

“Tackling Displacement by Strengthening Partners”

A project funded by The Baring Foundation

**Implemented by Village Aid UK,
and partner organizations in Sierra Leone and Ghana**

ASSESSMENT REPORT

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Appendices to this report

- 1) Sierra Leone conference notes
- 2) Village Aid learning paper “Literacy for Life”
- 3) Partner Capacity Building Questionnaire

PART 1 INTRODUCTION

Village Aid was set up in 1989 and since that time, it has established partnerships in five countries in West Africa which have a number of NGO's and CBO's. The aim of Village Aid is to find innovative and sustainable ways to support community development amongst the rural poor especially women and young people. The mechanism of operation for this organization is building long term direct partnerships with local NGOs in The Gambia, Cameroon, Nigeria, Sierra Leone and Ghana. Characteristics of such organizations that are partners to VA is the fact that in their various countries, they are localised in rural communities, thus being in the best position to reach excluded groups. Ghana and Sierra Leone have identified groups that are associated with displacement of population by conflict and environmental problems, thus benefiting from the Baring Foundation fund to address these issues through REFLECT literacy programs in there communities.

Table 1: VA Partners in West Africa

Country	Organizations	Funds from Project	Contributed learning to project
Sierra Leone	SLYEO, MMYDA, TADA, TACYDA, LYEO	Yes	Yes
		No	Yes
Ghana	YOWE, SIMLI	Yes	Yes
The Gambia	AVISU	No	Yes
Nigeria	ADA, EOCDF	No	Yes
Cameroon	MBOSCUDA	No	Yes

Village Aid works with such partners by building their capacities, ensuring that there are sustainable development programs that focus on the marginalized, increase their professionalism and improve staff skills, encourage partners to share knowledge, learning and good practices.

The goals of the Barings project were:

- *To enhance Village Aids effectiveness in reporting organizational development of its African partner organizations to develop and scale up their work with young people who have been displaced and excluded through civil conflict or economic migration.*
- *To strengthen local partners in Ghana and Sierra Leone who are working in threatened rural communities to secure displaced and excluded young people as respected local resource persons.*
- *For communities to better understand and practically tackle the forces driving resource conflicts and economic migration, as well as deal with their ongoing impacts.*

The specific program objectives included the following:

1. *Drive the process of organizational development that would build the skills and capacity in program management, fund raising, delivery of services, advocacy and communication strategies and development of local and international support networks.*
2. *Develop innovative models of best practices that all partners can use to enhance their participating, communication and management tools.*
3. *Strengthen the West Africa networks to VA partners as a source of exchanging of ideas, information, shared learning, training and development of best practices.*

1.1 African Consultancy

African consultants have played a key role in helping Village Aid to introduce an effective peer learning amongst its partner organisations. At the UK conference in 2007, Alache Ode supported Village Aid and partners to develop a new partnership framework and agreement. This process has been documented in the project year 2 report, and these documents are now being implemented within all Village Aid partnerships.

Building on this work during 2008, Momoh Taziff Koroma of Forah Bay College in Freetown was hired to evaluate the impact of the project over the last three years, assessing the value of project activities to all partners. This was carried out by:

- Usage of questionnaires with all partners in Sept and Oct 2008
- Observing activities and partners of the conference

- Facilitating discussion and analysis between VA and its partners on the final two days of the conference which was set-aside for the the purpose
- Exploring relationships between VA and its partners to see how the relationships involved contribute to each organization’s development and what the opportunities are for improving the relationships with a view to increasing the impact of work
- Evaluating the long-term impact of Baring funded activities in each country context through discussions with partners.

1.2 Evaluation Aim

The evaluation of the Baring’s project would try to assess VA’s activities and how these have assisted in answering the following key questions.

1. How the organization has used advocacy to reduce the migration rate of young people.
2. How the organization has increased literacy facilities networks.
3. The value of the project to the partner countries– Sierra Leone and Ghana in terms of what they would have been unable to do in the absence of the Baring fund and the lessons they have learnt.
4. Finally, the evaluation will look at the whole approach of the Baring project, identifying how the partners have grown within the last three years, highlighting outcomes, challenges best practices and their plans for the future.

