

# ANNUAL REPORT 2017



**Key achievements,  
challenges and way  
forwards for 2018**

## Acknowledgements

ReDSS work and achievements are made possible through the active engagement and generous contributions from its members and funding partners. ReDSS would like to thank them for their continued support and commitment to do more and better together in the search for durable solutions in the East and Horn of Africa region.

ReDSS members



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## About the Regional Durable Solutions Secretariat (ReDSS)

The search for durable solutions to the protracted displacement situation in East and Horn of Africa is a key humanitarian and development concern. This is a regional and cross-border issue, with a strong political dimension that demands a multi-sectorial response that goes beyond the existing humanitarian agenda. The Regional Durable Solutions Secretariat (ReDSS) was created in March 2015 with the aim of maintaining a focused momentum and stakeholder engagement towards durable solutions for displacement affected communities. The Secretariat was established following extensive consultations among NGOs in the region, identifying a wish and a vision to establish a body that can assist stakeholders in addressing durable solutions more consistently. ReDSS is managed through a core group comprising of 12 NGOs: ACTED, CARE International, Concern Worldwide, Danish Refugee Council (DRC), International Rescue Committee (IRC), INTERSOS, Mercy Corps, Norwegian Refugee Council (NRC), Oxfam, Refugee Consortium of Kenya (RCK), Save the Children and World Vision, with DRC, IRC, and NRC forming the steering committee. The Secretariat is not an implementing agency but rather a coordination and information hub, acting as a catalyst and agent provocateur to stimulate forward thinking and policy development on durable solutions for displacement affected communities in East and Horn of Africa. It seeks to improve joint learning and research, and support advocacy, policy development, capacity development and coordination.

## Introduction

Driven by a combination of conflict, cyclic climatic and development shocks, and underpinned by poor governance, food insecurity, environmental degradation and poverty, displacement in East and Horn of Africa is consistently high, protracted and dynamic. At the end of October 2017, East Africa was home to over half of Africa's internally displaced people (IDPs) and there were 13.1 million people displaced in the region- with the majority of displaced coming from or inside South Sudan and Somalia, and at least half are children.

The scale and persistent nature of displacement in the region – at a time of high levels of global attention to migration – has pushed the issue of addressing displacement up national, regional and global agendas. There is recognition that new approaches and durable solutions are required. Due in part to the work of ReDSS since 2015, interest in durable solutions in the region is unprecedented. This evolving situation presents **a major window of opportunity for ReDSS** to shift from putting durable solutions on the agenda, **to *shaping and informing its direction and implementation***.

There are promising political and policy developments at many levels. The Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia, signed by IGAD member states in March 2017, signaled regional commitment to addressing the displacement of Somalis and reflected IGAD's increasingly influential role in forced displacement and migration. The Comprehensive Refugee Response Framework (CRRF) is being rolled out in several countries in the region. Significant developments are also occurring at national levels including: initiatives to improve prospects for local integration for long-term refugees; efforts to establish alternatives to camps; and the inclusion of displacement and durable solutions in national development plans. International donors have increased financial multi-year support for durable solutions, and aid agencies' programmatic and policy engagement in the issue has expanded. The engagement of development actors, such as the World Bank, has become more systematic. The involvement of development actors from the start informs medium to long term sectorial priorities and ensures development programming complements humanitarian interventions. ReDSS work allows it to leverage the different expertise of multi-stakeholder actors to strengthen the humanitarian-development nexus within a common solutions framework. ReDSS work with local government and actors is based on mutual respect and trust- creating an open space for dialogue on solutions policy – gaps and opportunities.

The progressive settlement approach demonstrated by Uganda has been an example to follow not just in the region but globally. This 'displacement affected communities' approach- inclusive of refugees and host communities – which supports integrated programming for both displaced and host communities is critical to ensure the sustainability of solutions processes. It is essential to support the safe and meaningful involvement of displacement affected communities in decisions and programming that affects their lives factoring in appropriate economic, environmental and social considerations (legal, material and physical safety).

With so much momentum at the policy level, it is important to ensure that the durable solutions agenda is **not top-down, and disconnected from the contextual realities and needs of displacement-affected communities**. ReDSS members have made commitments to 'foster localized approaches and better engage local actors and communities in the search for durable solutions'.<sup>1</sup> This comes at a time of wider humanitarian and development efforts – including through the World Humanitarian Summit and the Grand Bargain – to localise humanitarian and development action and increase the participation of affected communities. As the membership of ReDSS comprises NGOs operational in displacement-affected countries across the region, ReDSS is in an advantageous position to bring evidence, learning and policy perspectives that are country- and context-specific and grounded in the realities of displacement-affected communities.

