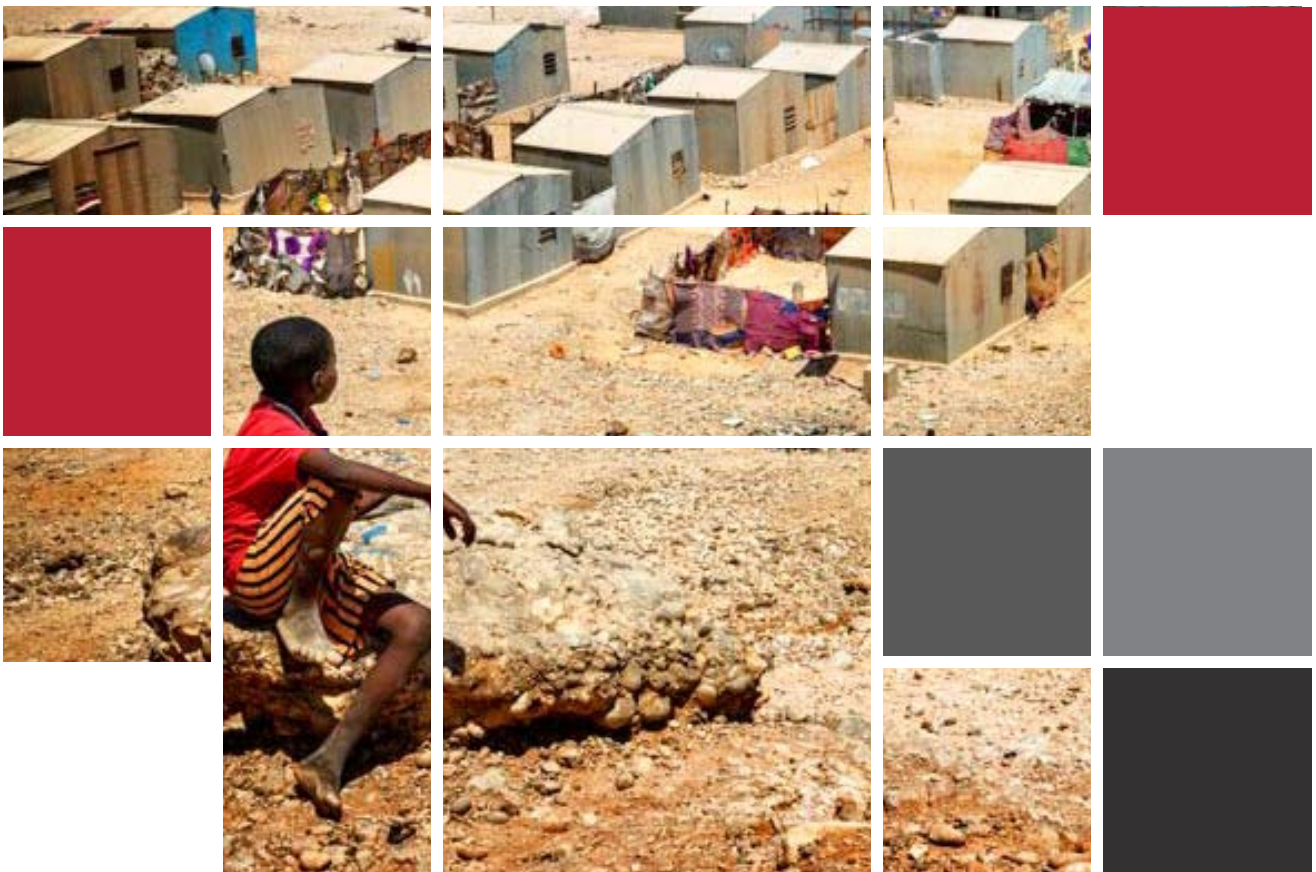


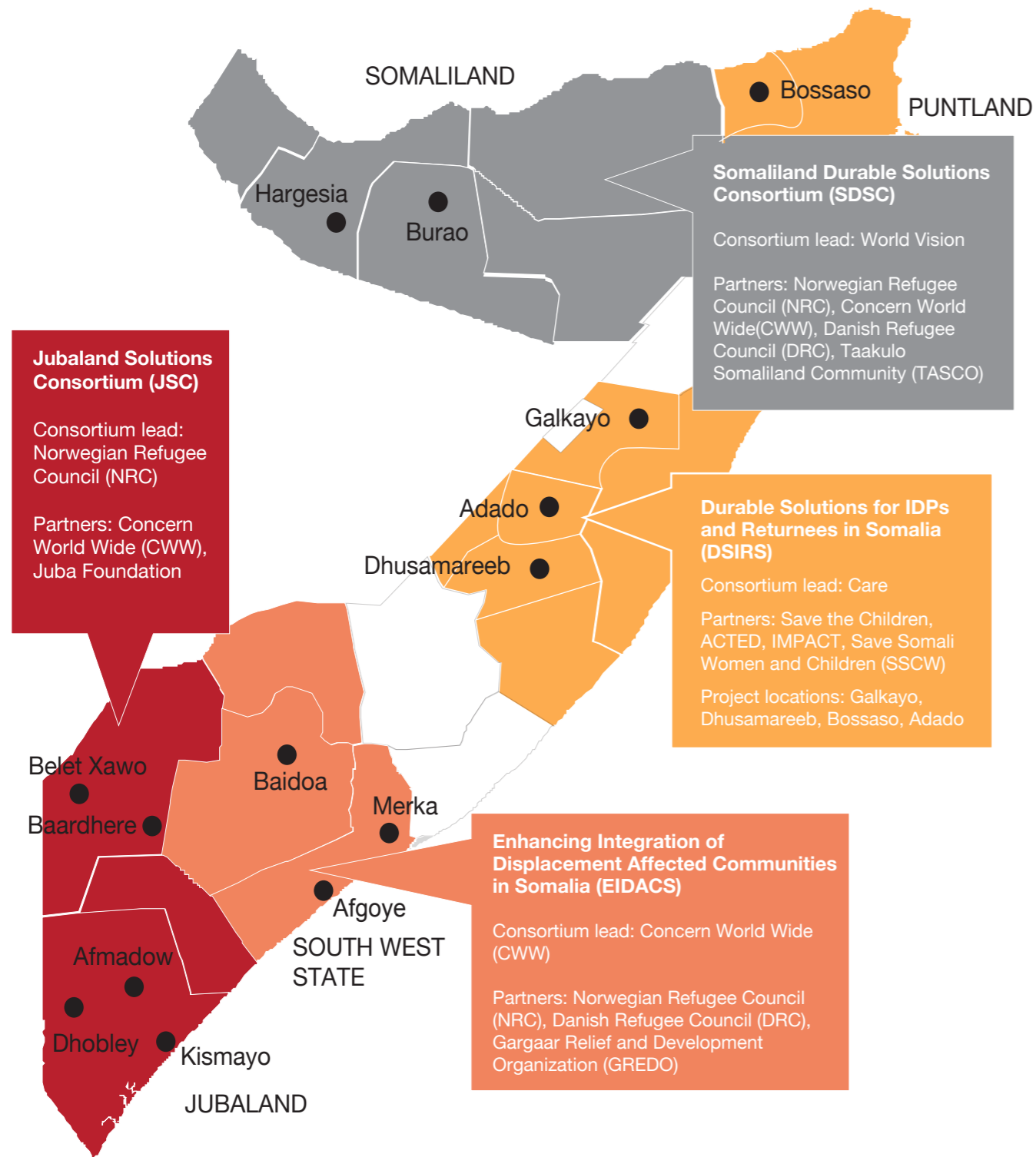


SOMALIA

**LESSONS LEARNED FROM
THE EU RE-INTEG DURABLE
SOLUTIONS CONSORTIA
(2017- 2020)**



OCTOBER 2019



CONTENTS

02	GLOSSARY OF KEY TERMS
04	LIST OF ACRONYMS
06	EXECUTIVE SUMMARY
09	INTRODUCTION
10	METHODOLOGY
12	OVERVIEW OF THE EIDACS, JSC AND SDSC PROGRAMMES
15	LESSONS LEARNED
15	Strategy and Approach
20	Consortia Governance and Management
22	Community Engagement
25	Government Engagement
27	Learning and Adaptation
32	CONCLUSION
35	BIBLIOGRAPHY
36	ANNEX



GLOSSARY

Area-Based Approach	An approach that defines an area, rather than a sector or target group, as the main entry point. All stakeholders, services and needs are mapped and assessed and relevant actors mobilized and coordinated with. (IRC)
Durable Solutions	A durable solution is achieved when the displaced no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their human rights without discrimination on account of their displacement. It can be achieved through return, local integration and resettlement. (IASC Framework on Durable Solutions for IDPs).
Host communities	The people living in an area affected by displacement, but who are not themselves refugees, IDPs or returnees.
IASC Framework on Durable Solutions for IDPs	A framework with the purpose of fostering a better understanding of the concept of durable solutions for the internally displaced; providing general guidance on the process and conditions necessary for achieving a durable solution; and assisting in determining to what extent a durable solution has been achieved. (Brookings Institute)
Internally Displaced Persons (IDPs)	Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border. (Guiding Principles on Internal Displacement)
Livelihoods	A combination of the resources used and the activities undertaken in order to live. Resources include individual skills (human capital), land (natural capital), savings (financial capital), equipment (physical capital), as well as formal support groups and informal networks (social capital). (DfID)
Local Integration	Local integration as a durable solution combines three dimensions. First, it is a legal process, whereby refugees attain a wider range of rights in the host state. Second, it is an economic (material) process of establishing sustainable livelihoods and a standard of living comparable to the host community. Third, it is a social and cultural (physical) process of adaptation and acceptance that enables the refugees to contribute to the social life of the host country and live without fear of discrimination. (UNHCR)

ReDSS Durable Solutions Framework

A rapid assessment tool to assess to what extent durable solutions have been achieved in a particular context. ReDSS operationalized the IASC Framework for Durable Solutions for IDPs to develop the ReDSS Durable Solutions Framework for displacement affected communities. It comprises the 8 IASC criteria around a) Physical Safety – protection, safety and security, and social cohesion b) Material Safety – adequate standards of living, access to livelihoods, restoration of housing land and property. c) Legal Safety – access to documentation, family reunification, participation in public affairs, and access to effective remedies and justice.

Refugee	A person who “owing to well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country”. (Geneva Convention relating to the Status of Refugees, Art. 1A(2), 1951)
Resilience	Resilience is the ability of countries, communities and households to manage change, by maintaining or transforming living standards in the face of shocks or stresses - such as earthquakes, drought or violent conflict- without compromising their long-term prospects (DfID)
Reintegration	A process which involves the progressive establishment of conditions which enable returnees and their communities to exercise their social, economic, civil, political and cultural rights, and on that basis to enjoy peaceful, productive and dignified lives. (UNHCR)
(Re)integration	An umbrella term used in this report to encompass the two separate processes of local integration in place of displacement and reintegration in place of origin.
Self-Reliance	The social and economic ability of an individual, household or community to meet basic needs (including protection, food, water, shelter, personal safety, health and education) in a sustainable manner and with dignity.
Social Cohesion	The nature and set of relationships between individuals and groups in a particular environment (horizontal social cohesion) and between those individuals and groups and the institutions that govern them in a particular environment (vertical social cohesion). ⁸ Strong, positive, integrated relationships and inclusive identities are perceived as indicative of high social cohesion, whereas weak, negative or fragmented relationships and exclusive identities are taken to mean low social cohesion. Social cohesion is therefore a multi-faceted, scalar concept. (World Vision)

LIST OF ACRONYMS

CWW	Concern Worldwide
CAP	Community Action Plan
CMU	Consortia Management Unit
CSO	Civil society organization
DAC	Displacement-affected community
DFID	Department for International Development
DRC	Danish Refugee Council
DSP	Durable Solutions Programme
EIDACS	Enhancing Integration of Displacement-affected Communities in Somalia consortium
EU	European Union
FGD	Focus group discussion
GREDO	Gargaar Relief and Development Organization
HLP	Housing, land and property
IASC	Inter-Agency Standing Committee
IDP	Internally displaced person
INGO	International non-governmental organization
IOM	International Organisation for Migration
JF	Juba Foundation
JSC	Jubaland Solutions Consortium
KII	Key informant interview
NDRA	National Displacement and Refugee Agency
NDP-II	The Somaliland National Development Plan II
NGO	Non-governmental organization
NRC	Norwegian Refugee Council
LORI	Local (Re)integration Index
MoPIC	Ministry of Planning and International Cooperation
MoPIED	Ministry of Planning, Investment and Economic Development
ReDSS	Regional Durable Solutions Secretariat
REF	Research and Evidence Facility
SDGs	Sustainable Development Goals
SDSC	Somaliland Durable Solutions Consortium
SHACDO	Shabelle Community Development Organization
SHG	Self Help Group
TASCO	Taakulo Somali Community
UN	United Nations
WV	World Vision



Market in Mogadishu. Credit: UN- S.Price

EXECUTIVE SUMMARY

INTRODUCTION

In recent years, 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 Somalia. The European Union-funded RE-INTEG Programme (RE-INTEG) is a multi-year programme focused on the sustainable (re)integration of IDPs and returnees in Somalia, which commenced in 2017 and will conclude in 2020. RE-INTEG was followed by two further durable solutions-focused programmes in Somalia: Danwadaag¹ and the Durable Solutions Programme² (DSP), funded by DFID and Danida respectively.

