of the TCSP promotes resilience in two ways. First, by running training programmes that are accessible, affordable and provide realistic income generating opportunities. Second, "the training fulfils other needs such as self-esteem and leadership qualities development" (External Evaluation, pg.11). Graduates are seen as good role models within the camps and the "main impact of the courses is the boost to confidence and providing an alternative to 'bad living', crime, violence and despair" (External Evaluation, pg.12). Tsholofelo is the only organisation offering TVET training in these camps. SDP funding accounts for 100% of funding since 2012 - without the TCSP, over 700 extremely vulnerable people would have had no access to training programmes, and no opportunities to increase incomes or benefit from personal development.

Result 3.2 – This Result is **On Track**. Epworth is the largest underdeveloped slum settlement in the Harare area. The YA Zimbabwe Epworth expansion component was completed in 2013 and was funded entirely by the SDP. Through the Franchise Model, YA covers all running costs but SERVE remains the largest donor for investment in new courses. Without SDP support, the Epworth **(KPI 1)**. Since 2012, beneficiary numbers for Academics & TVET courses have increased substantially - from 300 to 768 as of 2015. This is an expected change considering that YA Zimbabwe is the only organisation providing vocational training to a population of 150,000 from which young people have expressed a strong demand for education and vocational training. In both Academics & TVET, there are more young women attending than young men. The TVET courses in particular are designed to encourage participation of young women who are vulnerable in a harsh urban environment **(KPI 2)**. Investment in modern training equipment (funded by the SDP), diversified training courses and implementation of learning from the larger YA Chitungwiza training centre have improved employability and income generation prospects for Epworth graduates. The emerging results from those who have graduated for between 6 - 18 months are encouraging. The average monthly incomes of graduates has increased by 60% to \$112 per month **(KPI 3)**. There is strong correlation between a range of factors to indicate that the TVET training programme is the major reason for this impact on the livelihoods of young people:

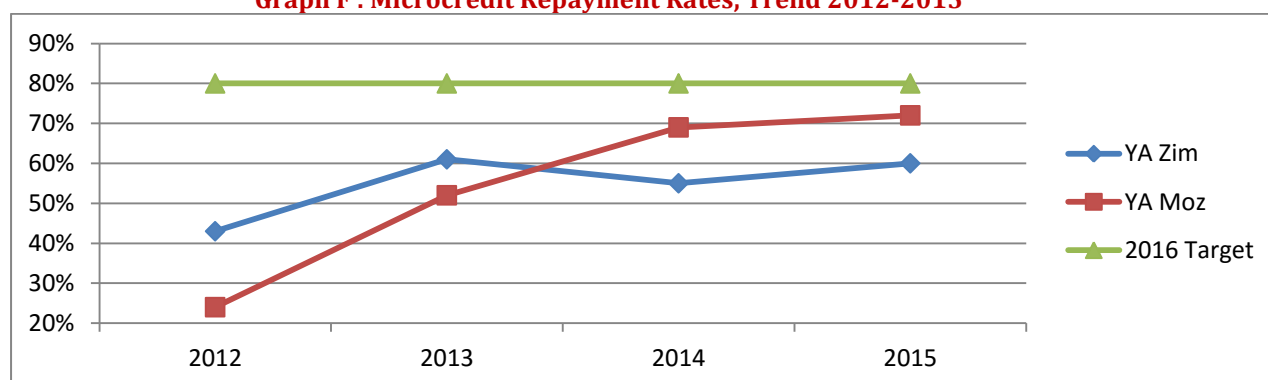
- 88% of graduates report that they are economically active - 40% in full time employment; 17% in part time employment and 31% work in the informal sector;
- 80% report using their learned skill regularly - either daily, or regularly on a weekly/monthly basis;
- 70% of graduates say that self generated income is the largest source of income - this is a significant shift from baseline figures where 84% reported family as the largest source

The External Evaluation noted that the Epworth Centre is expanding rapidly and needs to invest in resources to meet this expansion and ensure a good standard of TVET is available to all students. As part of our own reflection and learning, SERVE and YA have also highlighted this challenge. SERVE are committed to funding new training equipment for existing and new courses (e.g. it is planned to introduce a welding course in 2016). SERVE also agrees with the recommendation from the External Evaluation that Epworth would benefit from a more formal

networking and mentoring relationship with YA Chitungwiza and this will be addressed in a YA Zimbabwe Strategic Planning process that SERVE are supporting in 2016.

Result 3.3 –Although repayment rates are increasing year on year, this Result remains **Off Track (Slightly)**. SERVE and YA's approach to microcredit has been focused on 'quality over quantity' as we are aware of the risks of increased debt and loss of collateral for those receiving credit in the wrong circumstances. The rigorous application process has meant that a small proportion of YA graduates receive funding each year but we believe this to be appropriate in a context where young people are not used to having access to large amounts of money. At YA Mozambique, the repayment rate for all 76 SDP funded loans between 2012-2015 is 72% which is On Track. There are two cohorts receiving loans - YA graduates and Franchise Holders. In response to feedback from graduates in particular, supported by recommendations in the External Evaluation, the average size of the loans has increased since 2012, from €315 to €471. The combination of improving repayment rates, higher levels of self generated income and increased income levels reported by YA Graduates (See Section 3.5) is evidence that microcredit funding is having a meaningful impact on recipients. It also indicates that there are income generating opportunities at the micro level within an economy which reports strong annual growth. One of the lessons from the External Evaluation process was that the SDP funded microcredit was highly relevant to the needs of graduates because a majority of young people expressed a strong wish to be self-employed but did not have access to start-up funding through banks and micro-credit institutions. Good repayment rates have been achieved by investing in management and monitoring of the loans through the funding of the Entrepreneurship Promoter position, who manages the micro credit programme. Continuous reflection on the strengths and weaknesses of the process have resulted in changes including more intensive training with young people to develop good business plans and strengthening the guarantor process.

Graph F : Microcredit Repayment Rates, Trend 2012-2015



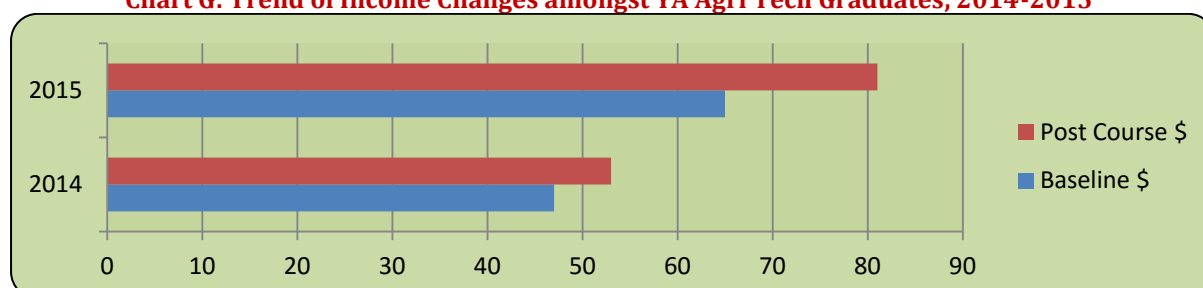
At YA Zimbabwe, where the micro credit component is smaller than in Mozambique, 45 loans were given to graduates in 2012 and 2013. The repayment rates have reached 60%, which is Off Track. The stagnant macroeconomic situation is making life very difficult for the self employed. The main challenge affecting young entrepreneurs is the prevalence of cheap products from Asia in the marketplace which the External Evaluation found are "directly affecting student's abilities to find jobs, particularly affecting the viability of small furniture making and dressmaking businesses ... For example, they [market stalls] can sell a new ready-made dress for \$1, which is about ten times cheaper than it costs to make one" (pg15). This economic scenario is forcing young people into low return and insecure vending work in the informal economy, instead of using their learned skill to develop a viable business. YA Zimbabwe is working with young people to identify more viable business opportunities. Despite these challenges, FGDs with a sample of successful and unsuccessful recipients in Zimbabwe & Mozambique also highlighted evidence of increased engagement in economic opportunities, resilience and greater financial security for the majority of beneficiaries. In addition to a general increase in income (verified by data in Result 3.5), beneficiaries reported that they were able to save money, an

ability to apply for further loans, an ability to invest further in their business, ability to diversify into other businesses and an ability to buy productive assets (e.g. buying small houses for rent, buying livestock). As shown in the gender disaggregated data, young women and men have equal access to loans and the strong impact on female recipients is especially welcome. Without the SDP, there would be no other source of microcredit funding, and the benefits accrued from it, for YA since 2012.