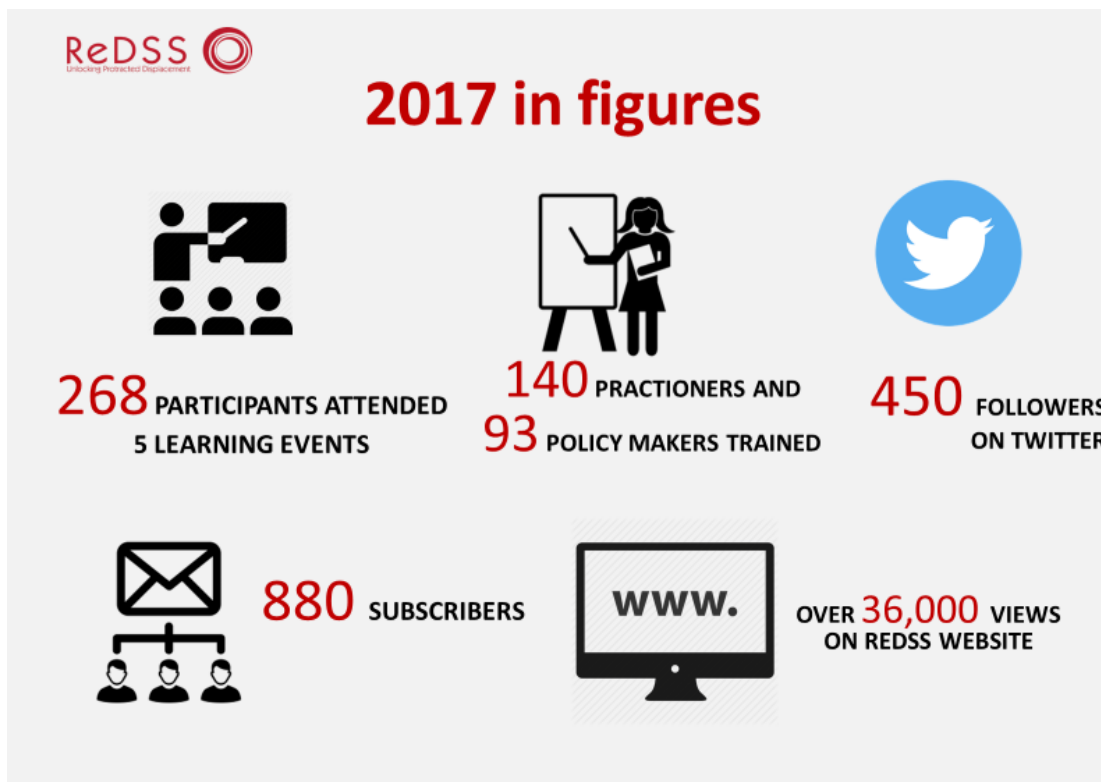
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<sup>1</sup> See ReDSS Agenda for Humanity and SDGs (2016) Leaving no one behind: a commitment to address forced displacement

Momentum at the political and policy levels on durable solutions has been matched by an expansion of the range and scale of durable solutions programming in the region. **This shift towards greater durable solutions programming will also require ReDSS to shift towards programmatic support to durable solutions;** a role requested by ReDSS members. Building collective understanding, experience and expertise on quality durable solutions programming is critical in such complex and evolving contexts, and many programmes incorporate a strong focus on research, evidence and learning. The emphasis in ReDSS member agencies and the wider sector on evidence, adaptive programming,<sup>2</sup> 'failing forward',<sup>3</sup> and how to build capacity in more meaningful ways provides a fruitful environment for ReDSS to support collective learning on durable solutions.

Working towards **collective outcomes** for displacement affected communities has been identified as central to achieving durable solutions.<sup>4</sup> The creation of conditions conducive to durable solutions requires the collective action of multiple political, humanitarian, development, and governance and private sector actors in order to address the legal, physical and material safety of displacement affected people. **Collective approaches are embodied in the ReDSS collaborative, consortium model and approach, however sustained efforts are required to help deliver this as the environment shifts from policy to practice.** Area based approaches – where assistance is provided on the basis of needs and vulnerabilities in a specific geographic area, rather than within a sector or target group – are examples of collective outcomes and demonstrate the importance of ReDSS increasingly adopting in-depth and contextualised, collaborative approaches. A key success in 2017 was the agreement and adoption of [Core elements to inform solutions programming](#) principles which underpin the work of ReDSS and its members.