This report focuses on the EU RE-INTEG interventions of three NGO-led consortia for which ReDSS is the learning partner: The Jubaland Solutions Consortium (JSC); The Enhancing Integration of Displacement Affected Communities in Somalia Consortium (EIDACS); and The Somaliland Durable Solutions Consortium (SDSC). These three consortia have adopted a harmonized, solutions-oriented approach. Four common outcomes- focused on community engagement, access to basic services, livelihoods, and research and learning- have been adopted. Progress towards these collective outcomes is measured by 10 common IASC outcome-level indicators based on the [ReDSS Durable Solutions Framework](#).

The objective of this report is **to document learning and promising practices from the EIDACS, JSC and SDSC programmes** in the following areas: 1) Strategy and approach, including the use of the IASC indicators; 2) Consortium governance structures and coordination within and between consortia; 3) Engagement with critical durable solutions stakeholders, particularly government representatives and displacement-affected communities (DACs); and 4) Learning and project adaptation. Key lessons learned and promising practices were identified through a desk review of key programme documentation and relevant external documents, and 20 key informant interviews with programme stakeholders, including RE-INTEG implementing and learning partners, the EU, representatives of government, and partners from other durable solutions consortia. Learning identified as part of this process is intended to inform ongoing and future solutions-focused programmes in Somalia and the wider region.

¹ IOM-led solutions consortium with NRC, CWW, SHACDO, Juba Foundation and ReDSS as partners

² DRC/DDG-led solutions programme with WYG and ReDSS as partners.

LESSONS LEARNED FROM THE EIDACS, JSC AND SDSC PROGRAMMES

Strategy and approach

1. Durable solutions programming can enable a coordinated approach to addressing displacement which spans the humanitarian-development-peace/state building nexus. The EU RE-INTEG programme has created the space for increased collaboration between political, humanitarian and development actors in efforts to advance (re)integration and support area-based development.
2. An effective area-based approach is dependent upon ensuring complementarity and coordination with other actors and programmes within the defined geographical area to address social, economic and political challenges and opportunities. An individual solutions-focused programme does not necessarily need to address all the needs and displacement-specific vulnerabilities within its area of implementation, however, it is important to understand the planning and interventions that exist, the gaps that can be filled, and the opportunities to advance solutions that can be capitalized on.
3. Durable solutions programming should work in complementarity with resilience programming in rural areas, and should promote both local integration in urban areas and, where the security situation allows, voluntary, safe and dignified return and reintegration in rural areas.
4. Durable solutions-focused programmes should develop a clear theory of change, which outlines a causal pathway for advancing (re)integration and addressing vulnerability across DACs.
5. IASC Indicators can be adopted into logframes, but in doing so they should be contextualized and clearly defined. A clear protocol for disaggregating data according to displacement status is also crucial to understand the extent of displacement-specific vulnerabilities and how these change over time.
6. There is a lack of evidence and consensus among durable solutions actors on what works and what does not in the process of measuring and monitoring progress towards (re)integration.
7. Durable solutions programming should support broader displacement-focused data collection and analysis efforts, and promote government ownership of these efforts.

Consortium Governance and Management

1. Working as a consortium enables agencies to deliver comprehensive, multi-sectoral responses to displacement, and implement area-based approaches in displacement affected communities. By pooling their expertise, the consortia partners have been able to deliver multi-sectoral programmes, focused on local governance, HLP, WASH, education, health, protection, and economic empowerment.
2. Adequate investment is required in consortium management structures to ensure harmonization of approaches across agencies, maximization of synergies and impacts across sectors, cross-learning, and robust monitoring and evaluation of programmes.
3. Space needs to be created for the meaningful involvement of national/local humanitarian and development organizations in the design and implementation of solutions-focused programming. Three local NGO partners- GREDO, Juba Foundation, and TASCO- have brought vital expertise, local knowledge, strong community relations, and geographical reach to the consortia.

Community engagement

1. Durable solutions programming should seek to utilize and build upon what is already in place. A comprehensive mapping of community structures should be conducted at the outset, and interventions should try to build on existing capacities and groups, and the plans of these groups. Efforts should also be made to link community groups and their plans to other planning processes.
2. Programme design should incorporate flexibility so as to enable interventions to be driven by community priorities. Implementation of community action plans (CAPS) in future solutions programming would benefit from greater flexibility within the programme design, allowing for adjustments to be made to activities and budget lines based on the priorities identified by communities.
3. Durable solutions programming should create the space and opportunities for communities and key stakeholders to engage in dialogue, collaboration and joint planning. Critical to this is the full documentation of CAPs and the sharing of these plans with relevant government, humanitarian and development stakeholders. Under Danwadaag, CAPs will be consolidated into district-level plans, a process which aims to ensure inclusive planning that is based on the needs of DACs³.
4. Accountability to displacement-affected communities must be established through prioritizing a two-way flow of information.

Government Engagement

1. Early engagement at all levels of government, especially during the design phase, is essential to secure government buy-in and ongoing engagement.
2. Achieving durable solutions is dependent upon different levels of government having adequate capacity, willingness, and resources to lead durable solutions processes; durable solutions programming should be designed with this in mind. Future durable solutions programming should engage collaboratively at the design stage with key government counterparts to develop a joint strategy to enhance government capacity with specific indicators and milestones.
3. Government leadership and oversight needs to be encouraged and supported throughout implementation through a variety of approaches. The EIDACS, JSC and SDSC consortia engaged government in the implementation of specific programme activities, in Project Steering Committee and Technical Working Group meetings, in solutions-focused trainings, and through the sharing of project documents, budgets and workplans. Furthermore, joint monitoring processes engaged line ministries in the process of programme oversight and increased partner accountability.

³ Information obtained from document highlighting Danwadaag/RE-INTEG complementarity, produced by Danwadaag partners.

- Processes for learning and adaptation should be embedded into project design, with roles, responsibilities and processes clearly defined.
- The inclusion of a learning partner in consortia can add significant value in terms of generating learning, building capacity, and creating the space for dialogue on durable solutions. Respondents highlighted that ReDSS have added value to programming in terms of helping to identify lessons learned; connecting the consortia to other critical durable solutions actors; building knowledge and capacity; providing guidance on programming principles; and helping to establish a common vision.
- Multiple approaches should be adopted for capturing and applying learning in durable solutions programming. A number of promising, programme-specific learning practices have been adopted by the EIDACS, JSC, and SDSC consortia including joint monitoring with government, annual review sessions, the capturing of individual success stories, and the development of lessons learned documents.
- Flexibility should be built into programme design, in order to ensure that learning can lead to effective and appropriate adaptation of programmes. Flexibility is not just determined by the donor and their requirements. It is also about individual agencies and consortia determining their own degree of flexibility in terms of sectors of work and locations of implementation. Future durable solutions programming should consider these factors during the design phase, and donors and implementing agencies should be on the same page about the extent and nature of flexibility. Approaches should include testing/piloting different approaches; investing in conflict analysis; carving out the time for periodic lessons learned reflection sessions; and investing in DAC accountability mechanisms.

CONCLUSION




The RE-INTEG consortia have been able to move beyond traditional short-term humanitarian programming, and bring a resilience- and development-focused approach to addressing displacement. The consortia partners have been delivering multi-sectoral programmes that have advanced the multiple elements of (re)integration. Furthermore, the multi-sector/multi-actor nature of the programmes has aided the implementation of area-based approaches, and created more space for the programmes to engage government representatives and communities collaboratively rather than as individual agencies. The 3-year programme timeframe has also offered increased opportunities for learning and adaptation. The EU has shown leadership among donors with its investment in durable solutions through the RE-INTEG Programme. This has led to further investment from DfID and Danida in durable solutions programming, with Danwadaag and the Durable Solutions Programme. These interventions are learning from, building on, and scaling up the activities, initiatives, and structures put in place by RE-INTEG.

In identifying lessons learned from the EIDACS, JSC and SDSC programmes, a number of areas where there were shortcomings have been identified. IASC indicators should have been contextualized, adapted and clearly defined, and standard approaches to measuring them should have been developed at the design stage. More investment should have been made into consortium management structures. Having a joint CMU across the three programmes would have helped in harmonizing approaches, integrating different programme components and sectors, enabling cross-learning, and standardizing approaches to the monitoring of outcome indicators. Although the programmes engaged constructively with government stakeholders, there was no clearly articulated strategy around engagement and capacity development with different levels of government. Furthermore, approaches to community engagement and CAP development were fragmented, and the CAPs were often isolated from other actors.

1. INTRODUCTION

In recent years, 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 Somalia. [The European Union-funded RE-INTEG Programme \(RE-INTEG\)](#) is a multi-year programme focused on the sustainable (re)integration of IDPs and returnees in Somalia. RE-INTEG was followed by two further durable solutions-focused programmes: the Danwadaag Solutions Consortium⁴ and the Durable Solutions Programme⁵, funded by DfID and Danida respectively, and implemented by many of the agencies engaged in RE-INTEG.

The RE-INTEG programme has three result areas:

Result 1:		Closing gaps in the management of refugees and returnees;
Result 2:		Enhancing the rule of law by improving and implementing policies and legal framework for IDPs, refugees and returnees; and
Result 3:		Increased access to basic services and creation of realistic livelihood opportunities in the main access areas of return and departure.

[Four NGO-led consortia](#) commenced implementation under Result 3 in 2017, with programmes due to end in March 2020. ReDSS is the learning partner for three of these consortia:

- The Jubaland Solutions Consortium (JSC);
- The Enhancing Integration of Displacement Affected Communities in Somalia Consortium (EIDACS); and
- The Somaliland Durable Solutions Consortium (SDSC).

These three consortia have adopted a harmonized, solutions-oriented approach. Four common outcomes-focused on community engagement, access to basic services, livelihoods, and research and learning- have been adopted. Progress towards these collective outcomes is measured by 10 common IASC outcome-level indicators based on the [ReDSS Durable Solutions Framework](#). (the ReDSS Framework).

EIDACS, JSC and SDSC have made a strong commitment to learning through incorporating a common learning outcome in their RE-INTEG programmes and engaging ReDSS as a common learning partner. In order to facilitate cross learning, a process of capturing [real-time learning](#) and adaptive management commenced in 2018. Although ReDSS together with its partners have developed core [principles for solutions-oriented programming](#)⁶ to complement the collective outcomes indicators, learning on how to operationalize these principles is often not captured. This process of identifying lessons learned can therefore help us to understand our strengths and weaknesses, and what can be improved in future durable solutions programming.

⁴ IOM-led solutions consortium with NRC, CWW, SHACDO, Juba Foundation and ReDSS as partners

⁵ DRC/DDG-led solutions programme with WYG and ReDSS as partners.

⁶ The ReDSS Solutions Programming Principles have been adapted and endorsed by the Federal Government of Somalia and the UN Resident Coordinator's Office in early 2019.

Objective of documenting RE-INTEG lessons learned

The objective of this report is **“To document learning and promising practices from the EU RE-INTEG NGO-led programmes.”** Its scope is limited to the programmes implemented by the JSC, EIDACS, and SDSC consortia. The learning documented in this report focuses on the following 4 areas:

I	II	III	IV
Project strategy and approach, including the use of the IASC indicators;	Project consortium governance structures and coordination within/ between consortia;	Engagement with critical durable solutions stakeholders, particularly government representatives and displacement-affected communities (DACs); and	Learning and programme adaptation.