1.3 Evaluation Methodology

The evaluation made specific use of the following documents and research activities:

1. Baring Foundation Annual Reports year 1 (2006) and year 2 (2007) titled “Tackling displacement by strengthening partners”.
2. Presentations made by the organizations themselves in the conference held at Yonibana, Sierra Leone 2008

3. Information obtained from questionnaires distributed to all partners covered a range of topics, and generated information about partner experiences in the following areas;
- (i) Strengthening of organization.
 - (ii) Organizations taking lead in developing the project
 - (iii) Literacy facilitator's network.
 - (iv) Partnership conferences
 - (v) Dialogue with duty bearers (advocacy)
 - (vi) Activities in tackling migration
 - (vii) Functional literacy themes covered and levels literacy utilized in the reflect project.

The activities undertaken by VA and partners included financial contribution, mobilization, institutional building, African consultancy supporting conferences, providing training etc. This review of the three year's activities is intended to highlight the best practice achieved by the participating organizations.

1.4 Project Financial Management

The provision of a block grant simultaneously with partner's financial contribution and activity reports removed the idea of total dependency on the Baring project fund. In short, the arrangement meant that partners were contributing to the project as were VA. Training in core cost realization for the partners provided an opportunity for continuation of projects and organizational self-reliance and financial survival at the end of the Baring fund.

Block grant project funds were distributed to partners on an annual basis, subject to satisfactory finance and activity reports received by Village Aid. All partners had to develop a budget for their intended annual expenditure as part of this report. Annual audits have been carried out by each partner in line with good governance, with project-funded income and expenditure clearly identified within the annual accounts.

PART 2 OVERVIEW OF PROJECT ACTIVITIES

2.1 Village Aid

Institution-building

Within the first two years VA reported the development of a UK advocacy desk through linkage to local universities, developed a learning platform and provided support to the Ghana conference in year one. In addition, VA reported organizing the partner conference in the UK, including a series of public networking and advocacy activities, developed Terms of Reference with partners and hired a facilitator for a three day partner consultation and developed learning materials which are useful for the REFLECT Literacy.

Through the Ghana Conference in 2006, partners in West Africa obtained knowledge and skills from VA presentations on micro-credit, conflict, transformation and REFLECT training. This was followed by the UK conference in June 2007, which offered an opportunity for VA partners to meet each other once more as well as to interact with UK academics. Village Aid support for this conference was crucial in the development of a stronger network for partner organizations in the UK. Through the conference, partners got to know representatives of European Parliament thereby creating further avenues for possible support to organizations.

The 2008 conference held in Sierra Leone was particularly important for the accomplishment of VA development plans because through it, partners further shared learning in governance, fund-raising and leadership. VA was able to provide models on leadership. Through VA's World Café approach to governance, VA was able to facilitate partners to point out things that would improve governance of their various organizations.

The 2008 conference had the following goals:

- To finalize the partnership framework and consolidate partnership agreements

- To share practical skills and experiences on organizational development and areas of technical expertise
- To strengthen the network of Village Aid partners as a resource for the exchange of ideas and information
- To finalize inputs from the year two conference and complete the literacy frameworks
- To evaluate partners' experiences of the Barings Project over the last three years, assessing the value of the project to partners

A review of the management of the Baring fund in relation to institution building would show innovative approaches to strengthening VA through learning from informed people in the universities/academic institutions. In addition, there is evidence of the willingness of VA to strengthen its advocacy base which would attract more funding and lead to greater allocation of funds to support activities in West Africa. By moving conferences from UK to Ghana and Sierra Leone, VA created the opportunities for all partners to learn from each other in a practical setting (i.e. within rural and marginalized communities).

A very important advantage in this approach is the idea of partnership which it engenders. It is innovative in the sense that most NGOs are unidirectional in their relationship with partners – funding projects but were interested on equal grounds in the home soil of beneficiary communities.

Organizational development

VA upgraded its information processing ability through the acquisition of a computer capable of processing media and advocacy inputs, they upgraded network hard drive with a new server and broadband and internet access and invested in SAGE software accounting package, therefore accelerating its work and improving its accuracy. This was found to be evidence of the organization having a vision that improved communication and data processing can enhance its efficiency.

Development of the Partnership framework

The partnership framework was developed at the second annual conference. This provided a matrix of roles, responsibilities, expectations and mechanisms for each partner. The good thing about this framework is that it disambiguates VA partner's relationship which could serve as a model for partner relationships with other CBOs.