Result 3.4 – Overall this result remains **On Track**. The phased development of the 200 hectare YA Agri Tech Centre continued in 2015. The SDP has made a significant contribution to work that is improving the standard of practical Agri-TVET lessons and the value chain for produce. Since 2012, SDP funding has been used to develop access roads, electricity connections, accommodation facilities for capacity building experts, pisciculture infrastructure, development of irrigations canals and systems, a Food Processing Centre and the Incubator Programme which gives graduates an opportunity to grow produce on Agri Tech land, and keep the proceeds from sale. The cumulative impact of this support significant is making a direct contribution to outcome level changes mentioned below. Since 2012, SDP funding represents 25% of the total cost of the project. After the EU, SERVE is the largest donor to YA Agri Tech and can claim a strong contribution towards results. Without SDP funding, development of Agri Tech would be behind schedule with adverse outcomes for local rural youth (**KPI 1**).

Since practical lessons started in 2014 (in 10 courses), there have been 210 graduates (52% female, 48% male). The high number of female students is reflective of the role played by women in rural Mozambique. The number of students will increase substantially once the construction of hostel buildings is finished by mid 2016. Two years of monitoring data shows an intended improvement in incomes amongst graduates - a "clear impact" according to the External Evaluation.

Chart G: Trend of Income Changes amongst YA Agri Tech Graduates, 2014-2015



There is strong correlation between a range of factors to indicate that the Agri Tech programme is the major reason for this impact on the livelihoods of young people. Monitoring data shows a significant increase in self generated income as the main income source (from a baseline of 38% to 62%). Agri Tech courses are relevant to the needs of rural youth - 74% of graduates are using their learned skills every day or regularly during the week. Agri Tech is contributing to keeping productive youth in their home community - 75% of graduates intend to stay in their current job, do more training at Agri Tech or seek work locally rather than leave home. This fits with Agri Tech's intended vision of training the next generation of farmers and agri workers, and is one of the main emerging results and expected long term impact of the programme. The External Evaluation found that Agri Tech is leading to an "improved profile of agriculture as a career choice". One of the Case Studies describing the SDP's Contribution to the OWOF Policy tells the story of beneficiaries of the "innovative" Incubator Programme at YA Agri Tech (**KPI 2**). The delays in establishing the Food Processing Unit means that Agri Tech is not yet generating substantial income from within the project - meaning **KPI 3** is Off Track.

Within a context of economic growth in Mozambique these changes are due to number of factors: (i) Agri Tech is a pioneering programme and is the only agri TVET college in this region providing training programmes accessible to the rural poor - without it, it is likely that the

target group would never be able to access effective TVET; (ii) the training programme is holistic and mixes theory and practical elements and follows a well developed curriculum; (iii) technical staff are well trained and are introducing innovative farming techniques to students e.g. staff members have learned about rice growing techniques in India & China; (iv) innovative approaches to supporting graduates, such as the Incubator Project, but managing this support carefully so that graduates do not become dependent on Agri Tech. One of the *emerging lessons and challenges* is that the worsening environmental situation is limiting the productivity of graduates. The impact of global warming is felt hardest on the Agri Tech Programme. Persistent drought conditions in 2014 & 2015 means access to water is the biggest challenge - on and off site. Additional irrigation canals have been developed to access the main water source on the campus but this needs to be managed carefully - drip irrigation is used extensively to conserve water. It is particularly difficult for graduates when they farm on their own small holdings - beneficiaries have to supplement income from other sources (e.g. selling non agri goods is a major source of income). Focus group discussions with graduates showed good levels of resilience and adaptability, but the realisation that agriculture alone may not provide enough income can be disheartening.

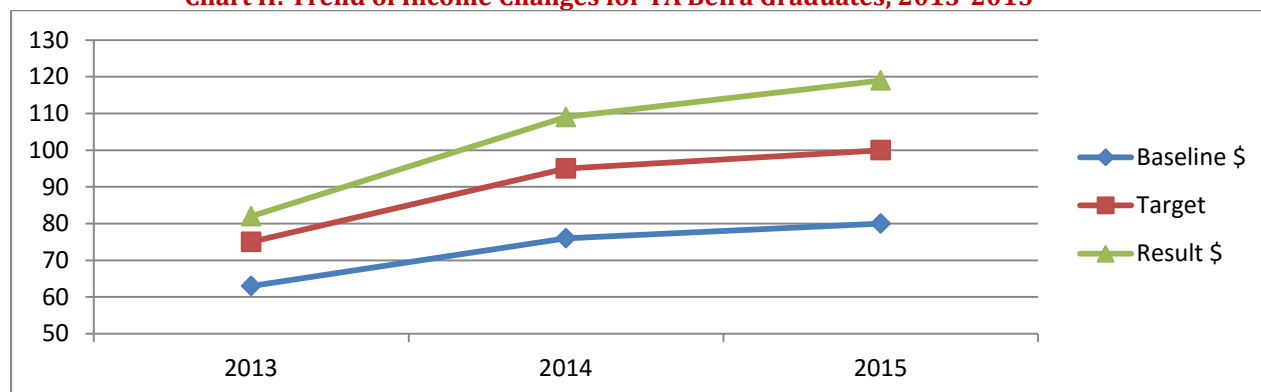
Result 3.5 – This result is **On Track**. Since 2012, SDP funding has accounted for 30% of total expenditure at YA Mozambique's Beira TVET Centre - SERVE is the largest external donor to the Beira TVET Centre. The impact of SDP funding has been magnified by targeted support to address HR gaps, capacity building initiatives and support to the most vulnerable youth so they can access TVET training. Regarding rental payments from FH, 72% of agreed rents were paid in 2015 - below the target due to lack of suitable FH in 3 Departments. YA is actively looking for FH to run these departments. The shortfall was made up by rental of facilities to community groups, and overall YA Mozambique's income generation activities covered 100% of YA's core running costs by end of 2015. When the SDP started the figure was 55% (**KPI 1 & 2**). The SDP has contributed to this intended improvement in four meaningful ways. **First**, it has funded the position of the Entrepreneurship Promoter (EP) which was identified as a gap during the 2011 planning phase. The EP has had a positive impact on the business performance of FH by working with them to develop business plans, provide business training, access micro credit funding, and undertake business SWOT analyses. The EP also delivers Business Development training to students. **Second**, as detailed in Result 3.3 above, the SDP has provided microcredit funding to FH which allows them to invest in their businesses. **Third**, in response to learning from the Mid Term Review (MTR) and External Evaluation, which highlighted the urgent need to invest in new training equipment, SERVE have funded over €20,000 worth of metalwork training equipment in 2015. **Fourth**, the SDP has supported extensive capacity building work with YA staff, FH and students to improve training standards and FH business performance:

Capacity Building Initiatives, SDP Funded, 2013-2015	Impact on YA Programme
Training of Trainers Pedagogy conducted for 15 FH, trainers & managers by the Provincial Director of Science & Technology	<ul style="list-style-type: none"> > Modern teaching materials available to trainers; > New teaching methodologies used by trainers; > Higher level of skills transfer to students, with improved learning outcomes (see post course outcomes below)
Exchange Visits with 7 Training Centres, Industry Leaders, Businesses	<ul style="list-style-type: none"> > Improved machinery handling skills for YA trainers; > New management and marketing methods learned. Marketing ideas implemented by some of the Training Departments;
Management Training for 15 FH facilitated by the School of Management & Business (Beira), GIZ, and YA - programme covered business management, HR management, English, computer training and technical training	<ul style="list-style-type: none"> > Increased efficiency in management based on YA staff interaction with FH on a daily basis; > Significantly improved marketing of services offered by FH. More productive FH means increased likelihood of rental payments and more work for students to complete during training; > Improved levels of business planning, financial reporting and budgeting amongst FH;

Training Curriculum Development across 7 courses since 2014, undertaken with Industrial & Commercial Institute of Beira <i>* All Curricula shared with INEFP</i>	> Increased technical knowledge amongst graduates in courses of electrics, construction, carpentry, welding, plumbing and mecha-troni > Improved integration of graduates into the labour market (see below for income, employment trends since 2012) > Improved performance of YA graduates in formal work environment. For many young people, their first job after graduating from YA is their first experience of a formal work environment. Learning visits are becoming a core part of teaching young people about their rights and responsibilities as employees
In response to findings from research into the Marketplace, funded by the SDP in 2014/15, students have undertaken more exposure and learning visits to employers and industry.	
Best Practice Youthwork Training to YA Staff, Training of Trainers Model, Facilitated by SERVE/Youthlink NI	> Improved teaching and facilitation skills developed by YA staff. Youthwork skills focus on effectively engaging and involving young people in the learning process resulting in better learning outcomes

Facilitating access to TVET for those who are most vulnerable in the Beira community has been a cornerstone of the SDP. The YA Scholarship Programme waives fees for those young people who cannot afford training fees. Since 2013, SDP funding has helped 80 such young people access training at YA. The majority of scholarship beneficiaries suffered from auditory, visual and physical disabilities. YA is the only TVET Centre in the region which can cater for people with disability. As part of YA's commitment to integrated education, youth with disability are mainstreamed into standard lessons. SDP funding has contributed towards training equipment for disabled, improving disabled access on the campus and hiring of a sign language interpreter. Although the training experience for youth with disability has been mostly positive, the Evaluation found that "inadequate training" has been given to YA staff and teachers regarding working with disabled youth. This will be addressed in 2016 through additional staff training programmes which will be run by the international disability organisation, Light for the World. In response to another recommendation in the External Evaluation, funding of scholarships will increase in 2016 to cover all costs associated with training at YA, and not just the fee. Since 2012, the TVET training provided by YA Mozambique has repeatedly proven itself to be relevant to the needs of young people and effective. The emerging results show consistent intended increases in incomes which outstrip annual growth in baselines (**KPI 3**).