These four areas are explained in further detail in the Methodology section below. Learning identified as part of this process is intended to inform 1) any future EU-funded solutions-focused programmes in Somalia, 2) other ongoing durable solutions programmes in Somalia, and 3) other durable solutions programming in the wider region.

The following section of this report outlines the methodology that was used to identify lessons learned. This is followed by a brief overview of the EIDACS, JSC and SDSC programmes, after which lessons learned are presented against the four areas outlined above.

2. METHODOLOGY

The work was undertaken by a consultant over a period of 25 days. The consultant was managed by ReDSS and guided by a Technical Committee (TC) comprised of the RE-INTEG consortia leads, ReDSS, the EU, and other key RE-INTEG stakeholders.

Key lessons learned and promising practices were identified through a 5-phase process:

Phase 1: Development of criteria/key questions	The three consortia programmes are broad multi-sectoral interventions implemented by, and engaging with, a wide range of actors. Determining the scope and criteria for gathering lessons learned therefore required some careful prioritization, balancing breadth of focus with depth of analysis. Key criteria were agreed upon with TC members (see Scope and Limitations section below).
Phase 2: Desk review	Key documents were reviewed, including: the RE-INTEG real-time documentation for 2018, project proposals and reports, M&E plans, monitoring data, project reviews/mid-term evaluation reports, and minutes of Project Steering Committee (PSC) and Technical Working Group (TWG) meetings.
Phase 3: Key informant interviews (KIIs)	A total of 20 KIIs were held with the key programme stakeholders, including RE-INTEG implementing and learning partners, the EU, representatives of government, and partners from other durable solutions consortia.
Phase 4: Development of case studies	Three case studies, which explore a specific sector/activity of each of the three programmes in greater depth, were developed.
Phase 5: Development of lessons learned report	This report presents key lessons learned from the implementation of the three programmes, based on an analysis of data from KIIs and desk review.

Scope and limitations

The intention of this exercise is limited to identifying learning and promising practices to inform future programming; it is not intended to be an evaluation. Furthermore, this report does not examine project impact, but is more focused on examining the strategies, approaches, and processes of the three consortia programmes.

Based on initial proposals by ReDSS and the consultant, and review and discussion with TC members, it was agreed that the report should focus on the four areas outlined in the table below:

Project design and approach	The extent to which the designs of the consortia programmes were appropriately tailored to local conditions, risks and opportunities for durable solutions, was examined. Key questions included: <ul style="list-style-type: none"> • Are the targeted population groups (IDPs, returnees, host communities) and geographical locations appropriate for achieving durable solutions in the local context? • Was the incorporation of IASC indicators an effective means of measuring (re)integration? What has been learned from the incorporation of IASC indicators into project logframes?
Consortia governance and management	The effectiveness and appropriateness of the consortia’s governance structures was examined. Key questions included: <ul style="list-style-type: none"> • Has coordination/planning been effective within and between consortia? • Was the division of labour (sectoral, geographical) within the consortia appropriate/effective? • Have local/national NGO partners been meaningfully engaged in planning and management? • Has the consortium approach added value in terms of harmonized approaches/common strategy vis-a-vis solutions?
Engagement with critical durable solutions actors	The effectiveness of approaches for supporting, empowering and engaging with following actors was examined: <ul style="list-style-type: none"> • Displacement-affected communities; • Government stakeholders; and • Other actors, including other durable solutions consortia and the private sector.
Learning and adaptation	The extent to which programmes were able to learn and adapt was examined. Key question included: <ul style="list-style-type: none"> • Have the programmes been able to adapt based on learning vis-a-vis programme activities and changes in the context? • Did the inclusion of ReDSS as a learning partner add value to supporting consortia programme adaptation and learning?

3. OVERVIEW OF THE EIDACS, JSC, AND SDSC CONSORTIA PROGRAMMES

This section of the report provides a brief overview of the objectives, outcomes and activities of the three consortia. Under EU RE-INTEG, pioneering durable solutions-focused programmes were implemented in Somalia. The three consortia programmes examined in this report are noteworthy, and different to traditional humanitarian programming, in a number of ways:

- They are multi-year programs that straddle the humanitarian-development nexus;
- They have the specific aim of contributing toward the (re)integration of IDPs and returnees;
- They are implemented by NGO-led consortia that bring together multi-sectoral expertise, as well as the incorporation of a partner specifically to support learning;
- They incorporate a set of four common outcomes, as well as 10 common outcome indicators (see Annex IV) from the IASC Framework and the ReDSS Framework, which are intended to be used as a means of measuring progress towards (re)integration.

RE-INTEG has also informed the development of two major durable solutions interventions- Danwadaag supported by DfID and the Durable Solutions Programme supported by Danida- whose design was informed by learning from RE-INTEG, and whose interventions complement and scale up of those of RE-INTEG.

The table below outlines key details of the consortia programmes:

Programme title	Enhancing Integration of Displacement Affected Communities in Somalia (EIDACS)	Durable Solutions and Reintegration Support to Displacement affected communities in Jubaland (Jubaland Solutions Consortium - JSC)	Enhancing Durable Solutions for Reintegration of Displacement Affected Communities in Somaliland – Wadajir (SDSC)
Consortium lead	Concern Worldwide (CWW)	Norwegian Refugee Council (NRC)	World Vision (WV)
Consortium partners	CWW, NRC, Danish Refugee Council (DRC), GREDO	NRC, Jubaland Foundation (JF), CWW	WV, Taakulo Somaliland Community (TASCO), NRC, CWW, DRC
Project location	South West Somalia (Afgoye, Merka and Baidoa)	Jubaland, Somalia (Kismayo, Afmadow, Dhobley, Belet Xawo and Baardhere)	Hargeisa and Burao (Somaliland)
Overall objective	Create a conducive environment for displacement (or mixed migration) affected communities in Somalia to reach a durable solution		

- Outcomes**
1. DACs are able to influence decisions, policies and agreements that affect them collectively as well as where to live and how they are governed;
 2. DACs have improved access and use of basic services/material safety in line with non-displacement affected communities;
 3. DACs have improved access to adequate livelihoods through generating income and assets, gainful employment, and managing financial risk in line with other non-displacement affected communities; and
 4. Learning on best practices and lessons is collected, analysed and disseminated to actors and stakeholders working on durable solutions in Somalia

Implementation of the consortia programmes commenced in 2017, and the programmes will close at the end of March 2020. A brief overview of activities and progress under each of the outcome areas is provided below. A number of challenges and gaps are also introduced below; these are explored in greater detail in Section 4 of this report- “Lessons learned”:

Outcome 1: Displacement-affected communities are able to influence decisions, policies and agreements that affect them collectively as well as where to live and how they are governed

Under this outcome, programme partners mobilized DACs to engage with each other in representative groups of IDPs, returnees and host community members within a defined geographical area. The programmes worked with these community groups to develop community action plans (CAPs) addressing physical, material, and legal safety. The content of the CAPs was intended to inform the implementation of outcome 2 (focused on access to services) and outcome 3 (focused on economic empowerment), as well as contribute to the development of district and municipal level plans as they have done in Baidoa. Partners report a number of positive changes through these activities, including increased collaboration between host and IDP populations, improved community infrastructure, and increased engagement between DACs and relevant government counterparts. It has not been possible to implement all aspects of the CAPs though, and it is acknowledged that more needs to be done to document the CAPs and engage with other stakeholders in their implementation. Furthermore, the community engagement approaches adopted by partners were not harmonized. Learning from community engagement is documented in the “Lessons Learned” section of this report.

A second component of this outcome is supporting DACs to exercise their housing, land, and property (HLP) rights. Critical HLP components of the programmes have included the following: mapping of and addressing areas at risk of eviction, training on collaborative dispute resolution, provision of information on issues related to HLP rights, provision of counselling and legal assistance to individuals involved in HLP disputes, advocacy initiatives aimed at preventing forced evictions and increasing the allocation of land for IDPs and a [policy brief on forced evictions](#) developed by ReDSS and its partners. In all three programme locations, partners highlight that realizing rights to housing, land, and property is a critical component of (re)integration. Partners report a number of positive changes, including the improved identification and response to potential and actual forced eviction incidents, increased community awareness of HLP rights, and increased community capacity to resolve HLP disputes through community dispute resolution committees. All three programmes have also worked in collaboration with the authorities to facilitate the issuance of land titles. The case study for the JSC programme focuses on this HLP component (see Annex II).

Outcome 2: DACs have improved access and use of basic services/material safety in line with non-displacement affected communities

Under this outcome, the consortia have placed a focus on improving access to, and quality of, basic services, while mainstreaming protection. The sectors of focus differ among the three consortia. EIDACS has focused on health, education and WASH. The JSC has focused primarily on education, with a component of improving WASH facilities at schools. The SDSC has been working in the health sector, and also has a protection component with a specific focus on gender-based violence prevention and response. It was intended for priorities identified under the CAPs (Outcome 1) to inform activities under Outcome 2. This has occurred to an extent, but has been inhibited by a number of factors, including the late development of CAPs, and by the fact that many CAP priorities were outside the sectoral scope of the programme (these issues are explored in greater detail in the “Lessons Learned” section of this report). Partners report multiple positive changes in displacement-affected communities as a result of activities under Outcome 2. These include increased capacity of teachers and healthcare staff, improved service infrastructure, and better equipped schools and health care facilities.

Outcome 3: DACs have improved access to adequate livelihoods through generating income and assets, gainful employment, and managing financial risk in line with other non-displacement affected communities

Under this outcome, partners focused on the economic empowerment of displacement-affected communities, with a particularly focus on women and youth. A number of different approaches were adopted across the three consortia. Vocational skills training was supported, with the aim of enabling trainees to obtain employment or start their own business. Support to small and medium enterprises was also provided, comprised of business/entrepreneurship training and the provision of start-up kits and grants. All three consortia also established self-helps groups- savings and loans groups comprised of IDPs, returnees and host community members. The SDSC case study presented in this report focuses on support to self-help groups (see Annex III), and EIDACS case study focuses on support to the establishment and development of small businesses (see Annex II).

Positive changes as result of these activities were reported by the consortia in their Year 2 reports. Training graduates and members of SHGs have been able to obtain capital and start their own businesses. A number of individual stories have been collected by partners outlining how beneficiaries have been able to support family members through increased income and send children to school as a result of the support received. Partners across the three programmes have highlighted the need to scale up economic empowerment activities (beneficiary numbers have been relatively small) and also for the increased engagement of the private sector and stronger value chain analysis in future interventions.

Outcome 4: Learning on best practices and lessons is collected, analysed and disseminated to actors and stakeholders working on durable solutions in Somalia

Activities under this outcome have been primarily led by ReDSS. [A solutions analysis was conducted in Somaliland⁷](#) and updates were made to the [solutions analysis in Baidoa, Kismayo, and Mogadishu⁸](#). ReDSS-led trainings on durable solutions were provided for key government, UN, NGO and civil society stakeholders in all three locations, and other learning events were held at regional and sub-national levels. Support was provided to authorities to develop solutions-focused or solutions-related policies, for example ReDSS and SDSC partners provided input into the development of the Somaliland National Displacement and Refugee Agency’s Strategic Plan. ReDSS also supported cross learning between consortia and the use of evidence to adapt programmes and inform policies. The inclusion of ReDSS as a learning partner added value in terms of the following: helping partners to identify lessons learned and promising practices; connecting the consortia partners to other critical durable solutions actors through their networks; building capacity among key programme stakeholders; providing guidance on durable solutions programming principles and approaches; and helping to move forward a durable solutions agenda in programme locations. Evidence generated through ReDSS research and analyses is also informing policy and practice in the programme locations.

The consortia partners adopted some promising practices for internal reflection and adaptation, but more could have been done to embed processes for adaptive management in programme design. Processes of learning and adaptation within and across three consortia, and the specific role of ReDSS as a learning partner, are examined in detail in the next section of this report.



Somaliland Evidence Week 2019. Credit: World Vision

7 ReDSS (2018). Somaliland 2018 Durable Solutions Analysis.
8 ReDSS (2019). Solutions Analysis Update 2019: Case study on lessons learnt and practices to support. (re)integration programming – Mogadishu, Baidoa and Kismayo.

