R4V INTER-AGENCY COORDINATION

HANDBOOK

R4V

Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela

TABLE OF CONTENTS

The Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela **4**

1. General information 4
   - 1.1 Introduction 4
   - 1.2 Background 4
2. Overall and specific objectives of the Platform 5
   - 2.1 Overall objective 5
   - 2.2 Specific objectives 5
3. Structure 6
4. Participation 7
5. Regional strategy and support to country operations 8

Fundamentals of Coordination **9**

1. Introduction 9
2. Coordination Landscapes 9
3. Principles of partnership and coordination 11
4. Mainstreaming Partnership 12
5. Engagement with Resident Coordinators 13
6. Engagement with host governments 14
7. R4V (Co-) Coordination 14
8. Skills of an effective Coordinator 14
   - 8.1 Positioning oneself as a coordinator 14
   - 8.2 Analysis and Strategy 14
   - 8.3 Stakeholder Management 15
   - 8.4 Effective Communication and Conflict Management 16
9. Trust and performing as a team 20
   - 9.1 Trust 20
   - 9.2 Stages of team building 20
   - 9.3 Possible reasons for disagreement 21
   - 9.4 Reaching Collective Agreements and Consensus 21

Inter-Agency Strategy **23**

1. Introduction 23
2. Sectors and sub-sectors 23
3. Participation 24
4. Preparedness 24
5. Sectors 24
   - 5.1 Core functions of the Sectors 25
   - 5.2 Sectors at the Regional and National Levels 25
6. Sector Responsibilities 26
   - 6.1 Responsibilities of the Sector/Working Group Co-Leads 26
   - 6.2 Responsibilities of the Sector Co-Coordinators 28
7. Inter-sectoral coordination 29
8. Coordination challenges 29
   - 8.1 Data Sharing 29
   - 8.2 Continued Engagement 30
   - 8.3 Outsourcing 31
   - 8.4 Agreement on Joint Products 31

The Regional Refugee and Migrant Response Plan **32**

1. Introduction 32
2. Overview of the Planning Process 32
   - 2.1 Joint Needs Assessments and Analysis 34
   - 2.2 Population groups 36
   - 2.3 Population Projections 37
   - 2.4 People in Need 37
   - 2.5 Target Population 38
3. Response Planning and Monitoring 39
4. Structure of the Plan 39
5. Cross-Cutting Priorities 39

5.1 Gender, Age and Diversity 40
5.2 Environment 40
5.3 Centrality of Protection (CoP) 40
5.4 Protection against Sexual Exploitation and Abuse (PSEA) 40
5.5 Accountability to Affected Populations (AAP) and Communication with Communities (CwC) 41
6. Roles and Responsibilities in the RMNA and the RMRP 41
6.1 Platform Coordinators 41
6.2 Information Management Team 41
6.3 Sector Co-leads 42
7. Data Management 42
7.1 Population data management 42
7.2 Needs assessments 43
7.3 Programme response monitoring systems 43
7.4 Data sharing and dissemination of information 44
8. Using Information in Coordinated Responses 44
9. Linkages of the RMRP with other Response Mechanisms 44
9.1 The 2030 Agenda and Sustainable Development Goals 45
9.2 UN Reform 45
9.3 Interfacing with the UNSDCF 45
9.4 Alignment with the HRP Venezuela 46

Communications, Reporting, and Key R4V External Products 48
1. General considerations 48
2. The R4V Identity/ Branding Considerations 48
2.1 R4V Co-Branding 48
2.2 Platform and Sector identifiers 49
3. Donor Relations 49
4. Financial Accountability 49
5. Information Products and Reports 50
5.1 Situation Reports 50
5.2 Special Situation Reports 51
5.3 Movements Reports 51
5.4 End Year Report 53
6. Communication Channels and Products 53
6.1 Website 53
6.2 Newsletter 53
6.3 Social media 54
6.4 Communication Products 54

Abbreviations 55

THE REGIONAL INTER-AGENCY COORDINATION PLATFORM FOR REFUGEES AND MIGRANTS FROM VENEZUELA

1. GENERAL INFORMATION

1.1 INTRODUCTION

Between 2015 and 2017, the number of refugees and migrants from the Bolivarian Republic of Venezuela (hereinafter Venezuela) increased by more than 200 per cent, with the majority remaining in Latin America and the Caribbean. By 2018, an average of 5,000 people per day left Venezuela in search of safety or a better life. The outflow of refugees and migrants has continued since then, with population movements and trends becoming considerably more complex after the COVID-19 pandemic. The political, socio-economic and human rights situation in Venezuela has resulted in a mix of factors that motivate Venezuelans to leave their country. Meanwhile, as multiple countries of the region applied new visa restrictions to Venezuelans in 2022, hundreds of thousands of refugees and migrants undertook irregular movements, including by crossing South, Central and North American countries by foot, and were exposed to multiple risks, including by human smugglers and traffickers. This situation resulted in urgent needs for humanitarian, protection and integration assistance in their countries of transit and destination. As of mid-2024, despite small increases in the number of Venezuelans returning to their country of origin with the intention to remain, most return movements have been exploratory and temporary in nature, and departures from Venezuela continuing to outnumber returns and pendular movements, including record movements northward through the Darien jungle.

Beginning in April 2018, the United Nations Secretary-General provided direction for IOM and UNHCR to co-lead and coordinate the regional response for refugees and migrants from Venezuela seeking access to basic rights and services, protection, and socio-economic integration, and to affected host communities. In response, the Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (also known as "R4V") was established as a forum to coordinate the response efforts across 17 countries of Latin America and the Caribbean,[1] with a particular focus on achieving coherence and consistency throughout the response.

Against a backdrop of the R4V response's needs-based assistance approach and adherence to humanitarian principles, with the increasing prevalence of other nationalities engaging in transit and onward movements, using the same routes as refugees and migrants from Venezuela, largely with the same needs,[2] since 2023, the R4V Regional Platform also coordinates the response for refugees and migrants of all nationalities – in addition to Venezuelans – who are in transit in five key countries: Colombia, Costa Rica, Ecuador, Panama and Peru. As of 2024, this expanded response for refugees and migrants of all nationalities in transit was extended to Bolivia.[3]

The R4V is a decentralized structure, whereby the Regional Platform is complemented by national and sub-regional coordination mechanisms. As of 2020, 8 dedicated National and Sub-regional Platforms, covering 17 countries, comprised of a variety of actors that include UN Agencies, the Red Cross and Red Crescent Movement, international and national NGOs, as well as civil society, refugee/migrant-led and faith-based organizations, collaborate closely with host governments and are charged with the operational coordination and implementation of the regional Refugee and Migrant Response Plan (RMRP).

To enhance the complementarity between humanitarian action and development-oriented interventions, the Regional, Sub-regional and National Platforms serve as fora for convening humanitarian and development partners for efficiently coordinated assistance. This approach is in line with the UN Secretary-General's Agenda for Humanity, the UN Development System Reform, the Grand Bargain and the principles of the New Way of Working, calling for collective and coherent support to reduce peoples' needs and vulnerabilities, based on the comparative advantages of each of the partners across the region.

The work of the Platform is thus grounded in a clearly defined mandate, relying on complementary roles and drawing on diverse expertise. It provides an inclusive and effective space for UN and other international organizations, NGOs, civil society and development actors to work in support of and complement government-led initiatives to provide assistance and protection to refugees and migrants, as well as to affected host communities.

1.2 BACKGROUND

As noted above, the political, human rights and socio-economic situation in Venezuela has led to the largest movement of refugees and migrants in the history of Latin America and the Caribbean. This outflow has included Venezuelans as well as third country nationals who have returned to their countries of origin, such as Colombians and in lesser numbers Guyanese. As of June 2024,

---

[1] *Argentina, Aruba, Bolivia, Brazil, Chile, Colombia, Costa Rica, Curaçao, Dominican Republic, Ecuador, Guyana, Mexico, Panama, Paraguay, Peru, Trinidad and Tobago and Uruguay.*

[2] *See hereto the findings of the Regional Refugee and Migrant Needs Analysis (RMNA) 2023, available at: https://rmrp.r4v.info/rmna2023/*

[3] *Unless otherwise stated, the reference to "refugees and migrants" in this document shall be considered as including the following population groups: Venezuelan refugees and migrants in-destination and in-transit; other nationalities of refugees and migrants in-transit in Bolivia, Colombia, Costa Rica, Ecuador, Panama and Peru; Returnees (notably Colombian and Guyanese nationals); and those engaging in pendular movements between Venezuela and its neighbouring countries.*

there were approximately 7.8 million refugees and migrants from Venezuela living outside their country of origin, out of whom some 6.6 million are hosted in Latin America and Caribbean countries.[4]

The response of host countries in Latin America and the Caribbean has traditionally been marked by generous support and a welcoming attitude towards refugees and migrants from Venezuela. This is reflected in regional, bilateral and national legal frameworks that have facilitated refugee recognition and migratory regularization processes and responses aiming to ensure access to basic services, fundamental rights and lifesaving assistance, as well as considerable efforts to promote integration. However, the already precarious situation of many refugees and migrants and affected host communities reached concerning levels as a result of the pandemic, as national and local capacities were dangerously strained due to the socio-economic and health impacts, threatening the overall social fabric in the 17 countries covered by the RMRP.

In a region characterized by high levels of informal labour, prolonged measures aiming to curb the spread of COVID-19 (including border closures, lockdowns, curfews and other quarantine measures) had a disproportionately grave impact on refugees and migrants. Without savings or alternative social safety nets, the loss of employment resulted in many being unable to cover their basic needs or access essential services, increasing refugees' and migrants' dependency on emergency humanitarian assistance, particularly in the areas of health, shelter, food, water, sanitation and hygiene (WASH) and also making access to education, protection and integration services more difficult.

Local government authorities in many cases lack the human, financial, technical and organizational resources to guarantee adequate access to basic services for refugees, migrants and host communities. Given this reality, the needs of receiving populations are also addressed by the R4V response, with a view to preventing and mitigating discrimination or xenophobia, along with promoting peaceful coexistence. This is especially important considering the great number of refugees and migrants who remain in an irregular situation, and therefore highly vulnerable to exploitation and abuse, including through human smuggling and trafficking.

2. OVERALL AND SPECIFIC OBJECTIVES OF THE PLATFORM

2.1 OVERALL OBJECTIVE

The overall objective of the R4V Platform is to complement host governments' responses for refugees and migrants and affected host communities and ensure that all activities carried out by RMRP participating organizations are inclusive, effective, principled and conducted in a transparent manner that guarantees accountability to the international community, the host governments and the affected populations. Partner organizations directly engage with refugees and migrants, accounting for their opinions, understanding their needs, and devising the best ways to assist them. In this context, the Regional Platform provides overall coordination for the harmonisation of efforts, maximises the timeliness, transparency and cost effectiveness of the response, coordinates the development of the annual or multi-annual Regional Refugee and Migrant Needs Analysis (RMNA) and Regional Refugee and Migrant Response Plans (RMRP), and provides a forum for dialogue to implement targeted activities to enhance the well-being and resilience of refugees and migrants, as well as affected host communities.

2.2 SPECIFIC OBJECTIVES

The specific objectives of the Regional Platform include:

1. **To promote coherent regional analysis, planning and coordination**. The Regional Platform is responsible for guiding the development of the Response Plan (RMRP). The RMRP acts as the main planning tool for the R4V response, incorporating strategies and initiatives for the assistance, protection and integration of refugees and migrants. It also accompanies and complements national and regional responses of governments, in line with both the Global Compact for Safe, Orderly and Regular Migration (GCM) and the Global Compact on Refugees (GCR).[5] The Response Plan is further informed by the R4V's comprehensive regional analysis of the situation of refugees and migrants as presented in the Regional Refugee and Migrant Needs Analysis (RMNA), which uses primary and secondary data to highlight the multiple and diverse needs across the region.

2. **To facilitate inter-agency information management and reporting** on the response in the most aligned and coordinated manner possible. To that end, the Regional Platform, either directly or in collaboration with R4V partners, collects, analyses and disseminates data and information relevant to the R4V and ensures adequate communications in pertinent regional and global multilateral fora, to effectively inform and address the response needs.[6]

3. **To partner and work closely with a range of actors and regional processes** relevant to the R4V Response. This includes, notably, the UN Resident Coordinators, to leverage Sustainable Development Goals (SDG) opportunities, bearing in mind the respective mandates, and building on comparative advantages and reducing gaps, overlaps and duplication.

Within the framework of the Regional Platform approach, at the national or sub-regional level, each Platform further elaborates its specific tasks and activities (through individual Terms of Reference) according to the needs and priorities identified in each context. In principle, these objectives include:

---

[4] *For monthly updates on population numbers, refer to r4v.info/en/refugeeandmigrants*

[5] *Global Compact for Safe, Orderly and Regular Migration (2018), available at https://refugeesmigrants.un.org/sites/default/files/180711_final_draft_0.pdf; Global Compact on Refugees (2018), available at https://www.unhcr.org/5c658aed4.pdf.*

[6] *More specific advocacy will be undertaken by the respective organizations, in accordance with their mandate responsibilities.*

- **To facilitate strategic planning and operational coordination**, taking into account the respective mandates and comparative advantages of partners in order to maximise resources, reduce gaps, minimise duplication and enhance complementarity in the response for refugees and migrants.

- **To enable information management and inter-agency reporting**, ensuring that data collection, analysis, and dissemination tools are available, and processes are harmonised and coordinated.

- **To support and strengthen the governmental response to the crisis**, increasing humanitarian and protection services and paving pathways to integration based on a rights-based approach. This includes acting as the primary interface between host governments and the humanitarian response community in matters pertaining to refugees and migrants; while also mainstreaming gender, age and diversity into the response, to ensure that women, men, girls and boys, including people with diverse sexual orientations and gender identities and those with special needs are able to access humanitarian and development services and resources on equal terms, without discrimination.

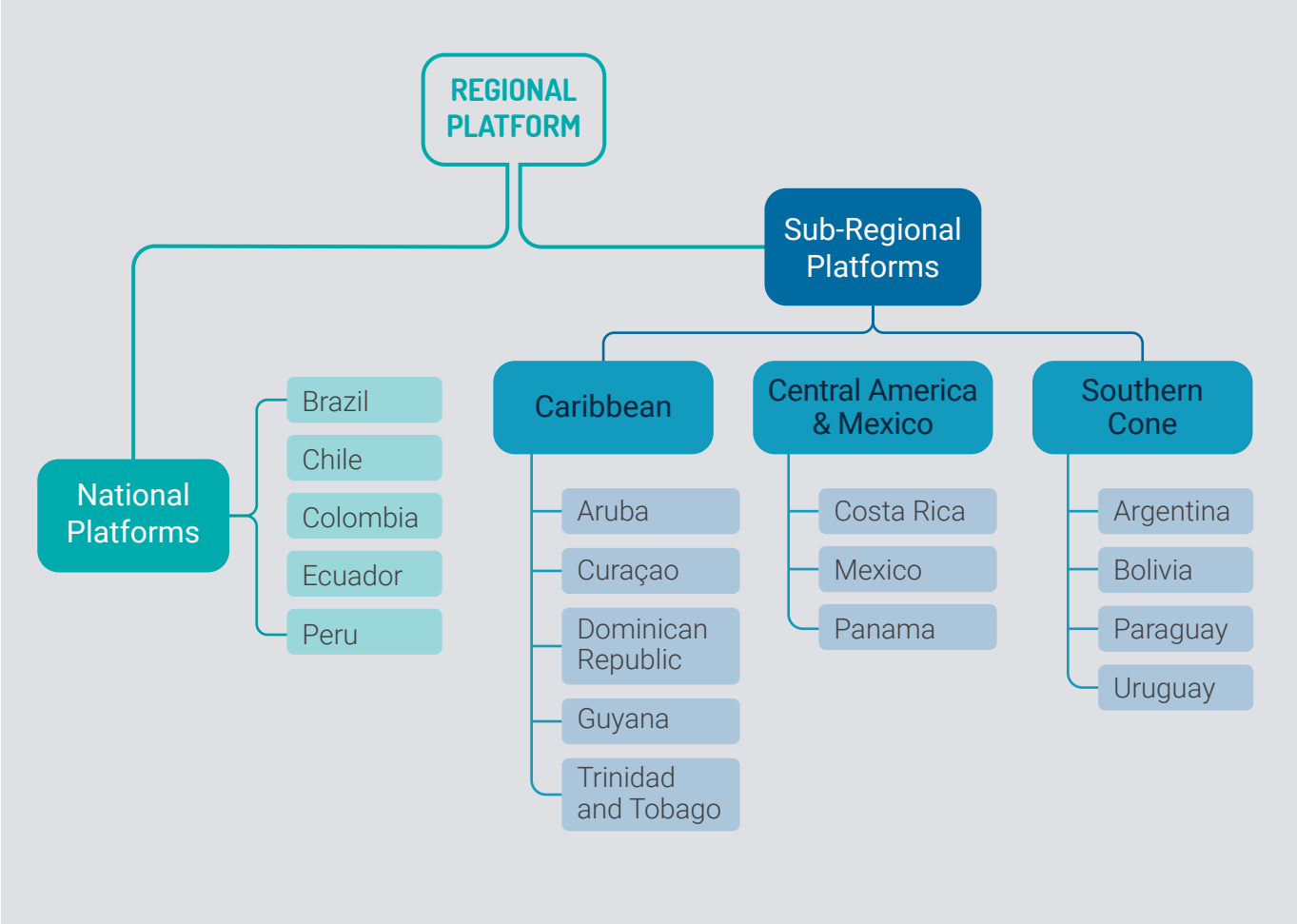
- **To serve as a support forum for the United Nations Resident Coordinator (RC) for complementary inter-agency coordination, planning, resource mobilisation, and technical support on matters pertaining to refugees and migrants**; including the development of standard operating procedures ensuring the complementarity of RMRP and UNSDCF objectives and activities.

- **To ensure adequate coordination between the Regional, Sub-regional and National R4V Platforms**, while also establishing functional links with other inter-agency coordination mechanisms at the local level (where applicable; e.g. UNCTs, HCTs, etc.).

- **To guarantee regular and coordinated external communications of the National / Sub-regional Platform with relevant actors**, in particular governments and donors.

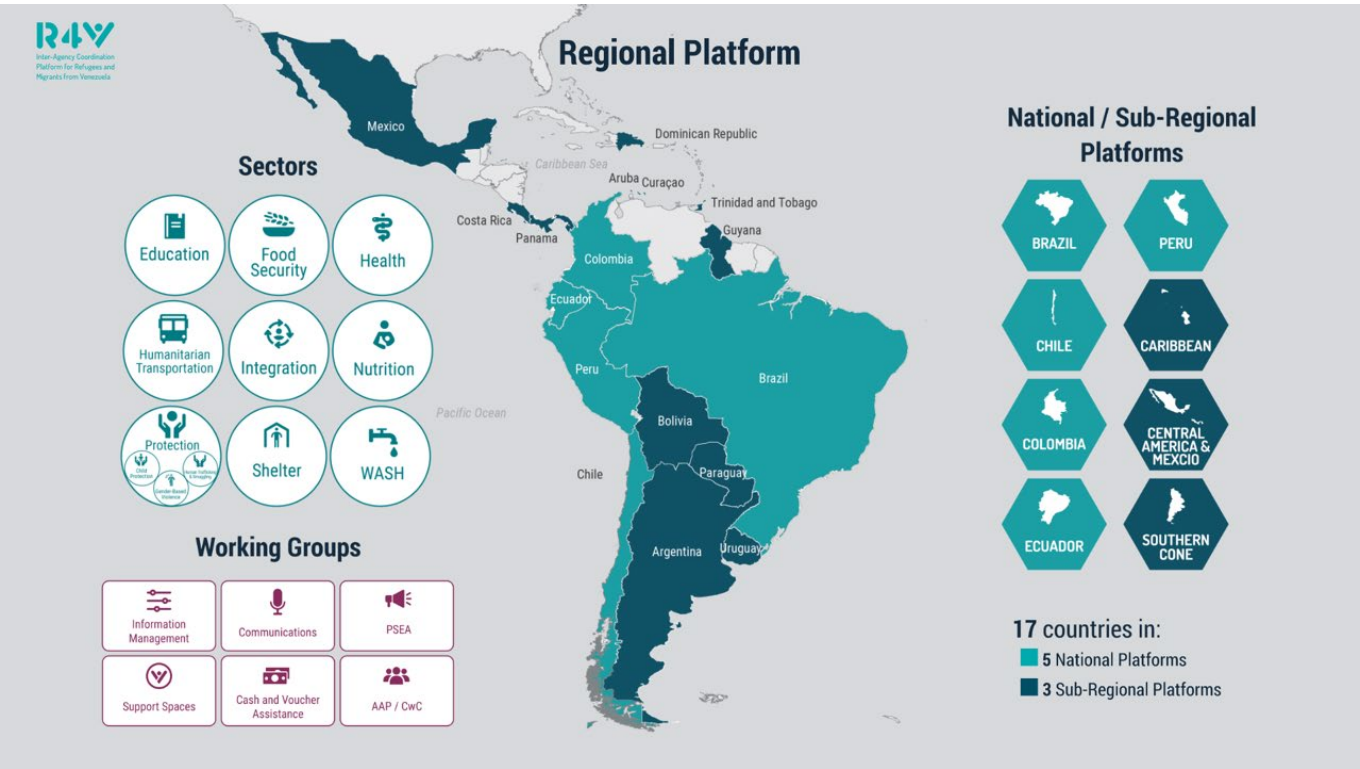
3. STRUCTURE

Since its establishment in 2018, the R4V Platform is co-led by IOM and UNHCR at every level (regional, sub-regional and national). The Regional Platform is based in Panama and provides strategic and operational coordination and leadership to the regional partners, as well as at national/sub-regional levels, bringing together a variety of actors, including UN agencies and non-governmental, faith-based, refugee/migrant-led and civil society organizations. The regional structure is mirrored at the national level, with coordinators designated by their respective IOM Chiefs of Mission and UNHCR Representatives, supporting the existing inter-agency coordination mechanism.