Chart H: Trend of Income Changes for YA Beira Graduates, 2013-2015



Again there is strong correlation between a range of factors to indicate that the TVET training programme is the major reason for this strong impact on the livelihoods of young people:

- Since 2013, an average of 88% of graduates report being employed or self-employed;
- The % of self generated income has increased from 18% in baseline studies to 70%;
- 90% of graduates report using their skill regularly - on a daily basis or regularly on a weekly/monthly basis;

In addition to the ongoing improvement of training programmes, these results have been achieved by what the External Evaluation describes as an "excellent placement system {which} has overcome corruption issues and the vast majority of graduates have work directly accessed from the institution. This is due to the nurtured relationships between the centre and relevant commercial and government enterprises" (pg 18). The Entrepreneurship Promoter, funded entirely by the SDP, plays a key role in linking graduates with the marketplace.

Result 3.6 - This result is **On Track**. As detailed in Section 3A, since 2014, YA have run Outreach TVET Training Programmes in response to requests from District Authorities and the MYIEE to extend their successful training model beyond the Harare area. In 2014, SERVE took a strategic decision to support the new Outreach component of YA's work. This is an excellent example of linking micro level work to the meso level. With further evaluation and refinement, there is potential for this model to impact at macro level and SERVE will be supporting YA Zimbabwe advocacy efforts to this effect. In 2015, YA ran 6 Outreach Training Programmes - EU funded 5 of these programmes and the SDP alone funded the programme at Chipinge, 400km from Harare. In total, 246 young people (57% male:43% female) completed the Chipinge Programme. Graduates have reported a significant increase in incomes - from an average of \$33 to \$69 per month. This is taking graduates above the International Poverty Line of \$1.90 a day - a meaningful impact. However, the incomes of rural youth are significantly lower (by 62%) than those of urban youth as reported by Epworth graduates in **Result 3.2**. Further comparison with Epworth monitoring data indicates rural youth remain more reliant on family sources for income and are more likely to work in the informal sector:

Data	Chipinge (Rural)	Epworth (Urban)
% Self Generated Income	46%	70%
% Graduates working informally	56%	31%

Reflection on the emerging results of the Outreach Programme over two years shows that it is having a positive impact on young people, the vast majority of whom (73%) expressed a preference to stay in their home community. As intended, the Outreach model has resulted in increased incomes for beneficiaries, and generally has reduced their dependence on family. Young people are better equipped to generate income from within the informal economy - which is crucial considering the complete absence of industry in rural areas and a collapsed agricultural sector. These successes have been achieved through a model which makes TVET accessible and affordable for rural youth. It links young people to local trainers, known as master crafts persons, who teach technical aspects in partnership with YA trainers and provide mentorships for participants. In order to foster sustainability and continuation, a District Implementation Committee oversaw all aspects of the programme. This Committee included personnel from YA, master crafts persons, MSMECD, MYIEE and the District Administrator. SERVE provided best practice youthwork training to YA Outreach Programme staff, which improved their ability to effectively engage with youth. Internal evaluation over two years point to a number of issues that need to be addressed to increase impact in future of Outreach Training Programmes. SERVE will be supporting YA to implement these recommendations and undertake further evaluation work, which will strengthen replication of the model:

Lessons		Recommendations/Action
What Worked Well	What Did Not Work Well	
1. The integrated approach to training is very positive as it covers skills development, business mgt skills and character development	1. Gender stereotyping amongst community was a challenge in early stages	1. Include standalone component on gender equality/ YA are in discussions with the Ministry of Womens Affairs, Gender & Community Development to provide training

2. The Establishment of the District Implementation Committee boosted sustainability, effective management and project ownership	2. Selection criteria for beneficiaries was not clear enough and led to confusion at community level	2. Provide clear & concise selection criteria for trainees/ YA now strictly adhering to criteria of 2 0 Levels. Considering addition of non tech courses (e.g. horticulture, bee keeping) for those that don't have 2 0 Levels
3. Recruitment of local Master Crafts Persons (MCs) as trainers was an effective method of linking youth with the business sector at micro level	3. Ratio of students to trainers on placements was too high at times	3. Ensure a ratio of at least 2:1 trainee: MC ratio to ensure trainees get the most out of SME mentorship/ YA are aiming for this ratio on future programmes but see a bottleneck in lack of adequately skilled Master Crafts person in community

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

Result 4.1 – This Result is **On Track**. Significant progress was achieved with **Tsholofelo** by the end of 2015. After many years of operating as an organisation where the role of CEO and Chairperson were held by the same person, and the Skills Centres were centrally managed, Tsholofelo have now separated the two roles and management of the Skills Centres has been devolved to the newly created position of Centre Managers. A new Constitution has been agreed and a more experienced Board has been put in place. These changes mark a significant step forward for Tsholofelo and increase organisational sustainability. Although they will remain under the Tsholofelo umbrella, each Centre now has the option of registering as a PBO individually and raising local funds. SERVE supported and advised Tsholofelo throughout the process. In August and September 2015, the SERVE DPM met with Tsholofelo. SERVE shared best practice governance tools (e.g. Dochas Code of Corporate Governance, SERVE Governance Manual) and spent a considerable amount of time going through these documents with Tsholofelo. At HQ level, **Young Africa** abides by the NGO Governance Code and Corporate Governance Codes in the Netherlands. In order to clarify governance issues between YA International and the in country YA Centres, YA are currently working with lawyers to strengthen their own governance code. SERVE are supporting this process by sharing our own Governance Manual and have offered to fund the involvement of an external consultant if this is deemed necessary by YA and their legal team. YA want to finalise this process in Q1 2016 (**KPI 1 & 2**). As we move into the final year of the SDP, there are good levels of financial sustainability amongst partners thanks to a wide donor base. Excluding SERVE, SDP partners have 17 key donors. Tapologo's OVC & HIV/AIDS Programmes have 6 donors - SACBC, OPM, Bosmans, FHSSA, RBI & NWDOH. In addition to funding generated by the Franchise Model, YA Zimbabwe are supported by ICCO, Stop Aids Now!, International Youth Foundation, New Zealand Embassy, Mercy Corps and the EU. YA Mozambique are currently supported by the EU, Wilde Ganzen, YA International, Light for the World and GIZ. The Tsholofelo Community Skills Training Programme continues to be almost entirely reliant on SDP funding, although the new governance structures mean it is better placed to increase local fundraising (**KPI 3**).

Result 4.2 – This Result is **On Track**. The total combined economic value of international and local volunteering for partners in 2015 was €146,000 which was higher than predicted due to very high fundraising from SERVE's South Africa Volunteer Group. Continuing the trend of previous years, international volunteering made the most significant voluntary contribution to the work of partners. The SDP accounted for 78% of this economic value amount. A Dutch group of volunteers to Tapologo accounted for 17% and the Step Up and SERVE group in South Africa accounted for 5% (**KPI 1**). Across the 4 partners, volunteering accounted for an average of 18% of the partners HR costs/workforce, slightly below the target but an increase on the 2014 figure (**KPI 2**). There is strong beneficiary community representation at Board level across the partners with a total of 13 Board members who are from the target communities. The figure at

Tsholofelo has reduced from four to two due to the new governance structure implemented at the end of 2015. Despite the reduction in community member representation, the target community will still be well represented within a stronger Board (**KPI 3**).

Result 4.3 – This Result is **On Track**. The quantifiable contribution of the SERVE Volunteer to Build Capacity Programme to the SDP has been outlined in Results 1.2, 1.3, 2.1, 3.4, 3.5 and 4.2. The qualitative impact of the Volunteering Programme on local communities in areas of social capital, cohesion and personal development is more subtle. The Youth Parliaments that Young Africa operate in Mozambique (two) and Zimbabwe (two), and Tsholofelo operate in South Africa (one) are a practical example of young people becoming empowered and enhancing social capital. They provide young people with a formal structure to contribute to the running of these organisations, and also encourage linkages with local communities. The SDP supported School Parliaments in Zimbabwe in 2012 & 2013 and the legacy of this support is still evident. Young people are elected to the Parliament through an openly democratic process and YA take particular pride in promoting this approach and teaching youth democratic values. According to YA Zimbabwe staff, parliamentarians show good leadership qualities and communication skills. They remain active in organising graduation ceremonies, sports and arts festivals and contributing ideas to improve TVET programmes (**KPI 1**). 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. Capturing stories of transformed lives can help to tell the story. In 2015, this focused on the story of Maria and Flora Vitorino Zondani, who are female graduates from Agri Tech, and are featured in one of the case study attached to this report (**KPI 2**). The Step Up and Serve (SUaS) group, who are part of Tsholofelo, is an excellent example of a local voluntary group trying to achieve change. This group consists of South African young people who are committed to working with young people in squatter camps. Their aim is to develop a sense of community and build hope amongst disillusioned youth, and encourage them to take part in education and skills training programmes. This group was influenced by SERVE volunteers who have worked in the Rustenburg area for the past 10 years. SERVE have provided funding and technical support since 2013 and a member of the group participated in Youthwork Training in Harare in 2015. The SUaS group play a key role in supporting the volunteer groups from SERVE each year, especially in the area of development education (**KPI 3**).