4. LESSONS LEARNED

This section outlines lessons learned from the EIDACS, JSC, and SDSC programmes, with five separate sections covering strategy and approach, consortia governance and management, community engagement, government engagement, and learning and adaptation.

I. STRATEGY AND APPROACH

The EIDACS, JSC, and SDSC consortia adopted area-based approaches through targeting specific geographical areas, and within these areas supporting vulnerable individuals regardless of displacement status, while engaging collaboratively with key local stakeholders. This section explores some of the learning from adopting this approach. Lessons learned from the incorporation of IASC indicators into programme log-frames and challenges in relation to measuring (re)integration are also identified below.

Lessons Learned on Strategy and Approach

Durable solutions programming can enable a coordinated approach to addressing displacement which spans the humanitarian-development-peace/state building nexus

It is well recognized that addressing displacement in Somalia requires a collective effort by multiple actors from the political, humanitarian, development, and private sector spheres. The EU RE-INTEG programme has created the space for increased collaboration between these actors in efforts to advance (re)integration and support area-based development. The RE-INTEG consortia have been able to move beyond traditional short-term humanitarian programming and bring a resilience- and development-focused approach to addressing displacement. Some examples of this are detailed below:

- The consortia engaged constructively with government stakeholders and development actors in capacity building, planning, and displacement-focused and displacement-related policy/strategy development. These processes are discussed further in the “Government Engagement” section of this report.
- The consortia supported communities to identify their development priorities and create community action plans (CAPs), a process which is discussed further in the “Community Engagement” section of this report.
- The consortia placed a strong focus on strengthening resilience in urban areas, through components focused on economic empowerment, and securing rights to housing, land and property. These components are explored in three case studies annexed to this report.

These promising practices are being scaled up and built upon by the Danwadaag and Durable Solutions Programme consortia. There are also a number of areas for improvement. For example, the EIDACS, JSC, and SDSC consortia could have adopted a clearer strategy around supporting and empowering government stakeholders to lead durable solutions processes, and community action plans could have been better documented and more clearly linked up to district- and municipal-level planning. These issues and other areas for improvement are discussed in more detail in subsequent sections of this report.

Future durable solutions programming should also more clearly articulate its alignment and contribution to the Sustainable Development Goals (SDGs) during the design phase. This would enhance the collaborative effort in addressing displacement, as the SDGs are the framework against which governments and development actors plan and report. The ReDSS Framework was updated in 2018 to highlight linkages between its criteria and indicators and the SDGs.

While adopting a development- and resilience-focused approach, the EIDACS, JSC, and SDSC consortia were also having to simultaneously address humanitarian needs during implementation, most notably arising from the drought which commenced in 2016. In 2017, ReDSS developed a policy paper which highlighted the need for [early solutions planning and adaptation](#) within the context of the drought. The consortia were able to make adaptations in Year 1 to address emerging humanitarian needs (described in further detail in the section on “Learning and Adaptation” below), but a number of respondents highlighted that they would have liked to have seen more flexibility within their budgets. Future durable solutions programming needs to strike a balance in this regard between, on the one hand, having some flexibility to address emerging humanitarian needs, while on the other maintaining a nexus identity and not becoming excessively humanitarian in focus.

An effective area-based approach is dependent upon ensuring complementarity and coordination with other actors and programmes within the defined geographical area to address social, economic and political challenges and opportunities. It entails supporting local governance, promoting inclusive economic opportunities and protecting the most vulnerable, under the leadership of local authorities and with the meaningful participation of DACs

The three consortia adopted area-based approaches in that they used geographical areas as their entry points, rather than a sector or target group, and they mobilized displacement-affected communities and engaged local government actors within these geographical areas. A number of respondents from the SDSC and JSC consortia highlighted that their services and assistance are not provided uniformly across all programme locations, and that this has hindered the delivery of a comprehensive area-based approach. For example, under the JSC project, HLP services are provided in some but not all locations. Likewise, under the SDSC project, protection activities are not implemented across all programme locations. The EIDACS Consortium, on the other hand, adopts an “incubator location” approach. Incubator locations are clusters of multiple, at-risk IDP sites and surrounding host community areas within which programme activities are implemented. This approach was piloted by EIDACS in Baidoa and later replicated in Afgoye. The aim is to work with the DAC in these incubator locations to identify and test approaches which can inform larger scale replication efforts elsewhere. Adopting the incubator approach has meant that EIDACS worked in a smaller number of locations but were able to deliver a more comprehensive range of services and assistance within these areas.

An individual solutions-focused programme does not necessarily need to address all the needs and displacement-specific vulnerabilities within its area of implementation. However, solutions-focused programming does entail understanding the planning and interventions that exist, the existing gaps that can be filled, and the opportunities to advance solutions that can be capitalized on. Durable solutions programming should also critically support government actors to lead and coordinate area-based approaches. The [ReDSS Durable Solution Framework Guidance Manual](#) outlines an environmental analysis process that can help actors to identify potential gaps and entry points at the design stage for durable solutions programming as part of an area-based approach.

Durable solutions programming should work in complementarity with resilience programming in rural areas, and should promote both local integration in urban areas and, when feasible, safe and dignified return and reintegration in rural areas as solutions options

Several respondents highlighted that the focus of their programmes was primarily upon the local integration of IDPs into urban areas. In doing so, they highlighted the need for durable solutions programming to consider rural-urban linkages and complementarity with resilience programming implemented in rural areas. An important caveat to this is the security situation: several respondents highlighted that their ability to work in some rural areas was inhibited by insecurity. The rationale for considering rural-urban linkages in durable solutions programming is clear:

- Many displaced households are split between rural and urban locations in order to diversify livelihoods;
- Many displaced households engage in seasonal movement between rural and urban locations;
- Some IDPs may prefer the option of returning to their places of origin in rural areas rather than staying in urban areas, depending on the security situation and the support available in these areas to enable reintegration; and
- Interventions in rural areas can help to lay the foundations for sustainable reintegration and also play a crucial role in prevent/mitigating future displacement, a point that was highlighted in the 2017 ReDSS policy paper on [“Pre-famine conditions, return and early solutions in Somalia”](#).

A number of recent reports, including the [2019 Somalia Solutions Analysis Updates](#) and a study by the EU [Research and Evidence Facility](#)⁹ have also highlighted the need for solutions actors to consider these linkages in their programming. This does not mean that individual programmes need to straddle places of origin and places of displacement, but rather that better linkages need to be developed between interventions supporting local integration in urban areas, and those strengthening resilience in rural areas. This has been partially addressed through early solutions adaptation at the beginning of RE-INTEG programming in early 2017, and discussed again in 2018 but should be strengthened moving forward. It is also critical to better understand the future settlement

⁹ Research and Evidence Facility (REF). ‘Return and (Re)Integration After Displacement: Belonging, Labelling and Livelihoods in Three Urban Cities,’ London and Nairobi: EU Trust Fund for Africa (Horn of Africa Window) Research and Evidence Facility.

plans and aspirations of the IDP population and how these change over time; data on this is being gathered as part of the [aspiration survey](#) being piloted by ReDSS and IMPACT in Baidoa, Kismayo and Mogadishu. Learning on the need to improve rural-urban linkages has informed the development of new durable solutions programming: Danwadaag has included a much stronger component on early solutions planning and is placing a greater focus on addressing rural/urban dynamics in collaboration with the [BRCiS Consortium](#).

Durable solutions-focused programmes should develop a clear theory of change during the design stage, which outlines a causal pathway for advancing (re)integration and addressing vulnerability across displacement-affected communities

The EIDACS, JSC and SDSC programmes would have benefited from the development of a shared theory of change (ToC) during the design stage. Developing a ToC would have enabled the consortia to better understand causal linkages between their activities and short, medium, and longer-term outcomes. A ToC could have been tested during implementation to aid the process of reflection and adaptation. Building on learning from the RE-INTEG Programme, both the Danwadaag and the Durable Solutions Programme consortia developed and refined ToCs during their inception phases.

Given the pioneering nature of the EIDACS, JSC and SDSC programmes, defining a ToC would also have contributed to a broader understanding of what is meant by the term “a durable solutions programme”. Following the definition outlined in the IASC Framework, we can understand (re)integration as having been achieved when displacement-specific vulnerabilities no longer exist. While it is vitally important to address these vulnerabilities, it is clearly not enough to just close the gaps between IDPs/returnees and host communities, given the widespread poverty, poor access to services, limited economic opportunities and insecurity across all population groups in displacement-affected communities. This was recognized within the design of the EIDACS, JSC, and SDSC programmes; they can be seen as having two complimentary aims, which could have been elaborated further in a ToC:

- Advancing (re)integration, through reducing displacement-specific vulnerabilities; and
- Improving the standard of living across displacement-affected communities (inclusive of IDPs, returnees and host communities), through area-based planning and strengthening the self-reliance and resilience of individuals, communities and local institutions.

The development of a ToC would have also supported the process of developing SMART indicators to measure the programmes’ contribution towards (re)integration, and would have mitigated some of the challenges related to the incorporation of IASC indicators, which are outlined below.

IASC Indicators can be adopted in programme logframes, but in doing so they should be contextualized and clearly defined, with a disaggregated data protocol

The adoption of IASC indicators from the [ReDSS Framework](#) in the three programmes is a welcome innovation, and represents an important attempt to understand how programming can contribute to (re)integration. It is a process that has presented a number of challenges to the consortia partners including the lack of common indicator definitions, the lack of standard approaches to measurement, and in some cases a lack of relevance of certain indicators to the interventions of the programmes. These challenges led to inconsistent approaches to defining and measuring the common indicators across the three consortia.

ReDSS worked together with the consortium partners to develop an outcomes monitoring framework in 2018, which provides definitions for the 10 common IASC outcome indicators used by the consortia and provides tools and survey questions for measuring the indicators. In hindsight this process came too late, as the consortia had already completed their baseline assessments using different definitions and approaches for measuring the indicators. Ideally, this work should have been done during the design stage with greater coordination between implementing agencies across the three consortia, and input from DACs and key government representatives. A more harmonized approach to indicator measurement would also have been achieved with increased M&E support that spanned across the three programmes, possibly through a joint Consortium Management Unit (see the “Consortium Governance and Management” section below). Consideration should also have been given to the use of proxy indicators, and indicators measuring perceptions in DACs, given that some of the IASC indicators have proved difficult to measure.

Having a clear protocol for disaggregating data collected on indicators is also crucial. First and foremost, it is essential for durable solutions programmes to disaggregate by displacement status (IDP, refugee, and host community), so as to understand the extent of displacement-specific vulnerabilities and how these change over time. Previous ReDSS solutions analyses exercises have highlighted the lack of data disaggregated by displacement status in Somalia. The EIDACS, JSC and SDSC consortia did not always consistently disaggregate by displacement status in their reporting. For example, the Year 2 reports of the three consortia do not present data disaggregated by displacement status. On the other hand, quarterly monitoring reports submitted by the consortia as part of the European Union Trust Fund's Monitoring and Learning System were disaggregated according to age, gender and displacement status. Disaggregation by age, gender and clan/ethnicity can also help to interrogate issues of inclusion for marginalized groups. To aid this process, ReDSS has prepared a paper on how to monitor urban inclusion¹⁰, and has also mapped different aspects of inclusion to the criteria and indicators in the ReDSS Framework.

There is a lack of evidence and consensus among durable solutions actors on what works and what does not in the process of measuring and monitoring progress towards (re)integration

When designing a solutions-focused programme, the ReDSS Framework offers an excellent starting point for determining collective outcomes and an overall common vision, but a number of respondents questioned the extent to which the achievement of the 8 criteria outlined in the IASC Framework signifies that (re)integration has been achieved. The need to set standards to monitor and measure (re)integration was also highlighted as a key priority during a ReDSS regional [durable solutions programme learning workshop](#) held in June 2019.