The R4V response, as of 2020, has established 8 National and Sub-regional Platforms (their configuration is based on each situational context and the operational capacities of governments and RMRP partners) that are charged with the operational coordination and implementation of the RMRP, in close collaboration with host governments. At the national level, such coordination platforms are in place in Brazil, Chile, Colombia, Ecuador and Peru; while sub-regional platforms exist for the Caribbean (covering Aruba, Curacao, the Dominican Republic, Guyana and Trinidad and Tobago), Central America & Mexico (covering Costa Rica, Panama and Mexico), and the Southern Cone (covering Argentina, Bolivia, Uruguay and Paraguay).

Specific sectors and working groups (WGs) have been established at the regional level to provide technical support and guidance to the National and Sub-regional Platforms. For each National/Sub-regional Platform, the configuration is based on their situational context and the operational capacities of governments and partners, taking into account existing coordination structures and trying to mirror or maintain the below regional structure as deemed appropriate and efficient.



4. PARTICIPATION

Participation in the RMRP – and therefore the R4V – is open to UN agencies and other international organizations, international and national NGOs, the Red Cross and Red Crescent Movement, academia, development actors (including international financial institutions), faith-based, refugee- and migrant-led organizations and other civil society organizations, provided the organization is engaged in activities that respond to the needs of refugees and migrants and/or host communities in Latin America or the Caribbean. The donor community that supports these activities, as well as the governments of countries that host refugees and migrants in-destination and in-transit, are important stakeholders of R4V.

To ensure inter-agency coordination, each participating R4V partner shall carry out timely and transparent reporting to the Platforms on their implementation of activities under the RMRP, including people reached, financial contributions received and other relevant information required for coordination and communication purposes, including through participation in inter-agency and relevant sector meetings. Partners also need to provide up-to-date contact details for their respective focal point(s) for inclusion on R4V mailing lists, including for one or more of the sectors in which they intend to participate.

Representatives of multilateral bodies, international financial institutions (IFIs),[7] the donor community and the private sector have a standing invitation to attend the meetings or events of the Regional Platform. It is suggested for the National and Sub-Regional Platforms to take a similar approach, if deemed necessary or useful in increasing the positioning of the R4V.

[7] *Some IFIs, such as the World Bank, are also R4V partner organizations, implementing activities within the RMRP in one or more countries.*

5. REGIONAL STRATEGY AND SUPPORT TO COUNTRY OPERATIONS

The design of the Platforms includes efforts to undertake continuous regional inter-agency situation analysis on key developments in the region as they affect refugees and migrants and host communities, both at geographical and sectoral levels. The RMRP consolidation serves to articulate a common response strategy for the needs of refugees and migrants and host affected communities[8].

The Regional Platform advises National and Sub-regional Platforms on issue-based consultations, sectoral strategies, coordination matters, and provides other support, guidance and facilitation as required. The regular exchange of information on the context and response across the region is the basis for identifying collaboration opportunities and preventing duplication.

At all levels, the lead agencies of the Platforms – IOM and UNHCR – are to maintain dedicated resources to effectively guide and implement the Platform Approach. For the same reason, lead actors responsible for regional, national and sub-regional sectors are strongly encouraged to allocate dedicated resources and include these coordination activities and their respective costs in the RMRP, as noted in the R4V Sector Roles and Responsibilities document.[9]

[8] *This is embodied in the Regional Refugee and Migrant Response Plan for Refugees and Migrants from Venezuela which will be further explained in The Regional Refugee and Migrant Response Plan section.*

[9] *Please refer to Inter-Agency Strategy: Sections 5 and 6.*

FUNDAMENTALS OF COORDINATION

1. INTRODUCTION

Coordination is a collaborative effort involving actors engaged in the various phases of the response to mixed movements of refugees and migrants. It is based on a shared set of principles and goals of relevant actors coupled with structured deliberations and discussions to consolidate a common situational understanding and response. For the R4V Platform, the pursuit of effective coordination is not an end in itself but a means to optimise the positive impact of partners working to address needs for humanitarian assistance, protection and socio-economic integration. Coordination enhances programmatic responses and ultimately maximises their impact for refugees and migrants and host communities, while optimizing articulation and use of the resources required.

The overall coordination of the R4V Platform – at regional, sub-regional and national levels – is the joint responsibility of IOM and UNHCR, while the thematic sectors and working groups (WGs) are coordinated by expert organizations who have committed to undertaking this task.[10] It is important to note that the role of a coordinator is to represent and support all partners of the R4V (248 organizations as of January 2024) rather than to represent the interests of a single UN agency or NGO. In an effective coordination environment, all partners coordinate, and no-one is merely (passively) coordinated. As such, coordination describes a process in which all partners of the Platform participate, but with specific responsibilities designated and agreed upon for the various collaborative spaces.

A coherent response meets immediate and long-term needs by reinforcing the efforts of host governments, supported by civil society actors, host communities, the private sector, and the international humanitarian and development communities, while engaging refugees and migrants themselves.

Successful coordination simplifies and improves the response of R4V partners by ensuring access to information, reducing duplication of efforts and facilitating collaboration. The coordination mechanisms should be open and easily accessible to anyone wishing to participate. This implies that special attention may have to be paid to local actors, such as civil society organizations and refugee/migrant-led organizations, or to actors whose primary operations are not geared towards refugees and migrants, such as the private sector. These actors may require tailored approaches to ensure that the overall response fully benefits from their important contributions while maintaining a shared understanding of the purpose and objectives of the Platform, Sectors and WGs.

Coordination processes should be predictable and known to all involved; it should not be seen as an additional task or as a wild-card that comes in to push changes to pre-existing plans. Predictability, as a coordination strategy entails providing constant reliable input to partners, as well as establishing a procedural common ground in order to solve any temporary coordination problems that might arise from the unexpected.

Effective coordination takes place when partners are and feel genuinely involved, seeing their most valued initiatives benefitting from the support of the R4V Platform, and understanding how they can contribute to good initiatives of others within a system of shared goals and achievements. For example, R4V showcases efforts and priorities of partners in high-level forums such as the sectoral roundtables held as part of the International Donors' and Solidarity Conferences; supports the sharing of resources on the ground to reduce costs for organizations and promote complementary efforts (ex: food distribution at rotating health clinics for refugees and migrants); and conducts harmonized and joint monitoring and analysis actions among various partners to collect comprehensive, timely and accurate data. From this perspective, the coordinator is primarily a facilitator, enabling one common response.

Success depends on coordinated action that is flexible, inclusive, predictable, and transparent. Hence, this all depends on a transparent and open process where all parties to the coordination are genuinely involved and smaller actors can have their voices heard and appreciated. Good ideas and initiatives can come from any actor: coordination should not be just larger or better funded partners deciding amongst themselves.

2. COORDINATION LANDSCAPES

The current humanitarian coordination system is largely framed around two approaches used to deliver and coordinate assistance through sector-based structures: The Inter-Agency Standing Committee's (IASC) humanitarian *cluster approach*, led by the relevant UN Resident or Humanitarian Coordinator and coordinated in-country by the UN Office for the Coordination of Humanitarian Affairs (OCHA), which applies to emergency situations that involve internally displaced persons and affected host communities; and the *Refugee Coordination Model* (RCM), which covers refugee situations and is led and coordinated by the United Nations High Commissioner for Refugees (UNHCR).

In the case of the Cluster Approach, the Resident/Humanitarian Coordinator (RC/HC) in consultation with the HCT can propose the activation of clusters to the IASC in the context of a sudden-onset or rapidly deteriorating humanitarian crisis in a country,[11] with an emergency or "Scale-Up" declaration to be made ultimately

---

[10] *Please see Inter-Agency Strategy: Section 2 for details on regional sector and working group leads.*

[11] *See IASC, Guidance: Cluster Coordination at Country Level, IASC Sub-Working Group on the Cluster Approach and the Global Cluster Coordinators' Group (July 2015); see also OCHA, Activation and Deactivation of Clusters and IASC, Protocol 1. Humanitarian System-Wide Scale-Up Activation: Definition and Procedures (13 November 2018) (replacing the earlier L-3 definition and procedures).*

[12] *See UNHCR, Refugee Coordination Model (RCM) (last updated 28 March 2022).*

by the Emergency Relief Coordinator (ERC) acting as Chair of the IASC; however, neither the RC/HC nor the IASC can declare an emergency for a refugee crisis.[12] On the other hand, the RCM only covers a situation that affects refugees and host communities. Therefore, these two approaches – the clusters or the RCM – do not account for the needs of migrants, including in situations of mixed movements, such as the response for refugees and migrants.

In regards to Sustainable Development Goals-based development coordination, on the other hand, the United Nations Sustainable Development Cooperation Framework (*UNSDCF*) – formerly known as *UNDAF* – is guided at the national level by the Resident Coordinators; and at the regional level by the Regional Collaborative Platform (RCP), with its thematic development focussed Issue-based Coalitions and Working Groups.[13] However, this is a medium-term results framework that guides only the work of the UN System in support of the implementation of the 2030 Agenda.

	HUMANITARIAN CLUSTER SYSTEM	R4V RESPONSE	DEVELOPMENT SYSTEM
Leadership	Humanitarian Coordinator (HC)	IOM/UNHCR Leadership	Resident Coordinator (RC)
Inter-Agency Coordination	Humanitarian Country Team (HCT) Inter-Cluster Coordination Clusters (e.g. Education, WASH, Protection, Health)	Coordination Platform Inter-Sector Coordination Sectors (e.g. Education, WASH, Protection, Health)	Programme Management Team Thematic UNSDCF Groups
Inter-Agency Plan	Humanitarian Response Plan (HRP) Strategic Response Plan (SRP) Humanitarian Needs Overview	Regional Refugee and Migrant Response Plan (RMRP) Regional Refugee and Migrant Needs Analysis (RMNA)	United Nations Sustainable Development Cooperation Framework (UNSDCF)

The R4V Coordination Platform implements a particular coordination mechanism that builds on lessons learnt and best practices garnered from the two aforementioned humanitarian coordination approaches (clusters and the RCM) as well as from a third development coordination model (the United Nations Development System). The R4V refugee and migrant response mechanism places accountability for inter-agency coordination in the hands of the two UN agencies whose mandates include the coordination of efforts that attend to refugee and migrant issues: UNHCR and IOM, respectively. The sectoral structure of the R4V Platform additionally facilitates leadership by other UN agencies and non-governmental organizations (NGO) that work with refugees and migrants and their host communities, based on each of their mandates and areas of thematic expertise.

The R4V Response is in line with the Global Compact on Safe, Orderly and Regular Migration (GCM), as well as the Global Compact on Refugees (GCR). In 2016, the United Nations Summit for Refugees and Migrants was convened to discuss a more robust international response to large movements of people. This summit resulted in the *New York Declaration for Refugees and Migrants* and set in motion the development of two compacts that were affirmed on December 2018: the *Global Compact for Safe, Orderly and Regular Migration*, which reiterated the need for enhanced cooperation on international migration in all its dimensions; and the *Global Compact on Refugees*, which underlined the need for strengthened cooperation and solidarity with refugees and affected host countries. R4V as an operational inter-agency coordination mechanism jointly led by IOM and UNHCR helps to practically achieve many of the objectives set out in the GCM and GCR.

[13] *See: Regional Collaborative Platform for Latin America and the Caribbean of the United Nations*
https://agenda2030lac.org/en/regional-collaborative-platform-latin-america-and-caribbean-united-nations

GLOBAL COMPACT FOR MIGRATION

The 1st inter-governmentally negotiated agreement that covers all dimensions of international migration in a holistic and comprehensive manner.

Non-binding document that respects states' sovereign right to determine who enters and stays in their territory and demonstrates commitment to international cooperation on migration.

Opportunity to improve the govenance of migration, to address the challenges associated with today's migration, and to strengthen the contribution of migrants and migration to sustainable development.

Key objectives:

- Support international cooperation on the governance of international migration;
- Provide a comprehensive list of policy options for states to address some of the most pressing issues around international migration; and
- Give states the space and flexibility to pursue implementation based on their own migration realities and capacities.

GLOBAL COMPACT ON REFUGEES

Framework for more predictable and equitable responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international cooperation.

Provides a blueprint for governments, international organizations and other stakeholders to ensure that host communities get the support they need and that refugees can lead productive lives.

Opportunity to transform the way the world responds to refugee situations, benefiting both refugees and the communities that host them.

Key objectives:

- Ease the pressures on host countries;
- Enhance refugee self-reliance;
- Expand and access to third-country solutions;
- Support conditions in countries of origin for return in safety and dignity.

3. PRINCIPLES OF PARTNERSHIP AND COORDINATION

Effective partnerships are more than just mechanical interactions in which actors collaborate to achieve a set of common goals by allocating roles and arranging joint efforts. They also involve underlying concerns (and possible conflicts) of authority, attitudes, and working styles. Having a clear set of common principles to guide partnerships can help to clarify roles and avoid conflict. The *Principles of Partnership* (PoP), endorsed in 2007 by the Global Humanitarian Platform, include:

- **Equality**: mutual respect among members, irrespective of size and power, considering each other's mandates, obligations and independence while recognizing each other's constraints and commitments.
- **Transparency**: achieved through dialogue, with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.
- **Results-oriented approaches**: based on effective capabilities and concrete operational capacities, ensuring a reality-based and action-oriented response.
- **Responsibility**: commitment to complete the job ethically, with honesty, and in a relevant and suitable manner. Partners must ensure that they only commit to activities when they have the means, competences, abilities, and capacity to follow through on their promises.
- **Complementarity**: building on the diversity of actors, comparative advantages and complementarity can be ensured. Local capacity is one of the most important assets to improve and build on.

The fundamental principles for effective coordination that ensure an efficient and holistic response need to be identified based on global best practices, as well as on the operational context, the needs and concerns of refugees, migrants and affected host communities, as well as the response capacities of host governments. These can come in various formulations and the number of principles may vary, nonetheless, the following principles are key to consider in large-scale mixed movements situations, such as the regional R4V response:

- **State-led**: States hold the primary responsibility to protect refugees and migrants and provide basic services within their territories. The role of the R4V Platform is to support and complement host governments when assistance and protection – including international and other protection mechanisms – are needed. Coordination with national and local authorities within the 17 countries is essential for the success of the R4V Platform.

- **Leadership**: Dedicated leadership is required to ensure that the needs of refugees and migrants are identified, advocated for and addressed effectively and within the appropriate forums. The R4V Platform works through the joint co-leadership of UNHCR Representatives (Reps) and IOM Chiefs of Missions (CoMs), in close coordination with RCs and (where applicable) Humanitarian Coordinators (HCs) and other relevant coordination structures. Similarly, at the sector level, expert UN agencies and NGOs co-lead the thematic sectors and sub-sectors that encompass the identified priorities of the RMRP.

- **Partnership, inclusivity, and transparency**: A predictable and inclusive approach to coordination is based on strong and collaborative partnerships, which may include partners with in-country sectoral or technical expertise and operational capacity. These should be developed through a transparent and open process that includes small and large partners.

- **Needs-based approach**: Humanitarian and development assistance should be provided on the basis of needs and rights, building on the expertise and assets of refugees, migrants and host communities and taking into account the capacity of host governments. This can be achieved through timely and comprehensive data collection and analysis – conducted jointly through inter-agency efforts wherever feasible.

- **Advocacy and communication**: Advocacy and strategic communication can build a common understanding among various stakeholders of refugees' and migrants' needs, with a view to improving the comprehensiveness and inclusiveness of the response.

- **Flexible, efficient and dynamic mechanisms**: Coordination structures should remain flexible and dynamic so that they can easily adapt to possible unforeseen scenarios that call for a rapid shift of priorities. Processes should not take precedent over substance. To be and remain relevant, the UNHCR and IOM coordinators of Platforms at regional, sub-regional and national levels should regularly review the number, type, location, leadership and membership of coordination groups (e.g. sectors and WGs). At the same time, there are a number of reasons why it may be desirable (for the sake of consistency, lines of accountability, etc.) for the structure at the national level to mirror the structure at the regional level. This is a factor for both regional and national Platforms to consider when evaluating their optimal structures.

- **Resource mobilisation**: Humanitarian and development financing mechanisms available to United Nations agencies, to NGOs and to other civil society actors must be geared towards meeting refugees' and migrants' needs. Coordination is often cumbersome and demanding of time, efforts and resources. Dedicated and significant resources for leadership and coordination mechanisms are required to ensure effective and professional coordination, including appropriate tools and procedures, as well as human, material and financial resources.

4. MAINSTREAMING PARTNERSHIP

Engagement with States, development actors, the private sector, international financial institutions, NGOs, academia, refugee- and migrant-led organizations and civil society is essential to the shared success of the R4V response, by driving policy, influencing public opinion and providing financial and material support. A comprehensive refugee and migrant response requires a multi-stakeholder approach, including the participation of national and local authorities, international organizations, international financial institutions, regional organizations, regional coordination and partnership mechanisms, and a broad coalition of civil society partners, including faith-based organizations and academia, the private sector, media and refugees and migrants themselves.

This broadened coordination landscape has resulted in a larger range of partnerships and has put new demands on coordination. However, the basic premises for effective partnerships remain, while allowing for the Platforms to improve their collective ability to undertake strategic assessment, analysis, planning, and prioritisation. Partners and other relevant stakeholders strive to deliver together, as this generates better results and improved accountability to the affected population. Working with a broader range of actors also brings creativity and allows for innovative forms of partnership.

In this regard, it may at times be necessary for Platform or sector coordinators to proactively engage and reach out to partners to include them in R4V processes. This may include national partners who do not have either the interest, capacity, or experience required to engage with the R4V Platform. Some examples could include volunteer organizations created in response to an emergency; organizations that are part of national civil society which alter their programming to contribute to the response; and/or refugee/migrant-led organizations. The grassroots focus of these organizations may lead to a sense of being out of place in a coordination structure regarded as catering to international organizations and UN agencies; thus, the importance of the coordinators' advocacy to assure this is not the case for the R4V response.

Often, coordination activities include capacity-building and flexible coordination structures. Coordinators should explore with international and national NGOs their approaches to and resources for capacity-development. Sufficient financial resources and expertise for capacity-building should be identified within the R4V Platform framework. Access to capacity-building and other resources can be a powerful incentive to motivate participation.

THE IMPORTANCE OF REFUGEE/MIGRANT-LED ORGANIZATIONS

The outflow of persons from Venezuela has given way to refugee/migrant-led organizations in host countries that play an important role in the protection and integration of refugees and migrants and their host communities. Increasingly, these refugee/migrant-led organizations are participating directly in R4V response efforts, with 64 of them being appealing partners in the RMRP 2024 (with many more acting as implementing partners) and participating in critical coordination spaces at the national, regional and international levels, both in spaces of R4V and the Quito Process.

Refugee/migrant-led organizations, as well as other civil society organizations, are essential partners both at the policy and operational levels. At the grassroots level, they can be particularly important when it comes to delivering services such as reception, shelter, health support, and integration of newcomers to new cultures and labour markets. As such, coordinators should seek to actively engage with these organizations in the work of their respective Platforms.

The '*Coalición por Venezuela*' is an excellent example of a refugee/migrant-led organization that works at the trans-national level in support of local Venezuelan communities, including more than 90 organizations with a presence in more than 20 countries. The R4V Regional Protection Sector established a work plan with this Coalition in 2022 that can be used as inspiration for possible lines of future collaboration.

5. ENGAGEMENT WITH RESIDENT COORDINATORS

The relationship between the UN Resident Coordinator System and the R4V Platforms is guided by opportunities to jointly and pragmatically improve the situation of vulnerable refugees and migrants. The central and key role of RCs has been recognized long before their enhanced roles and responsibilities resulting from the UN Reform of the Secretary-General. Hence, the close and active collaboration between National and Sub-regional R4V Platforms with their respective RCs is key to achieving the objectives of the R4V Platforms.

The engagement and support of the Resident Coordinator will be key for the following strategic interventions:

Engagement and advocacy with national political actors: Act as convenors

Resident Coordinators have a powerful advocacy and mobilizing role. Building thereon, and without prejudice to individual R4V actors' prerogatives and wherever deemed most appropriate, RCs can convene and act on behalf of or jointly with the Platform, especially when engaging with political actors, and/or national governments.

Engagement with development actors and international financial institutions

Resident Coordinators have, inter alia, an empowered role to drive the implementation of the UN's Sustainable Development Goals. They hence have a central capacity to convene and mobilise UN development actors and international financial institutions. RCs' support in engaging such actors to leverage the integration and inclusion components of the RMRP while respecting humanitarian principles – thereby strengthening the linkages of the dual-focused RMRP (emergency response and longer-term/sustainable integration) – is a key element for successful collaboration between R4V Platforms and Resident Coordinators.

To enhance the strategic alliance with RCs, R4V Platforms should:

- Systematically inform RCs (and the UNCTs) about the Platform's activities and plans. This information flow should be predictable to ensure its systematic character and for visibility purposes.
- Consult with RCs (and UNCTs) on sensitive political issues (in particular with relation to national governments), seek advice and inputs on overarching policy matters and government dynamics, as well as advocacy.
- Wherever feasible, associate RCs to public events of the R4V response and offer visibility, including with the media.
- At regional level, maintain regular presential meetings and/or teleconferences with the UN Development Coordination Office (UNDCO) for LAC and RCs and engage them in Regional Platform meetings.

6. ENGAGEMENT WITH HOST GOVERNMENTS

Governments have a recognized central role and should lead the response to meet the needs of refugees and migrants, with the support of the R4V Platforms. The objective of the overall R4V response is to complement host governments and ensure that all activities are inclusive, effective, principled and conducted in a transparent manner that guarantees accountability to the international community and to the affected population.

In this context, the Regional Platform provides general direction, technical support, and a forum for dialogue to implement targeted activities to enhance the well-being and resilience of refugees and migrants and their host communities. Partners directly engage with refugees and migrants, taking into account their opinions, understanding their needs (as reflected in the RMNA), and devising ways to assist them through the implementation of the RMRP.

Platform partners should communicate with governments and develop common messages. To streamline communication, national Sectors or WGs can carry this responsibility, speaking on behalf of R4V actors along thematic lines with the responsible line ministry or authority at the local level. Taking into account and (wherever feasible) reflecting the priorities and concerns of host communities, national and local authorities should be involved in the development of communications strategies, and subsequently be presented with a comprehensive and coordinated response that takes into account previous achievements in cooperation mechanisms. Additionally, Platforms should be responsive to the support needs identified and expressed by the authorities, integrating them in their national/sub-regional and regional efforts. Platform partners should also frame their RMRP response activities in the context of existing or emerging policies and programmes, to favour sustainability and adherence to international standards on assistance, protection and integration.