The final section of SERVE'S RF relates to **strategic engagement with the Irish public**. The outcome is "increased awareness that leads to active participation amongst a targeted constituency in supporting development initiatives pivotal to SDP goals".

Result 5.1 – Overall, this result is **On Track**. The vast majority of volunteers (89%) rated the SERVE Development Education Programme (DEP) as "beneficial" in evaluations (**KPI 1**). The purpose of the DEP is to increase volunteer's awareness and understanding of the issues affecting the countries they volunteer in. It aims to lay the foundation for volunteers to become effective spokespeople and advocates for those communities. A KAP Survey (available on SERVE website) showed improved levels of knowledge, attitudes and practices amongst returned volunteers - although these did not always meet the targets set out in the Results Framework. Although volunteers reported high levels of positive **attitudes** towards development issues before placement, there were notable improvements post placement. Returned volunteers reported increased positive attitudes about the role of volunteering and that the actions of Ireland can positively affect poor communities. The SERVE Volunteer Programme also had a positive impact on the personal development of volunteers - 94% described the programme as 'useful' or 'very useful' for personal development. Overall, 34% of returned volunteers reported some form of **active citizenship** in favour of international development. This included media actions (e.g. blogs, interviews with local newspapers) and lifestyle actions (e.g. changing buying habits, changing behaviour related to environmental issues) or being involved in the campaigns

and work of NGOs. In 2015, SERVE was awarded a Comprehensive Compliance Award by Comhlamh for meeting the standards within the CoGP. SERVE is a member of Comhlamh's Development Education & Volunteering Working Group, Dochas' Development Education Working Group and Dochas' Images & Messages Code of Conduct Task Group. We have gone to great lengths to encourage returned volunteer engagement with the development sector. In partnership with Comhlamh, SERVE organised two "Swap till you Drop" events in Cork which raised awareness about ethical consumption. Proceeds from these events contributed towards the development of a 'Learning Journal' which is given to volunteers of all Comhlamh members. Since 2014, 17 SERVE volunteers have participated in the Global Citizen Awards which help raise awareness of global issues in Ireland - 3 SERVE volunteers are aiming for the Gold Award. SERVE are also members of the Global Citizen Awards Committee **(KPI 2 & 3)**. 67% of returned volunteers, the vast majority of whom are students & young professionals, are providing financial support to NGOs - this is the highest figure since 2012 **(KPI 4)**.

Result 5.2 – Overall, this Result is **Off Track**. **KPI 1 & KPI 2** focus on increased awareness of development issues, especially those of relevance to the SDP, and advocacy in favour of those issues within Ireland. The objective is to expand on the work done with our volunteers through the Development Education Programme, and engage strategically with the Irish public. Overall, measuring the impact of this work has been difficult. SERVE have been hindered by poor planning for engagement with the Irish public. We have struggled to significantly increase our profile and have meaningful impact outside of our own network. The lessons for SERVE include (i) need to allocate more financial and human resources to profile building and public engagement; (ii) be more proactive in linking with ongoing campaigns within Ireland; and (iii) setting more realistic targets. These issues will be considered as part of the new Strategic Plan. Despite these challenges, there are some successes. SERVE have advocated for increased focus on the role and potential of TVET in Southern Africa, by organising a seminar in the Irish Aid Volunteer Centre in 2013 which was attended by members of the public, Irish Aid, Concern, Electric Aid and others. The Director of YA Zimbabwe was the guest speaker and feedback from participants was positive. Our efforts on strategic engagement with the Irish public have focused primarily on our own network. The main focus of this work has been on awareness raising on the issues of OVC (to coincide with Universal Children's Day), TVET and SDGs (to coincide with end of MDGs and launch of SDGs). The SERVE Focus On Newsletter is sent to almost 1,000 past volunteers and supporters and the read rate is above the industry average **(KPI 3)**. Case studies are an effective way of telling the story of the SDP to the Irish public. In 2015, a case study about Giveth Mambo, a female YA Zimbabwe graduate now working as a mechanic, was featured in the Irish Times to mark the European Year of Development and was shared over 500 times on social media within Ireland and internationally **(KPI 4)**.

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

Goal 1 - Reduced Hunger, Stronger Resilience	
High Level Outcome	SDP Contribution
Outcome 3 - Poor individuals, families & communities have improved food & nutrition security SDP Contribution Key Result Area (KRA) 1 - Progress on food & nutrition security KRA 3 - A more enabling environment for increasing smallholder farmer's income and productivity	The SDP External Evaluation described the people living in the squatter camps in the Rustenburg area of RSA as "extremely destitute". OVC and their guardians struggle to meet their daily food & nutrition needs - 55% of all children are stunted. Under-nutrition is also common amongst the 600 OVC who are registered with the TOVC Programme. The TOVC Programme runs Daycare Centres which provide holistic support to OVC and guardians. SDP funding has contributed towards the nutrition component. A combination of regular food parcels, food plates, nutrition education and case management have strengthened the capacity of poor families to improve food & nutrition status. Cases of severely underweight OVC have been eliminated and more OVC are at their adequate weight see Results 1.1, 1.2 & 1.3 for details . The YA Mozambique Agri Tech Programme is providing accessible agri focused skills training to marginalised rural youth and communities, and is

	contributing towards sustainable income generation for smallholder farmers - see the attached Case Study & Result 3.4 for more information.
Outcome 5 - Developing country economies are more inclusive & sustainable <u>SDP Contribution</u> KRA 1 - Personal economies of poor people grow & their livelihoods become more productive, profitable & sustainable	Responding to youth unemployment is at the heart of the SDP which has supported our partners to increase access to and attainment of quality TVET and life skills education to over 7,000 young people and adults since 2012. Most courses are accredited by the relevant national authorities and for most beneficiaries the graduation certificates may be the only formal qualification they hold. Primary monitoring data shows that these citizens live at or close to the poverty line. As Results 3.1 to 3.6 show , the beneficiaries of all TVET programmes report increased incomes, increased employment and self employment rates and increased self generated income. Monitoring work has shown a strong correlation between partner TVET programmes and improved personal economies. Efforts have also been made to target those most in need e.g. SERVE have supported YA Mozambique and YA Zimbabwe to provide TVET to rural youth in marginalised rural communities who have never before had access to affordable and effective training programmes. This economic development is sustainable because TVET graduates benefit from effective Life Skills training which helps them make good life decisions and allows them to reap the benefits of technical education. Monitoring work shows a clear improvement in knowledge, attitudes and practices around SRHR amongst young people in Mozambique and Zimbabwe. This is even more apparent when compared with control groups, who score approximately 20% lower on SRHR KAP Surveys.
Outcome 7 - Poor & marginalized citizens are better able to attain a decent living, including improved health & education, and improved employment opportunities <u>SDP Contribution</u> KRA 1 - Improved employment opportunities KRA 2 - Improved access to and attainment of quality education outcomes	

3D: Further Programme Progress

This section will cover the issues of (i) advocacy; (ii) technical assistance/oversight/accountability from HQ; (iii) SERVE's approach to sustainability and exit strategies; (iv) organisational developments; and (v) fundraising;

(i) Advocacy - The Shared Learning Event in Harare in August 2015 addressed the advocacy strategies and approaches of SDP partners. There was strong agreement that effective advocacy takes place at a number of levels - from government bodies down to beneficiary level - but that a focus on macro level advocacy alone was not always appropriate or feasible. Changing the attitudes and practices of those in positions of power at all levels in favour of the most vulnerable goes to the heart of effective advocacy. SDP partners are strong advocates for their target groups. An example of micro level advocacy is YA Zimbabwe's partnership with hospitals, youthwork organisations, the University of Zimbabwe and the Zimbabwe Association of Occupational Therapists to raise awareness about the dangers of drug abuse amongst young people. The SDP has funded community awareness initiatives linked with this campaign. SDP partners do not work in isolation from local and national government, or community and NGO networks. The YA Zimbabwe Outreach Programme is the best example of a micro level programme having influence at the meso level. As described in Sections 3A & 3B, their good reputation in the Harare area, led District Authorities to request for expansion of the model to rural areas in Zimbabwe. Through partnerships with the MYIEE and MSMECD, this has been achieved in 8 Districts since 2014 (the SDP will have funded 3 programmes by 2016). There is potential for further expansion of this model to the meso and macro level and the SDP funded YA Zimbabwe Strategic Planning exercise in 2016 will consider this. In Mozambique, YA have shared their training model and resources with INEFP on a number of occasions, in an effort to develop links between the micro, meso and macro level. They have hosted a number of study visits from INEFP, and have advocated for a stronger national TVET accreditation system. Despite these efforts, INEFP have not engaged in a serious manner with YA Mozambique. As detailed in Results 1.1 to 1.3 and previous Annual Reports, Tapologo have regularly advocated to the DoH & DoSD for a comprehensive government response to the plight of people living in squatter camps - there has been no response from government. In line with recommendations

from the External Evaluation, Tapologo and SERVE will explain these challenges to the Irish Embassy and explore advocacy opportunities during a visit in March 2016. SERVE also plan to engage with the Irish Embassy in Mozambique about issues affecting the TVET Sector.

