



# ReDSS 2020 STRATEGY

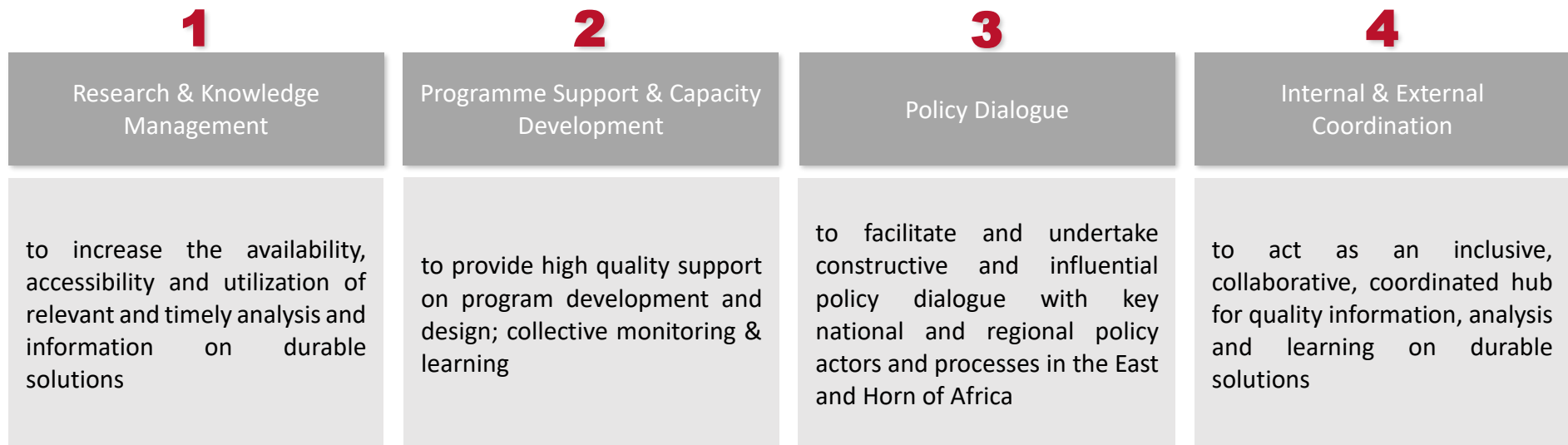


## 1. About ReDSS

The search for durable solutions to the protracted displacement situation in East Africa and the Horn of Africa is a key humanitarian and development concern. This is a regional and cross-border issue, with a strong political dimension, which demands a multi-sector response that goes beyond the existing humanitarian agenda.

The Regional Durable Solutions Secretariat (ReDSS) was created in 2015 with the aim of maintaining focused momentum and stakeholder engagement towards durable solutions for displacement-affected communities in East Africa and the Horn of Africa. ReDSS comprises 13 NGOs: ACTED, CARE International, Concern Worldwide, DRC, IRC, INTERSOS, Mercy Corps, NRC, OXFAM, RCK, Save the Children, World Vision and LWF. The DRC, IRC and NRC form the ReDSS steering committee.

ReDSS is not an implementing agency. It is instead a coordination and information hub that acts as a catalyst and agent provocateur to stimulate forward thinking and policy development on durable solutions for displacement. ReDSS seeks to improve joint learning and programming, inform policy processes, enhance capacity and facilitate coordination in the collective search for durable solutions.