7. R4V (CO-) COORDINATION

Coordination, like many support functions, might be taken for granted at times and only become apparent when enhancements are required. Some question the prioritisation of investments in coordination structures in which information flows effectively, and operational initiatives are jointly planned and implemented with relevant actors sharing a common situational and operational understanding of needs and priorities. However, such investments are most likely the reason why the overall response is successful.

IOM and UNHCR, as co-leads of the R4V Platform, are responsible for maintaining regular contact, dialogue and engagement with each other on key issues and decisions requiring joint and inter-agency coordination. They are also required to hold regular consultations with host governments, regional fora, the donor community and partners to ensure coordination and information-sharing among all relevant stakeholders. These regular consultations should include convening regular Platform meetings in mutually agreed locations, which may also be held through tele- or video-conferences.

The coordination of the R4V Response is not solely the responsibility of the Platform's coordination teams. The sector and WG coordinators should also keep regular contact with their co-leads and work together on key matters that require their thematic expertise. Sector/WG coordinators must also regularly consult with relevant stakeholders and assure coordination and information-sharing among members, Platform coordinators and regional sectoral leads.

In addition to the overall coordination obligations, the R4V Platform coordinators at regional national, and sub-regional levels and the sectoral leads at regional and national levels also, are responsible for overseeing and bringing together the work of their support teams, particularly in terms of fitting together data gathering efforts of information management (IM) colleagues with R4V reporting obligations, and making sure that the Platform produces coherent and effective products that properly speak to their intended audiences (see further information on this on *Inter-Agency Strategy: Section 6*).

8. SKILLS OF AN EFFECTIVE COORDINATOR

A successful coordinator needs to correctly read the context and understand the partners and stakeholders active in or affecting the response, tying this together to forge a joint and efficient response. The coordinator needs to analyse and plan ways to leverage relevant processes to the advantage of the overall objectives of the Platform or Sector/WG, as well as to communicate with and facilitate both partners and external stakeholders. This requires a keen political awareness and an ability to manage partner relations, resolve conflicts, and understand how best to position oneself as a coordinator. Finally, a good coordinator should be able to tell the story of the collective response in a compelling way.

8.1 POSITIONING ONESELF AS A COORDINATOR

Honesty and neutrality are two core characteristics of an effective coordinator. As such, it is key that coordinators of R4V Platforms, Sectors and WGs know how to position themselves within the group as neutral and honest agents. A dedicated coordination position is ideal, as in many discussions and situations, the coordinator needs to represent the collective interests of the R4V Platform or one of its sectors, rather than representing only their agency or organization. Otherwise, this entails a position of 'double-hatting', creating a potential complication to the perception of neutrality and putting extra demands on the coordinator, who is supposed to pursue collective priorities involving all partners. For the coordinator of an R4V Platform or sector, the RMRP will typically be the main guiding document on how to proceed, given that an important part of the job description is to ensure that the activities of partners contribute towards the objectives of this plan.

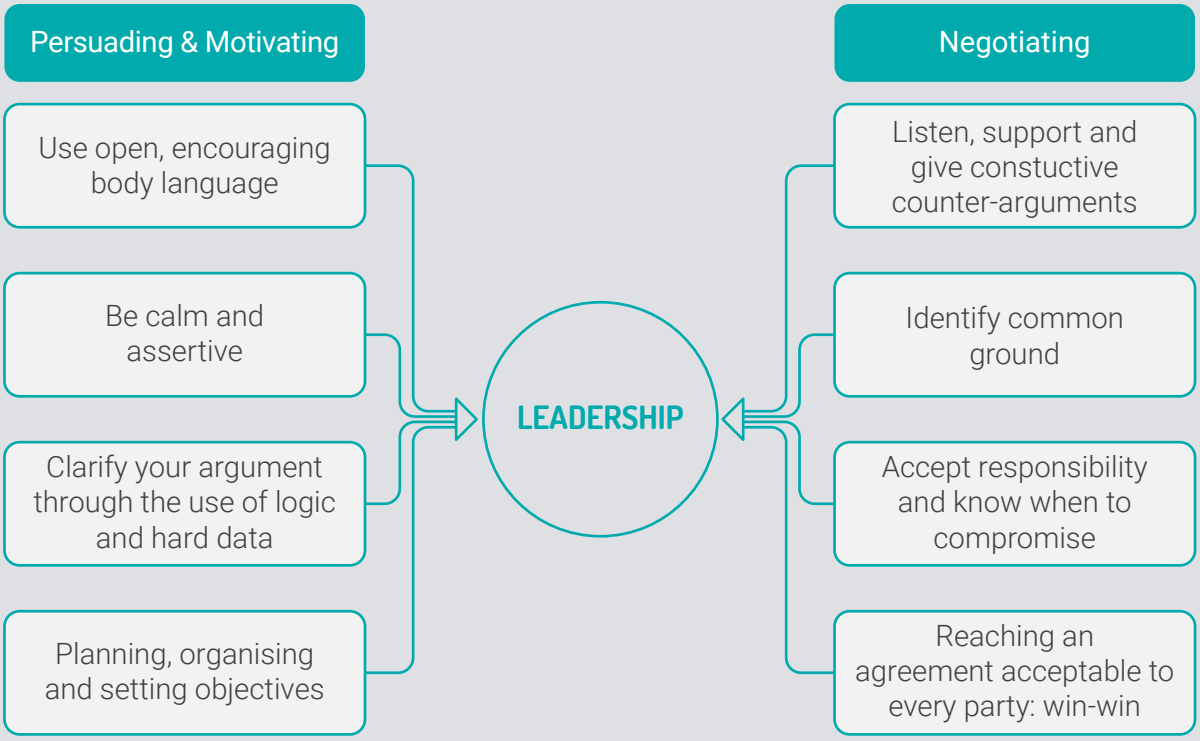
8.2 ANALYSIS AND STRATEGY

A key part of coordination concerns common planning, based on solid evidence and consultations with the affected populations. This skill involves being able to plan, implement, and analyse assessments, along with understanding the process surrounding such assessments, including when, how and with whom they

should be conducted. The analytical process should also consider the strategic role of these assessments or documents (the RMNA and RMRP, for example) in the coordination process: how they contribute to a common understanding, plan and direction for the response and how they can be employed to increase awareness of specific issues.

8.3 STAKEHOLDER MANAGEMENT

R4V coordinators have to relate to a large number of partners and individuals, building and managing relationships with each of them and within the group. This involves careful processes of engaging with and supporting partners to ensure each of them have the space, interest and possibility to contribute to the response. The success of these relations, among other things, depend on the coordinators' ability to establish their leadership.[14]



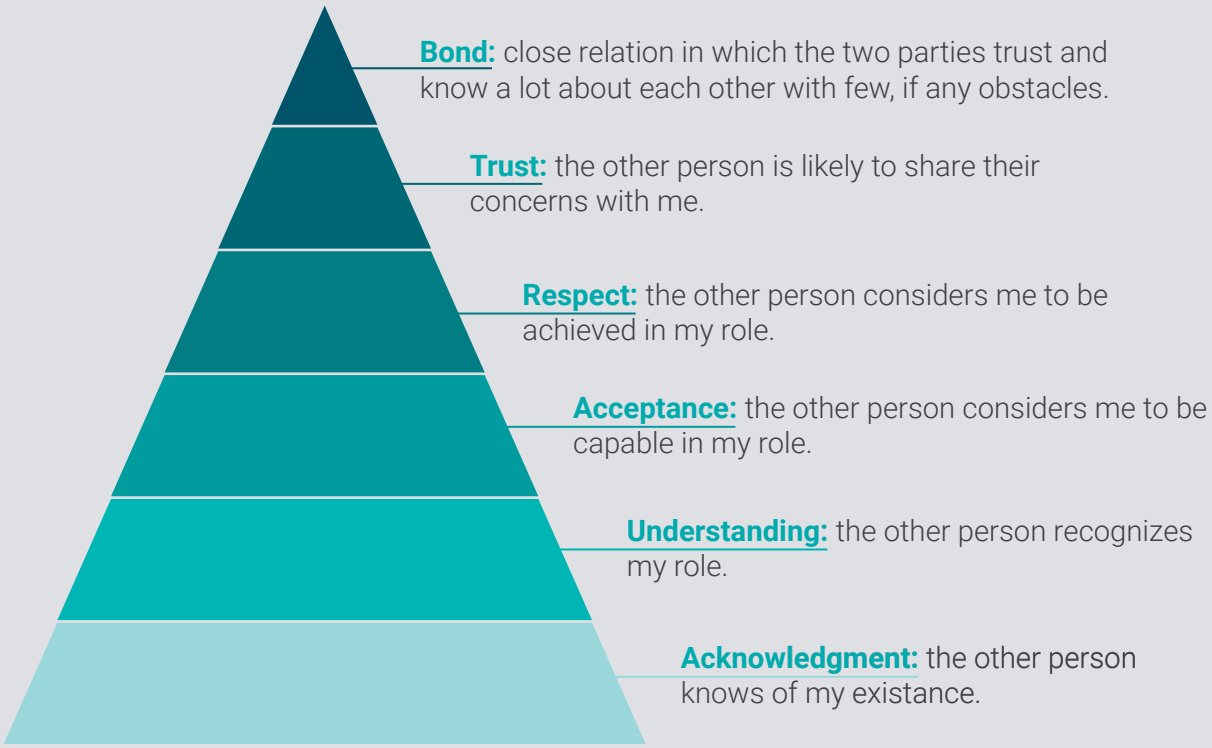
Practical Exercise

In order to better understand your positioning as Platform or Sector/WG coordinator with R4V partners, think of the relations that are most relevant to your position (in the framework of the R4V) and fill out the chart:

Relationship with	Level of relationship (1-6)	Ideal level of relationship (1-6)	Action needed to move it to the ideal level

[14] *Based on*

THE LEVEL OF ASSOCIATION IS BASED ON THE RELATIONSHIP PYRAMID THAT INDICATES A CLOSER RELATION AS YOU MOVE UP:



The diversity of actors that participate in the R4V place an additional level of complexity on normal coordination operations. Some useful tips to keep in mind are:

- **Foster collaboration as a value**: establish a collaborative environment, making it clear that the R4V framework seeks cooperation among partners, not competition.
- **Establish clear and honest communication from the start**: make sure everyone is clear about the objectives and specificities of the response, as well as their involvement in it.
- **Promote joint efforts**: co-creation is the best way to foster collaboration. Encourage spaces for brainstorming and discussion where partners can build an idea together, instead of working separately towards the same goal.
- **Stimulate active participation from all partners**: hold an open-door policy that allows partners to express concerns and address issues in a timely manner.
- **Agree on roles and responsibilities** to promote ownership of the work of the Platform.
- **Meet regularly and communicate openly**: sustain on-going discussions on matters of importance and continue to build spaces for collaboration.
- **Efforts to promote transparency and accountability**: to document collective decisions and to avoid misunderstandings in discussions, ensure that a Note for File (NFF) or other meeting minutes / recordings are prepared and shared between partners and participants.

8.4 EFFECTIVE COMMUNICATION AND CONFLICT MANAGEMENT

Communication is central to coordination, from persuading and influencing partners to genuinely and actively listening. Written or verbal communication can be broken down into three components: what we think we communicate, the actual words we use, and what the person we communicate with understands. To link these three components and create an effective communication environment, inter-agency coordinators need to actively listen in order to:

- Understand the perspectives and interests of partners and encourage their contributions;
- Make partners (and other stakeholders) feel included and motivated to participate; and
- Be and come across as impartial.

A coordinator will, at times, have to play the mediator and contribute to finding common ground and solutions among partners. Differences of opinion are natural, and a certain level of contrasting views is necessary in any creative process. Organizations differ in their mandates, priorities, working methods, size, and experience, and this is likely to affect how the individuals who work for them will approach coordination. Different perspectives may also be linked

with the personal preferences or approaches of individuals involved in the response. Good and transparent information-sharing and regular, inclusive coordination meetings to keep all partners aware of developments are essential. The rationale for possible changes in strategies that affect partners must be outlined and discussed, establishing an effective problem resolution mechanism that is open to all partners.

It should be easier to anticipate and smooth over tensions in a group by establishing good and inclusive working methodologies than it is to resolve a conflict that has been allowed to fester. Differences of opinion are inevitable in group settings, and they are precisely what enriches consultative processes to lead to better decisions and outcomes, but they can also naturally lead to conflict, which needs to be managed properly.[15] In general, decisions should be made in the most consultative and transparent manner possible, to ensure ownership and buy-in of all partners, and avoid leading to rejection. Nevertheless, as unanimity is almost impossible in decision-making with large and diverse groups, and with hundreds of partners participating in R4V, some decisions made by consensus – or decisions taken by IOM and UNHCR as the co-leads – are more likely to bring discomfort or to be controversial among the Platform partners who are either not consulted or are in the minority. These should be discussed ahead of time and explained using transparent criteria. As much as possible, information should be shared in plenary settings, open to all those concerned. However, there may be situations where sensitive information may need to be shared and discussed in particular fora or even bilaterally with partners. As a coordinator, it is better not to rely on bilateral communications over time and instead seek to bring the discussions back to plenary where possible. Prolonged bilateral discussions run the risk of being misunderstood by other partners and may themselves be a cause of tension.

Once an issue has arisen, it should be addressed at the most local level possible. Issues should not be escalated prior to exhausting local remedies. Doing so risks increasing tensions, as colleagues rally in solidarity along organizational lines, either due to personal bonds or shared professional perspectives. Ideally the coordinator should be able to mediate as a neutral arbiter, but when the coordinator is also involved in the matter, it may be useful to seek the assistance of the other co-coordinator. Where the issue cannot be resolved locally, the assistance of the regional coordination structure should be sought; always bearing in mind that escalation to a higher level runs a risk of the issue being associated or conflated with other ongoing discussions. Where the issue arises at the regional level, including within regional sectors or WGs, the resolution sought should be with the immediate actors involved, before escalating more broadly (to other actors) or up the chain of command (within the respective organizations).

With all the aforementioned in mind, conflict resolution can be achieved by taking the following into consideration:

Sources of conflict[16]:

- **Data**: misunderstandings, lack of information, assumptions and differences in perspective, as well as misinformation and ambiguities.
- **Interests**: perceived or actual incompatibility of needs and interests, differences in preferences, style, ways of doing things and differences in emotional needs.
- **Structural**: ineffectual processes, unhelpful time constraints, inappropriate structure, social structures and systems.
- **Values**: opposing beliefs, values, philosophies and worldviews.
- **Relationships**: stereotypes, distorted perceptions, unmet expectations or needs, fear, misuse of power and history.

[15] *For more on organizational conflict, causes and effects and remedies, please see https://www.researchgate.net/publication/273493998_Organizational_Conflicts_Causes_Effects_and_Remedies*

[16] *As defined by Christopher Moore in his book "The Mediation Process."*

Styles and strategies in effective management of conflict[17]:

COMPETING

Assertive but uncooperative. One party pursues its own concerns at the expense of the other. It is a power-orientated mode (using whatever power you have, to win your own position).

COLLABORATING

Assertive and co-operative. The opposite of 'Avoiding'. It requires finding a creative solution to a problem in order to reach a solution that fully meets the interests of both parties. It demands trust, time, creativity and energy.

COMPROMISING

Halfway between assertive and cooperative (a balance between 'Competing' and 'Accommodating'). It finds a solution that partially satisfies both parties.

AVOIDING

Unassertive and uncooperative. The individual does not immediately pursue their needs or those of the other person. Avoiding might take the form of diplomatically sidestepping an issue, postponing it or simply withdrawing from the situation.

ACCOMODATING

Cooperative but unassertive; it is the opposite of 'Competing'. It involves accepting the other person's position, either by backing off or tolerating the behaviour and neglecting your own concerns.

[17] *As defined by "The Thomas Kilmann Model", developed by Kenneth Thomas and Ralph Kilmann in 1970.*

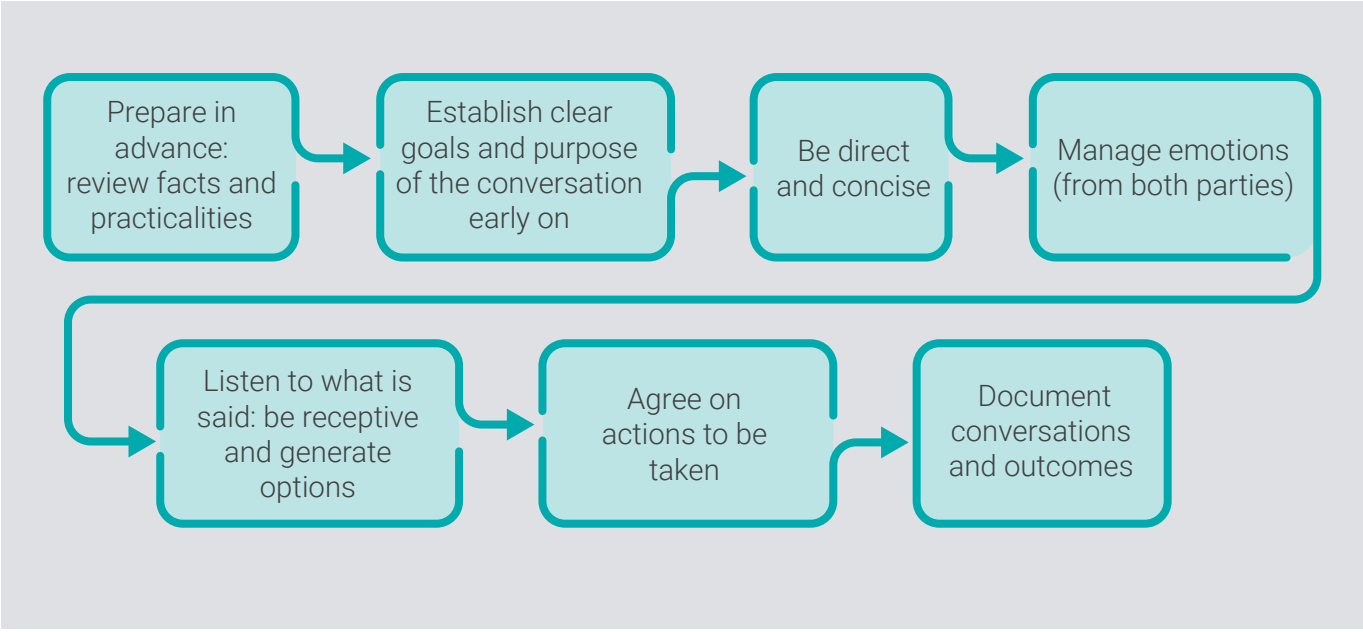
Management styles according to different conflict situations:

Some general examples of when to use or avoid the different styles for managing conflict are included in the following table. However, it is crucial that the coordinator analyses each situation in detail, always seeking collaboration among partners.

	USE IT WHEN...	AVOID IF...
Avoid	The costs of confrontation would surpass the benefits of any agreement reached.	Immediate action is essential, or if the matter is critical and decision-making time is limited.
Accommodate	Giving something up in exchange for something else. Other factors are more essential and you can give in, such as a weak position, modest risks.	The subject is extremely important; especially if you consider that the other person is mistaken.
Compromise	There is no way to achieve an agreement. A short-term remedy is necessary to prevent protracted conflict.	The situation is intricate and might benefit from a problem-solving technique.
Compete	Implementing a divisive course of action that cannot be negotiated.	The matter is complex and there is enough time to make a judgment utilising a problem-solving strategy.
Collaborate	Complex problems, long-term planning, strategies/ issues linked to R4V objectives and policies.	If a rapid judgment is necessary, if the task is straightforward or the subject does not interest partners.

Guidelines for conducting critical/difficult conversations effectively:

As explained above, a coordination structure as complex as the R4V Platform is prone to conflicts arising. It is important for coordinators to address these as soon as possible in order to avoid escalation, and challenging conversations might have to take place. Some guidelines to keep in mind in the emergence of these situations are:



9. TRUST AND PERFORMING AS A TEAM

Trust is a key component in reaching an agreement. This section delves into the concept of trust and the many stages of team development. The R4V Response includes a variety of actors with different expertise and resources working towards the same objective. Understanding how teamwork and trust influence consensus is essential for a coordinator's work, particularly to effectively handle challenges that arise.

DETERRENCE-BASED TRUST

- Also known as "rules-based" trust.
- The most essential, base level of trust in all relationships.
- Based on rules that prevent taking advantage of or harming another person.
- Includes policies and procedures that set boundaries for interaction, which typically bring repercussions if broken.

KNOWLEDGE-BASED TRUST

- The two parties have enough experience and understanding of each other, with a reasonably accurate sense of the other's potential responses and behaviours.
- Corresponds to the degree of trust that most of our professional interactions encounter on a daily basis.

IDENTITY-BASED TRUST

- The highest level of trust.
- Requires knowledge of hopes, dreams, goals, ambitions, fears, and doubts of the other person.
- Built over the course of time and requires a higher level of transparency and vulnerability amongst the two parties.
- It is not appropriate for every relationship— usually reserved for a close circle.
- With the right limits in place, this level of trust may unleash higher levels of producttvity, creativity, and performance.

9.1 TRUST

There are three basic levels of trust[18] to be considered:

Building a foundation:

A coordinator regularly ventures into getting a group to agree on a topic. The level of trust achieved among members of the group may make a big difference in whether this is a success or not. In this regard, there are three components to be considered to build a foundation of trust:

1. **Shared values**. Values are strongly held convictions on behaviours considered essential. When individuals realise they have similar values, they may trust one other.
2. **Integrity**. Refers to who you are as a person, your personality. What are your principles? Are you honest?
3. **Concern for others**. A coordinator needs to show that they "walk the talk". This means doing what you say you will do.