This annual report is a reflection of ReDSS's impact, key accomplishments, challenges and engagement with our members in 2017. We would like to thank our members, external partners, the European Union, ECHO, Danida and DfID for their continued support, engagement and commitment to do more and better together in the search for durable solutions in the East and Horn of Africa region.



<sup>2</sup> <https://www.rescue.org/report/adapt-analysis-driven-agile-programming-techniques-summary-and-case-studies-2016>

<sup>3</sup> [www.failforward.org](http://www.failforward.org)

<sup>4</sup> [http://interactive.unocha.org/publication/2017\\_breaking\\_the\\_impasse/](http://interactive.unocha.org/publication/2017_breaking_the_impasse/)

## Research, Analysis and Knowledge Management

**Objective:** To increase the availability, accessibility and utilisation of relevant and timely analysis and information on durable solutions

ReDSS solutions research is driven by the collaborative research agenda agreed with its members. In 2017 it focused on Early Solutions, Local integration, Housing, land, and property (HLP) and Urban solutions, resilience and self-reliance. These priorities complemented the continued application of the ReDSS Solutions Framework to provide a joint analysis on the status of solutions in specific contexts in the region. This collective approach is designed to maximize ownership and uptake of recommendations and has been identified as a key strength by ReDSS members. The common framework enables actors to speak in the same language around solutions beyond individual agency mandates. To guide ways of working ReDSS in partnership with its members have developed a learning strategy to ensure culture of continuous learning and reflection in the search for durable solutions. The strategy is underpinned by four key principles:

- **Collaborative:** To ensure ReDSS work is generated and grounded in a collaborative and collective process involving all relevant members and external actors;
- **Adaptive:** To embed adaptive working approaches where ReDSS strategies and activities are designed assuming change is inevitable;
- **Iterative:** To promote the use of iterative decision-making to adapt durable solutions approaches continuously;
- **Locally-led:** To enable a context-specific and problem-oriented approach to strategies and activities for improved programming and policies for durable solutions.

**Adaptive management and learning at the centre:** to be flexible and responsive to changing contexts and needs - doing more of 'what works' and less of what doesn't

### Key Achievements

**Early Solutions:** to adopt a stronger focus on early solutions, self-reliance and inclusive approaches to support durable solutions

Building on its study on early solutions [for South Sudanese refugees in Uganda and Kenya](#); in 2017 ReDSS widely used and disseminated the key findings, strategically focusing on relevant policies and processes to maximize use and application of the recommendations.

#### Application of the Recommendations:

- The World Bank referenced early solutions in the International Development Association (IDA) refugee sub-window for 2018 for the region
- While launching the South Sudan Regional Refugee Response Plan (RRRP) and Humanitarian Response Plan (HRP); the UNHCR Regional Support Hub promoted the investment in early solutions
- The Uganda Summit in June 2017 Communique and joint donor non-paper for the summit both recognized the importance of focusing ensuring a solutions lens in the early stages of displacement to build the self-reliance and resilience of the displaced and host communities/areas
- ReDSS members have used key recommendations from this study to inform their organizational strategies for the next three years with both NRC and DRC committed to incorporating early solutions processes into their country strategies in the region

**Drought Response:** To support a better understanding on drought and displacement to address key knowledge and practice gaps in drought management and response in Somalia.

ReDSS brought key stakeholders responding to the Somalia drought together to understand how drought response should be informed by displacement data.

#### Application of Learning:

- SomRep and Building Resilient Communities in Somalia (BRiCS) are now including displacement as a key variable in their drought response
- Resilience consortia is using displacement related data to inform programming and targeting as integrated part of resilience planning
- The World Bank High Frequency Survey now includes questions on displacement and IDPs

#### **Urban Solutions Study: to Gather evidence on urban solutions**

ReDSS has conducted a regional study to better understand how to address displaced people vulnerabilities and aspirations in urban centers focused on refugees in Kenya (Nairobi) and IDPs and returnees in Somalia (Mogadishu and Baidoa). The report will be disseminated in March 2018. The application of the recommendations will be the focus of a learning event with RVI early April to maximize uptake and adoption into solutions programming.