(ii) Technical Assistance/Oversight from HQ - Since 2012, SERVE has achieved comprehensive **oversight** which has ensured programme quality and coherence with the aims of the SDP. This has been achieved through an approach which is goal oriented, promotes best practice in governance and stresses accountability. Within partnerships that the External Evaluation describes as "open and transparent", and where a "team work atmosphere prevails" (pg.10), oversight has been achieved through the following instruments:

Oversight Instrument	Impact on SDP Quality Assurance
1. Memorandum of Understanding & Annual Funding Contracts with all SDP Partners	1. Strong foundation for partnerships provides clarity on roles. Review of MOUs (at least every 3 years) allows for reflection of partnership and plans for future; 2. Clarity on use of SDP funding. Inclusion of RF Data in each contract links funding to achievement of results - promoting the RBM approach; 3. Robust governance arrangements within SDP partnerships. Clarity achieved on issue of responsibility for SDP funds when sub-granted to local partners of SDP partners. No sub-granting since 2013 - all SDP funds spent by SDP partner;
2. SDP Monitoring & Evaluation Plan including Results Framework as key management tool. Supported by External Audit, Internal Audit & Internal Control function - see Section 6	1. Achievement of M & E Plan exercises including annual monitoring arrangements, MTR, External Evaluation and financial audits have ensured adequate oversight from a PCM perspective; 2. Use of a "strong" results framework as the key management tool has "had benefits to the partners as well as to Serve in close monitoring and ensuring that the programme has as much impact as possible" (Ext Eval, pg 19); 3. Primary level data on nutrition, income & employment, SRHR & KAP of volunteers collected for first time through the SDP - has contributed to improved partner programmes and accountability to donors; 4. MTR and External Evaluation recommendations implemented - see Section 5
3. Annual evaluation of Volunteer Programme through Comhlamh CoGP mechanism	1. External validation of quality of SERVE volunteer programme. SERVE send supporting evidence to Comhlamh to prove quality of Volunteer to Build Capacity Programme. As a result of 2014/15 standards SERVE has been awarded "Comprehensive Compliance" status which is valid for 3 years
4. SERVE Regional Office in Harare, operated from July 2014 to Dec 2015	1. Improved monitoring of SDP - regular meetings with partner programme and finance staff yielded higher levels of accountability; 2. Achievement of key activities especially - Shared Learning & Training Event of all SDP partners in Harare & completion of External Evaluation
5. Placement of 4 skilled long term volunteers (LTVs) with SDP partners	1. Key role in establishment of monitoring system which has proven to be robust in gathering relevant data in a timely and cost effective way; 2. Presence of SERVE personnel in SDP countries, reporting directly to the SERVE DPM, led to strong oversight of progress towards results
6. SERVE Board review of SDP Progress - DPM reported to Board twice a year	1. Highest possible level of oversight within SERVE achieved; 2. Board ensured adequate resources available for achievement of SDP; 3. Participation in Organisational & SDP level risk analysis ensured good level of risk analysis & mitigation
7. Accreditation of partner programmes with relevant local bodies ensures sector standards are met	1. Strong oversight from local authorities through site visits and inspections ensured local partners are operating at acceptable standards 2. Beneficiaries graduate with a recognised qualification from TVET programmes which significantly increases employment prospects <i>* Tapologo meets operating standards of DoH & WHO HIV Protocols; Tsholofelo meets standards of SETA National Qualifications Framework on a number of training programmes; YA Zimbabwe TVET Programmes registered with Ministry of Higher Education and qualifications validated by Higher Education Examination Council (HEXCO); YA Mozambique training programmes accredited with INEFP;</i>
8. Governance structures of SDP partners	1. Ensured strong governance oversight at local level of SDP partner activities; 2. Ensured SDP Partners meeting relevant legal obligations; 3. Approval of annual audited accounts to support SDP reporting

Further quality assurance has been achieved through **technical assistance** provided directly by SERVE or external assistance facilitated by SERVE. This has helped to respond to gaps in our partner's work and, indeed, our own work. Much of the technical assistance provided by SERVE is in the area of **capacity building** and this is discussed in detail in Section 4 below.

(iii) Sustainability & Exit Strategies - The SDP continues to work with the same partners as in 2012. There are no examples of programmes which have continued following SERVE's departure. If SERVE were to exit partnerships, the programmes of Tapologo, YA Mozambique and YA Zimbabwe would continue. **However the programmes would be much weaker without the range of support offered by SERVE**, especially our Volunteer Programme, capacity building support and openness to supporting new initiatives (e.g. YA Zimbabwe Outreach Training). The Tsholofelo Community Skills Programme would face serious problems in continuing without SERVE support. The new governance structure is a welcome and significant step forward for institutional sustainability but Tsholofelo's ability to access other donor funding remains weak. SERVE's post-2016 plan is to focus on a Strategic Alliance with Young Africa. Transition strategies with Tapologo & Tsholofelo are being prepared, and we are guided by our policy on Exit Strategies. SERVE's approach to **sustainability** focuses on the pillars of financial and organisational sustainability and considers the following issues, some of which were detailed in Section 3 of the report:

Pillar	Issue	Learning
Organisational Sustainability	1. Local Management Structures	Good local management structures at all SDP Partners. Strengthened at Tsholofelo in 2015, ongoing review at YA International level - see Result 4.1
	2. Succession Planning	Emerged as issue at Tsholofelo in 2015 as founder and long term CEO approached retirement. As detailed in Result 4.1, SERVE supported appropriate response.
	3. Measuring Programme Effectiveness & Sustainability of Outcomes	Monitoring system is effective. Sustainability of outcomes strengthened by effective linkages between project components e.g. although the SDP is focused on the nutrition component of the TOVC Programme, the Programme provides holistic care to OVC in the areas of education, economic strengthening and social integration. YA Programmes are not limited to vocational training - they are holistic and aimed at giving young people a range of skills to make consistently good decisions about their wellbeing. Annual Reports in 2014 & 2015 show evidence & trends of sustainable outcomes for beneficiaries.
Financial Sustainability	4. Dependency Ratios	Healthy dependency ratios at Tapologo, YA Mozambique and YA Zimbabwe where SDP funding accounts for between 25 - 40% of donor funding. Main concern is Tsholofelo Community Skills Programme which is almost 100% reliant on SDP funding
	5. Income Diversity	Tapologo is a service provision organisation and does not have income generating ability but has good income diversity across a range of donors. YA Franchise Model has proven to be a sustainable source of self generated income, and is covering an average of 80%+ of core admin costs.

(iv) Organisational Development - In 2015, there was no significant change in **programme scope**. There have been two significant changes since 2012, which are explained in the relevant annual report. Briefly, in South Africa in 2013, the SDP switched from supporting the Godisanang OVC Programme to the Tapologo OVC Programme. The profile of the target group and type of work remained the same. In Zimbabwe in 2014, SDP support switched from YA Zimbabwe's existing TVET training centres in Epworth and Chitungwiza to their Outreach Training Programmes. The profile of the target group changed from urban and peri-urban based youth to rural youth. The changes were consistent with the overall goal and objectives of the

SDP. The 2014 MTR process and the 2015 external evaluation process found the scope of the SDP to be highly relevant to the needs of those in the target communities.

The most significant **organisational change** during 2015 was the decision to centralise SERVE operations in Cork. Aligned with this change, SERVE are committed to a new Strategic Alliance with Young Africa International and a restructured alliance with the Dublin Province of the Redemptorists based on a Service Level Agreement. Resources were also deployed to the development of an internal audit and control review function. This was achieved through retaining the services of an internal auditor based in Capetown, RSA. The geographical and organisational changes led to inevitable staff transitions and changes. The current staffing levels in Cork include: (1) CEO; (2) Operations manager including responsibility for the volunteering programme; (3) Development Programme Manager; (4) Communications Officer; (5) Volunteer Programme Intern. Additional staffing resources will be available in the areas of development, advocacy and internal audit through the new structures referenced above.

