

ReDSS Value for Money: how to deliver VfM based on the realities of adaptive programming in complex setting in East Africa?

ReDSS brings stakeholders together to support peer learning and facilitate constructive local problem-solving, combining technical knowledge on durable solutions with politically smart ways of working.

Economy: ReDSS is the learning partner across different DS consortium. This is a key value for money approach as it allows it to share costs and co fund learning and capacity development activities between different donors. Sharing cost also means sharing ownership and therefore it helps to ensure that lessons learnt and good practices from one consortium are replicated and adapted in a timely and efficient manner.

- **ReDSS is not a consulting company but a secretariat** hosted by one of its members therefore its operating costs are quite low. Its structure is flexible allowing it to adapt and change its deliverables as per request of its members and partners.
- **ReDSS is not paid based on a set of deliverables but is fully integrated as a consortium member.** Because it doesn't implement program, ReDSS is well placed to provide technical support and guidance on quality programming as an 'independent' entity while ensuring that evidence from the program is also used to inform policies development. It also ensures that ReDSS retains knowledge and learning over time and put in place longitudinal learning approaches.

Efficiency: Achieving value for money requires experimenting and adapting, with efficiency measures that go beyond cost to consider options for new and better ways of doing things. This is at the core of ReDSS approach and ways of working specifically through:

- **Real time and peer learning within between consortia, with members and stakeholders:** this is done through joint learning events and workshops with indicators that monitor uptake and adaptation. So instead of each partner having a separate allocation for learning, capacity strengthening & technical support, ReDSS is providing that to multiple agencies across different countries at the same time creating more efficient and coherent approaches, in support of a collective learning agenda.
- **Invest in uptake and dissemination:** ReDSS is playing an essential role in creating a space for learning and exchanges bringing governments, humanitarian, development, and policy-makers together to support a common understanding and a collective approach. This is not about producing more but investing in use and uptake of evidence to adapt programming and policies. Written publications will have limited effect unless they are accompanied by other methods to support uptake and adaptation based on evidence.
- **Standardization and availability of data and analyses and support to a common approach:** ReDSS as a learning partner contributes to improving the standardization, disaggregation, and availability of displacement related data collected over time across actors and countries to inform and adapt planning and to collectively reflect on what works and what does not based on evidence generated. All ReDSS data, research and analyses are available on open system including website with e-library and dashboard, increasing accessibility and uptake.
- **Adaptive management:** ReDSS work is based on an approach that takes the complexity of durable solutions processes as its starting point. This requires to conceptualise, measure or

manage VfM differently. ReDSS adaptive management approach starts from a position of uncertainty about which outputs are the right ones for getting to outcome-level change and so engage in an iterative process of testing and learning. It is therefore important for ReDSS to continuously (re)assess its VfM in 'real-time' as the approach tests and responds, and where the value of its activities consists in the learning they generate.

Effectiveness: In the span of three years, thanks to a focused secretariat, not only ReDSS managed to create a space to talk about durable solutions but it also initiated policy processes and long term programming in partnership with governments, development actors and donors contributing to a shift in addressing protracted displacement in East Africa. ReDSS is a consortium of 14 operational agencies but does not implement itself, which allows the secretariat to act as a catalyst and agent provocateur to stimulate forward thinking and policy development. It is a coordination and information hub contributing to improve joint learning and programming. The fact that ReDSS is an NGO only structure allows it to be independent and flexible, while working closely with all relevant stakeholders. ReDSS ensures that durable solutions programming and decision-making processes at national and regional level are informed by knowledge and evidence generated by the programme by:

- **Sustainability through locally led processes:** ReDSS is investing in long-term locally led processes to be able to measure transformative change, while ensuring stakeholders and government ownership. Investing in local government systems is critical to promote participation, accountability and state-citizen engagement. They are all essential components of durable solution processes to create an enabling environment for rule of law, reconciliation, reconstruction, development, access to service delivery and local integration. The search for durable solutions is a long-term process and supporting local authorities' leadership, strengthening capacity and empowering displacement affected communities are essential components of our value for money approach and are monitored through qualitative indicators.
- **Targeted learning support through a systematic approach to learning:** ReDSS learning strategy aims at reducing transaction costs, promoting consistency and building an evidence base beyond individual donor programmes to contribute to collective outcomes in the search for durable solutions in East Africa. Consortia members are using the ReDSS framework which has enabled them to use similar durable solutions outcomes to measure contribution rather than attribution towards collective outcomes.
- **Transformative and collective results:** durable solutions program require a set of complex components that can only be achieved by working with and influencing others – to reach the intended results in the most cost-effective way by engaging different stakeholders and expertise - such resilience and state building/ development actors to 'leave no one behind'.

Equity: ReDSS is looking at equity in the processes we are putting in place to ensure that the most vulnerable and marginalised populations, in particular displaced girls, youth and women benefit from and are part of our learning and community engagement activities. Social inclusion is at the core of durable solutions programming and an essential component not only to ensure equity of the process but also equity in the results.