**Increased analysis on the extent durable solutions conditions for displaced has been achieved:** Area based Solutions Analyses based on the [ReDSS Solutions Framework: a collaborative process through a consensus building approach](#)

- **[Somalia solutions analyses:](#)** In support of the displacement pillar under the National Development Plan (NDP), Solutions analyses have been conducted in Lower Juba, Bay and Benadir regions of Somalia. A joint area based durable solutions action plan has been developed for Kismayo under the leadership of the DSRSG/HC/RC together with local authorities. The action plan uses the ReDSS analysis as a starting point for the development of a programmatic response on Durable Solutions in Jubbaland and South West State (implemented by IOM and UNHabitat). In 2018, ReDSS will expand its solutions analyses to Puntland and Somaliland and regularly update the other regions to reflect key progress and challenges
- **[Tanzania Solutions analysis:](#)** assesses the level of local integration of naturalized Tanzanians (former 1972 Burundian refugees), and provides specific recommendations on how to improve local integration and self-reliance programming and policies. A brief based on the recommendations was shared with key stakeholders including Tanzanian government and donors prior to their field mission in March
- **[Ethiopia solutions analysis:](#)** focuses on refugees who have been living in Ethiopia for 20 years or more, residing in camps and urban areas of Gambella and Somali region. This analysis has informed the implementation plan and discussion of the Nine Pledges and CRRF roll out in Ethiopia.

#### **ReDSS Solutions tools**

In 2017, ReDSS developed tools to support knowledge management and analysis on solutions:

- **[Online solutions dashboard](#)** which visually presents ReDSS solutions analyses in a simplified version to enhance user accessibility.
- **[ReDSS website](#)** which acts as an online information hub and resource center, providing users with an up-to-date information, tools, and depository of studies and researches published by ReDSS and other relevant partners.

## Programme Support, Capacity development and Learning

**Objective:** To provide high quality support on programme development and design; collective monitoring; and learning that adds value to collective programming on durable solutions by ReDSS members and partners

In 2017 ReDSS programme support, capacity development and learning focused on supporting the development of collective outcomes, capacity strengthening of members and key durable solutions actors; facilitating regional, cross sector learning on key solutions topics; and tools to inform better solutions programming.

### Key Achievements:

**Working towards collective outcomes for displacement affected communities has been identified as central to achieving durable solutions<sup>5</sup>**

- ReDSS have collaboratively developed [core elements to inform solutions programming](#). These elements have been endorsed and adopted by ReDSS members to underpin their solutions planning and programming in the region.
- ReDSS supported the development of collective outcomes within the IGAD Results Framework under the Nairobi Declaration for Somali Refugees. The Results Framework incorporates indicators from the ReDSS Solutions framework as well as additional indicators on early solutions and alternatives to camps.
- Partnership with Somalia RCO and Prof Walter Kaelin towards adoption of collective outcomes and common solutions programming principles
- EU REINTEG Partners in Somalia are using the IASC solutions indicators providing a common framework for monitoring collective outcomes
- ReDSS supported the development process of collective solutions outcomes in Somalia in collaboration with the office of the Resident Coordinator (RCO) as well as providing technical support to the UN NGO Durable Solutions working group.
- ReDSS and members are developing a ReDSS outcome indicator monitoring framework which will support adaptive management processes and iterative decision making in solutions programming.
- ReDSS in collaboration with the Rift Valley Institute, Centre for Humanitarian Change and the Somalia NGO Consortium organized a half-day learning event on durable solutions, resilience and Somali led processes attended by 63 stakeholders from humanitarian, development, local NGOs in Somalia, academia, donors. A [series of collective commitments](#) were proposed on how take the discussions forward to inform collective approaches and area-based programming in which ReDSS will follow up on in 2018.
- IOM Durable Solutions programme in Jubaland and South West State uses ReDSS Solutions framework indicators on social cohesion.

**The quality of the process leading to durable solution is a key element necessary for its sustainability**

### ReDSS durable solutions trainings

ReDSS members and partners collectively delivered nine trainings for practitioners and policy-makers in Kenya, Somalia, Tanzania and Ethiopia with 233 participants. The trainings were strategically aligned with key displacement processes in the region and a country level and engaged a diverse range of stakeholders (government, UN, humanitarian/development actors). This collaborative and participatory approach to capacity development is a key strength and ensures different perspectives are included, a shared analysis of the context, challenges and opportunities. Importantly this approach leads to locally led sustainable commitments on the way forwards and next steps from the trainings.