Besides the finalization of the partnership framework, an important outcome of the Sierra Leone conference was the introduction of the issue of governance and the development of Institutional Literacy. This would improve the organizational structure and management of partners' individual organizations. The key impact on partners was the ability to examine their own organizations and come up with practical ways to identify problems and their solutions.

Learning and Development of Best Practice

This set of activities supported VA and its partners in the following:

- Holding of 3 partner conferences and workshops in all partner countries.
- Establishment of Project Steering Committee which involved representatives from partner organizations. From the work of this Committee, there was increased participation in the management of the project.
- Establishment of a partnership framework to help guide the development of working relationships. This document also sets targets for good governance and organizational development.
- The A-Z of Good Governance was used to explore the concepts of transparency and accountability. Through this model, partners gained knowledge on the function of the Board and Chair, the importance of equality and diversity, mechanisms of handling conflicts within the organization, the necessity for review goals, funds and adjustment to new challenges
- VA created knowledge capital through the development of four functional literacy papers in the areas of political, environmental, legal and economic

- Conduct of research and accessing funds from DFID to further boost partner organizations' projects relating to economic migration. For example, VA's project proposal for the study of innovative agro-forestry and paralegal programs undertaken by SIMLI in Northern Ghana.
- Consolidation of partner expertise in REFLECT and other participatory methods into a VA learning paper , "Literacy for Life", to be published in January 2009, shared with all stakeholders and made available from VA website.

2.2 Sierra Leone Youth Empowerment Organization (SLYEO):

Capacity Building:

To improve the running of its office, SLYEO through the network created by the Baring Project was able to recruit a new VSO volunteer to support the development of strategic planning, organizational management and fundraising skills among management staff. SLYEO Executive Director was part supported to do an MA in Peace and Conflict Studies. This created an opportunity for SLYEO to link theory and practice in working with people displaced by conflict.

Dialogue with Duty Bearers:

SLYEO, like MMYDA and TADA provided support for civil society awareness raising and participation and scrutiny of national elections. Advocacy workshops were held with the District Councils on priority concerns of young people affected by displacement. SLYEO was able to resolve the Mile 91 student–police conflict through bringing together and holding dialogue sessions with key stakeholders in the conflict. The Peace Committee was initiated through social drama in the community.

Tackling Migration:

SLYEO provided refresher training for young single mothers and circle facilitators and organized a workshop on gender awareness promotion. Through the Baring fund, SLYEO was able to establish peace clubs in five secondary schools and engage in outreach, debate, quiz and prizes including two peace scholarships per school.

In working in Kono, SLYEO worked in partnership with TACYDA, and supported them to participate in this project in their own right, although TACYDA was not originally a partner in the project proposal. TACYDA activities are reported in section 2.4.

2.3 Malal Mara Youth Development Association in Sierra Leone (MMYDA)

Capacity-building

- The organization was able to secure an office space on its own
- Training and workshops on IT Resource
- Distance learning through Cambridge course for the Coordinator
- Establishment of nine additional learning circles with learning materials
- MMYDA implemented a six month project on HIV/AIDS with YAPAD and the acceptance of the existence of HIV/AIDS in the Malal-Mara Chiefdom – a Muslim dominated community was achieved.
- Skills training in micro-credit is still on-going while refresher training is being carried out on agriculture
- The organization has also formed a Council of Advisers in order to improve its governance
- In order to improve its legal status, MMYDA has renewed its Certificate of Registration to the District Council and Ministry of Land
- Reclaimed land is being used for agricultural purposes

Partnership Conferences

MMYDA attended the partnership conferences in Ghana and Sierra Leone but was unable to attend the UK conference due to issues with visas, however through these conferences MMYDA was able to gain new learning and unlearning of project activities that were implemented.

Literacy Facilitator Networks

- Organized literacy trainings for facilitators of learning circles

- Social drama groups formed skits and role plays for circles
- Monthly meetings and review of strategic plans

Dialogue with Duty Bearers

- Meeting with Counselors in the formation of Ward Committee Council
- Submission of a proposal to District Council
- Chief conferences and beneficiaries

Work Done to Tackle Migration

1. Micro finance loans
2. REFLECT literacy sessions
3. Livelihood support on agricultural tools and seeds
4. Training on the girl child education
5. Legal Literacy
6. Economic Literacy
7. Environmental Literacy

2.4 Tankoro Chiefdom Youth Development Association in Sierra Leone (TACYDA)

Capacity building

- Other agencies like CARE have entrusted their organization with projects for implementation. They were given a motorbike to facilitate the movement of their coordinator to monitor the CSCF and run the affairs of YSM initiated by Village Aid support. In addition, a donation of a digital camera was made towards institutional support.
- Land reclamation and youth employment have been the two linked projects. REFLECT circle members have been engaged in reclaiming diamond mined pits and turning it over for agriculture. Because of this, vast areas of once abandoned useless pits are now being used to grow vegetables and root crops.