## 2. ReDSS theory of change



### **3. ReDSS goal and vision**

**GOAL:** Improved durable solutions programming and policies that increases the potential for displacement affected communities to integrate sustainably and to live safe, dignified and productive lives in East and Horn of Africa

**VISION:** Durable solutions for displacement affected communities are achieved through the sustained commitment and collective efforts of diverse actors in East and Horn of Africa

### **4. ReDSS focus and ways of working**

#### **ReDSS' principles**

- **Collaborative:** Ensure ReDSS work is generated and grounded in a collaborative and collective process involving all relevant members and external actors
- **Adaptive:** Embed adaptive working approaches so that ReDSS strategies and activities are designed assuming change is inevitable
- **Iterative:** Promote the use of iterative decision-making to adapt durable solutions approaches continuously
- **Locally-led:** Enable a context-specific and problem-oriented approach to strategies and activities for improved programming and policies for durable solutions

#### **Contextualised, country-level approaches while maximising regional impacts**

- **Country focus:** Ethiopia, Kenya, Somalia, Uganda
- **Phased expansion to support better engagement and county led processes:** Country Units
- **Apply ReDSS model and adapt to context:** Working with ReDSS members and key stakeholders to ReDSS model to country context
- **Maximise regional impacts through cross border and cross country learning**

### Programme support and learning

- **Invest in ReDSS' programme support role:** Define with membership the scope of ReDSS programme support role
- **Replicate 'regional learning hub' at country level in Ethiopia and Somalia:** focusing on building trust and engagement, as well as quality tools using regional learning hub expertise to support better uptake
- **Review M&E tools:** working with ReDSS members, review current M&E tools and adapt as required

### Focus on priority themes

- **Issues under-emphasised in durable solutions:** local integration rather than return/ protection within self-reliance and resilience/ Social cohesion and conflict management
- **Populations overlooked:** IDPs and tailored support for specific groups, including women, youth and children
- **Themes of particular relevance:** Housing, land and property rights; local integration, self-reliance and resilience, early solutions, protection, solutions in urban context, engagement with private sector, accountability to DAC


### Leverage our membership

- **Capitalise on ReDSS regional and national membership and strengthen country level structure (ReDSS+)**
- **Leverage the capacities and expertise of the membership more actively,** increase ReDSS' monitoring and evaluation, and foster greater collective accountability