Significant progress has been made on Policy & Systems Development in 2015 - new policies were approved on RBM, Capacity Building, Thematic Approach to TVET, Advocacy and our MEL Policy was strengthened. These were shared with Irish Aid in October 2015. New policies on Mainstreaming, Exit of Partnerships, Complaints Mechanisms within Partnerships, Fraud & Whistleblowing have been completed and are awaiting final approval by the SERVE Board.

(v) Fundraising - The **cost of fundraising** compared with 2014 increased by 31% (from €15,048 to €19,801). SERVE's **fundraising strategy** focuses on: (1) consolidating good relationships with existing institutional donors in Ireland; (2) developing new relationships with institutional donors and trusts in Northern Ireland and the UK; (3) Implementation of a fundraising operational plan with clear targets; (4) running a higher number of "smaller" but more interactive fundraising events (e.g. Four Peaks, Run-a-Muck); and (5) building capacity of Solidarity Groups to engage in local fundraising (e.g. church gate collections, table quizzes).

4. SERVE'S PARTNERSHIP APPROACH

SERVE works solely through documented partnerships which are rooted in our Partnership Policy, and supported by the policies mentioned in the Organisational Development section above. Annex 7 provides details about our four key partners.

Since mid 2011, when SERVE and partners began designing the SDP, SERVE has played a key role in setting the strategic direction to deliver a programme focussed on livelihoods security and vulnerability. This was achieved, for example, through (i) making strategic decisions about which components of our partner's work were most suited to the SDP framework; (ii) making a strategic decision to support development and maintenance of OVC Centres and Wellness Clinics at Tapologo; (iii) integrating short term and long term volunteering support into the SDP in a focused manner; (iv) making a strategic decision to support the Outreach Skills Training Programmes at YA Zimbabwe, which are now being replicated in other districts in Zimbabwe; and (v) strategic risk analysis and risk management through the maintenance of comprehensive SDP and Organisational level Risk Registers. Key to setting the strategic direction was SERVE's decision to position ourselves as an organisation committed to building the capacity of our partners in order to achieve the highest possible levels of **quality assurance**. As the SDP has developed, the focus on capacity building has increased as gaps have been identified. The External Evaluation states that "institutional capacity building is a major part of the programme, and though all parts of the programme are flexible and responsive to change, the capacity building element of the programme is particularly strong, being responsive and flexible to partners' needs" (pg. 8). Through a mixture of externally facilitated and SERVE facilitated exercises, SDP partners have strengthened their skills base with regard to programme implementation, MEL, governance and strategic planning. In addition to the targeted capacity building programme at YA Mozambique (see Result 3.5) and the capacity building work on governance (see Result 4.1), the main capacity building initiatives include:

Capacity Building - Technical Assistance	Impact for SDP Partner
<p>1.RBM, Advocacy & Youthwork Training Event Held in Harare, 2015. Facilitated by Corat Institute, Youthlink NI & SERVE</p> <p>33 participants from all SDP partners took part in the one week training programme</p>	<p>(1) Whilst some participants in the RBM training were aware of facets of the RBM Approach, for almost all, it was their first time to receive comprehensive RBM training. Participants noted that the course provided a "new way of thinking" about how to manage ongoing programmes, and also how to prepare for new funding applications. The SERVE DPM notes that all participants show a greater understanding of the RBM approach, and discussions now take place at a more technically advanced level. The External Evaluation described the Training as a "huge benefit to all who participated";</p> <p>(2) The Advocacy training component allowed for sharing of each organisations experience with advocacy. YA Zimbabwe shared their experience of linking the micro and meso level. Participants learned how to develop well planned and adequately funded Advocacy Strategies;</p> <p>(3) The final component focused on Best Practice Youthwork Skills and was co-facilitated by a SERVE staff member who is a trained Youth-worker and a staff member from Youthlink Northern Ireland. Working effectively with young people in an informal setting is a difficult skill. Traditional teaching methods may not work so it is important for teacher/trainers to have at least a basic level of youth work training. All participants learned new methods of engaging and working with young people.</p>
2. Strengthened Monitoring, Evaluation and Learning Structures at all partners, especially RBM (since 2012)	SERVE has led the way on the design and implementation of an appropriate Monitoring, Evaluation and Learning plan for the SDP. With regard to capacity building of partners, partner staff have developed their skills and experience with regard to RBM. Partner staff are now very capable of collecting robust monitoring data. This has contributed to a Results Framework which the External Evaluation describes as a "living management tool which is used by SERVE, as well as partners ... to track progress on all aspects of the Programme".
3. Training of Trainers Workshop in Child Protection, attended by Tsholofelo staff. Facilitated by Keeping Children Safe in Dublin (2014). Ongoing follow up in 2015.	<p>SERVE monitoring visits have noted the following outcomes:</p> <p>(1) Improved child protection environment at Tsholofelo's projects evidenced through child protection statements on display, detailed register of all visitors, all children sign in and out for attendance purposes, gates are locked at all times when children are in class and there are documented procedures in place for reporting of child protection issues;</p> <p>(2) Through the training of trainer's model, all Tsholofelo staff are more aware of child protection risks and in turn this has led to improved awareness of child protection issues amongst children and parents/guardians;</p>
4. External evaluation of YA Zimbabwe's Holistic Youth Empowerment Programme and Strategic Planning Process- Completed by Africa Community Development Research Centre	<p>(1) The Evaluation highlighted a number of successes, and challenges affecting the YA Zimbabwe model. The positives and negatives raised by the Evaluation, and YA Zimbabwe's response, formed part of a successful application to the EU for the expansion of the YA training model in Zimbabwe, especially through Outreach Training Programmes;</p> <p>(2) The Evaluation also highlighted the importance of robust Strategic Planning, and SERVE are committed to funding and guiding a new Strategic Planning process at YA Zimbabwe in 2016. This process will improve the sustainability of YA Zimbabwe and further increase the impact of its work</p>
5. Finance Training for Non Finance Staff at YA Zimbabwe, facilitated by KCM Consultants (2013)	The training was undertaken in response to weaknesses highlighted when SERVE completed the Mango Financial Health Checklist. YA Zimbabwe management have reported that the training resulted in improved understanding of the financial reporting process amongst all YA staff. This has improved the standard and timeliness of internal financial reporting
6. Research into Industry Needs in Mozambique, YA Mozambique (2013/14). Completed by Paula Rebelo, Consultant	<p>(1) YA Mozambique is now more aware of the opportunities and challenges facing young graduates as they seek full time employment, and findings have been integrated into their placement system which the Evaluation described as "excellent";</p> <p>(2) Renewed efforts to modernise training equipment to improve employment prospects of graduates. SERVE secure funds to support these efforts;</p> <p>(3) Increased focus on "workplace exposure visits" and workplace preparation</p>

	for graduates, who are setting foot in a formal workplace for the first time and are completely unaware of their rights and what is expected of them. The Entrepreneurship Promoter plays a very important role here;
7. Targeted support to Capacity Building roles amongst partner staff - Life Skills Teacher at YA Zim & EP at YA Moz	(1) SDP funding allowed for employment of YA Zimbabwe's first ever full time Life Skills Teacher in 2012. This strengthened quality of life skills teaching to youth, which is valued very highly by YA students; (2) The Entrepreneurship Promoter position has made a contribution towards healthy financial sustainability levels & improved microcredit repayment rates;
8. Development of Young Africa Life Skills Manual (2014)	In partnership with Young Africa, SERVE participated in the development of a Life Skills Manual and workbook which is now used across all YA projects. SERVE contributed to sections on SRHR and Youthwork, and funded the design and printing. The development of standardised resources is improving the standard of Life Skills teaching across YA Centres.
9. Long term volunteer component Since 2012, 4 long term volunteers have filled capacity building roles within the SDP	(1) Initial training on RBM systems provided by LTV which built the capacity and confidence of partner staff in 2012. The benefits of this training have sustained throughout the SDP; (2) Improved skills around communication, public relations, network building and qualitative monitoring for partners following placement of skilled LTV between July 2014 and December 2015; (3) Placement of LTV at the new YA Hub office in Harare from November 2015 to 2016 will support YA's plans for expansion of their TVET model
10. Short term volunteer component Since 2012, 137 short term volunteers have travelled to RSA & Mozambique	These points have been raised earlier in the report but briefly, include: (1) Skills transfer in the areas of nursing, childcare teaching, English, computers, construction, engineering and youthwork; (2) Investment in the SUaS group has supported creation of a youth group who are active in the squatter camps in South Africa;