9.2 STAGES OF TEAM BUILDING

Building a team is a process. Hence, four relevant stages of group development were proposed by Dr. Bruce Tuckman in his article *Developmental Sequence in Small Groups*. These different stages are:

Forming

This first stage is characterised by a high level of reliance on the group's coordinators for guidance and direction. Therefore, apart from what the coordinators say, there is little consensus on the team's goals. Individual duties and functions are unclear, so the coordinators must be prepared for several inquiries regarding the mission, goals and expectations of the team. Processes are frequently overlooked. During this phase, it is critical for the coordinators to develop a shared goal and explicitly set expectations, as well as to understand the team members' particular expectations and interests. The coordinators should also evaluate resources and establish clear responsibilities.

[18] *According to a trust model originally developed by Shapiro, Sheppard and Cheraskin, as detailed in "Business on a Handshake," Negotiation Journal (1992), https://doi.org/10.1111/j.1571-9979.1992.tb00679.x.*

Storming

During the second stage, making decisions within the group is difficult. Team members compete for position as they try to establish themselves in relation to other team members and the coordinators, who may face obstacles. While the understanding of the goals is better, there are still many unknowns. To avoid being side-tracked by interpersonal difficulties, the team must remain focused on its objectives. Compromises may be necessary to move forward. The coordinators bring up challenging topics and guide the team through difficulties. They must guarantee that everyone is included in the debate, that differences are accounted for, and that all ideas and perspectives are considered. When necessary, the coordinators should seek more clarification and establish a shared approach to achieving goals.

Norming

In this third stage, the team is now reacting effectively to the coordinators' facilitation, achieving agreement and consensus. Roles and responsibilities are clearly defined and agreed upon. Group consensus is used to make major decisions and smaller groups may be designated to make smaller decisions. Some leadership is shared among the team. The sense of commitment and solidarity is palpable, with the team being able to participate in sociable activities. The group talks about and improves its processes and working style. During this stage, it is important to establish proper feedback loops. Always strive for consensus on major issues and compromise when necessary.

Performing

This is the fourth and more advanced stage of team building. The team is more strategic in its thinking; it understands why it is doing what it is doing. The team has a common vision and is capable of functioning without the coordinators' involvement or intervention. The emphasis is on exceeding goals, and the team makes most choices based on criteria agreed upon with the coordinators. Disagreements still arise, but they are now addressed favourably within the team, and required adjustments to processes and structure are implemented. The team can work toward a common objective while simultaneously attending to relationship, style, and process concerns. Members of the team watch out for one another and there is a built sense of trust among members and with the coordinators. The coordinators do not need to accompany the members in every step and can concentrate on the purpose, interdependent connections, and circumstances that may cause the stages to alter. It is critical to keep testing for improved techniques and approaches, as well as assessing and evaluating results against goals and external influences.

9.3 POSSIBLE REASONS FOR DISAGREEMENT

Reaching an agreement in an inter-agency process can sometimes be hard to achieve. Determining the motive of any disagreement can help to determine the way forward in a negotiation process. Most disagreements are due to either a communication misunderstanding or a negative previous experience; however, it is not uncommon to encounter a disagreement due to personal or external issues. Such disagreements are complex and put high demands on the group coordinators, as well as on other group members.

If the coordinators determine that a disagreement falls into the latter category, it is best not to seek to resolve the issue during a plenary meeting. Typically, issues based on personal matters or past history can be complicated and take more time to resolve than can be dedicated in a meeting, running the risk of polarising the group. In this case, it is better to take a break and meet with the parties privately. If private discussions do not produce a more constructive approach, the coordinators could also consider going to a higher source together for resolution. In the case of issues that arise within the sectors, this could mean involving the co-coordinators of the relevant Platform, at the national, sub-regional or regional level. In the case of issues that arise within the Platforms, this could mean involving the co-coordinators of the Regional Platform. Elevating the issue, however, might not be appreciated by all parties. Hence, it is better to do so jointly and openly with the conflicting partners to avoid any impression that this may compromise the neutrality of the Platform.

9.4 REACHING COLLECTIVE AGREEMENTS AND CONSENSUS

Effective coordination requires that several partners and stakeholders with different and, at times, competing mandates agree on a course of action in challenging and volatile operational contexts, rendered even more difficult by staff turnover and limited resources. Therefore, the coordinators need to combine in-depth knowledge of inter-agency processes and mechanisms with the ability to deal with people. These elements will enable them to navigate the needs of the response, work well with others and achieve collective goals. Similarly, the coordinators have a crucial responsibility to ensure that the work of the group remains focused on strategy, planning and results, rather than exclusively on information-sharing.

It is important to underline that a coordinator needs to maintain a balance between processes and outcomes. Coordination is a heavily process-oriented reality in which outcomes and results may become unclear. Meetings are an essential component of coordination, but they are not an end in themselves, and they should be held on a needs-only basis. When appropriate, meetings should be held jointly – for example, sector meetings held together with other sectors – to enhance cross-synergies and reduce time demands on participants. Meetings should be action-oriented.

Specifically in the case of sectors within the R4V response, sector coordinators have a crucial responsibility to ensure that sector work remains focused on strategy, planning and results, rather than exclusively on information-sharing. Sectors do not work in isolation from one another. Therefore, efforts must be made to improve overall inter-sector coordination and to enhance the impact of sector activities in the collective response.

Despite a unanimous agreement being the ideal outcome of a consultation process, in an inter-agency setting, this is not always possible. Prior or during discussions at times it becomes clear that there are partners who consider that their interests are better represented by an alternative proposal or course of action. It then typically falls to the group coordinators to seek common ground and consensus around an adjusted or alternative way forward. When this is the case, the group members should settle for what can be called 'overwhelming agreement'; a consensus that meets, as much as possible, the interests of all partners. The key indicator of whether this consensus has been reached is that everyone considers the final proposal as viable, even if not all aspects are exactly as they individually would desire. It is crucial that the coordinators share the possibility of reaching an 'overwhelming agreement' at the beginning of the coordination process.

INTER-AGENCY STRATEGY

1. INTRODUCTION

The Regional Platform covers activities across 17 countries in Latin America and the Caribbean, combining the responsibilities and expertise of UN agencies, international and national NGOs, the Red Cross Movement, as well as refugee/migrant-led, civil society and faith-based organizations, to ensure robust humanitarian, protection and integration responses to the growing needs of refugees and migrants, and their affected host communities.

In order to ensure a sustainable and integrated response, the R4V Platform structure is composed of thematic sectors, each focusing on responses within their areas of technical expertise. The establishment of these sectors has been the result of a broad and participatory consultation process involving both the Regional Platform and its participants (including donor entities) as well as National and Sub-regional Platforms. The sector structure also takes into account main needs and available resources, as well as the objective of maintaining a light coordination infrastructure.

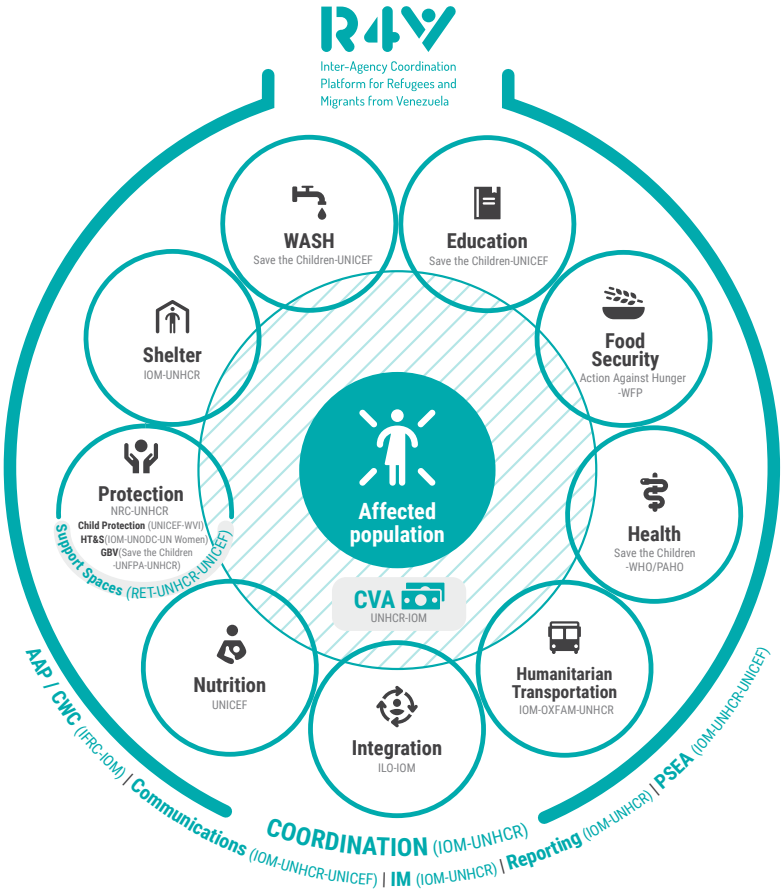
2. SECTORS AND SUB-SECTORS

Since 2020, a sectoral structure has been implemented in the R4V Platform. Corresponding to their thematic expertise and competence, sectors are co-led by a range of UN agencies and NGOs/civil society organizations, with the goal to guarantee that the humanitarian, protection and integration needs of refuges and migrants and their host communities are identified, planned for and addressed. These sectors and WGs are established at regional and national/sub-regional levels.

As of 2020, the Regional Sectors include Education, Food Security, Health, Humanitarian Transportation, Integration, Nutrition, Protection, Shelter and WASH, with three sub-sectors of the Protection Sector: Child Protection, Gender-Based Violence (GBV) and Human Trafficking and Smuggling.

Cash and Voucher Assistance (CVA), which represents a key response modality for multiple sectors, is considered a Working Group.

The structure of the R4V Regional Platform, in addition to the above thematic sectors, includes the following working groups and common services: Accountability to Affected Populations / Communication with Communities (AAP/CWC), Protection from Sexual Exploitation and Abuse (PSEA), Environment, Gender, Communications, Information Management and Reporting. This structure reflects a regional approach to the response, but does not impede National/Sub-regional Platforms from structuring their working arrangements (including their own thematic WGs) in a manner that best fits their operational needs.



3. PARTICIPATION

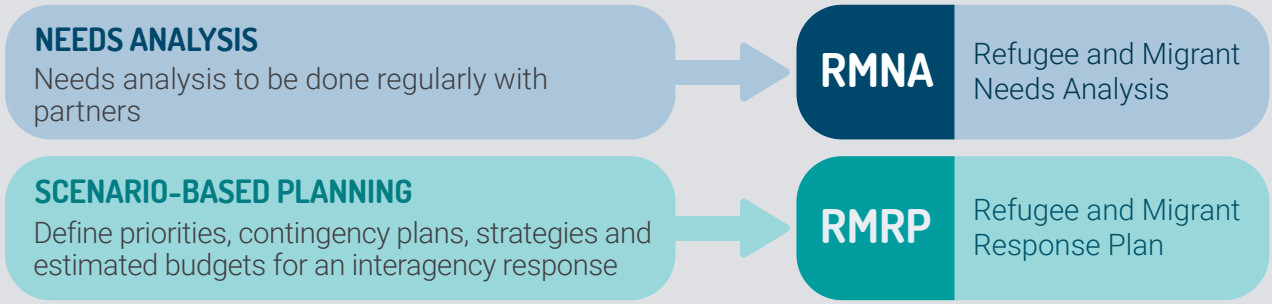
Engagement in the RMRP coordinated by the Regional Platform and the respective National and Sub-regional Platforms is open to UN and other international organizations, national and international NGOs, the Red Cross and Red Crescent Movement, faith-based, refugee/migrant-led and civil society organizations and development actors, provided the actor is engaged with activities in more than one affected host country, and responding to the needs of refugees and migrants from Venezuela and/or host communities in this respect. Donors, representatives of donor governments, and representatives of host governments can also participate in many platform meetings, events, initiatives and activities.

Entities wishing to join the R4V response shall share information about their planned activities during the submission phase of the RMRP planning cycle, which is open to all organizations carrying out activities at the regional, national or sub-regional levels. Organizations whose activities are included in the RMRP are referred to as "appealing partners" of R4V.

Each participating entity shall maintain and update the contact details of their respective focal point(s) on the corresponding mailing list, as well as for any mailing list of one or more of the WGs/sectors in which it intends to participate.

4. PREPAREDNESS

The R4V approach is designed to be flexible and resource-efficient; it is based on identifying and prioritising preparedness actions that will make sure that humanitarian and development partners can effectively be prepared to respond to the needs of refugees and migrants, as well as affected host communities. The inter-agency strategy aims at ensuring that all relevant actions are planned and executed in a mutually reinforcing manner. It makes sure that regular and timely joint risks analyses and needs analyses are prepared and that these inform the RMRP and other inter-agency strategies that may arise. Coordination between the R4V Platform and the various UNCTs around preparedness processes at national levels (e.g. contingency plans for disasters) is critical to ensure refugees and migrants are included in potential humanitarian responses.



5. SECTORS

WHAT ARE SECTORS?

Sectors are technical groupings of response actors and activities (such as Education, Food Security, Health, Protection and WASH) which are designated at the regional level by the Regional Platform (R4V) with a largely parallel structure at National/Sub-regional Platform levels. Some Platforms may also have sector structures active at more local (state, provincial or municipal) levels. Sectors are generally co-led by one UN agency and one NGO, each of which should have relevant issue expertise in the area(s) covered by the sector. The regional and national sectors have clear responsibilities for coordination and specific roles in the processes leading to the development of the RMNA and the RMRP, which are reflected in those respective documents' Planning Instructions and in the *Guidance on Roles and Responsibilities*: R4V Regional Platform and R4V Regional Sectors / Sub-sectors Co-Leads and Co-Coordinators.

While thematically related to the humanitarian clusters, which have been designated by the IASC at the global level and are activated in humanitarian responses to internal displacement contexts, the sectors under R4V are the thematic groupings of the main thematic areas of the response to the needs of refugees and migrants.

5.1 CORE FUNCTIONS OF THE SECTORS

Sectors coordinate the work of the organizations involved in the provision of services within a specific thematic area of activity. The aim of a sector is to enable its member agencies to take a strategic approach in pursuing a collective response. Each sector aims to ensure that:

- The overall response by agencies is adequate, effective, coherent and coordinated;
- Gaps and duplication in the provision of services and goods are minimized; and
- Assistance is given in accordance with humanitarian principles, standards and guidelines of the RMRP.

In order to achieve this, sectors are assigned six core functions:

1. **Inform the National, Sub-regional or Regional Platforms' strategic decision-making** by determining clear thematic priorities, as well as timely and appropriate communication channels.
2. **Plan and implement sectoral strategies** through the establishment of a clear roadmap that includes performance goals and a delivery strategy.
3. **Support service delivery** by addressing the who, where, when, and how that are relevant to successfully target the abovementioned priorities.
4. **Monitor and evaluate performance**, in coordination with the IM working group, by regularly and continuously monitoring the relevant activities (and indicators) through the agreed monitoring tools (e.g. ActivityInfo, 5Ws) and periodically measuring and reviewing the performance of the sectoral strategy.
5. **Build national capacities in preparedness and contingency planning** by increasing partners' knowledge and capacity to anticipate, respond to and recover from changing conditions that can affect the course of the response. This requires keeping an updated overview of the R4V response, as well as contextual developments.
6. **Support advocacy** with donors and governments through the creation of key messages that reflect the priorities and needs of the sector and its partners.

5.2 SECTORS AT THE REGIONAL AND NATIONAL LEVELS

The sector structure at the regional level has been designated by the R4V Regional Platform. If a sector or WG is to be created, changed or deleted at the Regional Level, the UNHCR Director of the Bureau of the Americas and the IOM Special Envoy for the Regional Response to the Venezuela Situation, and the Regional Platform, have the responsibility to lead the process.

For consistency and clarity of processes involving the sectors, including the planning processes for the RMNA and RMRP, and in the monitoring and reporting framework of the RMRP, it is expected that the National Platforms and Sub-regional Platforms should have a sector structure at the national and sub-regional levels, when appropriate and resources and capacities allow, that reflects the structure of the sectors of the Regional Platform.

Defining the Sector Lead Organizations and the Sector Coordinators:

SECTOR LEAD ORGANIZATION (SLO):

Expert agency or organization agreed as sector lead for a particular thematic sector, following consultations with the leadership of the applicable Platform (see above elaborations on the selection process). An SLO should always be complemented by a sector co-lead, whereby the co-lead arrangement should, wherever possible, be balanced between UN and NGOs/Civil Society Organizations (CSOs).

SECTOR COORDINATOR:

The person identified by the Sector Lead Organization (SLO) who has been designated for the coordination of a particular thematic sector (or working group). This person is responsible for the day-to-day coordination and facilitation of the work of the sector. The sector coordinator should be complemented by a co-coordinator with equal standing to share the workload in an agreed manner.

6. SECTOR RESPONSIBILITIES

In addition to the abovementioned core functions of the sectors, this section delineates the responsibilities of the sector lead organizations, as well as their designated coordinators. This information is also available in greater detail in the document *Guidance on Roles and Responsibilities*: R4V Regional Platform and R4V Regional Sectors/ Sub-sectors Co-Leads and Co-Coordinators.

6.1 RESPONSIBILITIES OF THE SECTOR/ WORKING GROUP CO-LEADS

Sector Lead Organizations (SLOs) at the regional level need not necessarily be the same agencies/organizations at the national level. The SLOs are accountable to the coordinators of the Platform concerned for the good functioning of their sector.

Within the context of the regional R4V Response, and akin to the global IASC standards relevant to their particular issue area, Sector Leads are to ensure the following:

ROLE	DESCRIPTION
Inclusion of key partners	Ensure the inclusion of key partners for the sector, respecting their respective mandates and programme priorities. Encourage the participation of relevant civil society organizations, including refugee/ migrant-led organizations.
Establishment and maintenance of appropriate coordination mechanisms	Ensure appropriate coordination with all partners, through the establishment/ maintenance of appropriate sectoral coordination mechanisms, including meeting fora when and as needed. Secure commitments from partners in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities within the sectoral group, with clearly defined focal points for specific issues where necessary. Ensure the complementarity of different actors' actions. Promote upstream response actions, while at the same time considering the need for downstream planning; incorporating prevention and risk reduction concerns. Ensure effective inter-sectoral coordination with other sectors, as well as with sectors at the national, sub-regional and regional levels. Ensure that sectoral coordination mechanisms are adapted over time to reflect the capacities of partners. Represent the interests of the sector in discussions within the Platform (at all levels) and with other stakeholders on planning, prioritisation, resource mobilisation and advocacy.
Participatory and community-based approaches	Ensure the utilisation of participatory and community-based approaches in the development of sectoral needs assessment, as well as in analysis, planning, monitoring and response actions.

Attention to priority cross-cutting issues	Ensure the integration of agreed priority cross-cutting issues in sectoral needs assessment, analysis, planning, monitoring and response (e.g. age, diversity, environment, gender, AAP, centrality of protection) and contribute to the development of appropriate strategies to address these issues. Ensure gender-sensitive programming and promote gender equality. Ensure that the needs, contributions and capacities of women and girls as well as men and boys are addressed.
Planning and strategy development	Ensure predictable action within the sector for the identification of gaps. Develop/ update agreed response strategies and action plans for the sector, ensuring that these are adequately reflected in country sector strategies and in-line with Regional Platform objectives.
Emergency preparedness	Engage in adequate contingency planning and preparedness for unforeseen context changes.
Needs assessment and analysis	Ensure effective and coherent sectoral needs assessment and analysis, involving all relevant partners, for the RMNA. Develop sectoral key data required for the RMNA and RMRP planning and analysis, including sectoral People in Need (PiN) and target figures.
Application of standards	Ensure that sectoral participants are aware of relevant policy guidelines, technical standards and commitments that the host governments have undertaken under relevant instruments of international law. Ensure that response activities are in line with existing policy guidance, technical standards, and relevant government legal obligations.
Monitoring and reporting	Ensure adherence to the RMRP's monitoring and evaluation mechanisms to review the impact of the (sub)sector and progress against implementation plans. Ensure adequate reporting and effective information sharing, with regards to age and sex, and, wherever applicable, population group disaggregation.
Advocacy and resource mobilisation	Identify core advocacy concerns, including resource requirements, and contribute with key messages to broader advocacy initiatives of the Platform and other actors. Advocate for donors to fund RMRP response actors to carry out priority activities in the sector, while at the same time encouraging sectoral participants to mobilize resources for their activities through their usual channels.

Training and capacity-building	Promote/support training of staff and capacity-building of partners. Support efforts to strengthen the capacity of the national authorities and civil society, ideally through the national/sub-regional sector groups and actors. Provisions should also be made in sector meetings and coordination spaces for those actors who may wish to participate as observers, such as donors and host government representatives, mainly for information-sharing purposes.