Based on learning from the EIDACS, JSC and SDSC consortia, a number of issues to consider in relation to the measurement of progress towards (re)integration can be highlighted:

- Firstly, the issue of social cohesion (itself a challenging term to define and measure) is critical to durable solutions, and needs to be integrated and measured in durable solutions programmes. Learning from the RE-INTEG Programme, the Danwadaag Consortium has developed a Local (Re)Integration Index (LORI)¹¹, which builds on the 8 IASC criteria to place a strong focus on social cohesion. The ReDSS aspiration survey methodology also places a strong focus on social cohesion, and will produce data on community relations and networks which can inform future programming.
- Secondly, durable solutions programming outcomes and indicators should capture changes in the actions and behaviour of key stakeholders as they pertain to the [Solutions Programming Principles](#)- for example, the extent to which government stakeholders are able to take leadership of solutions processes, and the extent to which displacement-affected communities are able to take part in these processes. These changes represent important intermediate outcomes on the pathway to (re)integration; they should be incorporated into programme ToCs, and logframes should include indicators to measure them.
- Finally, although standard approaches to measuring (re)integration are important, approaches always need to be tailored to the local context as different DACs may have differing perceptions of what constitutes (re)integration and social cohesion. In particular, this means working with local stakeholders and DACs to establish what needs to happen to advance durable solutions and social cohesion in a particular context, and defining outcomes and indicators accordingly.

Durable solutions programming should support broader displacement-focused data collection and analysis efforts

While incorporating IASC indicators into logframes can help actors to understand the contribution of their own interventions towards (re)integration, durable solutions programmes should also support collective data collection and analysis efforts, encouraging government leadership in the process. There are already some very positive examples of this. ReDSS has supported RE-INTEG partners and other consortia to include a displacement/solutions focus in local and federal development plans and their indicators, including the Somalia National Development Plan. Displacement-focused and displacement-disaggregated data was also incorporated in the [2017 World Bank High Frequency Survey](#), which included an analysis of micro-data comparing the situation of displaced and non-displaced households. The ReDSS solutions analysis process also represents a good example of how durable solutions programming can generate data which informs policy and practice, when done jointly with authorities and with adequate investment in dissemination and uptake. As well as building on some of

these promising practices, future durable solutions programming should place a focus on creating the space for the joint analysis of existing displacement-related data as part of area-based planning processes. Furthermore, durable solutions programmes should also consider how they might collaborate with, and contribute to, broader efforts to strengthen national displacement data and statistics systems.

SUMMARY OF LESSONS LEARNED

1. Durable solutions programming can enable a coordinated approach to addressing displacement which spans the humanitarian-development-peace/state building nexus.
2. An effective area-based approach is dependent upon ensuring complementarity with other actors and programmes within the defined geographical area. Such an approach needs to be reviewed regularly, and adapted based on learning and changes in context.
3. Durable solutions programming should consider and promote rural-urban linkages when the security situation allows.
4. Durable solutions-focused programmes should develop a clear theory of change during the design stage, which outlines a causal pathway for advancing (re)integration and addressing vulnerability across displacement-affected communities.
5. IASC Indicators can be adopted in programme logframes, but in doing so they should be contextualized and clearly defined with a disaggregated data protocol.
6. There is a lack of evidence and consensus among durable solutions actors on what works and what does not in the process of measuring and monitoring progress towards (re)integration.
7. Durable solutions programming should support broader displacement-focused data collection and analysis efforts.

II. CONSORTIA GOVERNANCE AND MANAGEMENT

This section explores the effectiveness and appropriateness of the programmes' governance and management structures, and also examines the added value of the consortia approach. Each of the three consortia has a structure composed of a Consortium Management Unit, a Project Steering Committee, and a Technical Working Group.

The **Consortium Management Units (CMUs)** responsibilities are key day-to-day project management tasks, ensuring coordination between partners and harmonization of activities/approaches, overseeing the development and use of a common M&E framework, and higher-level engagement in relation to the project with UN, government, donors, and the wider humanitarian community.

The **Project Steering Committees (PSCs)**, made up of country directors/senior management of partner agencies, are intended to provide overall leadership and guidance to the CMUs. Specific PSC tasks include guidance on design and implementation, hiring and performance appraisal of key consortia staff, and censure of non-compliant partners. The SDSC and JSC Project Steering Committees also included senior government officials. All three proposals set an ambitious target of having PSC meetings every month, however, in reality the PSCs have met on average twice/year during implementation.

The **Technical Working Groups (TWGs)** are made up of CMU staff and technical staff, usually programme officers or managers from implementing partners. The JSC has also included staff from relevant line ministries, particularly the Ministry of Education, in their meetings. The TWGs have been the key fora for ongoing coordination between partners, and their intended responsibilities have been to harmonize technical approaches, ensure learning across agencies, ensuring quality assurance for project technical components, as well as troubleshooting problems during implementation. The TWGs in the three different programmes met at field level every one or two months.

¹⁰ Ken Menkhaus and Ismahan Adawe (2019). Political inclusivity in the Somali Urban Context

¹¹ The LORI measures the extent to which Danwadaag targeted IDPs and Returnees are locally (re)integrated, and compares their situation with the host community.

The table below outlines CMU staffing, and participation in PSC and TWG meetings:

	EIDACS	JSC	SDSC
Consortium Management Unit (current staffing levels)	1 x Consortium Coordinator, 1 x Finance Coordinator (shared with other programmes)	1 x Consortium Coordinator (currently acting), 1 x M&E Manager (shared with other programmes)	1 x Senior Consortium Coordinator, 1 x M&E Coordinator
Project Steering Committee Meeting participants	CMU, Country Directors/ Senior Management of partners	CMU, Country Directors/ Senior Management of partners, relevant line ministries.	CMU, Country Directors/ Senior Management of partners, relevant line ministries, EU delegation
Technical working group meetings	Consortium partners and representative of relevant line ministries.	Consortium partners and representative of relevant line ministries.	Key staff from project partners.

Lessons Learned on Consortium Governance and Management

Working as a consortium enables agencies to deliver comprehensive, multi-sectoral responses to displacement, and implement area-based approaches in displacement affected communities

By pooling their expertise, the consortia partners have been able to deliver multi-sectoral programmes- focused on community engagement, HLP, WASH, education, health, protection, and economic empowerment- that have advanced the multiple elements of (re)integration (the physical, legal and material safeties outlined in the ReDSS Framework). Furthermore, the multi-sector/multi-actor nature of the programmes has also aided the implementation of area-based approaches, and created more space for the programmes to engage government representatives and communities collaboratively rather than as individual agencies. The 3-year programme timeframe has also offered increased opportunities for learning and adaptation within and between consortia and with external stakeholders, and supported harmonization of approaches.

A majority of respondents from the consortia partners felt that coordination between different agencies had been good, citing important enabling factors such as pre-existing relationships and partnerships¹² between the different agencies, and the regular schedule of TWG meetings which enabled the key implementers to come together to share information and updates, and troubleshoot problems experienced during implementation.

Adequate investment is required in consortium management structures in order to: ensure the harmonization of approaches across agencies; increase synergies and impacts across sectors; enable cross-learning; increase consortia visibility; and ensure robust monitoring and evaluation of programmes across geographical locations.

Although respondents generally highlighted that coordination and relationships are good within consortia, several respondents highlighted that CMUs are understaffed and under-resourced. Two of the three consortia faced significant gaps in staffing during implementation and, furthermore, CMU structures outlined in proposals have not always matched reality during implementation. Several respondents also highlighted that they would have liked more opportunity to engage with their counterparts in other RE-INTEG consortia, particularly other EIDACS, JSC, and SDSC partners.

CMU staff have done an excellent job throughout implementation, but faced with a multitude of responsibilities and limited staffing, it is understandable that several gaps emerged not only within consortia, but also across consortia:

- Different approaches were adopted in relation to key project elements, including community mobilization and the development of community action plans (see “Community Engagement section below).

- The definitions and monitoring of outcome indicators across consortia were inconsistent (see “Strategy and Approach” section above).
- There was inadequate space for identifying and documenting learning both within and across consortia (see “Learning and Adaptation” section below)

Some of these problems could have been addressed through having a joint CMU for the EIDACS, JSC and SDSC programmes. The rationale for this is that all three programmes adopted a shared strategy, and several NGOs were involved in two or three of the programmes. A centralized CMU could have had more technical capacity, and its role in working across the three different geographical areas would have aided harmonization of approaches and cross-learning. It would also have reduced the time demands on agency senior management in attending PSC meetings. Most importantly, a joint CMU would have allowed the consortia to be more than the sum of their parts and really build on the expertise of each of their members instead of having a geographic or outcomes related division of labour. Both Danwadaag and the Durable Solutions Programme have CMUs that span across the geographical locations of their interventions.

Having area programme teams, made up of staff from partner agencies dedicated 100% to the project, working in a shared space, would have also helped with the harmonization of approaches and integrated programming within consortia.

Space needs to be created for the meaningful involvement of national/local humanitarian and development organizations in the design and implementation of solutions-focused programming

All three consortia included a local NGO partner: GREDO, Juba Foundation, and TASCO are members of the EIDACS, JSC and SDSC consortia respectively. These three organizations have brought vital expertise, local knowledge, strong community relations, and geographical reach to the consortia. Local NGOs can also play a vital role in creating the space for dialogue, collaboration, and joint planning on durable solutions between communities and government representatives.

Local partners have participated in TWG and PSC meetings of the three consortia during implementation. Furthermore, ReDSS have prioritized the engagement of local civil society organizations in the durable solutions trainings delivered in the three programme locations.

Several respondents highlighted the need for Somali NGO partners to play a more central role in future durable solutions programming, echoing the findings of [2019 Somalia Solutions Analyses Updates](#). There is now greater recognition of the central role that local and national civil society organizations can and should play in promoting durable solutions. Building on learning from the RE-INTEG Programme, local partners have been more actively engaged in decision-making in Danwadaag and the Durable Solutions Programme from the design stage onwards. ReDSS has prioritized localization, and are actively engaging local partners across the region: CSOs participation was prioritized in ReDSS annual planning for 2019, and at a Durable Solutions Programming Learning Workshop held in June 2019. These efforts need to be redoubled in order to meet the localization commitment outlined in the [Grand Bargain](#), and future durable solutions programming should seek to further empower local partners through increased funding and partnerships with INGOs and UN Agencies.

SUMMARY OF LESSONS LEARNED

1. Working as a consortium enables agencies to deliver comprehensive, multi-sectoral responses to displacement, and implement area-based approaches in displacement affected communities.
2. Adequate investment is required in consortium management structures in order to: ensure the harmonization of approaches across agencies; increase synergies and impacts across sectors; enable cross-learning; increase consortia visibility; and ensure robust monitoring and evaluation of programmes across geographical locations.
3. Space needs to be created for the meaningful involvement of national/local humanitarian and development organizations in the design and implementation of solutions-focused programming.

¹² For example, NRC and CWW are partners in the BRCIS Consortium, and WV and DRC are partners in the SomRep Consortium.

III. COMMUNITY ENGAGEMENT TO SUSTAIN LOCALLY LED SOLUTIONS

The [ReDSS Solutions Programming Principles](#) developed in 2017 highlight the critical importance of meaningful community engagement (IDPs, returnees, and host communities) in durable solutions analysis and programming, and in the implementation of area-based approaches. These principles were revised and harmonised with those of UN and UNHCR and endorsed early 2019 [by the Federal government of Somalia](#). The EIDACS, JSC, and SDSC programmes adopted a community-driven design, encapsulated under their shared Outcome 1: “Displacement-affected communities (DACs) are able to influence decisions, policies and agreements that affect them collectively as well as where to live and how they are governed.”

Activities under this outcome focused on working with community groups, or DAC fora, comprised of IDPs, returnees and host community members, to develop and implement community action plans (CAPs). The lessons learned that are outlined below focus predominantly on the programmes’ engagement with these community groups. The programmes’ use of complaints and response mechanisms is also explored.

Key lessons learned on community engagement

Durable solutions programming should seek to utilize and build upon existing community groups and plans

All three consortia undertook a mapping of existing community groups in order to understand what was already in place. Pre-existing, active, community groups were identified in all locations:

- EIDACS had the most structured approach to community mobilization and engagement. Under the EIDACS programme, “DAC fora” were formed, with their members selected from existing groups. A community planning workshop manual was also produced by the project.
- The JSC adopted different approaches in different geographical areas depending on the specific partner leading the process. In some areas, “Community-based Committees” were formed from existing groups, whereas in other areas the programme focused on engaging with, and building the capacity of, existing groups. Community Education Committees were also established and strengthened in project locations.
- The SDSC programme did not create any new structures, but rather worked with the established IDP camp committees.