Partnership Conference

- TACYDA participated in the Sierra Leone conference and generated some good learning and shared experiences

Literacy Facilitator Networks

- Monthly meetings have taken place regularly
- Facilitators have received a regular stipend to maintain motivation

Dialogue with Duty Bearers

During the year, a chief conference was held to sensitize people on the plight of young single mothers and together plan a way forward for these categories of people in the community. During the chief conference, important stakeholders such as out-of-school young boys and girls, unemployed youths, district counselors and women leaders were invited. The Ministry of Mineral Resources has responded to the project and is encouraging TACYDA to develop a proposal for them to expand their literacy circle and enable other communities which have devastated pits with a lot of unemployed youths in Kono District to benefit.

Work Done to Tackle Migration

After the war, a lot of youths returned to Kono still in search of diamonds but because the diamond fields had been allocated to companies, such youths found it difficult to find any form of employment. The solution was for most of them to either roam about in Koidu City or return to Freetown. TACYDA implemented a land reclamation project in which they supported 50 youths to participate. This project lasted for one year. Working with teenage mothers, TACYDA has been able to re-integrate eight teenage mothers into the normal school system again. The organization has been able to provide support for them and has planned an exit strategy by registering the students with Ministry of Education, Gender and Children Affairs.

2.5 Tabotsaneh Development Association in Sierra Leone (TADA)

Capacity-building

- Provision of office space and IT equipment
- Provision of motorbike for the coordinator to monitor activities
- Provision of distant learning education for the coordinator
- Organization tackled fire disaster in Momanso community through planting acacia trees as fire belt to prevent fire
- Provision of demonstration plot
- Training of facilitators in strategic planning and training of beneficiaries in micro-credit skills

Partnership Conference

- TADA attended the Sierra Leone conference and had the opportunity to share experiences
- Acquire knowledge and skills
- Learning and unlearning

Literacy Facilitator Networks

- Literacy facilitation session took place
- Social Drama Groups were established
- Community meetings were held regularly

Dialogue with Duty Bearers

- Meetings with District Council took place
- Holding Chiefs' Conferences

Work done to tackle migration

- Micro-Credit loans
- Awareness raising

- Distribution of agricultural tools and seed input

2.6 Youth and Women's Empowerment in Eastern Ghana (YOWE)

Capacity Building

The project has contributed significantly in strengthening the capacity of YOWE.

- Three staff attended courses in microfinance, social work and social policy analysis to upgrade their skills.
- Both staff and facilitators were also training in lobbying and advocacy.
- A computer and accessories were procured to strengthen YOWE's equipment base. A broadband internet facility and a website were also provided with funds from the project.
- A website was developed for the organization from the project. YOWE rented an office for four years.
- YOWE staff attended workshops in Koforidua and HO on HIV, STD and Advocacy and completed a program in micro-finance
- YOWE has developed a project on how REFLECT could be used to strengthen local structures to control the spread of HIV and AIDS. The project created an opportunity for YOWE to establish special links/partnerships with artisans and commercial drivers in Odumase-Krobo to collaborate in fighting the menace.

Partnership Conferences

As part of the Baring Project, all four staff members of YOWE participated in the partnership conference hosted by YOWE in Ghana 2006. In 2007 one staff member participated in the UK conference organized by Village Aid. In 2008, two members of YOWE attended the conference in Sierra Leone.

Dialogue with Duty Bearers:

The issue of dialogue with duty bearers has been impressive at community levels where chiefs, teachers, religious leaders, opinion leaders etc. were selected as REFLECT committee members which created an enabling environment for facilitators to dialogue

with them. At the district capitals, they normally submit their quarterly reports to most of the decentralized institutions and in most cases invite them to YOWE's function. These efforts made them familiar with YOWE and in some cases YOWE managed to push their issues through.