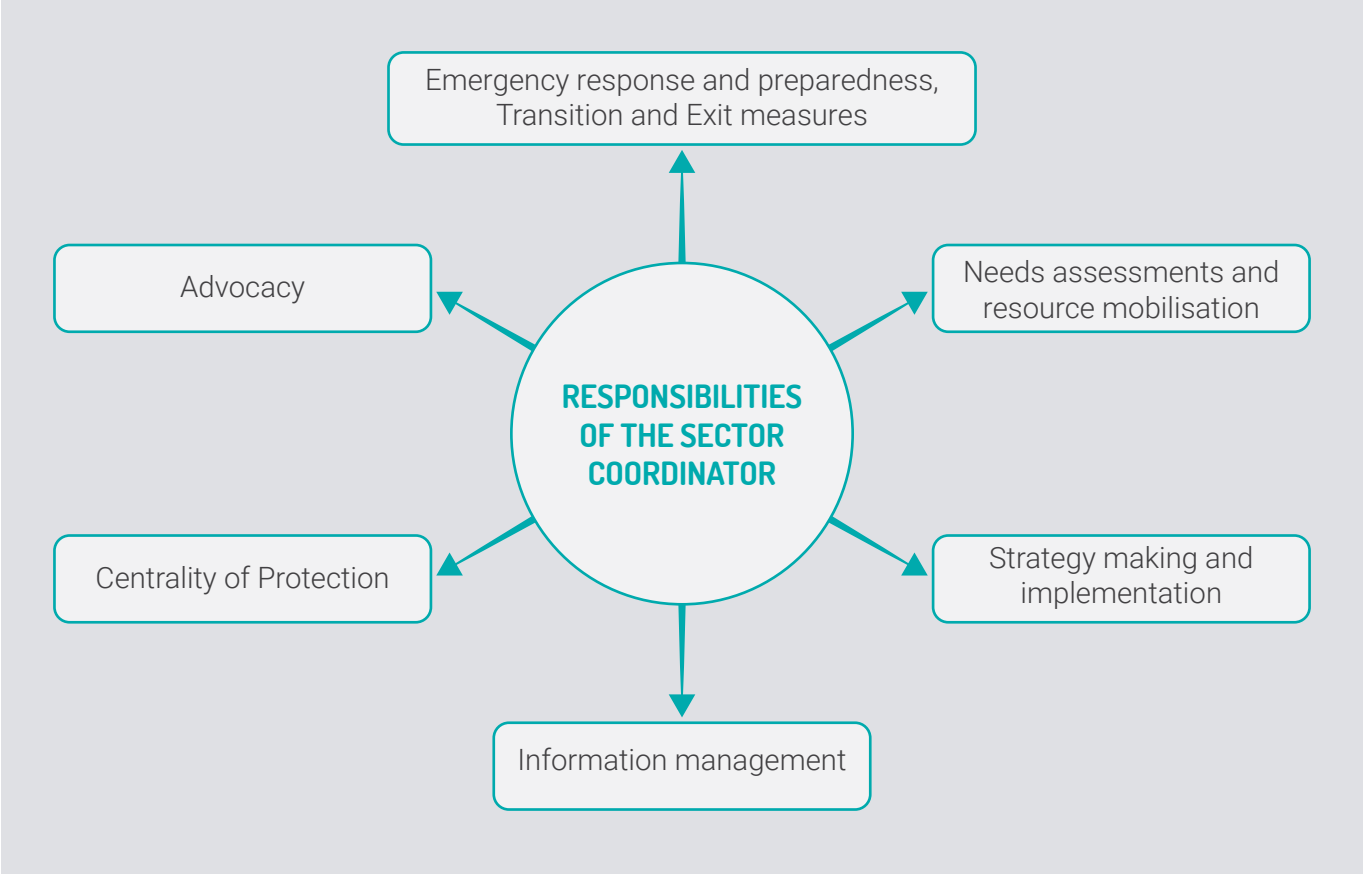
6.2 RESPONSIBILITIES OF THE SECTOR CO-COORDINATORS

In general, the sector coordinators' role is to enable partners to respond more effectively to the needs of the affected populations as identified in the RMNA, by working in a coordinated manner and in accordance with the national/sub-regional and regional priorities established in the RMRP. The coordinators provide leadership and work on behalf of the sector as a whole (not as representatives of their respective agency or organization), facilitating all activities, while developing and maintaining a strategic vision and operational response plan. They also ensure coordination with other sectors in relation to inter-sectoral activities and cross-cutting issues.

Sector Coordinators are accountable to the SLOs; however, they also have a duty to all members within the sector. Consequently, the coordinators are to act as a representatives of the sector/WG as a whole, rather than merely as a representative of their particular agency/organization.

The duties and responsibilities of the sector coordinators, as well as the sector members, are described in the ToRs of each sector. As a reference, some of the ToRs at regional and national levels can be found *here*.

All R4V sector coordinators have the same core responsibilities whether they work at regional or national levels. These specific responsibilities are:



PROTECTION SECTOR AND ITS SUB-SECTORS

> The Protection Sector differs from other sectors because it has three sub-sectors: Child Protection (CP), Gender-Based Violence (GBV), and Human Trafficking and Smuggling (HT&S). Each of these sub-sectors largely correspond to those same thematic 'areas of responsibility' under the IASC cluster approach. The responsibilities and accountabilities between the Protection Sector coordinators and their respective sub-sector coordinators can be summarized as follows:
>
> Sub-sector Coordinators: Collaborate on all the processes of the Protection Sector, in particular on comprehensive protection situation analyses (including the RMNA), development of the Protection Sector strategy and the Response Plans, and submission of regular reports on response monitoring. Input is also expected on protection advocacy, analysis, mainstreaming, and provision of protection advice and support to the Platform.
>
> Protection Sector Coordinators: provide the overall coordination for protection (i.e. between the sub-sectors and all other areas of work); ensure full and adequate representation of all protection issues of sub-sectors in relevant fora, advocacy, and processes.

7. INTER-SECTORAL COORDINATION

All the thematic sectors of the Platform need to work hand in hand to ensure that the collective response to the humanitarian, protection and integration needs of refugees and migrants, as well as affected host communities, meet the expected results. To that end, inter-sectoral coordination is key, at all levels.

One of the roles of sector coordinators is to represent the sector in inter-sectoral coordination meetings.

The platform coordinators at regional and national levels should regularly convene an **Inter-Sector Coordination Group (ISCG)** with the participation of sector coordinators, as well as leads of thematic WGs and cross-cutting themes (including on Gender; Environment; PSEA; Cash and Voucher Assistance (CVA); Communications; Accountability to Affected Populations (AAP)/Communication with Communities (CwC) and Information Management (IM) and Reporting. Regular meeting of the ISCG help to ensure that sector strategies are in line with the overall strategic direction of the response, and that operational objectives and indicators complement each other, avoiding duplications and gaps.

Inter-sector work consolidates and supports the work done by the sectors around the programme cycle – e.g. on coordinated assessments, planning and monitoring – and facilitates the design and implementation of common approaches to Communication and IM. Inter-sector coordination can also ensure area-based responses are designed with a multi-sector approach. The ISCG contributes to the work of the sectors and sub-sectors in terms of:

- Promoting the mainstreaming of transversal matters;
- Furthering the commitments under the concept of Centrality of Protection (CoP);
- Ensuring that any intervention that seeks to support refugees and migrants from Venezuela and affected host communities are designed with the meaningful participation of the affected populations;
- Promoting the safety, dignity and wellbeing of communities, while upholding their rights and dignity, in line with the principle of "Do No Harm" (including commitments to PSEA);
- Supporting sectors in strengthening their accountability to affected populations (AAP);
- Ensuring sectoral strategies are in line with the overall strategic direction of the R4V response, and that operational objectives and indicators complement each other, avoiding duplications and gaps;
- Identifying core advocacy concerns and resource gaps, and preparing advocacy messages or recommendations for resource mobilisation that are common to various or all sectors;
- Addressing specific issues related to inter-sector strategic planning;
- Developing and updating contingency plans and preparedness activities and ensuring complementary roles and responsibilities between the sector and, where appropriate, developing a coordinated approach to building the capacity of national counterparts; and
- Supporting efforts to define common standards, tools and services.

8. COORDINATION CHALLENGES

Coordination comes with its own set of challenges. This section examines some of the most common challenges that a coordinator might face during their daily job, as well as some techniques for dealing with them.

8.1 DATA SHARING

The cornerstone of a coordinated strategy is safe, responsible, and meaningful information sharing. However, established data sharing procedures and agreements between organizations are

rare, and there is a lack of knowledge on how to put data protection and privacy principles into effect. Additionally, the competition for resources adds to a scenario where data sharing remains in second place.

Considering the joint efforts that characterise the R4V response, information sharing is crucial. Therefore, there are several data and information management projects developed in recent years that can be an asset for coordinators to solve these and other related challenges:

Guidance:

There is now guidance available on how to safely process, analyse and share information: for example, the *Protection Information Management (PIM) Framework for Data Sharing in Practice (2018)*. Different R4V actors also have specific data classification, protection and handling policies which would also be important to understand in terms of their interoperability. Platform Coordinators at the regional level are available for detailed guidance.

Standard data sharing agreements:

Several data sharing agreements or Memoranda of Understanding on a global, regional and country level have been agreed upon or are in the pipeline for multiple R4V organizations.[19] These agreements clarify common terms and conditions for sharing data and as such, can be used as models to advocate for additional data-sharing.

8.2 CONTINUED ENGAGEMENT

Effective coordination requires the active engagement of all partners on an ongoing basis. To achieve this, it is important for coordinators to set clear objectives and detailed procedures. The following five steps can be considered to foster systematic and sustained participation:

PLAN

- Establish clear and agreed upon roles and responsibilities.
- Cover the process for preparing, organising, launching and managing diferent projects, products and outputs, such as assessments or reports.

COMMUNICATE

- Provide clear updates on the progress of projects, products or outputs (as agreed upon above), including any challenges or setbacks faced.
- Share outputs in a timely manner, including preliminary findings (if applicable).
- Undertake one-to-one exchanges with partners and actors from whom additional inputs are required, as needed.

ADVOCATE

- Encourage continued and clear messaging from senior management, the ISCG, Platform leadership and donors on the importance and advantages of a joint/common approach.

MANAGE EXPECTATIONS

- Be clear on the timeframes and on what can be delivered to avoid frustration.
- Before engaging in an exercise, actors should understand its scope, purpose and anticipated outcomes.

MOTIVATE

- Ensure participation is suficiently incentivised.
- Common incentives for participation can include
  - Access to (raw) data;
  - Complementarity and influence in findings;
  - Visibility in the resulting product; and
  - Funding based on coordination.

[19] *Data protection protocols (aligned with the respective agencies' policies) have been applied when conducting joint needs assessments (JNAs) for the RMNA.In the same context, data sharing agreements (DSAs) have been implemented to ensure compliance with relevant data protection policies to facilitate inter-agency sharing and processing of JNA databases.*

8.3 OUTSOURCING

The outsourcing of needs assessments tasks to actors with particular technical competence is a growing practice. Yet, in coordinating efforts, the notion of outsourcing must be treated with extreme caution. It can only be used for activities that are specialised and clearly defined, such as particular needs assessments.

Outsourcing typically occurs due to high staff turnover, limited capacities of R4V response actors, experience or training opportunities, and pressure from competing priorities. Technical third parties typically include *ACAPS*, *REACH* and *IMMAP*, as well as academic institutions and private sector actors.

Where needs assessments are one-off activities, outsourcing can enable the operation to scale up and down quickly, especially for large-scale needs assessment exercises. In addition, some exercises greatly benefit from the implementation of an external actor, for instance because of the highly specialised nature of the assessment, or because of its neutrality as a non-operational actor.

However, not all assessment activities should be outsourced, and the desirability and feasibility of this should be assessed by the respective National/Sub-regional Platforms. It is also important to note that annual joint needs assessments in all R4V countries are now an expected part of the R4V's programme cycle, to contribute to the RMNA, which then informs the RMRP (more information on JNAs is available on *The Regional Refugee and Migrant Response Plan: Section 2.1*.

In all cases, the Platform Coordination Team, ideally in collaboration with the regional IM WG, should maintain strong oversight and/or overall coordination of the design of joint assessment activities. This includes leading the development of the purpose, analytical framework, definition of information needs, methodology and implementation of the joint analysis.

Support to all coordinated assessments is available through the Regional Platform Coordination Team, which provides assistance and produces guidance documents for assessment design, implementation and analysis[20].

8.4 AGREEMENT ON JOINT PRODUCTS

The sharing of joint products, such as a joint assessment report or campaigns, raises two specific issues:

Validation

Products, such as reports or assessment results, should be released as soon as validated and approved by relevant stakeholders. However, this final validation step can cause undue delays, especially if the findings are perceived by some partners as contentious. If it is not possible to reach consensus, coordinators should consider moving forward using other decision-making modalities, such as a qualified majority voting. The presence of distinct or conflicting narratives on an assessment outcome is not ideal but may be required in some settings.

In addition, to avoid unexpected delays, an agreement on the final clearance process should be established already at the design stage of the collaborative arrangement: who signs-off on what kind of products after which consultation process. Coordinators need to keep in mind that the results of an assessment might be less valid and neutral – or seen as such – if a host government has to endorse them.

Branding

Adding a logo or institution's name to an information product can be an important incentive for actors to allocate resources to (and participate in) a joint exercise. Clarification beforehand on whose logo will be on which product is key: for example, sector with/without agency logos? Donor branding? Names of authors? In this context, coordinators should take into account the R4V Branding Guide (see *Communications, Reporting, and Key R4V External Products: Section 2* for details).

[20] *More information available in the R4V key resources site: https://www.r4v.info/es/keyresources*

THE REGIONAL REFUGEE AND MIGRANT RESPONSE PLAN

1. INTRODUCTION

The RMRP is the strategic document and advocacy tool that aims to comprehensively address the most pressing humanitarian, protection and integration needs of refugees and migrants from Venezuela (in-destination, in-transit, or engaging in pendular movements, and Colombian returnees), as well as refugees and migrants of multiple nationalities in-transit, and those of affected host communities. It provides the operational planning basis and reference point for all partners of the Regional Inter-Agency Coordination Platform (R4V) in their operational response at country, sub-regional and regional levels in coordination with, and through the provision of technical support to host governments and regional initiatives, including the Quito Process.

The geographic coverage of the RMRP extends to 17 countries in Latin America and the Caribbean receiving refugees and migrants.[21] It does not include activities inside Venezuela, as these are subject to the Humanitarian Response Plan (HRP) for Venezuela and corresponding coordination mechanisms. Until 2022, the RMRP was updated on a yearly basis, considering the complex dynamics of the region and providing an opportunity to adapt to new trends, needs and corresponding priorities. However, after five years of single-year plans, the R4V launched its first multi-year response plan, the RMRP 2023-2024. The adaptation to multi-year planning was based on consultations with partners across 17 countries, host governments, donors and other stakeholders. This change enables longer-term planning and a stronger focus on socio-economic integration, thereby also supporting efforts to strengthen the Humanitarian-Development Nexus within the response. Since its first iteration in 2019, and continuing to the present, the RMRP has served as a complement to governments' national response plans.

In addition to the extended timeframe of the RMRP, the R4V Platform separated the needs analysis and response plan elements in 2022. As such, a dedicated Refugee and Migrant Needs Analysis (RMNA) is now published prior to the RMRP, to better highlight the needs of refugees and migrants, primarily in-destination and in-transit as well as in pendular movements, and to inform and contextualize the RMRP ahead of its release. The separate RMNA provides more comprehensive sectoral analyses based on Joint Needs Assessments (JNA) including both primary and secondary data analyzed across all 17 countries covered.

The RMRP provides a situational overview of the context for refugees and migrants across the region, including a comprehensive analysis of the movement dynamics to be expected during the calendar years covered by the Plan. Beginning in 2023, the RMRP also encompasses the response for refugees and migrants of all nationalities in-transit in five countries: Colombia, Costa Rica, Ecuador, Panama and Peru. In 2024, Bolivia has been added as a sixth country incorporating in-transit refugees and migrants of all nationalities. Based on the needs identified in the RMNA, the RMRP further describes the response strategies and priority activities and indicates the financial needs of R4V partners to be able to assist the populations in need in an effective and coordinated manner. The RMRP also seeks to complement and strengthen the national and regional responses of governments. Reflective of their inter-agency and multisectoral character, both the RMNA and the RMRP are results of an intra-regional field-driven strategic planning process, bringing together the appealing organizations, in consultation with all host governments, local communities and authorities, UN agencies, civil society, international and national NGOs, refugee/migrant-led and faith-based organizations, the Red Cross Movement and the donor community, as well as consultations with refugees and migrants, as outlined in the *New York Declaration for Refugees and Migrants*.

The structure of the RMRP reflects the sectoral set-up of the R4V Platform (see *Inter-Agency Strategy: Section 2*) and all strategies and activities articulated in the Plan have been elaborated in complementarity with the work of host governments and reviewed and cleared by the different Platforms and sectors, both at regional and national/ sub-regional levels. While the Plan recognises the lead role and national strategies of the host governments in the region, their financial requirements are not reflected in it, unless they fall under the implementation strategy of one of the appealing organizations, and are explicitly related to the needs of refugees and.

As mentioned above, the RMRP includes activities that have been reviewed and validated, therefore ensuring a well-coordinated and comprehensive strategic response plan. In this respect, the RMRP allows for donors and host governments to obtain a holistic overview of the target population and the responses provided, ensuring transparency with donors and beneficiaries as they can identify (down to the activity-level and administrative-level) where the funds are being allocated. Yet, it should be noted that the RMRP is neither a fund in itself nor is it a type of pooled fund. This means that having activities included in it is not a guarantee to receive funding. Rather, appealing organizations (organizations with their activities in the RMRP) obtain funding bilaterally.

2. OVERVIEW OF THE PLANNING PROCESS

To enhance the complementarity between humanitarian action and resilience and integration approaches in the RMRP, the regional, sub-regional and national Platforms serve as fora that convene humanitarian and development partners to efficiently coordinate

[21] *Argentina, Aruba, Bolivia, Brazil, Chile, Colombia, Costa Rica, Curaçao, Dominican Republic, Ecuador, Guyana, Mexico, Panama, Paraguay, Peru, Trinidad and Tobago and Uruguay.*

an informed comprehensive and inclusive response. The actions included in the corresponding Regional Refugee and Migrant Response Plan (RMRP) range from short-term emergency assistance to addressing the multisectoral needs of the affected communities, to longer-term assistance that builds the capacities of national and sub-national service delivery systems and reinforces the capacities of governments to lead the response. This approach is in line with the UN Secretary-General's Agenda for Humanity, the UN Development System Reform, the Grand Bargain global commitments and the principles of the New Way of Working, calling for collective and coherent support to reduce peoples' needs and vulnerabilities.

Building on the concept of the R4V response being needs-based, the identification of such needs, via comprehensive needs assessments and analysis mark the onset of each planning cycle, early in the year (February-April), as National and Sub-regional Platforms plan the implementation of inter-agency data collection exercises, subsequent joint analysis among Platform partners (May-June) which underpin the resulting regional Refugee and Migrant Needs Analysis (RMNA) document (in September).

In parallel to this, the response planning commences mid-year (July - August), building on consultations with key strategic partners of the Platform, host governments, as well as the donor community. The resulting RMRP is informed by the findings of the RMNA, informing partners on the needs of the various population groups, guiding the partners in their activities planning and submission processes (in September-October). The RMRP should be finalised by November in order to be included in the Global Humanitarian Overview (GHO) which is published in December.[22]

This section offers an overview of the RMNA and RMRP planning processes, while the step-by-step information is shared with all stakeholders in the corresponding Planning Instructions developed by the Regional Platform (available under R4V *key resources*)

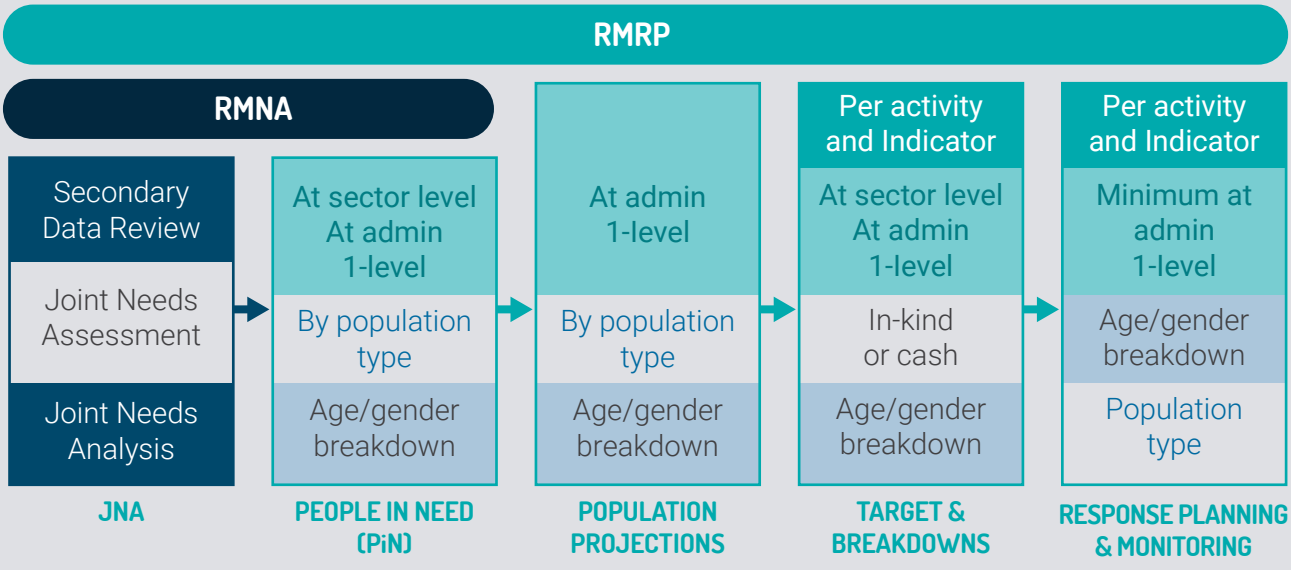
Process Overview on RMNA:

The R4V Platform issues the regional Refugee and Migrant Needs Analysis (RMNA) as part of its strategy to ensure visibility of the situation of refugees and migrants in the Americas region and to enhance a common situational understanding, amidst increasingly limited resources for humanitarian responses globally, and to inform partners about priority needs (thematic and geographic) ahead of their activities planning for the RMRP.

Reflective of its regional inter-agency and multisectoral character, the RMNA draws upon an extensive range of sources, with special emphasis on joint needs assessments and analysis (JNAs) conducted by R4V partners in various countries, and on continuous exchanges with host governments, response actors and affected populations. Of particular importance are the inter-agency primary data collection exercises, led by R4V Platforms and partners, which comprehensively assess various sectoral needs for the different population groups. (For more information on JNAs, refer to chapter 2.1).

The JNAs embrace a participatory approach and are designed to evaluate the vulnerabilities and needs of the various population groups subject to the R4V response, leveraging their first-hand testimonies as well as information provided by partners and other stakeholders that are in close contact with the population groups. Additionally, the annual JNAs carried out by the Platforms enable the RMNA to illustrate the development of the context within each country, and needs in comparison to previous years, thereby speaking to the impact which the R4V response has had over time.

DATA PROCESS OVERVIEW OF THE RMNA AND THE RMRP:



[22] *The GHO is a compilation of all the humanitarian appeals (HRPs, RRPs, RMRP) launched by OCHA every December and is an important reference document for humanitarian donors.*

2.1 JOINT NEEDS ASSESSMENTS AND ANALYSIS

This section will provide a general overview of the importance of joint needs assessments and analysis for the development of the RMNA, to inform the overall RMRP and the general response of the R4V Platform.