The different approaches adopted by the three consortia cannot be examined in depth as part of this lessons learned exercise. However, at the final evaluation stage it will be worthwhile to take stock of the merits of the different approaches adopted, and the sustainability of the groups and plans that the project engaged with. Promising practice emerging from these three RE-INTEG programmes highlights that:

- A comprehensive mapping of community structures should be conducted at the outset of interventions.
- Interventions should try to build on existing capacities and groups, and the plans of these groups. New groups should not be formed unless they bring significant added value to community planning processes. The formation of DAC Fora and Community-based Committees under the EIDACS and JSC programmes can be justified as their representatives came from existing groups, and the new groups allowed for the engagement of IDPs, returnees and host community within the same planning fora.
- When working with existing community groups, it is important to be aware of any lack of representation and take steps to address this.
- While adopting standardized approaches to community engagement and mobilization across communities is preferable, there should also be flexibility within the approach, factoring in what already exists within a community, and what the preferences of the community are.
- Efforts need to be made to link community groups and their plans to other planning processes (see below).

Programme design should incorporate participation and flexibility so as to enable interventions to be driven by community priorities

The CAPs developed under Outcome 1 were intended to inform activities under Outcome 2 (focused on access to services) and Outcome 3 (focused on economic empowerment) and there are a number of good examples of

this happening in all three programmes. For example, the EIDACS Year 2 report highlights a number of activities implemented based on priorities identified in the CAPs: the drilling of a borehole, the construction of two water tanks and 6 water kiosks, and the rehabilitation of 4 shallow wells. The JSC also report some school construction/rehabilitation activities being implemented after being identified as priorities in CAPs.

However, several respondents noted that the implementation of CAPs was often limited for several reasons. Firstly, the process of mapping, developing and planning with groups took longer than initially anticipated and many CAPs were only developed in year 2, thereby limiting the influence they could have on programme implementation. Secondly, the needs and priorities identified by communities were broad and often beyond the scope of programme activities.

Implementation of CAPs in future solutions programming would benefit from greater flexibility within the project design, allowing for adjustments to be made to activities and budget lines based on the priorities identified in CAPs. Consideration could also be given to adopting a community-driven development approach, through the provision of block grants to DAC Fora/community groups to implement their own priorities. Several respondents also suggested the need for increased engagement of private sector contractors in implementing CAP priorities that are outside the scope of activities directly implemented by partners. Having said this, the CAPs should certainly not be confined to individual programmes; it is critical that they are linked up to other actors and planning efforts. This is discussed in more detail below.

Durable solutions programming should create the space and opportunities for communities and key stakeholders to engage in dialogue, collaboration and joint planning

For community groups and CAPs to become sustainable, it is essential for external actors to recognize and engage with them. There are some promising practices in the implementation of the EIDACS, JSC and SDSC programmes. All three programmes engaged governmental actors in community mobilization and planning processes: for example, the JSC engaged representatives of the Ministry of Education and the SDSC engaged the National Displacement and Refugee Agency (NDRA) in the development of CAPs. EIDACS engaged the Ministry of Education in its work with Community Education Committees. Joint monitoring activities under the JSC and SDSC programmes also enabled direct engagement between government representatives and community groups.

Excellent work has been done under the three programmes to establish the CAPs. However, one key gap is that CAPs are often isolated from one another and not linked up to district and municipal levels. Government participation in the CAP process has also been ad hoc: several respondents highlighted that engaging district and municipal-level officials has been challenging. This gap was recognized during the design of Danwadaag. Under Danwadaag, CAPs will be consolidated into district-level plans, a process which aims to ensure inclusive planning that is based on the needs of displacement-affected communities¹³. Danwadaag, which is implemented in South West State, Jubaland and Banadir, will utilize the CAPs developed under the JSC and EDIACS programmes. For the SDSC, where at the time of writing there will be no ongoing durable solutions programme in the current geographical locations, it is essential that CAPs are fully documented and handed over to relevant government actors.

Furthermore, there is a need to ensure that the details of CAPs are shared widely with relevant actors, including clusters, humanitarian and development actors operating in the same geographical areas, and line ministries. The SDSC, for example, highlighted that CAP priorities are regularly shared in relevant cluster meetings. It is essential that other actors use and build upon the CAPs. Critical to this is the full documentation and sharing of the CAP process and its outcomes. Documenting and sharing of CAPs will help to increase their implementation, and also help to establish them as legitimate and commonly recognized community plans. As two respondents noted, there is a tendency for every new project to want to establish new community groups and develop new action plans without necessarily using what is already in place as starting point.

Accountability to displacement-affected communities must be established through prioritizing a two-way flow of information

Both “proactive” (actively soliciting feedback from DACs) and “reactive” (establishing channels for DACs to provide feedback/make complaints when they wish) approaches were adopted by the EIDACS, JSC and SDSC programmes. All three consortia developed feedback/complaints mechanisms. Under EIDACS, GREDO operates a complaints/feedback hotline. A centralized complaints/response mechanism has been developed by the JSC, and partners reported that this has functioned successfully. Information received via a hotline was complemented

¹³ Information obtained from document highlight Danwadaag/RE-INTEG complementarity, produced by Danwadaag partners.

with periodic focus group discussions to obtain feedback. For the SDSC, one agency was nominated to be the focal point for a hotline, but this initial approach proved unsuccessful and agencies reverted to using their own systems and reporting data into the CMU. A JSC lessons learned document recognizes that feedback/complaints mechanisms “should be established during the inception phase and if done properly, will lay a strong foundation for promoting social cohesion amongst different community groups”¹⁴. Opportunities to engage displacement-affected communities in project monitoring, as well as annual reviews and adaptation processes, should also be explored in future durable solutions programming.

[The Common Social Accountability Platform \(CSAP\)](#), developed by Africa’s Voices Foundation and launched in partnership with ReDSS and the Banadir Regional Administration (BRA) used radio to build dialogue and gather public opinion on issues related to durable solutions. Although the first iteration of CSAP was confined to Mogadishu, it represents a promising approach to increasing accountability to displacement-affected communities and it is currently being replicated in Baidoa and Bossaso by the UN Resident Coordinator’s Office.

SUMMARY OF LESSONS LEARNED

1. Durable solutions programming should seek to utilize and build upon existing community groups and plans.
2. Programme design should incorporate flexibility so as to enable interventions to be driven by community priorities and adapt to changes in the context.
3. Accountability to displacement-affected communities must be established through prioritizing a two-way flow of information.

IV. GOVERNMENT ENGAGEMENT TO SUPPORT LEADERSHIP AND COORDINATION

Durable solutions programming must recognize and support the leadership of regional, national and local authorities in finding solutions to displacement and implementing area-based plans. This section identifies learning in relation to how the EIDACS, JSC and SDSC partners engaged with, supported, and empowered government stakeholders.

Key Lessons Learned on Government Engagement

Early engagement at all levels, including during the design phase, is essential to secure government buy-in and ongoing engagement

From the outset, the EU engaged the Federal Government of Somalia, the Somaliland Government and the regions in the planning of the programme. Government actors were involved in evaluating programme proposals. Early consultations and engagement with government authorities were critical during the inception phase. In the EIDACS programme, for example, the Ministry of Planning and International Cooperation (MoPIC) was significantly involved in the planning for the project launch and the Baidoa District Commissioner’s office supported the project in identifying land to be used for school development within the incubator locations. The JSC changed some of its intended locations to target more remote locations following early consultations with the Ministry of Education. The SDSC worked with key line ministries and the NDRA to jointly develop a beneficiary selection criteria.

Early engagement with state, district and municipal authorities helped to establish buy-in for the programmes and pave the way for ongoing government engagement during implementation. Future durable solutions programming should build on this, and go further, by jointly designing programmes with government counterparts, and jointly analysing gaps in government capacity and resources to better understand how programmes can support government actors at district, municipal and state levels to effectively lead durable solutions processes.

Government leadership and oversight needs to be encouraged and supported throughout implementation through a variety of approaches

The three programmes were able to maintain the engagement of key government stakeholders throughout implementation through a variety of means. Government representatives who were interviewed were positive

¹⁴ JSC Lessons Learned, produced in December 2018.

about how the consortia had engaged with them in terms of consultations, sharing information, planning, and oversight of the programmes. A number of promising practices were adopted, including:

- Participation in PSC and TWG meetings, which enabled senior staff from line ministries and government displacement agencies to provide oversight and technical guidance to the programmes, as well as keeping them informed of project progress and challenges.
- Joint monitoring with project partners and government representatives (see below).
- Engagement in specific project activities, such as the CAP development process, training of service providers, and the issuance of land title deeds. The JSC also enhanced the Ministry of Education’s capacity to set school exams, as well as mark and analyse data.
- Participation in solutions-focused workshops, including the durable solutions trainings delivered by ReDSS and partners in all three programme locations.
- The sharing of project documents, budgets and workplans, enabling greater transparency and government oversight.

The above represent a number of promising practices that future durable solutions interventions can seek to incorporate and build upon.

Joint monitoring increases government oversight of programming, and builds government capacity to lead durable solutions processes

Joint monitoring with government counterparts was undertaken under the SDSC and JSC programmes. The SDSC conducted 4 monitoring missions in collaboration with the Somaliland Ministry of Planning and National Development. The JSC conducted monitoring in collaboration with the Ministry of Education.

These joint monitoring processes actively engaged line ministries in the process of programme oversight and the provision of guidance to consortia partners, increased partner accountability, and led to some concrete actions being implemented. For example, under the SDSC programme, the Somaliland Ministry of Health deployed health professionals and supplied medicine to several Hargeisa IDP sites, including Jimale IDP camp, following the findings of a joint monitoring mission¹⁵.

The budget available for joint monitoring was fairly limited, and future durable solutions programming should consider scaling up support to government monitoring. Government representatives involved in joint monitoring have also called for more flexibility for government to do their own monitoring, through the direct funding of their monitoring budgets¹⁶.

Achieving durable solutions is dependent upon different levels of government having adequate capacity, willingness, and resources to lead durable solutions processes; durable solutions programming should be designed with this in mind

The existence of strong government institutions is perhaps more important than anything else when it comes to finding durable solutions for IDPs and returnees. Government turnover and, in some cases, lack of knowledge or priority given over to durable solutions hindered government engagement under the three programmes.

Although the EIDACS, JSC and SDSC consortia actively engaged their government counterparts at various levels, most key informants felt that future durable solutions programming could do more, moving beyond engagement towards having a longer-term strategy focused on supporting and empowering government actors to lead durable solutions processes. The programme logframes place a strong focus on community empowerment and planning, but there is a lack of a clear strategy around government engagement, support, and empowerment. The programmes’ strategy would have benefited from the development of a clear ToC during the design stage, with the inclusion of short and medium terms outcomes relating to government capacity and incentives for engaging in, and leading, durable solutions processes.

Future durable solutions programming should engage collaboratively at the design stage with key government counterparts to better understand existing capacity, willingness and resources and develop a joint strategy to enhance government capacity with specific indicators and milestones. The starting point for such a strategy must

¹⁵ SDSC Year 2 project report.

¹⁶ Minutes of SDSC Project Steering Committee, July 15, 2019.

be that national, regional, and local authorities have the primary responsibility for durable solutions planning and processes. Gaps in government capacity may be specific to durable solutions (lack of knowledge of concepts, lack of policies, lack of resources to support integration etc.) or they may be more general (lack of infrastructure, staffing, systems etc.). As well as capacity, it is also important to analyse the incentives that government actors have for leading, or not leading, durable solutions processes.

In seeking to enhance government capacity, it is critical that NGOs recognize their own limits (both in terms of mandate and capacity) and understand which aspects of capacity enhancement they can and cannot support. These capacity building efforts must also be closely coordinated with those of stabilization and development actors. Danwadaag has developed a guidance document on government engagement outlining guidelines and principles for programme partners, which can serve as a useful guide for future durable solutions programmes.

SUMMARY OF LESSONS LEARNED

1. Early engagement at all levels, including during the design phase, is essential to secure government buy-in and ongoing engagement.
2. Government leadership and oversight needs to be encouraged and supported throughout implementation through a variety of approaches.
3. Joint monitoring increases government oversight of programming, and builds government capacity to lead durable solutions processes.
4. Achieving durable solutions is dependent upon different levels of government having adequate capacity, willingness, and resources to lead durable solutions processes; durable solutions programming should be designed with this in mind.

