ReDSS ANNUAL PROGRESS REVIEW
Achievements, challenges and opportunities to inform 2020 planning
Overview of content

- About ReDSS
- Context analysis: Displacement trends and dynamics
- Review of core pillars’ progress and challenges
- 2020 focus and priorities
Goal: To improve programming and policy in support of durable solutions processes so that displacement affected communities live in safety and dignity in East and Horn of Africa.

Consortium of 14 organizations hosted by DRC and steering committee NRC, IRC, DRC

Coordination and information hub – not an implementing agency.
ReDSS core pillars

1. Research, analysis & Knowledge Management
   to increase the availability, accessibility and utilization of relevant and timely analysis and information on durable solutions

2. Programme Support & Capacity Development
   provide high quality support on program development and design; collective monitoring & learning that add value to programming on durable solutions by ReDSS members and partners

3. Policy Dialogue
   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

4. Internal & External Coordination
   to act as an inclusive, collaborative, coordinated hub for quality information, analysis and learning on durable solutions
<table>
<thead>
<tr>
<th><strong>Learning strategy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaborative</strong></td>
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<tr>
<td>Ensure our work is generated and grounded in a collaborative and collective process involving all relevant members and external actors</td>
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<td><strong>Adaptive</strong></td>
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<td>Embed adaptive working approaches where durable solutions strategies and activities are designed assuming change is inevitable</td>
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<td><strong>Iterative</strong></td>
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<td>Promote the use of iterative decision-making to adapt durable solutions approaches continuously</td>
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<td><strong>Locally-led</strong></td>
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<td>Enable a context-specific and problem-oriented approach to strategies and activities for improved programming and policies for durable solutions</td>
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Context analysis

*Trends, dynamics and what to monitor in 2020*
Regional dynamics and trends

- Outbreaks of violence, droughts, social and political crises has led to unstable operational environment
- Efforts taken to restore peace and stability - Ethiopia and Eritrea re-establishing ties
- Continued uneasy and tense relationship between Kenya and Somalia
- Massive protracted IDP displacement situations - region hosts 2 of the largest IDP situations in the world

Policy developments at global and regional levels on refugee issues

- GCR/ CRRF has renewed multi-stakeholder policy engagement on durable solutions processes
- GCR founded on a set on unrealistic assumptions underpinning global responsibility sharing and financial commitments - “You host, we fund”
- IGAD has played an instrumental role in bringing governments in the region together around a common agenda
- World Bank’s engagement and funding considered a game changer in unlocking policy engagement from governments but what does that mean for us?

Displacement financing and accountability

- Nature and quality of current financing structure cannot adequately support both early and long-term durable solutions processes
- Limited engagement from a number of key actors in processes – displacement affected communities, local civil society
5 key issues to continue to focus on in 2020

1. Political dynamics and IDPs: how to maintain a principled response
2. Protection at risk in development programing
3. Urban displacement, housing and forced evictions
4. Displacement financing architecture
5. Measuring return, (re)integration and self-reliance processes

Implications for 2020 and beyond
- Less political will and elections in Somalia and Ethiopia
- Ethiopia displacement context (IDPs and refugees, etc)
- Regional and cross border dynamics
- GRF policy commitments and pledges – no more international focus and how to hold each other accountable?
  Responsibility sharing – you host we pay
- Displacement patterns and trends due to climate change
Key highlights of 2019
2018 - 2020 thematic and geographic priorities

Thematic focus
- Early Solutions
- Urban Solutions
- Self Reliance and resilience
- HLP
- Social cohesion and conflict management

Cross cutting issues
- IDP
- Protection lens to solutions programing & policies
- Accountability to DAC
- Political economy
- CRRF
- Gender, women, youth and children
2019 in figures

779 PARTICIPANTS FROM OVER 140 ORGANIZATIONS AT LEARNING EVENTS
(triple the number of participants in 2017)

11 STAFF AND 3 COUNTRY UNITS
FOCUSsing ON SOMALIA, ETHIOPIA, KENYA
AND REGIONAL LEVEL
(triple the size in 2017)

2 OPERATIONAL RESEARCH; 1 LESSONS
LEARNED PIECES WITH 3 CASE STUDIES; 1 SOLUTIONS ANALYSIS; 1 ARTICLE

236 PRACTITIONERS & POLICY MAKERS TRAINED
(OF WHICH ARE 84 NATIONAL ACTORS)

OVER 21,000 VIEWS ON WEBSITE WITH MORE THAN 6,000 USERS

1 BRIEFING PAPER; 6 ONE PAGERS AND BRIEFS AND 4 KEY MESSAGING DEVELOPED

OVER 2,000 VIEWS ON THE ONLINE ANIMATION

1,300 FOLLOWERS ON TWITTER
(gained more than 600 followers in 2019)
Key highlights of our work in 2019

Research, knowledge management and uptake

- **ReDSS studies and analyses referenced and used** by several key stakeholders including IOM, BRA, WB, IGAD, NRC, IDMC, DFID, UN RCO, ODI, Groundtruth...