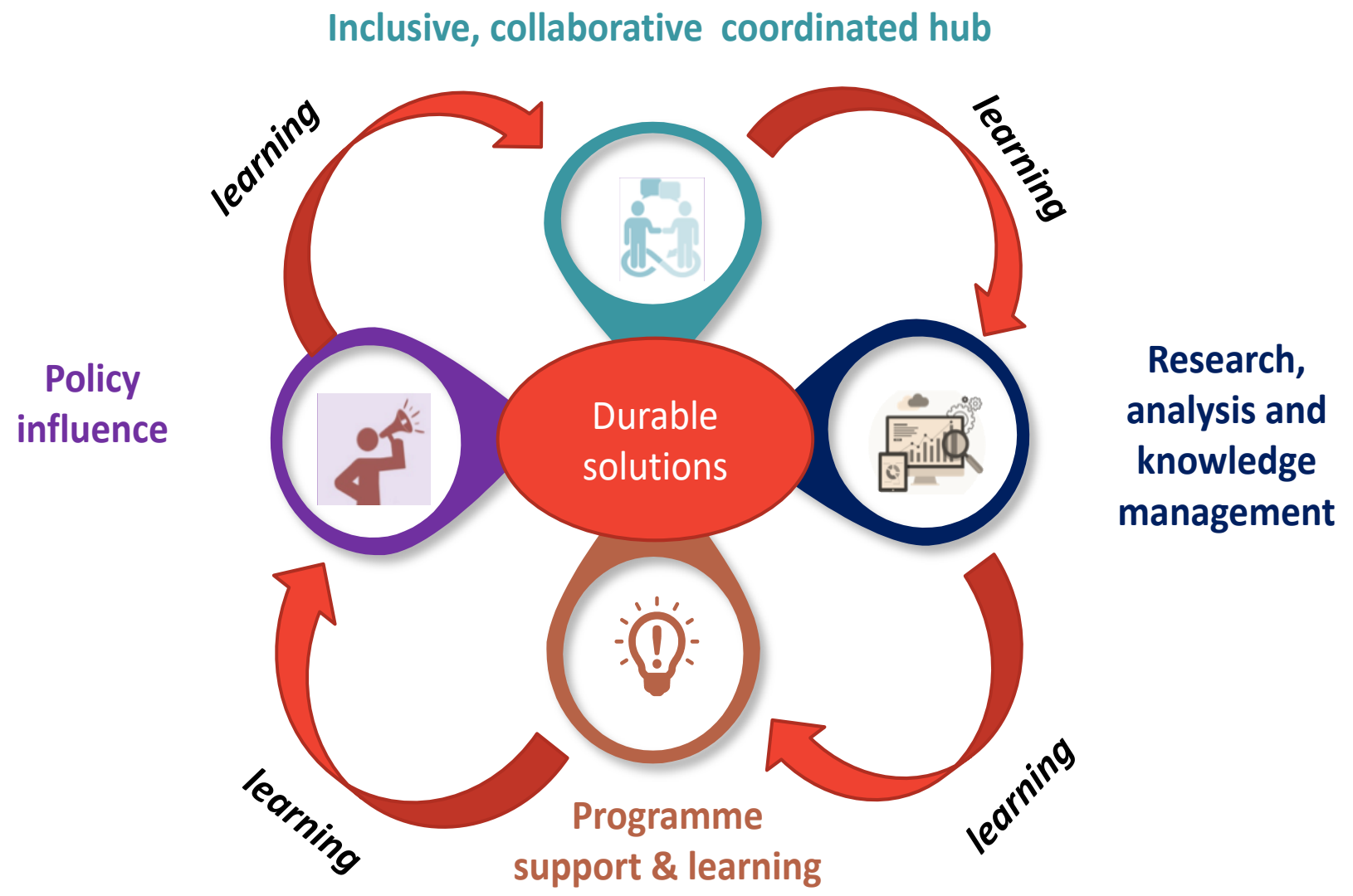
### Make sure ReDSS is fit for purpose

- **Adaptive learning at the centre** –to be flexible and responsive to changing contexts and needs
- **Restructure ReDSS Secretariat** to take account of evolving context and opportunities
- **Invest in finance and internal systems:** increase capacity in finance, budgeting and internal systems

## 5. ReDSS adaptive management and learning principles: measure contribution not attribution towards collective outcomes

Overall Goal	Improve programming and policy in support of durable solutions so that displacement affected communities live in safety and dignity in East and Horn of Africa			
Learning Vision	A shared learning culture is continuously shaping and improving durable solutions programming and policy			
Strategic Learning Objectives	Principles	Strategic Objective		 <p><i>All four strategic learning objectives are mutually reinforcing and cut across all four of ReDSS' core pillars</i></p>
	COLLABORATIVE	To ensure ReDSS learning is generated and grounded in a <b>collaborative and collective process</b>		
	ADAPTIVE	To embed an <b>adaptive learning approach</b> where ReDSS strategies and activities are designed assuming change is inevitable and learning approaches are used for ongoing adaptation		
	ITERATIVE	To promote the use of <b>iterative decision making</b> to continuously adapt Durable Solutions approaches		
	LOCALLY-LED	To enable a <b>context-specific and problem-oriented approach</b> to learning to adapt strategies and activities for improved programming and policies for Durable Solutions		
ReDSS Core Pillars	<b>Research, analysis and knowledge management</b>	<b>Programme support and capacity development</b>	<b>Policy dialogue</b>	<b>Coordination (Internal &amp; External)</b>
Pillar objectives	To increase the availability, accessibility and utilization of relevant and timely analysis and information on durable solutions	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	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	To act as an inclusive, collaborative, coordinated hub for quality information, analysis and learning on durable solutions.