Joint Needs Assessments

Joint needs assessments and analysis (JNA) refer to the process in which partners within and between thematic areas or sectors combine their expertise to collect data, process it and analyse it together to produce a joint output. An effective coordination of needs assessments prevents actors from collecting and analysing data on the situation in isolation and reduces burdens on refugees and migrants, who can be surveyed multiple times by individual organizations. Also, conducting these assessments using a standardized methodology that meets the information needs of different sectors can prevent a variety of assessment designs and data standards, which in turn can lead to certain populations being over-assessed while others are not reached at all. A plethora of individual agency assessments that are not coordinated with each other generate non-comparable findings that cannot be used as effectively by partners to design an inter-sectoral response, which also means that donor resources are not utilized as effectively in uncoordinated individual assessments. Individual organizational assessments (as well as responses) can be limited to a specific sector due to lack of capacity and funding for other complementary interventions. Meanwhile, joint and harmonized intersectoral needs assessments allow fora comprehensive regionally comparative overview of simultaneous needs and help to inform and focus response activities in a more strategic and comprehensive manner. Assessments with a sectoral emphasis (that are coordinated among sector partners) provide a better understanding of sectoral needs, which supports advocacy efforts with donors to target specific interventions.

Nevertheless, the consequences of an uncoordinated assessment process may have negative implications for affected populations and are therefore at variance with R4V partners' commitment to the Do No Harm principle. They might find themselves repeatedly approached by various actors, whether they are in-transit or in-destination, being asked about their needs. This can raise expectations regarding the assistance that may come after the assessment. In such cases, the eventual assistance is also likely to be less coordinated and effective compared to the outcomes of a joint assessment, analysis and planning process, followed by a coordinated operational response.

JNAs allow for an effective design of the response, particularly in a complex inter-agency landscape, like the response for refugees and migrants and host communities in the LAC Region, which as in 2024, includes 248 soliciting partners working in 17 countries with distinct characteristics and challenges. A precise understanding of the needs, risks and gaps, as well as the capacities and coping mechanisms of refugees and migrants and their host communities, is needed to inform an appropriate design and implementation of the response plan. It allows for a more accurate, evidence-informed and comprehensive depiction of needs and vulnerabilities, fostering a shared vision of the response priorities, and saving time, effort and resources. Joint and harmonized needs assessments also reduce duplication of efforts, and ensure that the data collected by different partners from separate sectors complement each other and can be jointly analysed in order to reach a comprehensive overview of the situation. Joint needs assessments should be planned and carried out through collaboration and partnerships with government actors (where feasible), humanitarian actors, national civil society, community groups, development actors, affected populations and host communities.

JNAs are a key element of the development of the RMNA and consequently the planning process for the RMRP. JNAs should be conducted on a regular basis (at least once per year), as they provide partners with the tools to adequately respond to the shifting needs of refugees and migrants and their host communities, filling information gaps and assuring donors and governments of the efficiency of the coordinated response, while also allowing for monitoring of longer-term impact of the response. The findings of these exercises also contribute to the evidence base necessary for effective advocacy, to urge decision-makers and stakeholders to implement actions and establish public policy that will appropriately respond to the needs of the affected populations.

It is also important to note that annual joint needs assessments in all R4V countries are an expected part of the programme cycle, to contribute to the RMNA, which then informs the RMRP. In 2023, through an initiative of the Regional Platform, a first set of common indicators and questions was identified by each Regional Sector, in consultation with their National Sector counterparts. As of 2024, the the regionally *harmonized set of core JNA indicators* and questions, as compiled and maintained by the regional R4V IM team, serves to standardize the measurement of needs assessed in joint needs assessments and the calculation of subsequent PiN values. This serves to safeguard regionally and interannually comparable data.

A coordinated approach to needs assessments has five main steps that, if carried out properly, will allow R4V partners to compare results and share them with the broader humanitarian and development community, feeding into a shared vision of needs and opportunities:

PLAN JOINTLY

- Define the objective and scope;
- Identify evaluation partners and coordination mechanisms;
- Define information needs;
- Create a data analysis plan

SECONDARY DATA COLLECTION (SDR)

- Secondary data collection and review
- Identify information gaps

ANALYSE

- Clean the data and do an initial analysis
- Joint analysis

PRIMARY DATA COLLECTION

- Design methodology and tools for collecting primary data.
- Collect primary data

DISTRIBUTE

- Sign-off by all evaluation partners
- Disseminate analysis
- Disseminate lessons learned

Joint Needs Analysis

Once the data collection and cleaning is completed, a joint needs analysis with all the participating Platform partners takes place.

The needs analysis can use either a qualitative or quantitative approach, or a combination of both. It will depend on the purpose of the exercise, as well as the applied sampling methodology and its limitations. The main purposes of a joint needs analysis are:

- Describe and understand the severity of the conditions of the affected population groups, according to age, gender and other factors of diversity or location;
- Explain linkages and underlying factors;
- Identify and prioritise needs, vulnerabilities and risks; and
- Anticipate future consequences of the situation.

The joint analysis of the data should take place in workshop settings, with all participating partners and relevant information management experts coming together to discuss the main findings of the assessment, with the objective of reaching a consensus on the key findings that the country or sectoral chapter of the RMNA should present and priorities to address within the RMRP. This session should be conducted by a facilitator with knowledge of the context: National or Sub-regional Platform coordinators or the relevant sector leads could be considered for this function. In contexts with limited capacities or other contextual dynamics, joint needs analysis can also be conducted by creating a group of sectoral experts and relevant information management experts to analyse the data and prepare an initial/tentative analysis. Such an initial/tentative analysis can then be communicated in meetings with stakeholders for feedback and validation.

Once the needs analysis has been finalised and validated, the results are to be presented in clear information products and shared with relevant stakeholders. Each country of the R4V Platform develops the information products it considers appropriate for disseminating the assessment results. The product that communicates such findings on behalf of the overall R4V Platform is the RMNA, published by the Regional Platform, which can subsequently be complemented by country or sub-regional needs analyses publications by the respective Platforms.

It is important to consider that different audiences require different levels of detail, and information products should be customised to the needs of the primary audience(s). This might lead to the need for internal and external versions of the products. Likewise, it is recommended that each needs assessment include a methodological note on how the assessment was conducted, including its limitations, so to avoid potential misinterpretation of the published data.

To support the development of the RMNA data, for the different population groups, a *Data Collection Mapping* is used as a coordination and planning tool for JNAs (aimed at in-destination populations) and for partners' population monitoring activities (for in-transit populations), which are to incorporate, to the extent possible, the same JNA indicator set.

Several data-sharing challenges can arise as part of a coordinated response. In this regard, the determination of a safe, reliable and dedicated information-sharing tool is required (see *Inter-Agency Strategy: Section 8.1* on data sharing).

2.2 POPULATION GROUPS

The RMNA and the RMRP respond to the following population groups:

- **Refugees and Migrants from Venezuela in-destination**: Individuals who have left their usual place of residence with the intention to remain in a host country.
- **Transit and Onward movements (Venezuelans and other Nationalities):**[23]

  As refugees and migrants cross an international border, they engage in transit and onward movements. This may involve three scenarios:

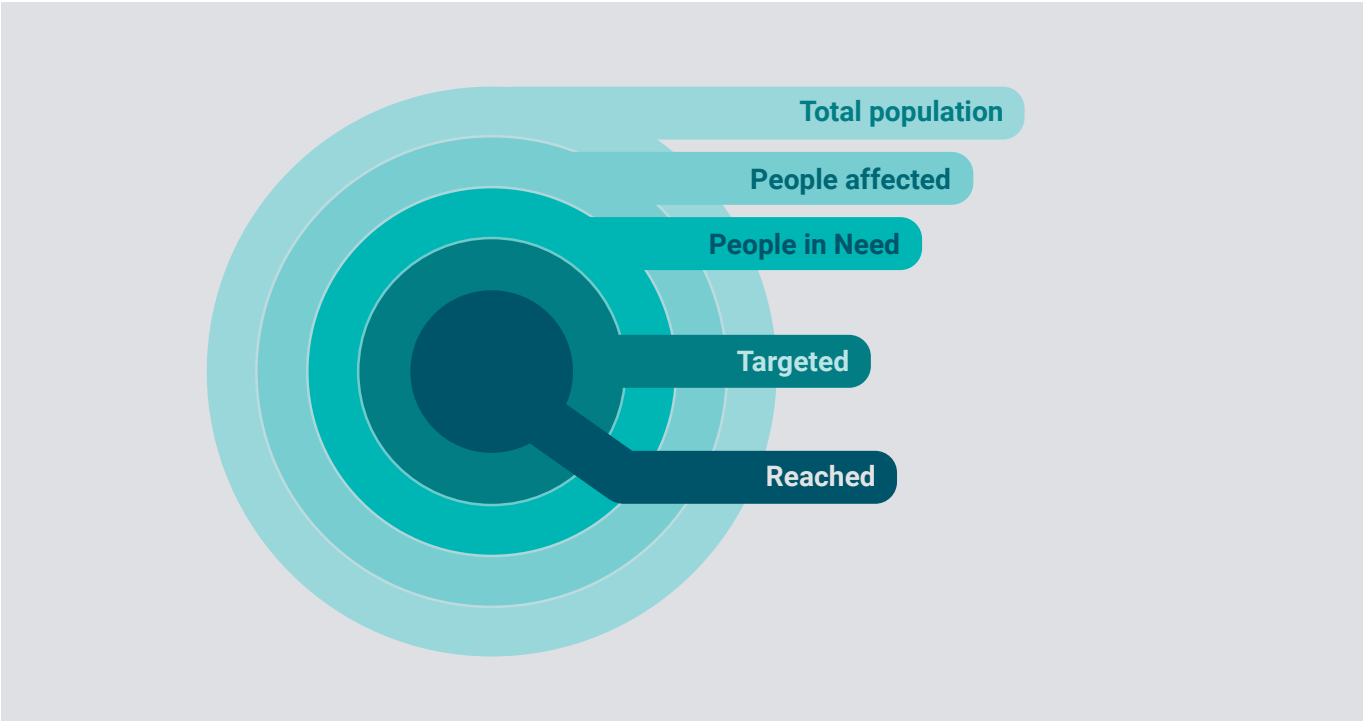
  1. Initial departure from the country of origin (e.g. moving from Venezuela to Brazil).
  2. Transit Movements. Refugees and migrants can engage in transit movements in order to cross one or more host countries before arriving at the country of destination (e.g. as they transit from Brazil, via Argentina, to Chile).
  3. Onward movements: Refugees and migrants can engage in onward movements, when relocating directly from one host country to another host country (e.g. from Chile to Peru).

  The direction of such transit or onward movements is not relevant, and may include movements away or towards the country of origin (e.g. from Ecuador to Venezuela, via Colombia).

- **Refugees and Migrants from Venezuela engaged in pendular movements**: temporary and usually repeated population movements, which may represent a movement pattern between Venezuela and another neighbouring country (without spending more than 30 consecutive days in the neighbouring country).
- **Colombian Returnees**: individuals who were refugees or migrants in Venezuela and have left Venezuela to return to their country of origin.
- **Affected Host Community**: Local population affected by the arrival and presence of refugees and migrants.

To plan a response for each one of the above population groups, it is necessary to develop several data points in sequential order:

- The population estimation is the initial step for quantifying the population's magnitude (population projections);
- The estimation of how many of those people are in need (PiN); and,
- How many of those in need are planned to be assisted (target), as visualized on the following graphic:



[23] *To avoid duplications, the figures for in-transit population are only reported at national and not at the regional level. Once these populations reach their destination and are no longer in transit and should be included in the "in-destination" statistics.*

2.3 POPULATION PROJECTIONS

An understanding of the population dynamics, including quantitative projections outlining the number of refugees and migrants, particularly those from Venezuela, and of other population groups under the R4V are a key component of the RMRP's planning process. These projections are established at each country/sub-regional-level and are crucial baseline data for the estimation of the PiN figure.

Population projections are by nature a sensitive matter and must therefore be discussed with the competent authorities of the respective host governments. Data considered for the development of population projections for the various population groups include the official figure for each population in-country at that point in time stock value), the migratory balance (difference between entries and exits of members of the applicable population group) over a certain time period (normally the last three months), as well as historic movement trends. Population projections also rely on a time series analysis and available statistical/econometric models. Each country's projection methodology shall also take into account the planning assumptions and scenarios to understand and interpret and/or adjust the evolution of the resulting values. While the national population projections are subject to coordination among neighbouring states and a degree of calibration at the regional level, prior to the final national projection (including a detailed narrative on the applied methodology) being shared with the Regional Platform's Coordination Team, the dataset (including the projections for each population group and the corresponding methodology) are to be cleared by the responsible leads of the National/Sub-regional Platform and discussed with the respective host government.

A prerequisite for national population projections are planning assumptions and scenarios (developed within a regional framework) and in the country-level methodology, which may include considerations on:

- Increase or decrease in entries and/or exits after a certain time period/over a determined timeframe;
- Envisioned changes to return movements over a determined timeframe;
- Increase in re-entries of previously returned refugees and migrants;
- Increase or decrease in pendular movements and/or returnees (where applicable); and/or,
- Continuous rate of entries and exits over a determined timeframe .

With regards to the gender- and age disaggregation of national population projections, these should be based on the aggregation of gender- and age disaggregated data from available registration systems, e.g. people with residency permits, visas, registered asylum-seekers, recognized refugees, and other relevant registration and documentation categories.

Also, where available census or household survey data can be helpful sources to obtain a characterization of the population and anticipate changes in the future.

For populations engaged in onward, transit or pendular movements, age and gender disaggregation can be derived from movements monitoring data developed by the countries or from JNA data for these population profiles. For populations in-transit and pendular movements, geographic disaggregation at the local administrative level (within countries) is not necessary because these are population flows and not a static population. This disaggregation is relevant to estimating the population in-transit.

PEOPLE IN NEED (PIN)

> A sub-set of the affected population, people in need (PiN) refers to those people whose physical security, basic rights, dignity, living conditions and/or livelihoods are threatened or have been disrupted, as well as those whose current access to basic services, safety, social protection and goods is not sufficient to guarantee and re-establish minimal and dignified living conditions without additional assistance.

2.4 PEOPLE IN NEED

The concept of people in need (PiN) refers to those with needs across thematic areas, such as food, shelter, integration, and protection. The estimation of the number of people in need shall be disaggregated by the relevant population groups, age and gender, as well as per the geographic areas, according to the findings of the SDR and JNA exercises.

When referring to the calculation of the PiN, it is important to differentiate this concept from that of 'people affected'. People affected refers to those who have been directly impacted by the situation and whose lives and livelihoods have been affected by it. The number of people affected may be determined on the basis of their location (proximity to a crisis), as well as the type and level of the consequences they face (emotional, physical, economical, etc.). Concretely, people affected in the R4V context includes all the determined populations groups that are subject to the RMRP response (as they have all been impacted by the situation leading them to leave their home country), even though they are not necessarily all people in need of humanitarian assistance under the Plan.

The definition of the number of people in need of assistance contributes to the determination of the magnitude of a crisis and the overall operational and financial requirements of the response. It is a prerequisite for strategic planning and response monitoring. PiN figures are produced at three disaggregated levels:

- Per geographical location (at minimum admin level 1);
- Per sector (Health, Protection, Integration, etc.) and at the intersectoral level; and,
- Per population type.
- Age and gender group.

The estimate of the number of individual people in need for each sector should be based on the primary and/or secondary data jointly analysed at the lowest administrative division possible. PiN estimates should also be based on statistically representative data. The results of the estimations must be validated with national sectors, or where there is no national sector active, the regional one. Where no reliable data is available, consultations with partners need to be undertaken to collectively develop an estimate of the PiN.

When determining the PiN, the intersectoral PIN serves as the upper limit, and no sector-specific PIN may be higher. Traditionally, and in line with Joint Intersectoral Analysis Framework (*JIAF 2.0*) recommendations, in the cases where a primary data collection exercise (JNA) is not the exclusive source to estimate the need, the intersectoral PiN is calculated using the Mosaic Method, as explained in the following box.

USING THE MOSAIC METHOD TO ESTIMATE THE INTERSECTORAL PIN:

1. the population in need at the lowest admin or population group level identified based on the highest sectoral PiNs, and
2. the sum of all subnational PiNs to generate the national PiN figure.

This method was developed due to the inherent complexity of integrating PiN figures from various sectors with the aim of providing an overarching, overall figure for PiN that represents the breadth and depths of individuals' needs across and within sectors.

The overall approach to calculating the PiN for affected host communities is based on the same PiN definition stated above, but the needs are defined by the arrival of or as a direct consequence of the presence of refugees and migrants. In this regard, the analysis is performed only in administrative areas where refugees and migrants are also present. Following a review of available data, a collective decision at the National Platform level on what criteria should be used to establish the PiN of the affected host community is required. This may vary in each country, depending on the context and available data, from access to services to indicators on absolute poverty.

2.5 TARGET POPULATION

The target population refers to the share of the people in need whom the RMRP aims to assist. This number is necessarily smaller than the PiN because partners will be unable to assist and support everyone (for lack the resources or capabilities necessary), and/or because not those in need will be accessible. Additionally, local and national governments play a lead role in providing assistance to these populations.

Out of the target population, the people reached denotes the number of people who have received assistance from RMRP partners during a specific timeframe.

While the PiNs are estimated for the RMNA using analysis from the secondary data review and the joint needs assessments, establishing the target population depends on the planned activities of partners as per their RMRP submission, consolidation and validation. It is important to distinguish these two processes and recognize that they originate from different sources of information. Nonetheless, in order to avoid double-counting, the methodology for calculating the overall target population follows the same logic as the one explained for the Mosaic method:

1. For every sector and population type at each geographical admin 1 level, sum up all the individuals targeted by the multiple partners;
2. Identify the sector with the greatest number of people in need in each administrative area and population type;
3. Aggregate the greatest targeted population across all administrative areas of the country, to reach the total national target for each population type (including affected host community); and,
4. Add the national target estimates of each population type to obtain the total intersectoral target.

When calculating the target population, it is important to keep in mind partners' capacities to implement their planned actions. Also, activities related to indicators that are not targeting individual refugees and migrants or host community members as direct beneficiaries (such as capacity-building with local authorities, or social media campaigns) should not be taken into account for the calculation of the target population; they do not directly target people in need.

Finally, the in-transit population target should not be considered in the calculation of the total regional target. This is important in order to avoid double-counting (populations in-transit will eventually be in-destination elsewhere, and therefore, accounted for that other country's target population). This population should be highlighted in the narrative, per sector and the introductory sections of each National or Sub-regional Platform chapter.

3. RESPONSE PLANNING AND MONITORING

Partners' planning of their response activities follows the review and analysis of the needs presented in the RMNA and requires a situational assessment of the context in order to decide on an appropriate course of action. Using the problem tree analogy, the response analysis has its "roots" in the needs analysis and its "fruits" in the identification of feasible and appropriate response options. In this regard, the RMRP planning process is based on two main objectives:

- Setting the direction and strategic objectives of the response and explaining how these will be fulfilled.
- Defining what sectors and appealing organizations will do to contribute to the achievement of the strategic objectives, clarifying sector objectives, monitoring indicators, and associated targets.

To fulfil these objectives, the planning process is composed of four main steps at the regional and the national/sub-regional levels. These will allow for partners to plan their individual responses, as well as for platforms and sectors to reach the target populations.

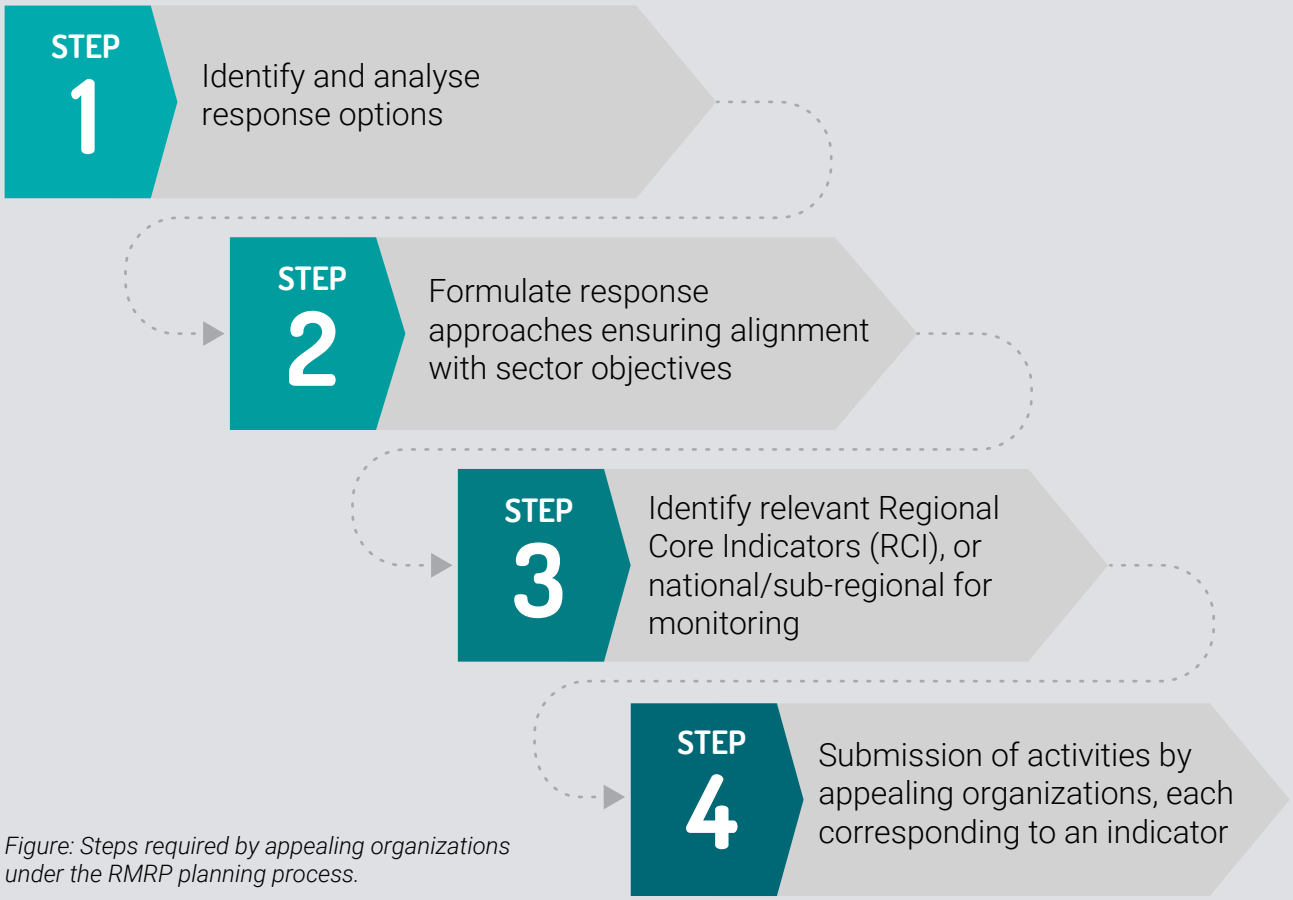


Figure: Steps required by appealing organizations under the RMRP planning process.