- **Invested in uptake and dissemination to support the synthesis and absorption of evidence** – operational workshops and learning events at country and regional level; feedback sessions with communities

- **Greater coordination on data, research and knowledge management** to avoid duplication and promote a common approach and understanding; common research agenda in Ethiopia; joint analyses and studies in Somalia

- **Strengthened monitoring and evaluation system** to consistently assess and document how emerging evidence and learning has contributed to inform programming and policy

Programme support and capacity development

- **Development of integrated area-based approaches**- support to local solution hubs in Somalia and Ethiopia; development of area based training tools in Jijiga;

- **Invested in long-term capacity development strategy**- provided more mentorship and peer learning support to local actors and authorities; joint trainings; development area based capacity assessment plans in Ethiopia

- **Supported participatory and inclusive processes to ensure meaningful engagement of displacement affected communities**- common social accountability platform; aspirations survey; consolidation of community action plans (CAPs) in Somalia

- **Durable solutions consortia partners have adapted their programme activities based on evidence**- Danwadaag solutions consortia has included a much stronger component of early solutions
## Key highlights of our work in 2019

### Policy
- **Used evidence to challenge a common narrative and assumptions** - development of Daadab Solutions paper in Kenya; government engagement in Somalia (going beyond secondments narrative)
- **Invested in long term locally led processes** ensuring local actors and authorities are able to take the lead in coordinating durable solutions processes - joint planning with local authorities in Ethiopia and Somalia
- **Increased strategic engagement with IGAD** - great convening power with regional governments to support dialogue around local integration and socio-economic inclusion
- **Increased capacity to support the Global Refugee Forum preparations (GRF)** - documentation of best practices/lessons learnt in CRRF rollouts; increased engagement with UNHCR in the region

### Coordination
- **Fostered inclusive, trustful and collaborative working approaches** - increased demand for ReDSS support as members, government, donors, academia recognize ReDSS as the “go-to” organization on durable solutions in the region
- **Pursued strategic partnerships, collaboration and relationships** - UNHCR, WB, governments/municipalities, IGAD; ReDSS + Structures
- **Strengthened performance and collective accountability within ReDSS** - dedicated country support for Somalia and Ethiopia; internal monitoring systems to measure uptake and impact
“Whatever the quality of information, no assumption can be made that the increased availability of good information and analysis will in itself result in better informed decisions.”

ACAPS - TUFTS, 2013
What have we learnt in 2019?

Focus on research and knowledge management
Key challenges and opportunities: support to learning and use of evidence to inform programing and policies

Key challenges

- Limited disaggregated data suitable for long term solutions planning/comparison between host and displaced
- Limited support for uptake and use of evidence
- How to navigate highly political contexts and increased government engagement in research
- How to operate effectively at the interface between policy and evidence in support of social changes
- How to measure impact of research on policy & programme adaptation (contribution vs attribution)

Opportunities

- Investing in dissemination and uptake – Focus on producing less so as to create space for research synthesis, reflection and uptake to improve programming and policies
- Developing a common research agenda to support a common narrative and understanding
- Aligning research questions to policy priorities in Somalia, Ethiopia and Kenya to ensure relevance
- Collaboration with local academia and universities to compliment operational research, strengthen methodological approach and inform common narrative e.g. national academic network
- Focus on political economy analysis – to support principled approach in development and political context
- Invest in tools and methodologies to support and monitor uptake and impact of evidence for programme adaptation and policy change
What have we done in 2019?

Focus on programme support and capacity development
Key programming challenges and opportunities

Key challenges

- Continued reliance on status-based responses to displacement
- Sectoral/cluster approaches contribute to fragmented responses
- Lack of collaboration in programing approaches
- How to balance consortium approach and broader membership support?
- Disjointed focuses on humanitarian and development responses
- Self-reliance programing focused on economic (rather than social) opportunities and integration
- Limited engagement of communities in informing/improving programming
- How to measure durable solutions processes/local integration?