# ReDSS mutually reinforcing objectives underpinned by adaptation and learning



## 6. ReDSS objectives and outcomes

PILLAR	RESEARCH, ANALYSIS AND KNOWLEDGE MANAGEMENT	PROGRAMME SUPPORT AND CAPACITY DEVELOPMENT	POLICY DIALOGUE	INTERNAL AND EXTERNAL COORDINATION
OVERALL OBJECTIVE	To increase the availability, accessibility and utilisation of relevant and timely analysis and information on durable solutions	to provide high quality support on program development and design; collective monitoring & learning	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	To strengthen ReDSS as an inclusive, collaborative, coordinated hub for quality information, analysis and learning on durable solutions
3 YEAR OUTCOME	ReDSS members and key stakeholders' knowledge and decision-making is enhanced by the application of ReDSS evidence and analysis on durable solutions	The quality of collective programming is strengthened by ReDSS members and partners adapting programmes to incorporate learning and the priorities of displacement affected people	Priority policy processes are informed by ReDSS' analysis and the priorities of displacement affected communities, and underpinned by strong funding and commitment	The expertise, capacity and influence of ReDSS members and partners is effectively harnessed and coordinated
OBJECTIVE 1	To agree on a collective agenda on operational research and durable solutions analysis that is undertaken with and by the ReDSS membership, supported by the ReDSS Secretariat. This includes area-based solutions analysis which informs solutions planning in different contexts.	To develop or adapt a portfolio of relevant programme tools to assist members in working collectively to identify and address gaps in durable solutions; in establishing mechanisms to ensure displacement affected people are engaged actively throughout the programmes; and monitoring collective progress towards outcomes	To strengthen the policy reach, access and impact of ReDSS members through serving as a platform for engagement and facilitator with different actors relevant to the durable solutions agenda in the region.	To foster inclusive, trustful and collaborative working approaches in order to maximise the potential for drawing on the expertise and capacities of members and for the ReDSS Secretariat to identify and focus on areas that add most value and impact to its members
OBJECTIVE 2	To gather and amplify the priorities and voices of displacement affected people through a programme of activities so that they are lead actors in durable solutions programming and policy.	To capture and strengthen real-time collaborative learning on durable solutions across different sectors, contexts and actors enabled by neutral, inclusive forum and informed by the priorities of displacement affected communities.	To provide timely, evidence-based policy advice and analysis for use by ReDSS members and policy actors that orient policy processes towards the priorities of displacement affected communities	To pursue strategic partnerships, collaboration and relationships at national, regional and global levels with other coordination platforms and stakeholders so that impact, learning and influence is enhanced.
OBJECTIVE 3	To increase information uptake and application by ReDSS members and partners through the provision of timely, digestible and relevant information and analysis through user-friendly channels and systems. increasing its reach, accessibility and uptake.	To provide and facilitate programme support and capacity development on mainstreaming durable solutions; designing and developing collective durable solutions programming and monitoring collective outcomes, varied capacity development and learning techniques tailored to the learning approaches of audiences will be utilised.	To contribute to quality policy development at national and regional levels through capacity development on durable solutions concepts and approaches; and providing timing support and analysis on the design, development and monitoring of solutions strategies and policies.	To strengthen performance and collective accountability within ReDSS, and enhance ReDSS Secretariat management and coordination approaches so that ReDSS' efficiency and effectiveness is enhanced



## 7. ReDSS Core elements to inform solutions planning and programing

- Creating durable solutions requires a **multi- stakeholder and sectoral, rights and needs based programming approach**
- The process must be viewed as a **collective action rather than mandate driven** based on an inclusive, participatory and consensus building approach
- **National, regional and local authorities have the primary responsibility** and need to be supported to to play their leadership and coordinating role
- Developing **area based solutions approaches** is paramount to ensure integrated and comprehensive programing for host and displaced populations
- **Community engagement** is critical to inform (re)integration analysis and programing to make solutions lasting, locally relevant and supportive of **social cohesion** and to **adopt a ‘displacement affected communities’ approach-** inclusive of refugees, returnees, IDPs and host communities
- **Gender/age/diversity:** Interventions should take into account the gender, age and diversity at play and give special attention to women and youth
- **Displacement is a development issue with humanitarian components** so it is essential to ensure complementarities and synergies between humanitarian, development, peace and state building programing to inform **collective outcomes**