4. STRUCTURE OF THE PLAN

The thematic structure of the RMNA and the RMRP reflect the decentralized and sectoral set-up of the R4V, including the sectors, sub-sectors and WGs defined at the regional and national/sub-regional levels (see *Inter-Agency Strategy*). The narrative structure of both the needs analysis and the response plan, in general terms, encompasses a regional overview and eight country and sub-regional Platform chapters. This structure responds to the strategic, operational and coordination tools and resources of the platforms that work in complementarity to host governments.

5. CROSS-CUTTING PRIORITIES

The R4V response is complemented by five cross-cutting priorities – gender, age and diversity; environment; centrality of protection (CoP); protection from sexual exploitation and abuse (PSEA) and accountability to affected populations (AAP) / communication with communities (CwC) – are core elements mainstreamed across the response to ensure the appropriate implementation of all of the activities set out in the response plan.

5.1 AGE AND GENDER CONSIDERATIONS

Mainstreaming of age and gender diversity considerations are an important cross-cutting priority of the RMRP. They have an impact on every aspect of people's lives, including their economic and social aspects. Importantly, the RMRP's planning cycle has evolved to provide an age and gender disaggregation at all levels. This includes in population projections, when defining the PiNs, as well as for targets and during the reporting stage, for all population groups subject to the RMRP response. The age and gender diversity perspective allows for an inclusive approach to consider the intersectionality of different elements of human identity which impact refugees' and migrants' lived experiences, needs and opportunities, including those of women, men, girls and boys, and the situation of persons of diverse sexual orientations, gender identities and expressions.

The RMRP measures the level of gender, age and diversity mainstreaming in partners' activities through application of the *IASC Gender with Age Marker (GAM)*. The GAM consists of a tool that assesses the gender, age and diversity equality considerations of the activity submissions (on a 0-4 scale), examining the levels of accountability and protection built into partners' programming, while also addressing the concept of "leaving no one behind".

5.2 ENVIRONMENT

The impact of our activities on the environment, and vice versa, are essential considerations in any crisis response, particularly to measure sustainability of the action. In this regard, R4V partners need to take environmental mainstreaming into account when designing and implementing their activities. In the RMRP, the approach consists of a sectoral analysis using an environmental lens to determine the environmental problems faced by refugees and migrants, as well as the environmental impact of response activities. It is a requirement for all R4V partners to complete an environmental self-assessment as part of their participation in the RMRP, and this can be complemented by environmental assessments throughout the year.

5.3 CENTRALITY OF PROTECTION (COP)

The concept of the centrality of protection (CoP) calls for all actors to place protection at the centre of their responses, ensuring that the rights of affected populations and the obligations of the duty-bearers under international law are understood, respected, protected and fulfilled without discrimination. The *IASC Policy on Protection* defines the specific obligations that all actors, irrespective of their level of sector-specific expertise, must comply with to contribute to the protection of affected persons:

- Address protection issues that intersect with their formal mandates and sector-specific responsibilities;
- Engage collectively to achieve meaningful protection outcomes that reduce overall risks to affected persons by decreasing threats, reducing vulnerability and enhancing capacities;
- Mobilise other actors within and beyond the humanitarian system to contribute to collective protection outcomes; and
- Evaluate commitments and progress towards placing protection at the centre of the response.

In practice, the implementation of the CoP requires the identification of specific vulnerabilities and protection risks faced by refugees and migrants and their host communities. This analysis should consider how and why these affected populations are at risk, including taking into account the specific experiences of men, women, girls and boys, as well as other marginalised groups within the broader population of refugees and migrants, such as older persons, persons with disabilities and LGBTQI+ persons. In this regard, all the partners that take part in the RMRP commit to ensuring that protection informs all coordination and decision-making actions, placing it at the centre of all their activities. Protection, hence, is mainstreamed throughout the whole response, regardless of the particular sector to which the activities correspond.

5.4 PROTECTION AGAINST SEXUAL EXPLOITATION AND ABUSE (PSEA)

The members of the R4V Platform are firmly committed to the global fight to eradicate sexual exploitation and abuse (SEA). Protection against SEA is an integral component of the RMRP. SEA is recognised as a form of gender-based violence (GBV) which requires substantial prevention, mitigation and response measures, as well as coordination. Based on the results of an inter-agency PSEA mapping undertaken in 2020, the Regional Platform has prioritised a series of PSEA activities in the areas of:

- Management and coordination;
- Engagement with and support to at-risk and affected populations;
- Prevention;
- Mitigation; and,
- Response.

These activities seek to ensure that R4V partners have mechanisms in place to prevent actors in the response from being perpetrators of SEA, including training and capacity-building efforts among staff, communication with communities (CwC) so that all beneficiaries of services and assistance provided by R4V partners are aware of their rights, and community-based complaints mechanisms (CBCMs) to report potential misconduct. There are also measures to guarantee assistance and protection to every child and adult victim of SEA. This means ensuring that every survivor has:

- Access to a safe, accessible, age and gender-sensitive pathway to report SEA;
- Immediate, adequate and quality assistance (including medical care, psychosocial support, legal assistance, and other forms of assistance);
- Meaningful access to services;
- The ability to choose whether or not to participate in the

investigation process, as per the *IASC PSEA acceleration plan*; and

- The right to receive assistance regardless of whether they decide to participate or not in said process.

5.5 ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP) AND COMMUNICATION WITH COMMUNITIES (CWC)

The RMRP adheres to and incorporates the IASC definition of accountability to affected populations (AAP), namely "an active commitment [of partners] to use power responsibly by taking account of, giving account to, and being held to account by the people [they] seek to assist". Affected populations under the RMRP include refugees and migrants from Venezuela in destination and in transit; other nationalities of refugees and migrants in transit; and affected host communities.

A key practical component of AAP is ensuring meaningful two-way communication with affected communities. Communication with communities (CwC) is therefore also a core cross-cutting component of RMRP activities across all sectors, with regular and consistent consultation with refugees and migrants and their host communities a critical component of program design, implementation, feedback and adjustment. The provision of accurate, relevant and timely information can also itself be a life-saving resource for refugees, migrants and their host communities.

Recognising the intrinsic power imbalances in interactions between humanitarian actors and the beneficiaries of the services and assistance they provide, the RMRP incorporates activities to avoid abuses of power or violations of the rights and dignity of affected populations. These actions fall within five main areas: Planning and Design; Coordination and Leadership; Capacity-Building; Advocacy; and Monitoring, Evaluation and Reporting. They include:

- Strengthening leadership for AAP by conducting high-level seminars on accountability mechanisms and AAP best practices;
- Developing communications materials on AAP and CwC for partners and affected populations;
- Developing and implementing trainings on inter-agency AAP practices under the R4V, training-of-trainers for AAP focal points from national and sub-regional platforms, as well as R4V partners on community-based complaints mechanisms (CBCMs);
- Advocating with R4V partners to strengthen PSEA efforts, especially for the establishment and strengthening of internal complaint and feedback mechanisms; and
- Collecting lessons learnt, best practices and experiences from partners.

6. ROLES AND RESPONSIBILITIES IN THE RMNA AND THE RMRP

6.1 PLATFORM COORDINATORS

IOM and UNHCR, as co-leads of the R4V Platforms and through the Platform Coordination Teams, have the overall responsibility for the planning process of the RMNA and the RMRP.

At the regional level, the Platform coordinators initiate and oversee the planning process, and are in charge of issuing planning instructions that reflect global best practices, lessons learned from previous years, and agreements between Platform partners. Specifically, they liaise with National and Sub-regional Platform coordination teams and the regional sector leads on all aspects of the RMNA and RMRP process, establishing a timeline and milestones for the development of both documents.

At the National/Sub-regional Platform levels, the coordinators mirror this role for the development of their respective country/sub-regional chapters that form part of the RMNA and the RMRP, following the agreed regional methodology. They also ensure that an overarching and coherent vision is reached, in coordination with other existing response plans and structures at the national level, and in consultation with relevant governmental counterparts.

The Platform coordinators also provide overall leadership and guidance to the information management (IM), reporting and communications teams within their respective platforms. These teams' functions in the context of the RMNA and the RMRP are elaborated upon further (in section 6.2 for IM, and in the External Communications and Reporting section).

6.2 INFORMATION MANAGEMENT TEAM

Managing information is essential in order to inform a rapid, effective, and principled response. The R4V Coordination Platform recognises the importance of a collaborative method to collect, process, analyse, store, share and use data and information to enable evidence-based actions in the framework of the RMNA and the RMRP.

Every National, Sub-regional and Regional Platform should therefore have an Information Management Working Group (IMWG) to coordinate IM activities across actors, including during the RMNA and RMRP processes. Tasks typically performed by the IMWG include the following:

- Sharing of information systematically on an inter-sectoral and inter-agency basis between sectors and organizations working on the response, including on the implementation of the RMRP, statistics, maps, assessments, and other information products.
- Coordinate from an inter-sectoral and inter-agency perspective the establishment and management of population data, flow and movements monitoring, assistance monitoring

systems (including the RMRP's results framework), joint needs assessments and information systems, in such a way as to harmonize corresponding activities and thereby avoid duplication of efforts by partner organizations and respondents' survey fatigue, while synergies are leveraged particularly in the data collection and analysis phases.

- Identify bottlenecks in the various data collection processes, including needs assessments, market assessments, activity monitoring and tracking.
- Provide a forum for discussion of data quality, data protection, data collection methodologies and technical data issues, benefitting from IM specialists from across the Platform, as well as external stakeholders' expertise.
- Establish regular, joint analysis mechanisms to review evidence and ensure a coherent narrative of both sector and inter-sector information. Relevant actors should be invited to participate around thematic analysis.

In addition to the RMNA and the RMRP as key flagship initiatives, the R4V Platform generates regular reports and updates on implementation of the response plan throughout the year, with data and information on achievements against the planned targets and overall outcomes of the RMRP, as well as on emerging trends in population movements and on the situation of refugees and migrants engaging therein. These information documents inform donors, host governments, partners and affected populations on the response, and can also be powerful tools to strengthen the collective ownership of the RMRP achievements and relating advocacy. Given the variety of audiences to which these documents are directed, IM staff collaborate closely with the Reporting, Design and Communications units to elaborate products with appropriate levels of detail and information for external stakeholders (details on reporting and external communications will be addressed in *Communications, Reporting and Key External Products*).

6.3 SECTOR CO-LEADS

As mentioned in *Inter-Agency Strategy: Section 6*, sector lead organizations at the country and sub-regional levels are responsible for coordinating sectoral assessments and analysis. To do so effectively, they should set up a joint mechanism for the planning, implementation, analysis and coordination of these assessments across the region. In collaboration with the Platform coordinators and IMs, the sector coordinators at the relevant level (national or regional) are also responsible for engaging in inter-sectoral assessment coordination, to ensure that 'their' topics and priorities are integrated in joint needs assessments to inform the RMNA and the planning process and implementation of the RMRP. Thematic leads on cross-cutting issues are to apply the above approach accordingly.

Sector coordinators have an active role in the configuration of the RMNA and the RMRP, as they are to elaborate the sectoral sub-section of 'their' RMNA and RMRP chapters, at the national, sub-regional and regional levels. This includes drafting those subsections, defining the objectives and core indicators, as well as revising and validating activities from the appealing organizations submitted for inclusion in the RMRP. Sector coordinators are also charged with working together with sector members to determine priorities, key figures and follow-up instruments.

(See hereto also the *Guidance on Roles and Responsibilities: R4V Regional Platform and R4V Regional Sectors/Sub-sectors Co-Leads and Co-Coordinators*.)

7. DATA MANAGEMENT

R4V employs various data protocols and monitoring tools with different purposes and objectives. Coordinators should be aware of the data management tools and protocols within the R4V Platform context to make well-informed decisions and identify the most effective means of meeting information requirements.

7.1 POPULATION DATA MANAGEMENT

Population data records the number and characteristics – disaggregated by age, gender, and admin-1 level– of a population in a specific timeframe, for the purposes of programming, effective prevention and response. R4V regularly publishes statistics of refugees and migrants from Venezuela across the 17 countries of the response, as well as global data. Most of the data is sourced from host governments, and is provided by the National/Sub-regional Platforms and compiled at the regional level on a quarterly basis, pursuant to the R4V Data Protocol developed by the regional IM team, prior to being published on the *R4V official website*.

In some Platforms, population figures are derived from official estimates of entries and exits, while in others, they come from government registration systems. However, in some cases where there are no official statistics available, or where more information on the characterization of the population is needed, particularly for in-transit populations, flow monitoring systems have been developed by National Platforms, in agreement and collaboration with national authorities.

These systems systematically and regularly collect, verify and analyse information over time in order to identify key changes, developments, incidents or risks for affected populations, as well as to deepen their understanding of the features of the population movements, especially at borders.

Within the R4V context, some examples of flow monitoring systems led by R4V platforms and partners are:

- GIFMM (Colombia) Mixed Movements Profiling
- GTRM Peru Interagency Unique Counting and Profiling System (CCUI for its Spanish acronym)
- GTRM Ecuador Border Flow Monitoring and Profiling System (SMFCF for its Spanish acronym)
- IOM Displacement Tracking Matrix (DTM)
- UNHCR-WFP Mixed Movements Monitoring (MMM)

7.2 NEEDS ASSESSMENTS

Needs assessments involve systematically gathering and analysing information related to the needs, conditions and capacities of affected populations in order to determine gaps between the current situation and agreed standards. Needs assessments gather data on the situation of the population at a given point in time to gain understanding of the different sectoral issues, availability of resources, problems and their impact on the affected populations.

Needs assessments, whether sector-specific or inter-sectoral as in the case of JNAs (see *The Regional Refugee and Migrant Response Plan: Section 2.1*) should inform other systems within the data landscape, including the overall response planning process. In the R4V context, needs assessments are systematically captured and reflected in the regional database (see *https://www.r4v.info/en/data_collection_mapping*).

7.3 PROGRAMME RESPONSE MONITORING SYSTEMS

Programme response monitoring systems provide a continuous and coordinated review of the implementation of the response to measure whether planned activities deliver the expected results, in terms of outputs, outcomes and impacts.

From a consensus-building perspective, employing such monitoring tools offer an opportunity for partners to agree on key issues such as responsibilities, data ownership, data collection activities and reporting frequencies. Moreover, the public availability and visualisation of relevant data helps to increase transparency and thereby avoid conflicts related to perceptions or interpretations of the effectiveness of the response. These monitoring tools are also useful for communicating with other stakeholders and obtaining their buy-in on information systems. This is important for reaching inter-agency consensus about relevant information products to help interpret and explain the situation, as well as for advocacy and communication with host authorities and the donor community.

Within the R4V context, the following monitoring systems are applicable:

RMRP implementation monitoring

"Who Does What Where": Often referred to as a "3W" (which can be expanded to a "4W," "5W" or even "6W" if the elements of When? for Whom? and Why? are added). In the regional R4V context, a 5W monitoring system and dashboard are used. This important coordination tool indicates who has carried out what RMRP activities where, when and for whom. This tool – in addition to providing monthly updates on people reached that are visible to all actors in the response – helps R4V actors organise the information among themselves, forming sector-specific or geographic-specific groups, while highlighting service gaps and overlaps, and help establish referral pathways. As such, this tool is key to operationalizing the R4V Platform's commitment to transparency and accountability.

Examples of these tools in the R4V context are:

- The regional 5W monitoring tool that is fed by all the national and subregional monthly data inputs, which are then reflected in the *R4V Monitoring Dashboard*; and
- National Platform 5W databases.

To implement the aforementioned commitment to transparency and accountability, all appealing partners participating in the RMRP have the responsibility to report activities implemented under the RMRP (either directly or through their implementing partners). This monthly activity-based reporting is based on indicators that each appealing partner selected during the submissions process for the RMRP. Detailed guidance on how to report such information (monthly), including the applicable disaggregation levels (age, gender, nationality, in-destination/in-transit, admin-level 1 location, etc.) will be provided by each National, Sub-regional and Regional Platform in regular intervals.

Based on the activity data reported by appealing partners, the Regional Platform Team updates the *R4V Monitoring Dashboard* on a monthly basis. The implementation of the RMRP can thus be monitored, with data disaggregated by age, gender, population group, sector, country, implementation modality, appealing and implementing partner organization, against corresponding PiNs and targets.

With a view to enhancing the veracity and monitoring of the actual impact of humanitarian, protection and socio-economic integration interventions of partners across the region, and to provide additional value to host governments, donors and affected populations, all actors, including those not formally participating in the RMRP are encouraged to report their activities benefitting population groups under the RMRP (including those that are not submitted in the RMRP). The reporting tool provides for a reporting option for such activities.

RMRP Funding Monitoring[24]

Financial Tracking Service (FTS): The FTS is a database managed by OCHA with global coverage of international humanitarian aid contributions, including funds designated to support coordinated response plans, such as Humanitarian Response Plans (HRPs) and Refugee Response Plans (RRPs). All partners participating in the RMRP for refugees and migrants from Venezuela have the responsibility to report the funds they receive for RMRP activities to OCHA's FTS, including all appealing partners in the response plan, whether UN agencies, INGOs or NGOs, members of the Red Cross/Red Crescent Movement, civil society organizations and refugee/migrant-led organizations. Implementing partners of an appealing partner do not have to report funds received, only those partners which received direct funding / support from a donor. In addition, partners have the option to report all types of donor support, including financial aid and in-kind aid. In FTS, funding data can be looked up by response plan/appeal, by country, by donor, by recipient organization, by sector, and using other filters.

[24] *Please see further details on financial reporting in Communications, Reporting, and Key R4V External Products: Section 4.*

There are also different data search functions available to allow downloading of tailor-made reports.

Based on the data reported to FTS, the Regional Platform Team updates its *R4V Funding Dashboard* on a bi-weekly basis. Funding data in the *R4V Funding Dashboard* can be filtered by sector, country, donor, and partner organization receiving the funds.

7.4 DATA SHARING AND DISSEMINATION OF INFORMATION

Access to data is a key element in the information process, for organizations that are part of the RMRP as well as external actors. For this reason, the R4V Platform shares the raw data it uses in its products, through online platforms such as Activity Info or *Humanitarian Data Exchange*[25] (commonly known as HDX).

The *R4V website* and the dedicated microsites created for the RMNA and RMRP complement the provision of information and serve as a repository for all analytical documents produced by the R4V platforms, sectors and partners in the region, as well as for data relevant to the R4V response.

Population data (Population Projections, PiN, Target and People Reached) as well as the planned and implemented activities of the RMRP are available on the data page of the R4V website[26] which is used by host governments, donors, humanitarian actors, academia and journalists. Additionally, PiN indicators are also shared on the R4V HDX page, to allow stakeholders to trace the criteria and how the figures presented in the RMRP have been calculated, furthering the goal of transparency.

The dashboards presented on the data page of the R4V website are:

Activity Explorer

The Activity Explorer is a public dashboard, connected to a public database that allows the viewer to explore and find all of the activities that have been proposed as part of the RMRP. The information can be filtered by country, partner, sector, etc. to obtain precise information about the budget and the partners involved in the response. This dashboard thus shares who has proposed which R4V response activities where, and the expected results and targets of those activities. It does not, however, indicate which activities proposed are actually being carried out, that information is available on the below RMRP Monitoring dashboard.

RMRP Insight

The RMRP Insight focuses on the population figures (projections, PiN and Target) and shows the population estimations for the selected geographic area, as well as the budget, partners and number of activities implemented, at the national level and administrative level 1.

RMRP Monitoring

Based on the regular reporting of activities by RMRP partners during the implementation phase of the response, the R4V Regional IM Team, as well as National and Sub-regional Platforms, produce dashboards and infographics on the advances of the response in the 17 RMRP countries.

RMRP Funding

The R4V funding dashboard displays information on funds received and reported by partner organizations for their RMRP activities as per OCHA'S Financial Tracking Service (FTS).[27]

8. USING INFORMATION IN COORDINATED RESPONSES

Regardless of the coordination structures used to produce information products, results of information are used for decision-making - while implementing the R4V Platform's commitment to data transparency and accountability. In fact, a root cause of uncoordinated responses can often be traced back to uncoordinated information management, because one actor does not understand what another is doing, or because they do not share the same interpretation of the situation.

To ensure that information management products successfully influence coordination and programmatic decision-making for the RMRP, the coordination teams – led by the Platform coordinators – need to make sure that the following steps happen:

1. Use data from other actors as applicable;
2. Consider the decisions that need to be made and who the decision-makers are when designing information systems;
3. Create information products that are digestible by the intended audience (for example, R4V actors should prepare products in various languages, or present data using a map, dashboard or summary table/graph, while a sector lead may want a more elaborated narrative report with very disaggregated data for local-level decision-making);
4. Ensure that there is "buy-in" and inter-agency consensus with major stakeholders on the methodology and analytical conclusions.

9. LINKAGES OF THE RMRP WITH OTHER RESPONSE MECHANISMS

Finally, in order to successfully design and implement the RMRP, and any other activities related to the R4V response, it is imperative for the Platform and sector/WG coordinators to understand relevant institutional mandates, responsibilities and linkages with other established response mechanisms in the region and globally.