<sup>5</sup> [http://interactive.unocha.org/publication/2017\\_breaking\\_the\\_impasse/](http://interactive.unocha.org/publication/2017_breaking_the_impasse/)

Country	Number of people trained	Target audience	Key outcomes
Somalia	97 (2 technical and 1 policy-maker training)  Partnership with IGAD, Somalia NGO Consortium and ReDSS Members	Practitioners (UN, NGOs/civil society, development, private sector) Government officials-at Federal and Regional state level	Training in January led to joint workshop on data coordination and planning with the World Bank and Resident coordinator Training ensured a connected conversation on solutions and bridging the gap between federal state and regional state dialogue on solutions. The training enabled joint planning with the National Commission on Refugees and IDPs, who are developing a National Plan of Action on Durable Solutions and policy framework on IDPs and refugee returnees.
Ethiopia	71 (2 technical and 1 policy-maker trainings)  Partnership with IGAD and ReDSS Members	Key implementers of the World Bank Development Response to Displacement Impact Population (DR DIP), IGAD's forced displacement pillar team	The training provided foundation in fundamental principles and resulted in an agreement to align DR DIP priorities with refugee response planning, through the CRRF Ethiopia.  IGAD committed to supporting knowledge management, coordination and capacity development of DRDIP officials at regional levels  Trainings and solutions analyses in Ethiopia has led members and external partners (UNHCR and EU) to fund a country unit putting solutions high on the agenda.
Kenya-Turkana	25 (1 policy maker training)  Partnership with SPARK Consortium, and DDG Kenya	Government officials at Turkana county level involved in the revision of the County Integrated Development Plan and displacement affected communities.	The training provided a space for dialogue with UNHCR, UNHabitat, Sparks consortium on key challenges and ways of working in Turkana Commitment by policy makers to consider displaced populations in the revision of the CIDP Commitment by policy makers to revisit coordination mechanisms to ensure inclusive engagement of all actors.
Tanzania	40 (1 technical and 1 policy-maker training) Partnership with Asylum Access and ReDSS members	Practitioners (UN, NGOs/civil society, development actors) Government officials	Training provided opportunity to influence dialogue at Refugee Law review workshop with key stakeholders in Tanzania.

### Solutions tutorials

ReDSS has created the first [online tutorial](#) on durable solutions in this region. The tutorial uses a 5-minute white board animation to provide contextualized information on displacement and solutions concepts with a particular focus on Somalia. The purpose is to provide accessible, relevant information for key stakeholders in the region ensuring the ReDSS Learning strategy principle of locally led is reflected through the capacity building approach. In 2018, ReDSS will translate the tutorial into Somali and develop a tutorial focused on housing, land and property (HLP).

### Learning events

In 2017 ReDSS in partnership with Rift Valley Institute, and World Bank, IGAD, Centre for Humanitarian Change, Somalia RCO and Somali NGO Consortium brought together 268 participants from political, humanitarian, development academia, and private sector to share, reflect and learn about relevant solutions topics for the region. Learning event themes are driven by the regional solutions In 2017, five [learning events](#) were organized on: Data coordination in Somalia; Drought and Displacement in Somalia; Early Solutions and displacement in Uganda; Self-Reliance and Resilience of displacement affected communities; and Solutions resilience and Somali-led processes. These events created a valued trusted space for collective reflection and analysis. Participants highlighted the strength of ReDSS convening power and regional approach to facilitate information sharing, wider reflection and learning across countries

### ReDSS tools to inform better programming

To support a stronger solutions focus in displacement programming in the region, ReDSS developed a [Solutions framework guidance package](#) for adaption and use in different contexts by different audiences. To ensure contextual relevance ReDSS collaboratively developed the tools with a range of stakeholders and consortia (NGOs, JIPS, UN agencies, REACH, SOMREP and Refuge Point). The tools include a guidance manual and companion guide to assist members to collectively identify and address gaps in durable solutions programming. In 2018 ReDSS will test and further refine the tools to add value in solutions programming strategy, design, learning and monitoring and evaluation.