Opportunities

- Adopting a DAC-oriented, rights and needs-based approach to addressing displacement
- Integrated responses through area-based, locally-led planning and coordination
- Emerging examples of collaborative programing approaches and joint planning ‘solutions hubs’
- Simultaneous focus on early solutions and long-term durable solutions processes
- Include social cohesion and inclusion as key strategic objectives of displacement programing
- Participatory and inclusive processes to develop and adapt programing approaches
- Ensure that protection remains at the core of work including in development programing
- Multi-stakeholder approaches towards collective outcomes
Figure 1  The role of evidence in adaptive management

There may be changes in:
- External environment
- Needs and opportunities of intended beneficiaries
- Organisations, systems, incentives
- Programme results and effects
- Emergence of new understanding/evidence/research

Why do we need to adapt?
- Statistical and administrative data
- Analytical research-based evidence
- Feedback from stakeholders
- Evidence from MEL systems

Evidence for adaptive management

What do we need to adapt?
- Allocation
- Activity
- Modality (e.g. from delivery to capacity)
- Stakeholder/partner
- Intended beneficiaries
- Location
- Staffing/resourcing
- Strategy/objectives

How do we need to adapt?
- Capacities
- Incentives
- Contexts

ODI 2019 – Towards evidence informed adaptive management
Characteristics of adaptive management

1. Accept and treat the problems as “complex” in nature
2. Focus on “course-correction” of activities within the lifetime of the program as well as from one program to the next
3. A strong emphasis on rapid learning and feedback to inform changes
4. Flexibility in implementation to enable the above (including within budgets and results frameworks)
5. Responsibility for decision-making is delegated to staff as close to implementation of work as possible, recognising that those close to the intervention (both affected populations and frontline staff) are thought to have the best knowledge of circumstances
6. The focus should be on problems that are identified and agreed at local level – context specific
7. A politically-smart or power-sensitive approach is taken: this recognises that problems look different depending on whose perspective they are viewed from, allows space to explore the politics underpinning a problem and emerging contextual opportunities for action
8. Accountability focuses on progress towards agreed high level results and on learning, rather than on pre-defined implementation plans and milestones (asking “did we do the right thing?” rather than “did we do what we said we would do?”)
What does adaptive management mean to ReDSS in practice?

- Seeking and nurturing staff with competencies in reflection, learning, curiosity and open communications
- Ensuring that finance, planning and performance management systems enable and do not unduly hinder changes in interventions and budgets based on learning
- Promoting ongoing, open communications with members and partners to build trust and mutual understanding, as this can enhance speed of decision-making around proposed changes in interventions
- Enabling greater decision-making by staff closer to programme implementation
- Focusing more on past evidence of learning and adaptation
- Adequately funding reflection and learning over time and retain the knowledge
What have we done in 2019?

Focus on capacity development
Key capacity development challenges and opportunities

Key challenges

- Need to go beyond seconded positions to a coordinated and common approach e.g. sharing of ToRs, common vision on short term vs long term capacity injection support
- Lack of inclusive and transparent approaches which fuels power struggles between authorities
- Finding the right balance of government engagement at all levels (state/municipal vs. federal)
- Limited technical capacity of local actors to lead on coordination and planning processes

Opportunities

- Providing more mentorship and peer support with consistent follow up
- Improving coordination by investing in joint planning meetings with authorities
- Going beyond capacity development and secondments to understanding partnership building and institution building
- Conducting thorough context analyses to understand the context and dynamics between different actors
- Realistic, localised, well-defined and collectively endorsed capacity development plans for institutions and individuals spanning the coming years at minimum
What have we influenced in 2019?

*Focus on policy dialogue*
ReDSS priority policy processes and key stakeholders

Use of ReDSS evidence, learning and analyses

- National and sub-national government policies (National and county/regional development plans)
- Humanitarian and development donors policies and funding
- World Bank IDA 18 Process
- CRRF Regional and country levels
- UNHCR
- IGAD
The Global Compact on Refugees (GCR) (December 2018) has renewed multi-stakeholder policy engagement on durable solutions processes.

GCR has four inter-linked objectives:
1. Ease **pressure** on host countries – responsibility sharing
2. Enhance refugee **self-reliance** – easing the path for refugees from assistance to productivity
3. Expand access to **third country solutions**
4. Support **conditions in countries of origin** for return in safety and with dignity

In 2019 there was a number of research and publications on the application of the Comprehensive Refugee Response Framework (CRRF) in pilot contexts in this region (including Ethiopia, Somalia, Uganda and Kenya).