V. LEARNING AND ADAPTATION TO INFORM BETTER PROGRAMING AND POLICIES

Although the [principles for solutions-oriented programming](#) were adopted by government and practitioners, learning on how to operationalize these principles is often not captured. The RE-INTEG programme offers an excellent opportunity to learn about the application of solutions programming principles. This section examines how well the three programmes were able to learn and make adaptations, based on reflection/feedback on programme activities, approaches and processes, as well changes in the external environment.

Key lessons learned on Learning and Adaptation

Processes for learning and adaptation should be embedded into programme design, with roles, responsibilities and processes clearly defined

The three programmes made a strong commitment to learning within their design, through the inclusion of ReDSS as a learning partner and the adoption of a common learning outcome:

The programmes' proposals also indicate a commitment to adaptive management, outlining a learning process based on three areas: 1) Identification of lessons on which activities best support which people in achieving durable solutions through (re)integration; 2) Identification of methodological lessons on approaches for monitoring the impact of interventions on (re)integration, and; 3) Documentation of the way in which the implementation of interventions can be modified in light of the monitoring of impacts and of a changing context.¹⁷

The processes of learning and adaptation in the three programmes would have benefited from more clearly establishing roles and responsibilities at the outset. The role of ReDSS as a learning partner, which is discussed in detail later in this section, was not very well defined within the proposals. This led to some uncertainty over the role of ReDSS in the early stages of the project¹⁸, including some expectations that ReDSS would be involved in

“ Learning on best practices and lessons is collected, analysed and disseminated to actors and stakeholders working on durable solutions in Somalia. ”

programme monitoring. Learning from these experiences, the role of ReDSS has been much more clearly defined within Danwadaag and the Durable Solutions Programme.

Although the proposals highlight the importance of learning and adaptation, specific internal processes were not developed and agreed upon at design stage. The common learning outcome highlighted above is also focused on learning that influences the actions of external stakeholders; some focus within the logframe on indicators and outputs relating to internal reflection and adaptation of programme activities and approaches could have been useful. A number of respondents also highlighted the challenges of carving out time for reflection and learning during implementation (a common problem certainly not specific to RE-INTEG). Despite these challenges, partners were able to adopt some promising processes for capturing and applying learning (see below).

The inclusion of a learning partner in consortia can add significant value in terms of generating learning, building capacity, and creating the space for dialogue on durable solutions

Respondents were positive in their assessments of ReDSS as a learning partner. Respondents highlighted that ReDSS have added value to programming in terms of the following: helping partners to identify lessons learned and promising practices; connecting the consortia partners to other critical durable solutions actors through their networks; building capacity among key programme stakeholders; providing guidance on durable solutions programming principles; and helping to establish a common vision on durable solutions. Evidence generated through ReDSS research and analyses has informed the design and implementation of Danwadaag and the Durable Solutions Programme, and also the development of government policies and plans, including the National Development Plan, the Benadir Regional Administration and Ministry of Planning, Investment and Economic Development (MoPIED) plans, and the Somaliland NDRA 3-year strategy¹⁹.

The key activities performed by ReDSS under the three programmes included:

- Technical Trainings on durable solutions in Hargeisa, Baidoa, and Kismayu, with participation from government, humanitarian and development actors. As well as increasing capacity on durable solutions, these trainings proved to be useful in terms of identifying key priorities for advancing solutions. Partners with different specialisms were engaged in the delivery of the trainings. For example, NRC delivered sessions on HLP, and CWW covered resilience.
- Holding numerous learning events and workshops on issues related to durable solutions, which brought together durable solutions consortia and other durable solutions actors. For example, an 'evidence week' took place in November 2018 which included events in all programme locations attended by representatives of government, UN, local and international NGOs, the private sector, and academic institutions.
- The development of an outcomes monitoring framework to support partners with the measurement of the common IASC indicators.
- Supporting real-time learning and adaptation within and between consortia. For example, ReDSS convened two consortia leads meeting in June and December 2018, to discuss emerging learning from the three programmes and how to adapt collective approaches based on this. ReDSS also led a real-time learning year 1 review, which identified initial lessons learned from the inception phase and commencement of programme activities.
- Standardizing and increasing the availability of data and analysis to support a common approach. ReDSS has undertaken durable solutions analysis studies, particularly the 2018 Solutions Analysis in Somaliland, and the 2019 Solutions Analysis Updates. RE-INTEG partners were key participants in these studies, both of which explored learning from durable solutions programming.
- Enabling the dissemination and uptake of learning. In Somaliland, ReDSS and other SDSC partners conducted a feedback session for DACs on the findings and recommendations of the Somaliland Solutions Analysis. ReDSS also organised a number of joint learning events with RE-INTEG and other consortia and state authorities to support the use of evidence and programme adaptation based on key findings from the Somalia Solutions Analysis Updates in Baidoa and Kismayu. The solutions analyses have informed the work of other DS consortia. For example, DSP and Danwadaag have developed government engagement principles, which include criteria around the provision of capacity development and secondments, and the JSC and EIDACS adopted the model of joint monitoring with authorities after it was identified as a promising practice in Somaliland.

¹⁷ This is a summary of language used across the three project proposals.

¹⁸ The year 1 lesson learned exercise found that there was some uncertainty over the role of ReDSS.
¹⁹ ReDSS 2018 Annual Report.

In terms of additional areas of focus for a learning partner in future programming, several respondents highlighted that they would like to see targeted studies that zone in on specific programming approaches and activities, such as community engagement and social cohesion. Other respondents highlighted the need for greater technical support with the processes of reflection, learning and adaptation in future durable solutions programming.

Multiple approaches should be adopted for capturing and applying learning in durable solutions programming

Looking beyond the specific activities of ReDSS, a number of promising, programme-specific learning practices were adopted during the implementation of the EIDACS, JSC, and SDSC programmes:

- Joint monitoring, which engaged government in the learning process. As highlighted above, this led to some adaptations to programme activities and also the implementation of some new areas of intervention. Monitoring of projects should also systematically take into account synergies with other programmes in the same areas, contributing to an enabling environment for achieving durable solutions.
- Discussion within the context of PSC/TWG meetings, although these meetings were primarily focused on updates, information-sharing and troubleshooting rather than deeper reflection and learning.
- Annual review/reflection sessions, which allowed for deeper reflection among key programme stakeholders.
- Evaluation exercises, specifically the SDSC Mid-term Evaluation and the JSC Cross-sectional Study.
- The capturing of individual success stories- case studies of individuals who have benefited from support under the programmes.
- Documentation of specific learning: the JSC produced a lessons learned document at the end of 2018, and the SDSC produced an action plan for addressing “what has not worked well” as part of their 2019 annual review. Key content from those documents has been incorporated into this report.

While all of the above represent good approaches, respondents were generally in agreement that more could have been done to document and reflect upon the learning that was emerging from these processes,²⁰ in order to inform appropriate adaptations to programme interventions.

Flexibility should be built into programme design, in order to ensure that learning can lead to effective and appropriate adaptation of programme activities and approaches

A number of adaptations have been made to the three programmes during implementation. Some examples are provided below:

- Adaptations due to changes in the external context: for example, both the JSC and EIDACS had to change some of their intended geographical areas of focus in Year 1 due to deteriorations in the security situation. The SDSC used a “crisis modifier” within their budget in Year 1 to respond to the drought, as well as to an outbreak of Acute Watery Diarrhoea, with activities including tractor ploughing of land, the distribution of seeds, and cash for work. The EIDACS consortium was awarded an additional grant- “EIDACS-B”- to address needs arising due to the drought.
- Adaptations after consultations with key programme stakeholders: For example, the JSC targeted some remote locations in rural areas after the government requested this during the inception phase; this necessitated a switch to remote management for some locations. SDSC partners reviewed and changed their community complaints and response mechanism in Year 2, after the initial approach of having one agency manage the mechanism proved unsuccessful.
- Changes to project activities based on learning: EIDACS switched away from a Community Led Total Sanitation approach that was initially proposed as it was deemed to be unsuitable for the urban context in Baidoa town. The SDSC decided to focus on supporting the establishment of small businesses developed and managed by groups rather than individuals, as this proved to be more feasible and appropriate.

²⁰ The need to better document learning is also regular raised in PSC and TWG meeting minutes.

Respondents highlighted three areas where they would have liked to have seen more flexibility within their interventions:

- Flexibility to respond to emergencies/climatic events: Although all three consortia were able to make adjustments to their interventions in response to the drought, a number of respondents highlighted that they would have liked to have seen more flexibility. However, it is important to note that too much refocusing on emergency activities would have shifted the RE-INTEG programme away from its nexus focus.
- Flexibility to address community identified needs: A number of key priorities highlighted by communities during the CAP development process, particularly in the WASH sector, were beyond the scope of the consortia’s activities. Some respondents suggested that programmes should have had greater in-built flexibility to address more of these priorities.
- Flexibility in terms of locations: As highlighted above in the “Strategy and Approach” section, sometimes certain sectors were implemented in some geographical areas but not others, and this led to gaps in implementation.

Flexibility is not just determined by the donor and their requirements. It is also about individual agencies and consortia determining their own degree of flexibility in terms of sectors of work and locations of implementation. Future durable solutions programming should consider these factors during the design phase, and donors and implementing agencies should be on the same page about the extent and nature of flexibility within interventions from the design stage onwards.

Future programming should build flexibility into its design, and ensure that there is adequate space for reflection and analysis. Possible approaches could include:

- Testing/piloting different approaches and activities, which can later be scaled up or down depending on their effectiveness and how they have been received by DACs.
- Investing in conflict analysis: A better understanding of tensions and conflict within DACs, and how these change over time, can help to inform programming that mitigates conflict and promotes social cohesion. The Durable Solutions Programme is placing a strong focus on conflict analysis, sensitivity and mitigation through the activities of the Danish Demining Group.
- Analysis and utilization of monitoring data: Outcomes monitoring data should help partners to understand their intervention’s contribution to (re)integration, and inform review and reflection sessions (see below).
- Holding periodic lessons learned reflection sessions that bring together programme teams and other key stakeholders to focus on 1) identifying what is working and what is not; 2) understanding how changes in the context are affecting implementation; 3) documenting learning for internal and external dissemination; and 4) identifying which interventions and approaches should be adjusted, scaled up or scaled down based on the above.
- Investment in two-way communication and accountability mechanisms with DACs: This is explored in the “Community Engagement” section of this report. It is critical that data generated through these mechanisms is analysed and used to inform adaptive management processes.

Learning initiatives need to be well-coordinated to ensure complementarity of initiatives, maximize learning across programmes and avoid overburdening implementing partners

As well as the inter- and intra-consortia learning initiatives conducted by ReDSS and consortia partners outlined above, the EIDACS, JSC and SDSC programmes have also been engaged in other learning initiatives:

- At the level of the RE-INTEG Programme, the EU is (at the time of writing) commencing its mid-term evaluation of the Programme.
- At the level of the Regional Development and Protection Programme (RDPP), a Learning and Evaluation Team is focused on the quantitative and qualitative evaluation of the Horn of Africa RDPP. This work has included a qualitative baseline study in Kismayu²¹, and a case study on the DAC Fora under EIDACS is under development

²¹ RDPP Learning and Evaluation Team (2018). Country Chapter Somalia: Baseline Study.

- At the level of the EU Trust Fund, Altai Consulting has been leading the Monitoring and Learning System (MLS), which has been collecting data from all programmes against a set of 33 output indicators. The MLS has also been developing project case studies and is about to embark on a series of thematic deep dives.

This rich and diverse range of initiatives will generate vital learning that can inform future durable solutions programming in the region and beyond. With multiple initiatives being run concurrently by different actors, coordination has been challenging, and at the individual project level this has at times placed multiple demands for meetings and information on partners, communities and key government stakeholders. Future durable solutions programming should give consideration to how multiple learning initiatives can be coordinated effectively, in order to maximize complementarity and opportunities for sharing learning across programmes and contexts.

SUMMARY OF LESSONS LEARNED

1. Processes for learning and adaptation should be embedded into project design, with roles, responsibilities and processes clearly defined.
2. Multiple approaches should be adopted for capturing and applying learning in durable solutions programming.
3. The inclusion of a learning partner in consortia can add significant value in terms of generating learning, building capacity, and creating the space for dialogue on durable solutions.
4. Flexibility should be built into programme design, in order to ensure that learning can lead to effective and appropriate adaptation of programme activities and approaches.
5. Learning initiatives need to be well-coordinated to ensure complementarity of initiatives, maximize learning across programmes and avoid overburdening implementing partners.