## ReDSS Solutions tools

In 2017, ReDSS developed tools to support solutions focus in displacement programming:

- [Solutions framework guidance package](#) of collaboratively developed tools for adaption and use by displacement programming actors in different contexts.
- [Online tutorial](#) on basic Durable Solutions Concepts to provide accessible, relevant information for key solutions stakeholders in the region

## Policy Influence

**Objective:** To facilitate and undertake constructive and influential policy dialogue with national and regional policy actors and processes in the East and Horn of Africa

In 2017 ReDSS actively engaged with governments and IGAD to support open dialogue around local integration and transitional solutions, moving away from a focus solely on return processes. ReDSS engaged through evidence, using findings from ReDSS studies and analyses to improve solutions oriented policies at national and regional policy levels. This has built on the work to date and in support of commitments made and endorsed by ReDSS members in the [2016 Agenda4Humanity](#). To support members and partners engagement and understanding on solutions policy in 2017 ReDSS have developed seven [policy briefs and one pagers](#) on key issues. The ReDSS brief on the London Conference held in May had more than 18,000 views and downloads. In addition ReDSS held quarterly meetings with its Core group meetings to share key developments in the region including the political context related to solutions.

### **Engagement with government and local authorities to create trust and space for critical discussion and open dialogue**

The [Nairobi Declaration on Somali refugees](#) adapted key recommendations from ReDSS Agenda for Humanity including early solutions, integration of displacement affected communities into development plans and support for national and local authorities. The supporting Results Framework adapted indicators from the ReDSS Solutions framework which provides a common framework for monitoring collective outcomes and supporting joint accountability. The results framework also incorporates two specific indicators contributed by ReDSS related to early solutions and alternatives to camps.

ReDSS through its Somalia country unit has engaged the [National High Commission on Refugees and IDPs](#) (NCRI) who are developing a National Plan of Action and policy framework on IDPs and refugee returnees. ReDSS is keen to ensure that there is multi-actor engagement and consultation on the National Plan of Action and that the Plan's outcomes are aligned to the Somali Development Reconstruction Facility (SDRF) Resilience Pillar WG outcomes. An outcome of the ReDSS and Sparks consortium policy makers training in Turkana, Kenya was a recommendation to **include displacement affected communities within the County Integrated Development Plan.**

### **Engagement in the Comprehensive Refugee Response Framework (CRRF) and the Global Compact on Refugees (GCR)**

In 2017 ReDSS coordinated a CRRF working group to provide a platform for sharing lessons learnt and ensure coherent engagement at national and regional levels feeding in the global coordination. The group, comprises of 54 ReDSS members & partners. Group messages have been used to influence the global advocacy dialogue as well as through ReDSS membership in the Global NGO-IFRC-UNHCR Reference Group. This has ensured that global advocacy is rooted in the realities of displacement in the region. ReDSS members have also participated in various high level policy influencing fora such as the UNHCR-NGO consultations and the CRRF thematic consultations to ensure operational programming perspectives are reflected.

- **Consulting communities through two-way dialogue to inform the CRRF and the Global Compact on Refugees**  
To address the lack of displacement affected community voices in the CRRF Process in the region ReDSS members put resources and expertise together to support displacement affected communities' consultations

in four CRRF roll-out countries (Somalia, Uganda, Ethiopia and Kenya). The consultations used a participatory process known as the [People First Impact Methodology \(P-FIM\)](#). Key findings from the consultations highlight that communities need to be considered as meaningful partner and key decision makers through ongoing mechanisms for sustainability of solutions processes.

- 456 displacement affected communities were consulted on their priorities
- 60 agencies, UN, government and civil society participants from across 4 countries (Kenya, Ethiopia, Uganda and Somalia) were trained on how to listen to communities
- In **Uganda, CRRF structure will now include a Refugee Advisory council** which will incorporate the recommendations around community participation and voices from ReDSS's consultations

This exercise ensured ongoing reflection among ReDSS members and partners on how to enhance accountability to displacement affected communities. The final report will be shared in March 2018.

## Media and communication

ReDSS witnessed a notable growth in its audience in 2017, as reflected by the following indicators:

- **Online presence (social media):** ReDSS has a total of 450 followers on Twitter by the end of 2016, a 50% increase on the previous year. They include a number of influential humanitarians and international organizations
- **Growth of external mailing list:** ReDSS external mailing list has grown from 600 contacts at the end of 2016 to over 880 contacts by the end of the first half of 2017. The mailing list includes a variety of actors from countries within East Africa region as well as global contacts including for donors, governments, UN agencies, NGOs, local actors, private sector, academia, global networks such as ICVA...etc.
- **Bi-monthly updates:** With 6 [updates](#) published in 2017, ReDSS updates continued to draw more diverse audiences to our research and analysis. It also provided a platform for key stakeholders to explore new and emerging issues on displacement and durable solutions at the global, regional and national levels
- **ReDSS website:** The website had 36,739 views by the end of 2017.