CRRF piloted the ‘**new ways of working**’ envisaged by the New York Declaration for Refugee and Migrants (2016) to support **more predictable and comprehensive responses** in more than 15 refugee situations worldwide. Evidence and learning informed the development of the GCR two years later.
GCR founded on a set of unrealistic assumptions
- Global responsibility sharing and financial commitments i.e. “You host, we fund”
- Refugee inclusion is possible and cheaper
- Pathways to refugee self-reliance exist in refugee hosting areas

However, there have been key achievements including:
- Refugee assistance no longer seen as just humanitarian
- New actors, new financing, new opportunities with the World Bank IDA 18 funding particular important
- Some opening of refugee rights
- Regional and international policy development
- Greater support to hosts and hosting areas
Easing the pressures on host countries – **rethinking burden sharing and financing**

- Donors need to increase their funding for truly developmental approaches and find more creative ways to channel money through national system (e.g. trust funds)
- Need for predictable and sufficient humanitarian funding in the medium term
- Public sector and institutional reform must be a larger part of donor support to host governments to facilitate moves towards integrating refugee support into national systems
- Need to shift refugee management away from centralised emergency/refugee management offices towards line ministries and district government.

Barriers to **refugee self-reliance**

- Refugee inclusion hampered by lack of direct funding of host governments and social protection schemes still do not include refugees
- Challenges the model of refugee self-reliance i.e. strategies centre on transformation of remote, under-developed areas, private sector face major disincentives to engage, not every refugee can be an entrepreneur and urban refugees still not included etc.
- Need for context specific understanding of, and strategy towards, self-reliance. This needs to go beyond economic potential of refugees but considers the political, social and cultural dimensions that impact achievement of self-reliance. Need for political economy analysis.
- More focus on how to realise the right to work in practice and the implications of lack of freedom of movement.
Return and (re)integration

- Create space for key stakeholders to come together to discuss and work on common standards to measure and monitor progress towards sustainable (re)integration
- Advocate for and ensure common understanding of the benefits of cross-border programming and harness the role of IGAD to support cross-government approaches
- Support awareness and understanding of people’s (re)integration and movement patterns including urban-rural linkages to enable more flexible programming
- Balance investments and engagements carefully between local/municipal and federal levels both in terms of programming, capacity and policy support and invest in institutions not only individuals
- Prioritise maintaining the quality of the asylum space and informed and voluntariness of the return and repatriation process.

Area-based and locally-led approaches

- Understand the planning and interventions that already exist within the same area, to identify the gaps that can be filled and opportunities that can be capitalised on
- Urgently ensure more consistent engagement with and integration of displaced people and communities at all stages of the programme cycle
- Invest in longer-term, sustainable and locally appropriate capacity building going beyond secondments to support institution building.
- Build spaces for dialogue and common understanding with private sector actors around durable solutions
- Invest in capacities of humanitarian actors to be able to navigate a development and political environment whilst maintaining a principled humanitarian response.
- Humanitarian and development actors should coordinate more around policy asks to governments to ensure more consistent and coherent engagement.
National and regional engagement

- Continue to support IGAD to carry out stocktaking and follow up to regional commitments. Sustain advocacy with national governments to align and operationalise commitments
- Better align and indicate durable solutions programming contribution to the SDGs allowing for more collaboration with development actors under an overall poverty agenda
- In countries where there are political or institutions blockages to CRRF implementation focus on local level piloting of what works and documenting learning and impact
- All stakeholders must work together to rethink the displacement financing architecture to support both early and long-term durable solutions processes benefitting both displaced and host communities

How is ReDSS using this evidence to inform policy processes and set a common agenda?

- Utilised the evidence to inform the ReDSS pledge at the GRF
- Disseminated the research at the GRF and used the key messages to inform ReDSS engagement in spotlight sessions/shared with governments/partners to support their preparations
- Recommendations will be used to inform the update to the ReDSS policy agenda (priorities, workplan etc) and core programming principles in 2020
- Further disseminating events planned throughout 2020 as ReDSS and with partners
- Monitoring uptake
In December 2019, the first Global Refugee Forum (GRF) took place as the key event to drive progress around the objectives of the GCR (expected to take place every four years).