Tackling Migration:

The migration of young people is challenging in YOWE's operation area due to its closeness to the national capital and other major cities. As part of the youth development and advocacy program, YOWE engaged youth in project communities in inter-community football competitions as means of fostering social cohesion and improving their confidence level. They also offered career guidance counseling, developed youth micro-credit and provided training in grass-cutter rearing, bee keeping and soap making to create alternative income generation opportunities.

2.7 Simli Aid in Northern Ghana

Capacity Building

This project has improved upon Simli's ability to generate funding through support in the fundraising and proposal development training and further reduced its dependency on external funding for some core costs. Proposals developed by Simli and funded by international partners include;

- 90,000 euros project with Simavi received funding.
- £100,000 project with Rights and Voice Initiative (RAVI)
- £10,000 received from Methodist Fund (UK)
- £45,000 received from an anonymous donor (UK)
- £25,000 project funded by the Methodist Fund (UK)
- 300,000 euros confirmed to be funded by Simavi

Simli went ahead to generate its own core costs which have been used for the benefit of the project. It established an Internet Café with an initial cost of £1,300. The monthly expense for charges was £280 from a gross monthly income of £420; it obtained a net

profit of £140 per month. This money can be used to sustain the organization's core costs.

Partnership Conferences

- Simli participated in a conference in the UK
- Took part in training on website design
- Participated in the 2006 Ghana conference and the 2008 Sierra Leone conference

Literacy Facilitator Network

- Training and facilitation of literacy networks in five districts
- Promoted facilitator linkages and exchanges

Dialogue with Duty Bearers

- Engaged with chiefs and elders on repealing traditional practices harmful to women and children.
- Negotiated with health officials for the promotion of National Health Insurance Scheme.
- Promoted engagement with District authorities for the provision of water and sanitation services and facilities to communities.
- Trained communities on monitoring of pro-poor projects.
- Encouraged communities to hold service providers accountable for their responsibilities.

Tackling Migration of Young People

- Dealing with the push factors by encouraging young girls to take up vocational training and farming.
- Engaging with duty bearers to create opportunities for young people to stay at home.
- Conducting advocacy with parents and community leaders to retain their children.

and the direction in which VA is heading and that the direction in which VA is heading is what partners hope to achieve.

There is also the need to have a common ground as shown in figure 2 below to which every body aspires. The common ground links all partners and this is a reality. It gives far more resources and space to each other and the ideal of VA partnership is to link all partners as equals. In this process, there is upward and downward accountability.

Figure 2: Aspirational Position



This position is where VA hopes to be in the future and what the partnership should aspire to. The communities, VA, the partners and funders should have common ground. At the same time partners should use their own resources combined with funders resources to realize the goal of the partnership. VA should be withdrawing from this relationship, allowing partners, funders and communities to share their own common ground.

3.2 Issues identified

- If there is to be sustainability what will happen? For example, will funders always be there? Are the figures fixed or are they changeable?
- There is an issue of perception of different roles embodied by each partner and VA.
- There is also the issue of brokers. The idea is for VA to empower communities by bypassing brokers.
- It is also important to explore partnerships properly, thus partnerships should be understood as an agreement working towards one goal.
- In partnership, everybody has to offer something. It is a means by which we can learn more about the community, know what is needed, and know what should be done about such needs by just working together.
- There is often conflict brought about by partners standing between VA and communities. The community may not understand how VA is locating their partners and why certain communities will benefit.
- How are we to issue that partnership? Is it organizational rather than project oriented?

3.3 Suggested solutions

- Develop a partnership framework that provides equal opportunities to all members
- Ensure that there is interdependence as opposed to dependence
- Ensure that the partnership has a flexible model, thus characterizing it by 'A' changing over time (strategic partnership) and 'B' making provision for the process of transformation by other factors
- Ensure that the partnership is long term; partnership is not tied to projects, but shared values, strategies, vision, volunteering of partners and the difference they make in communities
- Mutually agreed and clear roles, responsibilities and success indicators
- There should be a two way partnership model with a power balance
- Partnerships should be guided by realistic expectations

- There should be inclusion – the diverse needs of partnership must be taken into consideration
- Partnership must be subject to being monitored, evaluated and reviewed

3.4 Governance issues within partner organisations

SIMLI

- Partnerships can be strengthened by the desire to increase organizational independence through income generation
- The importance of professionalism and promoting it
- Effective coalition building
- Need for Strong fundraising skills
- Good succession plan to be implemented due to high capacity leader
- Gender balance deficit at the women's program
- Decline in staff and organizational professionalism