The four "local" partners are the direct recipients and managers of SDP funds. In 2015, SERVE had an Irish Aid budget of €278,646 (excluding 2014 carryover). A total of €217,359 (78%) of Irish Aid funding was on-granted to the partners for direct programme costs. The on-granted amount per partner was: Tapologo - €40,000 (14%); Tsholofelo - €42,313 (15%); YA Zimbabwe - €55,000 (20%) and YA Mozambique - €79,546 (29%). An amount of €28,350 (10%) was allocated to the Volunteer to Build Capacity Programme (short & long term volunteer). An amount of €16,718 (6%) was allocated towards Programme Quality costs. An amount of €16,719 (6%) was allocated to SERVE HQ admin costs. The trend since 2012 is as follows:

Year	IA Budget (inc annual carryovers)	On Granted (Amt/%)	Vol Prog Allocation (Amt/%)	Prog Quality (Amt/%)	HQ Admin (Amt/%)	SERVE Org Level On Granting % ¹
2014	€301,135	€233,426 (78%)	€33,963 (11%)	€16,638 (5%)	€17,108 (6%)	74%
2013	€318,512	€234,426 (74%)	€34,235 (11%)	€30,678 (10%)	€17,435 (5%)	60%
2012	€290,573	€224,000 (77%)	€32,000 (11%)	€2,598 (1%)	€17,435 (6%)	59%

5. MONITORING OF THE SDP

The SDP's focus on outcome and impact level monitoring has strengthened reporting standards and accountability across our wider network of programmes. The SERVE MEL Policy and RBM Guidelines, updated in 2015, have prescribed an appropriate monitoring approach across three Tiers of programmes that SERVE support - Tier 1 relates to Irish Aid funded programmes, Tier 2

¹ See relevant SDP Annual Report for explanation of these figures. Due to timing of transfers and SERVE's financial year ending on 31st January, the figures for 2012 & 2013 are artificially lower. In reality the 2012 figure is 80% and the 2013 figure is 76%

relates to Misesan Cara funded programmes and Tier 3 relates to standalone projects with non SDP partners. The RBM approach is central to monitoring Tier 1 and Tier 2 Programmes. Learning from the RBM Approach on the SDP has improved monitoring standards on non SDP programmes. For example, (1) a comprehensive outcome focused M & E framework was developed and implemented for the Redemptorist's Water for All Programme in Mozambique which is supported by Misesan Cara. This is delivering outcome level data for the first time; (2) YA Namibia (not part of SDP) are using the same monitoring tools as YA Zimbabwe & YA Mozambique. Examples of **lessons learnt** from the monitoring process, and changes made to the monitoring process and programme implementation as a result, include:

Lessons Learnt arising from Monitoring	Changes Made (to monitoring process & programme implementation)
1. TOVC Nutrition data gathered for first time as part of SDP, and its value quickly became apparent. Data highlighted nutrition crisis facing OVC & identified numerous severe cases	Initially data was gathered every quarter, but given the scale of the nutrition crisis this was deemed inadequate. In 2014, SERVE & Tapologo decided to gather data each month to help with tracking and elimination of severe cases (achieved), and preventing occurrence of severe cases amongst OVC (achieved)
2. Adults in squatter camp communities in RSA are not comfortable with discussing sexual and reproductive health issues. Young people are comfortable with such discussions. SERVE learnt that we must take a more careful approach to design of monitoring plans for different cohorts.	A number of changes were made to the monitoring process to try and secure SRHR data from adults. First, the monitoring tool was redesigned by SERVE in an effort to make it more acceptable to adults. Second, the monitoring work was completed by a peer of similar age and social background. In 2014, in the face of continued resistance, a decision was taken to halt SRHR monitoring so that the reputation of Tsholofelo was not damaged
3. Monitoring work with microcredit beneficiaries in Mozambique (FGDs, interviews) highlighted frustration with size of loans - seen as too small to make business ventures viable	SERVE and YA Mozambique agreed to increase the size of loans available to YA Graduates & Franchise Holders in 2014 & 2015. A more structured "instalments" based payment system was also agreed with beneficiaries. EP increased frequency of meetings with beneficiaries from monthly to every 2 weeks.
4. Monitoring work with YA Mozambique graduates (FGDs, interviews, employer research) highlighted challenges in transitioning to employment. Students also reported corruption (paying HR manager a fee) as a barrier to securing job	Number of exposure visits for YA students to medium & large scale employers increased (funded by SDP). Training components added to provide more information to students on their rights and responsibilities as employees, and rights and responsibilities of employers.

Section 3.A outlined the main changes in context affecting the SDP and steps taken by SERVE and partners as a result. Analysis from SERVE and SDP partners, the MTR process and the External Evaluation process in 2015 found that the SDP remains **highly relevant** to the needs of the target communities, in some cases even more so, as result of the changing context. The following table expands on the most relevant context changes in each country and considers the impact on the relevance of the intervention strategy, bottlenecks and mitigation:

Context Change	Impact on Intervention Strategy Relevance	Bottlenecks & Mitigation Strategy
1. RSA - Government decision to restrict ARV provision to government run clinics only	Decision taken at macro level does not consider consequences for 250,000 PLWHA. The underlying intervention strategy of providing healthcare is more relevant than ever. The need for holistic support to targeted PLWHA is more important considering the threat to ART adherence rates.	Bottleneck: Former Tapologo ART patients not attending Wellness Centres after receiving ARVs from government clinics Likelihood: Medium to High (ongoing) Impact: High Mitigation: (1) Investing in facilities to turn Wellness "Clinics" into Wellness "Centres"; (2) HBCGs active in community to encourage Centre attendance; (3) Adherence awareness programs;
2. Zimbabwe - Continuous	Intervention strategy of providing young people with skills for	Bottleneck: After graduation, YA students unable to access formal employment or develop viable income

economic decline affecting all levels of society, including YA graduates	employment and income generation is more relevant as economic collapse has increased the number of marginalised and vulnerable. Young people who leave school cannot find formal work, and are ill-equipped to generate income in what is now primarily an informal economy	generating opportunities Likelihood: Medium (Ongoing) Impact: Medium to High Mitigation: (1) Linking with Mastercrafts Persons at community level; (2) Provision of ILO business & life skills gives graduates an advantage in informal sector; (3) Developing links with the limited number of medium & large businesses for internships, job placements; (4) Microcredit funding
3. Mozambique - Significantly reduced annual rains due to climate change affects Agri Tech productivity & prospects for graduates	Although the lack of rain is making the work of Agri Tech much more difficult, it reinforces the relevance of the intervention strategy of giving marginalised access to modern agri skills that are effective, sustainable and environmentally friendly	Bottleneck: Training programme for Agri Tech students is restricted, and Agri Tech graduates unable to implement learning on their own land Likelihood: Medium to High (Ongoing) Impact: Medium to High Mitigation: (1) Significant investment in drilling boreholes, irrigation canals, water tanks & use of drip irrigation to use water efficiently - this has allowed training courses to continue with minimal disruption; (2) Establishment of Incubator Programme at Agri Tech campus gives graduates opportunity to implement learning & grow produce for sale. However, it is very difficult on their home plots. YA is exploring opportunities with local companies and international NGOs to fund kits for graduates that will include set up of drip irrigation at home plots

In September 2015, the External Evaluation made four recommendations directly related to SERVE, and a number of recommendations for each partner. This section focuses on the four SERVE recommendations and two partner recommendations, where SERVE has used its influence to encourage action. SERVE has made a timely response to most of the recommendations - those that are outstanding will be addressed in 2016:

External Evaluation Recommendation	Action Taken by SERVE/Partner
1. The Harare Training Week should become an annual event	In broad terms, SERVE accept this recommendation but making the Training Week an annual event is difficult given the costs involved. SERVE believes that supporting individual training initiatives and making the Training Week a bi-annual event is more prudent
2. All partners need to have clear Strategic Plans. SERVE is ideally placed to support this development	SERVE accept this recommendation and are taking a phased approach to achieving it. As the first step, we have budgeted to support a Strategic Planning Process at YA Zimbabwe in 2016
3. SERVE should build its advocacy relationship with the Embassy of Ireland in RSA, focussing on the situation of people in squatter camps	SERVE accept this recommendation and has made contact with the Embassy who will be visiting SERVE's partners in March 2016. This will provide a chance to raise awareness about the plight of people in squatter camps & explore advocacy opportunities
4. Cross cutting issues and mainstreaming of them should be catalogued in SERVE's next Strategic Plan, so that all partners and donors are aware of how this work is carried out	SERVE accept this recommendation. A Mainstreaming Policy has been completed & is awaiting Board approval. It will then be shared with Irish Aid, and will contribute to a new Strategic Plan from 2017. The Evaluation acknowledges that "mainstreaming of cross cutting issues (HIV and AIDS, Gender, Environment, Disability and Human Rights) exists in practice but has not been catalogued sufficiently"
5. Tsholofelo - Need for a strong governance structure to facilitate the growth of new NGO structure	SERVE & Tsholofelo accepted this recommendation, and by the end of 2015, a new Governance Structure was implemented
6. YA Mozambique - Examine the scholarship system, and increase the amount of funding available to students	SERVE & YA Mozambique accept this recommendation. In 2016, the Metica's value of Scholarship funding from the SDP has doubled and the amount per student will be increased

6. SDP EXPENDITURE & SERVE'S KEY FINANCIAL INFORMATION

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

Category	2015 Budget €	2015 Spent €	% Variance
Direct Costs (inc 2014 carryovers)	260,731	254,684	2.3%
Programme Quality Costs (inc 2014 carryovers)	18,304	18,304	-
HQ Admin Costs	16,719	16,719	-
Total	295,754	289,707	

The under-spend (all in the field, none at SERVE HQ) of €6,047 consists of:

Component	Amount €	Reason
YA Agri Tech Incubator Programme	4,217	Programme began in early 2015. Installation of drip irrigation system was slower than expected, meaning lower no of users than planned at this stage.
YA Agri Tech Housing for Experts	353	Minor works to be completed in 2016 - used for LTVs, overseas experts to boost skills transfer to Agri Tech
YA Agri Tech Food Processing Unit	1,477	Delay of releasing equipment from port pushed back implementation of FP Unit by 18 months.