Objectives of the 2019 GRF

1. Create, develop and strengthen the architecture and arrangements need to operationalize the GCR over the longer-term;
2. Translate the principles of increased solidarity and more equitable burden – and responsibility-sharing into concrete action; and
3. Focus on broadening the support base and arrangements contribution to burden – and responsibility-sharing.

ReDSS supported regional and country preparations for the GRF

- ReDSS engagement with UNHCR in terms of joint concept note to support regional and country preparations
- Increased partnership with IGAD to support their convening role in terms of member state preparations
- Development of opportunities papers and messaging documents with ReDSS members to support engagement
- Regular ReDSS members and partners regional policy working group
- GRF briefing paper with key learning
- ReDSS GRF pledge to support a common vision and agenda moving forward
Key outcomes of the GRF

- Broadening the base – 840 pledges have been made across the 6 thematic areas of the GRF
  - ¼ of the pledges were joint contributions between governments, civil society, the private sectors and other actors
  - 100 pledges were in support of inclusive national policies – i.e. out of camp, strengthened asylum systems, refugees’ access to work and financial services and the inclusion of refugees in national development plans and national education and health systems
  - Different actors engaged – development partners i.e. World Bank announced a new funding and financing window of USD 2.2 billion and an additional USD 2.5 billion to boost (incentivise and de-risk) private sector engagement and large private sector actors pledged deeper engagement (USD 250 million)
  - 250 pledges contained financial commitments and UNHCR suggested that this includes an additional USD 2 billion ...

- GCR implementation
  - Regional support platforms announced including IGAD GCR platform to formalise (and expand?) IGAD’s role around the Nairobi Process
  - Good practice shared through spotlight sessions, online submission and new reports shared etc
Government pledges

**Ethiopia**
- Create up-to 90,000 socio-economic opportunities in specific value chains for refugees and host communities
- Provide quality and accredited skills training for 20,000 host and refugees
- Provide market-based and sustainable household energy solutions to 3 million host and refugees
- Strengthen the Government of Ethiopia’s asylum system and social protection capacity

**Somalia**
- Relocation and reintegration for 5,000 refugees, 25,000 refugee-returnees and 50,000 IDPs
- Finding a permanent solution for recurring flood/drought cycle that leads to displacement along the Shabelle and Jubba river regions
- Development of National Durable Solutions Strategy and reinforcing the National Durable Solutions Secretariat
- Creation of 250,000 new jobs (25% for IDPs and refugee-returnees) by creating an environment that enables the private sector to create jobs

**Kenya**
- Inclusion of refugees in County Development Plans and area-based approaches to building resilience for host communities and preparing refugees for solutions
- Strengthening the institutions and community structures that manage asylum, deliver services and provide security in refugee-hosting areas
- Strengthening the support to refugees and hosting communities education
ReDSS pledge - ‘Advancing multi-stakeholder engagement to sustain solutions locally, nationally and regionally in the East and Horn of Africa Region’:

1. **Support area-based processes**: Invest at sub-national levels in supporting Durable Solutions Working Groups/ local solutions hubs bringing together humanitarian, development and peace building actors to support locally-led processes, linking durable solutions programing to district development plans.

2. **Support measuring outcomes**: Develop multi-stakeholder approaches to measure durable solutions processes in each country and support greater accountability amongst all stakeholders contributing to collective outcomes.

3. **Displacement financing**: Work with all stakeholders to rethink the displacement financing architecture to support both early and long-term durable solutions processes benefiting both displaced and host communities.

4. **Support regional and cross-border dialogue**: Work with IGAD and other key stakeholders to support the Regional Support Platform to assist countries’ capacity to address and find solutions to displacement and foster cross learning and collaboration. And create similar approaches for the Great Lakes Region by working with the International Conference on the Great Lakes Region (ICGLR).
Post GRF agenda

❑ How can we sustain the momentum in the lead up to the GRF around policy dialogue?

❑ How can we support turning the pledges into reality and building on previous international and regional commitments (lesson learned, progress and challenges)?

❑ How can we hold each other accountable for the different pledges? Government pledges rely on multi-year development funding and partners made a number of pledges including for this region/country across financial and technical

❑ How can we sustain the coordination and dialogue needed to operationalise the multi-stakeholder approaches?