MBOSCUDA

- Partnerships can be affected by the dual aspect of working with government and working against it
- Use of moderate variety of means to generate internal funding
- Establishment of organization to represent its constituents
- Being aware of becoming too political
- The existence of two management structures
- The capacity to raise funds
- Lack of professionalism in the staff

AVISU

- Organization is to be owned by the community workers
- AVISU to reduce reliance on VA
- AVISU to have useful relationship with local government

- Apply learning from Ghana
- The board misunderstanding its role in relation to the community and the organization
- Limited fund raising for core costs
- Poor communication

YOWE

- Committed staff
- Realization of gender gap
- Importance of effective financial systems in place
- Absence of major programs
- Low staff capacity
- Inadequate resources for projects
- Weak fund raising strategy
- Lack of strategic plan
- The need to develop strategic plans

SLYEO

- Creation of a good succession plan
- Inclusion of traditional leaders in key positions on the board
- Commitment of the staff
- Essence of coalition
- Local CBOs see SLYEO as the only organization promoting the values of the partnership, thus making VA's contribution invisible in their eyes
- Reliance on donors for sustainability
- Multi-organizational communication channel; what this means is that SLYEO, MMYDA, TADA, TACYDA, and LYEO in Sierra Leone relate and communicate with VA without mutual concentration and in a contradicting manner.

VA

- Creating post for donor development manager

- Long term commitment for partners
- Expansion
- Creating Africa desk for partners within its management
- Limited resources
- Unreasonable partner expectation

3.5 Assessment of Relationship between VA and other Partners

- Partnership should be equal
- There will be certain unlikely situations where VA may have to retract the partnership
- We should have a general view that will come together with each partner having to give inputs for the partnership to be sustained
- There is also the need to make use of guiding principles in the partnership
- We should understand that partnership is not just about contribution but is a role. Partnership is based on contents and principles
- We should not allow the equality of the partnership to override our responsibility. One could take a snap decision as long as the role is assigned for the smooth running of the partnership. VA's decision should not negate the guiding principle
- It is important for VA to bring INGOs on track because the money received from present funders involves a lot of protocols which inhibit fast tracking of some projects which are time bound.

PART 4 CONCLUSIONS

From feedback received from all partners, it is clear that the Baring Fund was well utilized by VA to strengthen partners so that they in turn could bring about meaningful changes in the lives of marginalized rural communities, young people and women who are displaced and excluded through civil conflict or economic migration. In many respects, there is evidence that VA has worked as a partner not a donor, and it has allowed partners to implement their operations guided by sound principles in institutional

management, good governance, exchange of ideas, improvement in personal skills and knowledge based through training and meetings to exchange ideas.

Another means used by VA to strengthen capacities of the partners is re-evaluating itself and making necessary changes that would positively impact on its work and their partnerships. This approach is in line with further strengthening the partnership through increasing understanding among partners, strategic planning and possible expected changes. It further increased the opportunity for South-South partnership to support training and evaluation of VA programs.

4.1 Assessment of Conference Outcomes

The principal outcomes of the partnership conferences can be summarized as being;

- VA and partners' valued the experience of coming together
- This type of experience sharing was heavily dependent on resources
- Established the fact that partners used training and evaluation exercise from own programs to strengthen themselves
- Partner reviews / peer review is essential for organizational development
- Economic migration causes were highlighted, and partners developed a far stronger understanding of how to tackle these forces in the long-term
- Partners are now more willing to be criticized as they value the learning this produces
- Partners are more willing to share experience and knowledge

4.2 Recommendations

- Increased support for adult education methodologies
- Continuous funding support to recent partners
- Improve network of partners so that Baring project mission can be replenished since the project was found to be very useful to partners
- VA to further monitor governance reform of partners and share improvement results with partners

- Partners are to plan their core costs generation better in order to have greater internal resource for initiated projects
- All innovative approaches to solving community displacement problems should be shared with partners without delay
- Partner expertise in income generating skills should be shared through purposeful exchanges among partners
- More training is required for the continued production of REFLECT literacy materials
- There is nothing wrong with the partnership framework as it has now been developed and the context in which it was developed was participatory
- Village Aid and its partners should consider the establishment of a VA partner network, to be registered in Africa. This network would be able to continue with cross-partner learning and development, and serve as means of developing further funding proposals