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

SERVE operates in the two jurisdictions on the island of Ireland. SERVE operates under distinct charity numbers in the South of Ireland and the North of Ireland. Separate accounts are maintained for the two charities. The financial aggregate outcome for SERVE is included in Annex 3. The financial information for SERVE, in both jurisdictions, for 2015 is as follows:

	RoI €		NI €	
	YE 31-01-2016	YE 31-01-2015 (As per Audited Acs)	YE 31-01-2016	YE 31-01-2015 (As per Audited Acs)
Total Income	715,745	1,207,006	93,611	204,275
Total Restricted Income	490,305	1,012,897	28,450	109,999
Total Unrestricted Income	225,440	194,109	65,161	94,276
Grant Income	278,646	765,947	0	0
Voluntary Income	437,099	441,089	87,034	202,300
Irish Public	368,236	319,753	87,034	203,970
Total Resources Expended*	969,297	1,516,926	62,379	156,212
Direct Charitable Expenditure	951,702	1,496,792	52,262	145,776
Direct Programme Costs	908,012	1,444,948	39,843	121,420
Unrestricted Reserves	52,358	90,370	98,160	103,971

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

Commentary

The financial outcome for the year ending January 31st 2016 shows:

- The SERVE/Irish Aid ratio in 2015 was 66%:34% or €278,646:€809,356;
- Unrestricted Income is 36% of total incoming resources compared with 22.5% in 2014, and 15.3% in 2013;
- The 42% reduction in Total Income is due to **(1)** The absence of Misesan Cara funding of €480,805; **(2)** Fall in Development Appeal Income of €36,410 and £62,159 due to fewer volunteering programmes and hence less fundraising activities through volunteers; **(3)** Fall in Irish Aid income of €6,496; **(4)** Reduction in interest income; **(5)** Reduction of €12,881 and £14,078 in Volunteer Contribution due to fewer volunteer programmes;
- Expanding on the fundraising issues raised in Section 3D, The percentage change in income from fundraising activities was as follows: **(1)** Events based fundraising (+10.2%); **(2)** General Donations (+71%); **(3)** Standing Orders (-9.35%); **(4)** Flip Flop Friday Appeal (+9.6%); **(5)** Solidarity Gifts (+114%).
- The reduction in Unrestricted Reserves by 33% is due to **(1)** Costs funded from unrestricted funds in running the Harare office and Shared Learning events; **(2)** The increase in staff numbers 2014/2015;
- The Unrestricted Reserves are at 7 months of operational running costs and considered adequate but requiring concerted effort to grow and strengthen;
- The income from Third World Groups remained consistent. The failure to secure a UK based large institutional funder is disappointing;
- The excess of expenditure over income of €222,320 represents completion of development projects for which there were reserves at the beginning of the year as well as utilisation of €65,574 unrestricted funds to fund approved activities;
- Expenditure percentage patterns were consistent with previous years and in line with budget;

The External Evaluation states that within the SDP, "financial planning and financial management seem efficient and conform to best practice" (pg. 10). The SDP budget has clear targets for fundraising which incorporate the Volunteer to Build Capacity Programme and fundraising from other donors. For example, the 2015 budget included funding for new training equipment at YA Mozambique and this target was achieved through funding from Electric Aid. The DPM directly manages the SDP budget to ensure costs are managed carefully. Oversight is provided by the SERVE Board & Subcommittees. Ensuring value for money is critical for SERVE - limited resources means expenditure must be carefully considered and linked to Results Framework metrics. Examples of how cost efficiency based decisions are made include: (1) Cost-benefit analysis show value of investing in new training equipment for YA Programmes; (2) The decision to close the Regional Office in Harare after a cost-benefit analysis. The availability of the current LTV to move to Harare presented an opportunity to maintain good MEL oversight in a sustainable manner; (3) The decision to aim for large scale joint training events between all SDP partners on a bi-annual basis, whilst supporting smaller scale training on an annual basis. A robust case can be made for the SDP balancing economy, efficiency and effectiveness in delivering change for our target groups. In line with **Value for Money** considerations promoted by Bond², the SDP does the following well:

1. Resource Allocations linked to performance data rooted in an RBM approach - for example, (i) investment in training equipment & capacity building initiatives at YA Mozambique increased after evidence of change; (ii) following successful pilot Outreach

5. There is evidence of *sustainable outcomes & multiplier effects* for beneficiaries within the SDP - e.g. (i) SUaS volunteering group in RSA inspired by SERVE volunteers; (ii) TVET beneficiaries in RSA report increases in self esteem and personal development; (iii)

² https://www.bond.org.uk/data/files/Value_for_money_intergration_into_the_programme_lifecycle_Jan_2012.pdf

Training Programme with YA Zimbabwe in 2014, SDP continued support in 2015 & 2016.	the majority of TVET beneficiaries in rural areas report that they are more likely to stay in home communities
2. Programme Relevance - the External Evaluation and MTR process affirmed the relevance of the SDP's intervention, even after significant contextual changes	6. Learning has been documented through internal evaluation, MTR and External Evaluation. This learning can be incorporated into future programmes
3. In discussing SDP Results, Section 3 monitoring data shows that the SDP is broadly achieving what it set out to do and has outlined what would have likely happened without the SDP	7. There are good levels of financial sustainability at 3 of 4 SDP partner. The SDP has strengthened financial sustainability at YA Mozambique by helping FH to develop their businesses
4. In all target communities, SDP partners are avoiding duplication of services . This is especially true in South Africa. The SDP is also targeting some of the most vulnerable in each target community - e.g. OVC in RSA, disabled and scholarship youth in Mozambique, rural youth in Zimbabwe	8. Costs are monitored at Activity/Output Level to assess effectiveness of allocations. Where there are variations in costs, reporting has provided clear explanations to stakeholders. SERVE believes that the level of indirect costs at partner and HQ level are appropriate for the SDP

The SDP can improve in the following Value for Money areas:

1. Improve on building synergies with existing programmes in target communities to boost advocacy efforts and overall effectiveness	3. Support TOVC Programme in RSA to scale up its intervention to address nutrition crisis in target communities
2. Develop better metrics on volunteering in general and especially the impact of volunteering in benefitting communities	4. Do more work on comparing the costs of different development strategies , e.g., Tsholofelo's community TVET approach vs. Young Africa's centralised approach

Audit Assurance

The annual audit for SERVE in both jurisdictions in Ireland for the year ending January 31st 2016 will commence in May 2016 and should be finalised by the end of June 2016. The audited accounts as always will be forwarded to Irish Aid. During 2015, SERVE completed the following audit work on the SDP and on the other projects/programmes in our development portfolio:

- Annual External audit SERVE completed by Dublin based auditors;
- Internal audit of significant partner in Zimbabwe;
- Internal control reviews of 6 partners in six countries;
- External audit of Tapologo OVC programme, covering expenditure related to the TOVC Programme including expenditure on the Nutrition component as funded by the SDP;
- External audit of Tapologo Development Programme Audit, covering expenditure related to Wellness Clinics, Volunteering Programme as funded by the SDP;
- External audit of Tsholofelo Community Skills Training Programme, which covers the entire programme as funded by the SDP;
- External Organisational Audit of Young Africa Zimbabwe covering funding received through the SDP programme;
- External Grant Audit of Young Africa Mozambique specifically covering funding received through the SDP programme;
- Forensic Audit and 100% verification audit of partner in Zimbabwe;
- External audits of four other partners;

SERVE aims to achieve audit coverage of between 75% to 85% of expenditure annually. The internal control review work has helped develop a very good baseline for engagement with partners and helps SERVE to monitor progress towards strengthened internal controls in partners systems. The internal audit work and external audit work yields helpful points for engagement with partners. SERVE are committed to increasing the amount of financial monitoring completed on partners during monitoring visits and are planning to strengthen the skills base of finance and non financial staff in this area.