Co-curriculum activities at Wajadir Community School in Baidoa
Credit: CONCERN Worldwide

5. CONCLUSION

The RE-INTEG consortia have been able to move beyond traditional short-term humanitarian programming, and bring a resilience- and development-focused approach to addressing displacement. By pooling their expertise, the consortia have been able to deliver multi-sectoral programmes- focused on local governance, HLP, WASH, education, health, nutrition, protection, peacebuilding, and economic empowerment- that have advanced the multiple elements of (re)integration (the physical, legal and material safeties outlined in the ReDSS Framework). Furthermore, the multi-sector/multi-actor nature of the programmes has also aided the implementation of area-based approaches, and created more space for the programmes to engage government representatives and communities collaboratively rather than as individual agencies. The 3-year programme timeframe has also offered increased opportunities for learning and adaptation within and between consortia and with external stakeholders.

It is noteworthy how much solutions practice and policy in Somalia has evolved since the EIDACS, JSC and SDSC programmes were designed: new government policies, plans and strategies that incorporate a focus on displacement have been developed; government departments and institutions with a specific displacement mandate have emerged, such as the Durable Solutions Unit within MoPIED; the volume of durable solutions programming has increased; and the issue of durable solutions has moved higher up the agenda for donors, the UN and NGOs. The EU has shown leadership among donors with its investment in durable solutions through the RE-INTEG Programme. This has led to further investment from DfID and Danida in durable solutions programming, with Danwadaag and the Durable Solutions Programme. These interventions are building on and scaling up the activities, initiatives, and structures put in place by RE-INTEG, and have benefited from the learning generated under RE-INTEG.

At the time of writing, the EIDACS, JSC, and SDSC programmes have just entered the final six months of their implementation period. Reports of this nature inevitably place a heavy focus on gaps and areas for future improvement, but it is important to also highlight the excellent work done by the partners in the three consortia and the CMUs. Upcoming evaluations will assess impact and outcomes, but partner reports already suggest a number of positive changes. Interventions have helped to increase engagement between displaced and host communities, and between DACs and government representatives. Displaced populations have been able to obtain land documentation, and communities are better equipped to deal with land disputes. The identification of, and response to, actual and potential forced eviction incidents has been improved. Investments have been made in DAC water and sanitation, health, and education infrastructure, and service providers have been equipped with new skills. Furthermore, individuals and groups have received training and support that has helped them to access loans, obtain employment, and start new businesses. The three programmes have also generated considerable learning that will continue to inform future durable solutions programming in Somalia and the wider region.

In identifying lessons learned, this report has also highlighted a number of areas where there were shortcomings. IASC indicators should have been contextualized, adapted and clearly defined, and standard approaches to measuring them should have been developed, at the design stage. A clear disaggregation protocol should have also been developed and applied. More investment should have been made into consortium management structures. Having a joint CMU that spanned across the three programmes would have reaped benefits in terms of harmonizing approaches to community engagement, integrating different programme components and sectors, enabling cross-learning between consortia, and having more consistent approaches to the monitoring of outcome indicators. Although the programmes' engaged constructively with government stakeholders during implementation, there was no clearly articulated strategy around engagement and capacity development with different levels of government. Approaches to community engagement and CAP development were fragmented, and the CAPs were often isolated from other actors and not linked into other local planning processes.

The key lessons learned identified in this report are presented in summary in the table below. This should not be considered an exhaustive list of considerations for future durable solutions programming, but rather a distillation of the experiences of the EIDACS, JSC, and SDSC consortia.

LESSONS LEARNED

Strategy and approach

- Durable solutions programming can enable a coordinated approach to addressing displacement which spans the humanitarian-development-peace/state building nexus.
- An effective area-based approach is dependent upon ensuring complementarity with other actors and programmes within the defined geographical area. Such an approach needs to be reviewed regularly, and adapted based on learning and changes in context.
- Durable solutions programming should consider and promote rural-urban linkages when the security situation allows.
- Durable solutions-focused programmes should develop a clear theory of change during the design stage, which outlines a causal pathway for advancing (re)integration and addressing vulnerability across displacement-affected communities.
- IASC Indicators can be adopted in programme logframes, but in doing so they should be contextualized and clearly defined with a disaggregated data protocol
- There is a lack of evidence and consensus among durable solutions actors on what works and what does not in the process of measuring and monitoring progress towards (re)integration.
- Durable solutions programming should support broader displacement-focused data collection and analysis efforts.

Consortia governance and management

- Working as a consortium enables agencies to deliver comprehensive, multi-sectoral responses to displacement, and implement area-based approaches in displacement affected communities.
- Adequate investment is required in consortium management structures in order to: ensure the harmonization of approaches across agencies; increase synergies and impacts across sectors; enable cross-learning; increase consortia visibility; and ensure robust monitoring and evaluation of programmes across geographical locations.
- Space needs to be created for the meaningful involvement of national/local humanitarian and development organizations in the design and implementation of solutions-focused programming.

Community engagement

- Durable solutions programming should seek to utilize and build upon existing community groups and plans.
- Programme design should incorporate flexibility so as to enable interventions to be driven by community priorities and adapt to changes in the context.
- Accountability to displacement-affected communities must be established through prioritizing a two-way flow of information.

Government engagement

- Early engagement at all levels, including during the design phase, is essential to secure government buy-in and ongoing engagement.
- Government leadership and oversight needs to be encouraged and supported throughout implementation through a variety of approaches.
- Joint monitoring increases government oversight of programming, and builds government capacity to lead durable solutions processes.
- Achieving durable solutions is dependent upon different levels of government having adequate capacity, willingness, and resources to lead durable solutions processes; durable solutions programming should be designed with this in mind.

Learning and adaptation

- Processes for learning and adaptation should be embedded into project design, with roles, responsibilities and processes clearly defined.
- Multiple approaches should be adopted for capturing and applying learning in durable solutions programming.
- The inclusion of a learning partner in consortia can add significant value in terms of generating learning, building capacity, and creating the space for dialogue on durable solutions.
- Flexibility should be built into programme design, in order to ensure that learning can lead to effective and appropriate adaptation of programme activities and approaches.
- Learning initiatives need to be well-coordinated to ensure complementarity of initiatives, maximize learning across programmes and avoid overburdening implementing partners.

BIBLIOGRAPHY

EIDACS, JSC, and SDSC Programme Documents

- Proposals
- Baseline assessment reports
- Interim and annual reports
- JSC and SDSC joint monitoring reports
- Monitoring and evaluation plans
- Collective outcomes monitoring framework and supporting tools
- EIDACS Cross-sectional Study report
- SDSC Mid-term Evaluation report
- Project Steering Committee meetings minutes
- Technical Working Group meeting minutes
- Individual case studies/success stories
- Presentations on progress and lessons learned
- EIDACS SOP for Conducting Joint Incubator Location Inclusive Mapping
- EIDACS Community Workshop Planning Manual

Other sources

Africa's Voices Foundation, ReDSS and The Banadir Regional Administration (2019). *Common Social Accountability Platform: Results and Findings from Citizen-led Discussions on Displacement and Durable Solutions in Mogadishu*.

The Brookings Institution / University of Bern Project on Internal Displacement (2010). *IASC Framework on Durable Solutions for Internally Displaced Persons*.

Danish Demining Group (2018a). *Conflict Analysis Baidoa*.

Danish Demining Group (2018b). *Conflict Analysis Kismayo*.

Danwadaag Project documents (internal).

Durable Solutions Programme documents (internal).

EU-REINTEG Partners Meeting 2018. Various documents.

European Union/Altai Consulting. *EUTF Monitoring and Learning System Horn of Africa Quarterly Reports: 1st, 2nd, 3rd, 4th and 5th Quarters*.

The European Union Trust Fund (EUTF) (2018). *State of Play. Presentation to 4th EUTF Strategic Board Meeting*.

The European Union Trust Fund (EUTF) (2018). *Strategic Orientation. Presentation to 4th EUTF Strategic Board Meeting*

Federal Government of Somalia (2018). *National Policy for Refugees and IDPs*.

Federal Government of Somalia (2017). *Draft National Policy for Refugees and Returnees*.

Federal Government of Somalia (2016). *National Development Plan 2017–2019*.

Norwegian Refugee Council (2016). *Housing, Land and Property Rights for Somalia's Urban Displaced Women*.

RDPP Learning and Evaluation Team (2018). *Country Chapter Somalia: Baseline Study*.

ReDSS Durable Solutions Regional Programme Learning Workshop July 2019. *Workshop report and supporting documents*.

ReDSS (2018a). *Somaliland 2018 Durable Solutions Analysis*.

ReDSS (2018b). *Emerging Good Practices and Lessons Learned in EU RE-INTEG Programming*.

ReDSS (2018c). *ReDSS 2018 Annual Report*.

ReDSS (2018d). *The Approach to Real Time Learning and Adaptive Management in EU RE-INTEG Programming (JSC, EIDACS and SDSC Consortia)*.

ReDSS (2019). *Solutions Analysis Update 2019: Case Study on Lessons Learnt and Practices to Support (Re)integration Programming – Mogadishu, Baidoa and Kismayo*.

ReDSS / Tana (2018). *Analysis of Solutions Planning and Programming in Urban Contexts. Case Studies*.

Ken Menkhaus and Ismahan Adawe (2019). *Political inclusivity in the Somali Urban Context*

Research and Evidence Facility (REF) (2018). *'Return and (Re)Integration After Displacement: Belonging, Labelling and Livelihoods in Three Urban Cities,' London and Nairobi: EU Trust Fund for Africa (Horn of Africa Window)*.

UN-Habitat / NRC (2018). *Eviction Trend Analysis*.

Venton, C., Clarey, T., Calhoun, N., and Losleben, E. (2019). *Self Help Groups and Resilience in Somalia: Supporting and Strengthening the SHG Ecosystem: Consultation Report*

World Bank (2018a). *Using Micro data to Inform Durable Solutions Vol B: Technical Aspects*.

World Bank (2018b). *Using Micro data to inform Durable Solutions Vol A: Case Studies*.

ANNEX: THE COLLECTIVE OUTCOMES AND INDICATORS USED BY THE EIDACS, JSC AND SDSC CONSORTIA

The SDSC, JSC and EIDACS consortia have adopted the same 4 project outcomes, and have incorporated a total of 10 “IASC/ReDSS indicators”²² into their logframes at the outcome level:

OUTCOME	In project logframe?		
	SDSC	EIDACS	JSC
Oc 1: DACs are able to influence decisions, policies and agreements that affect them collectively as well as where to live and how they are governed			
% of target population in community groups with the ability to address or voice their concerns and engage in advocacy	Yes	Yes	Yes
% of DAC who believe that the government is responsive to their rights and needs	Yes	Yes	Yes
% of male and female beneficiaries who report exercising HLP rights	No	No	Yes
Oc 2: DACs have improved access and use of basic services/ material safety as other non-displacement affected communities			
% of target population who are able to achieve an adequate standard of living	Yes	Yes	No
% of children enrolled at primary education in adequate conditions and quality	No	Yes	Yes
% of DACs with access to basic health care.	Yes	No	No
% of target population that reports feeling safe in their community	Yes	Yes	No
Oc 3: DACs have improved access to adequate livelihoods through generating income and assets, gainful employment, and managing financial risk as other non-displacement affected communities			
% unemployment	Yes	Yes	No
% increase/decrease in mean income per month	Yes	Yes	Yes
% of target population having obtained a loan when needed	Yes	Yes	No

²² Indicators directly taken or adapted from the IASC Framework on Durable Solutions for IDPs and/or the ReDSS Durable Solutions Framework.



Young boy watching a match. Credit: UN photo_Tobin Jones

REGIONAL DURABLE SOLUTIONS SECRETARIAT

CONTACT INFORMATION

Hosted at the Danish Refugee Council
Lower Kabete Road (Ngecha Road Junction)
P. O. Box 14762-00800, Westlands, Nairobi.
Office: + 254 20 418 0403/4/5
Email: info@regionaldss.org
Website: www.regionaldss.org
Twitter: @ReDSS_HoA

FUNDED BY