❑ How can we as ReDSS be accountable for our pledge? Operationalise the pledge in terms of commitments/programming principles and monitor (track) progress?
IDP context in the region

- Massive protracted IDP displacement situations – region hosts 2 of the largest IDP situations in the world
- Less political will to find long-term solutions to current IDP situation (contrast with GRF)
- Broader political and security risks due to upcoming elections in Somalia and Ethiopia
- Contrast in IDP situations – Somalia primarily an IDP displacement crisis while in Ethiopia IDP and refugee agendas are parallel
- Learning from Somalia in terms of stages of engagement on IDPs (beyond return), core programming principles and supporting area-based and locally-led approaches

IDP agenda

- Risk management around the political dynamics and IDPs in terms of principled response
- Challenges remain around lack of and use of data to inform area-based planning and generally measuring collective progress towards local (re)integration
- Marginalisation, inclusion and social cohesion – durable solutions for IDPs is closely related to ethnic and conflict dynamics and essential to integrate conflict and political economy analyses at the core of durable solutions programming
- Need to engage in early solutions and long term durable solutions at the same time
How have we coordinated in 2019?

Focus on internal and external coordination
ReDSS as an inclusive, collaborative, coordinated hub

- Fostered inclusive, trustful and collaborative working approaches
  - Increased demand for ReDSS support: members, government, donors, academia... as ReDSS is recognized as the “go-to” organization on durable solutions in the region

- Pursued strategic partnerships, collaboration and relationships
  - Strategic partnerships: UNHCR, WB, governments/ municipalities
  - Increased donor engagement and support- DFID, DANIDA, Swiss, EU, USAID
  - Additional capacity to support the GRF- NORCAP secondment
  - Joint planning with local authorities in Somalia and Ethiopia
  - ReDSS + Structure in Somalia and Ethiopia

- Strengthened performance and collective accountability within ReDSS
  - Dedicated country support for Somalia, Ethiopia and Kenya
  - 11 staff focusing on Somalia, Ethiopia, Kenya and regional level
  - Internal monitoring systems to ensure accountability, measure uptake and impact
  - Expansion of ReDSS in Great Lakes Region

Challenge: managing country growth while maintaining regional impact, putting in place systems & processes to deliver at scale while ensuring quality, focus and value add
2020 focus and priorities
<table>
<thead>
<tr>
<th>Themes and focus</th>
<th>Regional</th>
<th>Somalia</th>
<th>Ethiopia</th>
<th>Kenya</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return and (re)integration</td>
<td></td>
<td>Area based approaches and urban displacement</td>
<td>Area-based approaches</td>
<td>Devolution and area-based approaches</td>
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<tr>
<td>Displacement financing</td>
<td></td>
<td>Self reliance and social economic inclusion</td>
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<tr>
<td>Cross border programming and learning</td>
<td></td>
<td>Private sector engagement and innovation</td>
<td>Social cohesion</td>
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</tr>
<tr>
<td>Climate change and displacement</td>
<td></td>
<td>Measuring sustainable (re)integration</td>
<td>Protection in development contexts</td>
<td>Urban displacement</td>
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<tr>
<td>Private sector engagement and innovation</td>
<td></td>
<td>Housing, Land and Property and forced evictions</td>
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## Regional key activities

<table>
<thead>
<tr>
<th>Research, analysis &amp; Knowledge Management</th>
<th>Programme Support &amp; Capacity Development</th>
<th>Policy Dialogue</th>
<th>Internal &amp; External Coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus and invest more on uptake to support synthesis and use of evidence</td>
<td>Measuring self reliance and durable solutions processes</td>
<td>National/ sub national development plans</td>
<td>Half day quarterly regional core group</td>
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<td>Learning events and briefs on: (self reliance and economic empowerment; area-based approaches; displacement financing; social cohesion) Regional common research agenda and questions</td>
<td>Adaptive management embedded into programing and monitored – documented</td>
<td>UNHCR and WB / new ways of working – CRRF</td>
<td>Quarterly national Core Group</td>
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<td>Provide opportunities for cross-learning between countries, peer learning, exchange visits</td>
<td>Use of conflict analyses and PEA to inform and adapt program/ to prepare ETH</td>
<td>Strategic engagement IGAD-regional support platform</td>
<td>ReDSS + structure in country</td>
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<td>Unpacking area-based and locally-led approaches and sharing learning from different contexts</td>
<td>Post GRF engagement and agenda</td>
<td>Members focal points at regional and national level</td>
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<td></td>
<td>IDP agenda and focus</td>
<td>Review of ReDSS ToC and strategy for 2021-2023</td>
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<td></td>
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<td></td>
<td>External evaluation</td>
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