## Lessons learnt and Way forwards

### Operational

- **Need to include direct and meaningful engagement of displacement affected communities:** ReDSS will continue to collaborate with its members to ensure solutions programming enables communities. In order to do this, ReDSS will ensure that displaced are given the space to be heard, inform discussion and programme designs based on their priorities
- **Stronger focus on IDPs:** For 2018, ReDSS will work with IDMC to formulate an IDP strategy to define entry points for programming and policy influence on solutions for IDPs. This is a key opportunity for ReDSS and members in this region to put internal displacement high on the solutions agenda as 2018 marks the 20th anniversary of the adoption of the UN Guiding Principles on Internal Displacement
- **Stronger emphasis and support on programme development and design; collective monitoring; and adaptive learning that adds value to collective programming on durable solutions by ReDSS members and partners:** ReDSS aims put in place learning processes and approaches to support real time learning and program adaptation. In Somalia and Ethiopia, ReDSS will work with its implementing partners to develop a common framework with collective outcomes indicators to support joint accountability. This will include documentation of lessons learnt by partners to produce case studies for collective learning and analysis.

### Policy

- **Amenability of policy space:** With momentum at the policy level in this region, it will be important to capitalize on this to maximize impact and ensure that the durable solutions agenda is not only top-down, and disconnected from the realities and needs of displacement-affected communities.

- **Working towards collective outcomes for displacement affected communities:** the creation of conditions conducive to durable solutions requires the collective action of multiple political, humanitarian, development, and governance and private sector actors in order to address the legal, physical and material safety of displacement affected people. However, agreeing to collective approaches takes time and requires new, collaborative ways of working. Key donors in this region have made commitments to allow for longer inception phases to facilitate this and new approaches are required to help deliver this as the environment shifts from policy to practice.

### Governance, membership and partners

- **Growth in interest from actors but much more support required:** In 2018, ReDSS will introduce a new element to its membership structure- ReDSS+. This is a reflection of the growth of ReDSS and the establishment of the country units. This approach therefore will initially be introduced for Ethiopia and Somalia. ReDSS+ members are actors who have a country-specific rather than a regional focus. This will allow for the wider participation of relevant actors without the regional space becoming overcrowded.
- **Establishment of Country Units: Establishment of country unit for Ethiopia and Somalia:** ReDSS need to ensure the establishment of country units while maintaining regional impact and added value of regional / cross country approaches.
- **Monitoring and accountability:** ReDSS aims to strengthen its monitoring and evaluation system to better understand its added value and embed the learning principles – ensuring a culture of continuous learning and reflection.

## 2018 Focus

ReDSS 

### Strategy Development

- **Strategic Direction**  
To articulate the strategic direction of ReDSS for the next 3 years and provide a framework for future growth
- **Maintain impact & quality**  
To ensure the core values and attributes of the ReDSS collective approach are retained and strengthened during the growth to country level, including regional impact
- **Adaptive management and learning at the centre**  
To be flexible and responsive to changing contexts and needs doing more of 'what works' and less of what doesn't



ReDSS 

### 2018 Priorities

- **Research, analysis and knowledge management**  
To increase the availability, accessibility and utilisation of relevant and timely analysis and information on durable solutions
- **Programme support and learning**  
To provide high quality support on programme development and design; collective monitoring; and learning that adds value to collective programming on durable solutions
- **Policy influence**  
To facilitate and undertake constructive and influential policy dialogue with key national and regional policy actors and processes in the East and Horn of Africa
- **Internal and external coordination**  
To strengthen ReDSS as an inclusive, collaborative, coordinated hub for quality information, analysis and learning on durable solutions

### 2018- 2020 Thematic and Geographic Priorities

#### 5 themes

- Early solutions
- Urban Solutions
- Self reliance and resilience
- HLP
- Social cohesion and conflict management

#### Geographic focus

- Kenya
- Uganda
- Ethiopia
- Somalia
- Regional: South Sudan and Somali situations

#### Cross cutting

IDP/ Protection lens to solutions programing and policies/Accountability to DAC/ Political economy/ CRRF/ Gender, women, youth and children