[25] https://data.humdata.org/organization/r4v
[26] https://www.r4v.info/en/data
[27] https://fts.unocha.org/plans/1163/summary

9.1 THE 2030 AGENDA AND SUSTAINABLE DEVELOPMENT GOALS

On 25 September 2015, the United Nations General Assembly formally adopted the 2030 Agenda for Sustainable Development, consisting of 17 Sustainable Development Goals (SDGs). The SDGs are inclusively drafted to ensure that 'no one is left behind' and aim to realise 'human rights for all', including refugees and migrants. The Declaration sets out its intention to ensure that all nations and people everywhere are reached and included in achieving the SDGs.

The implementation of the 2030 Agenda and SDGs has been led by Member States since their *adoption* on 25 September 2015. A number of sector objectives and indicators were designed to accompany the SDGs and address the "5 Ps" (People, Planet, Prosperity, Peace and Partnership) and emphasise their interconnectedness. The SDGs provide global guidance to governments in setting their own national targets according to their particular conditions and challenges.

UN agencies are to provide support to implement the SDG priorities set by national Governments. They do so through the Common Country Analysis (CCA) and the so-called UN Sustainable Development Cooperation Frameworks (UNSDCFs), under the leadership of the countries' Resident Coordinators (RCs).

While refugees and migrants are not singled out in the goals, they are referred to in the overall 2030 Agenda, which offers a universal, integrated, transformative and human rights-based vision for sustainable development, peace and security, applicable to all countries.

As of 2022, the SDGs have been incorporated into the results framework of the RMRP, particularly to match the outcome indicators. Through the incorporation of SDGs in the results framework of the RMRP, the R4V Platform is committed and well-positioned to engage with and leverage relevant 2030 Agenda processes, including through active involvement in relevant planning, operationalisation, data collection and advocacy undertakings.

9.2 UN REFORM

The Secretary-General (SG) continues to implement an ambitious reform agenda begun in 2017 to enhance UN performance across all three pillars of UN work: peace and security; human rights; and development. The SG has expressed the goal to improve performance in Headquarters and in the field by moving from fragmented, centralised and process-heavy approaches to more integrated, decentralised, and impact-oriented action.

Within the first six months of 2017, the SG initiated three reforms covering the UN development system (UNDS); UN (internal) management; and strengthening the UN's capacity to sustain peace (e.g. peace and security architecture). Other focus areas for reform include UN gender policies to enhance gender parity; UN efforts in PSEA; various components of the counter-terrorism architecture; and the UN's whistle-blower policy.

Of these, the UNDS reform has the most direct impact on the relationship of the R4V Platform and the RMRP with the UN System at the country level. This reform was adopted in 2018 through *resolution 72/279* and includes the following points:

UN Sustainable Development Cooperation Framework (UNSDCF): The United Nations Development Assistance Framework (UNDAF) has been revised to become more strategic in terms of what the UN will collectively do to achieve the 2030 Agenda. It is now known as the UN Sustainable Development Cooperation Framework (UNSDCF) (see more information in *Fundamentals of Coordination: Section 2*).

Independent and empowered Resident Coordinators: The new Resident Coordinator (RC) System remains focused on sustainable development matters. As of January 2019, it has become independent, i.e. separated from UNDP, with RCs reporting to the Secretary General. The Development Coordination Office (DCO), within the Secretariat, manages the system.

In the UN system, the RC in a country leads the UN Country Team (UNCT) in undertaking development activities under the UNSDCF and assisting countries to implement the 2030 Agenda. Guidance and good practices on the important and mutually beneficial involvement of RCs in the work of National, Sub-regional and Regional Platforms is available from the Regional Coordination Team.

While closely linked, where applicable, the RC, whether designated as a Humanitarian Coordinator (HC) or not, responds to complex emergencies, normally focusing on events internal to a country, e.g. natural disasters or internal conflict. In such situations, the Cluster Approach is applied, following related guidance on humanitarian response architecture and on *Humanitarian Response Plans (HRPs)* under the authority of OCHA[28].

9.3 INTERFACING WITH THE UNSDCF

The UNSDCF is an important instrument at the country level for planning, coordinating and implementing UN development activities. It represents the UN development system's collective effort to support countries in addressing key SDG priorities and gaps. It is often referred to as the "Cooperation Framework". Member States have requested that the new generation of UNSDCFs are presented as a "partnership" with governments rather than a "development assistance" framework.

The Common Country Analysis (CCA)

The CCA has shifted from a one-off event to a "real-time" core analytical function. It is the UN evidence-based assessment and analysis of the country situation, coordinated through the UNCT. In the spirit of the "Leave No One Behind" principle[29] and complementary

---

[28] *The roles and responsibilities of the RC, or, where applicable, of the HC, in leading and coordinating inter-agency humanitarian action is outlined in the Inter-Agency Standing Committee's Handbook for Humanitarian Coordinators Leadership in Humanitarian Action (2024). https://interagencystandingcommittee.org/humanitarian-leadership-strengthening-section/leadership-humanitarian-action-handbook-humanitarian-coordinator*

[29] *https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind*

approaches, the CCA is the main entry point and opportunity for each R4V National/Sub-Regional Platform to contribute its expertise and operational knowledge on the situation of refugees and migrants in their respective countries, and to be informed by the knowledge of other agencies and partners in the comprehensive country analysis. It constitutes the basis for the UNSDCF and can draw from the needs assessment and analysis done in the RMNA and the related strategies of the RMRP. Through the inclusion of RMNA findings, the CCA is an important means through which to reflect the situation of refugees and migrants in the country, without duplicating the mechanism or work of the R4V Platform or the RMNA and the RMRP.

The CCA is considered an objective UN analysis and is not a document that requires formal endorsement by governments (unlike the UNSDCF itself, which does require sign-off by the government). This is to allow for a frank and rigorous assessment of a country's social, political, and economic context through a human rights-based and prevention lens. It is updated periodically under the leadership of the RC and should reflect the changing circumstances at the country level to better inform the Cooperation Framework.

As envisioned moving forward, the CCA should reflect challenges in the humanitarian, development and peace and security spheres. This is to ensure that UN programmes across these spheres reflect a common analysis and are mutually reinforcing. The CCA integrates regional and transboundary perspectives, incorporating the UN's periodic analysis at regional level.

The CCA analysis is conducted jointly by all UN entities (humanitarian, human rights, peace and development) and can also benefit from a range of external expertise and resources. In developing the CCA, the UN system uses its convening power to consult and engage with the government, civil society, international financial institutions, the international community and other stakeholders, including the R4V Platforms, as well as vulnerable and marginalised populations and/or organizations who speak on their behalf, to reflect different perspectives and foster relevant partnerships.

UNSDCF Finalisation and Approval process

The UNSDCF document is agreed upon together with the national government based on national priorities and requires its sign-off. The UNSDCF also goes through a validation process with the Regional UN Sustainable Development Group (also known as the UN Regional Collaborative Platform, *RCP*), which is normally represented by UN agencies' Bureau Directors. This is to ensure cross-border and regional coherence.

The RC works with UNCT agencies to ensure agency programmes for development are aligned with national development needs and priorities and to the extent possible are included in the UNSDCF. The RC also oversees inter-agency pooled funding for development and its use in support of national priorities.

Timelines: The UNSDCF is normally a 4- to 5-year cycle aligned to the medium-term National Development Plan of the country.

Linkage with the RMRP

The UNSDCF stands in parallel to other mechanisms serving to support host governments. As such, UNDCSFs, like the RMRP and HRPs, each have their own distinct accountability frameworks and plans that exist side by side. Numerous actors, especially UN agencies, may be participants in both the R4V Platform, a HCT and the UNCT, and should ensure consistency in their agencies' participation in the different mechanisms.

With a view to harnessing the broad scope and reach of UNSDCFs, and reflective of the RMRP's dual focus (on humanitarian response and longer-term local integration for refugees and migrants), good practices in the Latin American and Caribbean region have shown that incorporating refugee and migrant matters in multiple sections within the UNSDCF's CCA can draw further attention to the situation of refugees and migrants as well as their affected host communities. It is therefore recommended to reflect RMNA narratives and findings on needs in the relevant CCA chapters, as well as in the UNSDCF.

Nevertheless, recognising the distinct focus and mandate of the R4V Platform and the RMRP, as well as the lines of accountability for the response for refugees and migrants (with UNHCR and IOM through the R4V Platform structure) compared to the lines of accountability for implementation of the UNSDCF (through the RC and the UNCT structure), the response activities included in the RMRP should not be included in UNSDCFs. Since the response for refugees and migrants and affected host communities is exhaustively addressed in the RMRP, this serves to avoid duplicating planning and monitoring efforts and related mechanisms. Summary overviews of the relevant RMRP country-chapters, including situational analysis, PiNs, targets and financial requirements can be included in a distinct/separate chapter of the UNSDCF, noting the applicable planning, implementation and monitoring mechanism (RMRP/R4V Platform).

9.4 ALIGNMENT WITH THE HRP VENEZUELA

Among the R4V Platform and the Humanitarian Country Team in Venezuela (HCT) there is a growing recognition that, in addition to supporting refugees and migrants in the region to stabilize and integrate in their host communities, there is a need to scale up efforts to respond to the humanitarian situation inside Venezuela and address the underlying causes that lead Venezuelans to leave their country of origin and seek protection and socio-economic integration opportunities elsewhere in the region. In this context, R4V and HCT have committed to strengthening their collaboration and coordination in the following agreed areas.

Aligning planning cycles

Efforts are underway to improve the coordination of the planning cycles of the multi-year RMRP and the Venezuela HRP. This includes the engagement of members of the Venezuela HCT in R4V Regional Scenario & Planning Workshops, and ongoing analysis exchange through the areas of collaboration identified between the R4V

and HCT, resulting in the two responses and their corresponding response plans being informed by the humanitarian situation of affected populations, both inside and outside of Venezuela, especially as relates to availability and access to services, socio-economic integration and reintegration opportunities and human mobility trends.

Coordinated position on Venezuelan returns and reintegration

R4V envisages various scenarios and returns modalities, with respective and corresponding engagement levels of R4V actors with returns to Venezuela. As such, returns are grouped in four different categories: (i) individual spontaneous or self-organized returns, (ii) returns of Venezuelans stranded en route in a context of onward movements, (iii) organized returns, including those returns which can be determined as voluntary under prevailing international standards, and (iv) forced returns.

Although in the short-term, large-scale returns to Venezuela are not expected, the HCT has prioritized the provision of assistance to returnees based on vulnerability criteria regardless of the modality of return. This includes providing access to protection, including documentation, as well as essential services, infrastructure, and livelihoods, through area- and community-based approaches that can facilitate the reintegration of returnees in a protective environment, while also fostering social cohesion, and contributing to the overall development and resilience of host communities. The HCT will also engage with the Government of Venezuela to provide technical support for the development of policies and programmes that foster legal and socioeconomic reintegration of vulnerable returnees.

In this context, the position of the R4V Platform on returns is to assist refugees and migrants based on their needs, and regardless of their movement intentions and/or statuses. In the cases of individual spontaneous or self-organized returns, returns of those stranded en route in a context of onward movements, as well as, to a varying degree, in the case of organized returns, the R4V response assists those with an intention to return, in line with principles of voluntary, safe and dignified returns. For organized returns, assistance would be subject to a joint protocol/SOPs to be developed with the involved states in accordance with international standards. R4V assistance will not extend to returns that fall outside the scope of principles of voluntary, safe and dignified returns (such as forced returns).

To further coordinate positions on this issue, there will be regular information exchange on returns between the R4V and HCT and a joint SOP will be developed to ensure that assistance by R4V partners to those with the intention to return can be incorporated into HRP programming, with a focus on the most vulnerable returnees.

Thematic areas of collaboration

The R4V and HCT Venezuela response have prioritized several thematic and sectoral issues, many of which have regional or bi-national implications. These generally fall within the scope of protection, health, education, food security/livelihoods/integration, and shelter, and cover topics including: a) continued access to health services, including the prevention and treatment of communicable diseases, sexual and reproductive health, emergency, maternal and child health care; b) permanence in and recognition of education obtained in a variety of countries, to ensure that refugees, migrants, and returnees are able to access and integrate into respective education systems and that vulnerable girls and boys have access to safe spaces and educational support; c) protection services, such as ensuring access to civil documentation, preventing and responding to risks of statelessness, human trafficking and other forms of exploitation and abuse, ensuring refugees, migrants and returnees have access to information on safe routes, facilitating voluntary returns and supporting reintegration, and access to housing, land and property services, family reunification and support to indigenous populations that are at risk of displacement in border areas; and d) food security and livelihoods, with a focus on ensuring opportunities in border areas, that could reduce incentives to leave their country of origin, promote more sustainable voluntary returns and mitigate protection risks.

To address these common issues, the relevant Venezuela Clusters and the R4V Regional Sectors engage with each other to refine issues and coordinate activities of common concern and ensure these are adequately reflected in the RMRP and HRP and in their respective workplans for 2024. Building on identified priorities and cross-cutting themes, these complementary workplans will promote technical collaboration across the responses.

Area-based approaches

The R4V and Venezuela HCT agree to work together to enhance the mapping of available services on each side of the border, with the aim to identify gaps, develop a scale-up strategy in Venezuela and ensure that those on the move are able to access services both in Venezuela and neighbouring host countries. The complementary mapping exercises will also identify key gaps and include an analysis of profiles and demand for services, as well as human mobility trends, among others.

COMMUNICATIONS, REPORTING, AND KEY EXTERNAL PRODUCTS

1. GENERAL CONSIDERATIONS

External communication is a cross-cutting task that encourages public understanding and support for a cause, as well as the mobilisation of political support and economic resources to respond. External communication initiatives combine various online and offline tools and channels that need to be tailored according to specific objectives and audiences. These include: targeted communications, traditional and social media, audio-visual means and written reports, among others.

External communications of the R4V Platform constitute a multi-dimensional strategy that promotes joint advocacy, messaging and reporting as part of overall visibility efforts of the R4V response, and closing information gaps for refugees and migrants themselves, at regional, national and sub-regional levels, while allowing individual organizations to lead in messaging in areas that relate to their specific mandates and expertise.

Communications and reporting are not solely the responsibilities of those specialised teams but should be considered throughout the entirety of actions of the R4V Platform. In this regard, Platform coordinators and Sector co-leads are to ensure adequate coordination and coherence of external messages and communications, always taking into consideration the need to portray and give visibility to the needs of refugees and migrants, as well as visibility to the response efforts of all the Platform's partners, impartially and equally, in compliance with the *R4V identity and branding considerations* and strengthening the overall image and reputation of the R4V response.

Impactful communication is a challenge, particularly in a politically sensitive context and one that encompasses a wide variety of humanitarian and development actors, each with their own needs and priorities, including the 248 partners of the updated RMRP 2023-2024. However, considering the shared goal among these organizations to effectively support refugees, migrants and affected host communities, a consolidated public image of the R4V Platform is also of benefit to – and should be a concern of – all partners. Joint communications enhance each partner's capacity to mobilise resources and political support for their activities, which are more efficient when coordinated.

It is essential for those organizations with coordination roles in the R4V Platforms and Sectors, and all other R4V partners, to ensure that all external communications and information products that are published in representation of the R4V are evidence-based and clearly crafted, explaining the national and regional context, and highlighting R4V joint work rather than highlighting individual agencies/partners over others.

2. THE R4V IDENTITY/ BRANDING CONSIDERATIONS

Building on years of engagement by the R4V, and the ever-growing involvement of actors and countries, the establishment of a coherent and structured identification method that adequately responds to the complex communication requirements of the Platform became essential, resulting in the creation of the 'R4V' brand. R4V stands for "Response to Venezuelans" and provides a simple, intuitive and recognizable shorthand for the approach of the Regional Inter-Agency Coordination Platform for the response to refugees and migrants from Venezuela.

The *R4V Brand Book* provides information on the use of the R4V logo, the identifiers of the National and Sub-regional Platforms, Sectors and WGs, as well as different examples of joint signature options for products developed by various partners (including co-branding, see below). It also provides guidelines and templates for the design and development of reports, maps, documents, presentations, videos, web content, visibility pieces and other materials for internal and external communications. Adherence to the R4V Brand Book is required for all R4V Platforms and Sectors to maintain and strengthen a shared identity across the 17 RMRP countries and across the different thematic areas of the R4V response.

2.1 R4V CO-BRANDING

R4V engages and works with a wide variety of stakeholders, from governments to UN agencies, international and national NGOs, refugee/migrant-led organizations, faith-based organizations, other civil society groups, donor countries, the private sector and international financial institutions; all of which support the governments of Latin America and the Caribbean to meet the most urgent humanitarian, protection and integration needs of refugees and migrants in-destination and in-transit, and their host communities. Therefore, co-branding is an important part of representing these collaborations and partnerships consistently in communication materials and publications that involve multiple stakeholders.

When an organization carries out an activity and/or produces a document or product in the framework of the RMRP, the organization should highlight that it has been carried out within the framework of the R4V, and its logo must be accompanied by the phrase "In the framework of" and the R4V logo. To include the R4V logo, it's recommended to share the document, activity or project prior to its publication with/analysed by the corresponding thematic sector and/or the coordination team of the relevant Platform(s). This is to ensure quality control of those documents and information products that speak in the name of R4V, given that they bear the R4V brand.

2.2 PLATFORM AND SECTOR IDENTIFIERS

In addition to the R4V logo, the R4V Brand Book includes individual logos for each of the National and Sub-regional Platforms, as well as each of the Sectors and WGs. This responds to increased demands on R4V to generate communication pieces that allow for solid and consistent messaging across different countries, contexts, production processes, needs and audiences. The National and Sub-regional Platforms, as well as the thematic Sectors and WGs, must use the joint R4V signature (which includes the National or Sub-regional Platform's logo in addition to the regional R4V logo) in all of their products, publications and communication materials. There are some exceptions, discussed in the manual, for contexts where R4V is already referenced in other ways (e.g., the R4V website).

3. DONOR RELATIONS

One of the most important aspects of an effective and strategic use of the various R4V external communication tools, channels and reporting products is the establishment of an active and trusting relationship with donors. Timely and high-quality reporting and exchange of information are key in this respect. A good coordination team ought to assure the development of constant and transparent reporting products that inform (potential and current) donors on the outcomes achieved by R4V partners through the joint efforts outlined in the RMRP. Additionally, other channels of communication should be sought, such as in-person and online meetings, to establish consultation and feedback mechanisms that can grow the visibility and engagement of partners, particularly smaller organizations that do not have the means to mobilise resources on their own. These mechanisms represent meaningful tools for fostering joint accountability, building ownership, and promoting transparency.

At the regional level, the Regional Platform's Coordination Team supports relationships with multiple donor governments.

R4V has co-convened multiple high-level events, led by donors to raise visibility of the situation of refugees and migrants from Venezuela and seek financial commitments to support the response of host governments and actors in the framework of the RMRP. In 2019, an International Solidarity Conference was convened by the European Union (EU), in collaboration with IOM and UNHCR, to mobilise support to address the Venezuelan refugee and migrant crisis, and to demonstrate the solidarity of the international community with affected host countries. This paved the way for the first International Donor Conference that took place in May 2020, where over 40 countries – together with UN agencies, international financial institutions and representatives of national and international civil society organizations – met virtually to address the unprecedented crisis, mobilise resources for refugees, migrants and host communities, and strengthen coordination among key actors, raising over USD 2.79 billion in pledges. These efforts were followed by the International Donors Conference that took place in June 2021 convened by the Government of Canada, with the support of R4V, UNHCR and IOM. With a view to giving greater visibility to the situation of refugees and migrants, the R4V Platform organized different sectoral side events for each of the 9 sectors and 3 sub-sectors. This event raised over USD 1.5 billion in pledges. Most recently, in March 2023, the EU and the Government of Canada, supported by R4V, IOM and UNHCR, convened an International Conference in Solidarity with Venezuelan Refugees and Migrants and their hosting governments and communities in Brussels. While the event was not organized as a pledging conference, over USD 800 million were pledged by 20 different donors (including grants and loans). In the lead-up to the conference, R4V organized presential roundtable discussions, including interventions from all Sectors, in Brussels, and premiered the R4V documentary '*The Journey That Never Ends*.'

Other examples of donor engagement by the R4V Platform include the systematic inclusion of donor representatives at key R4V activities and events, notably at plenary meetings of the Regional Platform, planning and other thematic workshops, Sector and WG meetings, as well as key launch events for the RMNA and RMRP. As a good practice, similar engagement is implemented by the National and Sub-regional Platforms. This serves to ensure buy-in and continues consultations between the donor community and the response community.

Another example for inter-institutional collaboration with the donor community is through R4V increasing collaboration with the intergovernmental *Quito Process*, particularly with its '*Group of Friends of the Quito Process*', which currently includes the United Kingdom, Italy, Switzerland, The Netherlands, France, United States, Spain, Germany, Canada, as well as the European Union and the Inter-American Development Bank (IADB). The 'Group of Friends' seeks to support host governments and RMRP partners, including through the mobilisation of resources for the short-, medium- and long-term needs of refugees and migrants from Venezuela.

4. FINANCIAL ACCOUNTABILITY

Financial transparency and accountability of the R4V response is essential for building and maintaining positive relations with donors, host authorities, and to promote and ensure AAP. Financial transparency improves advocacy by helping to inform resource allocation decisions geographically, at national, regional and levels, and thematically, at the sectoral levels, by indicating to what extent funding has or has not been received, especially compared to the financial requirements of the RMRP. Information on funds received by RMRP partners can provide evidence of existing funding gaps, how these relate to progress against the objectives and targets stated in the RMRP (particularly people reached with assistance) and ultimately the impact on the situation of refugees and migrants and their unmet needs. Drawing from data from the *Financial Tracking Service* (FTS) of the UN Office for the Coordination of Humanitarian Affairs (OCHA), the *R4V Funding Dashboard* and relating *RMRP Monitoring Dashboard* provide constantly updated insights into the evolution of the funding and implementation of the RMRP, and thereby serve as a tool to identify allocation of funds, as well as gaps in the response and corresponding funding per country, sector, partner and donor.

All appealing organizations participating in the RMRP commit to regularly report to FTS the funds they receive for activities included in the plan. Despite this, as the information available in FTS remains dependent on reporting by partner organizations, the quality of the information reflected on FTS can only be as good as the data that is reported.

To facilitate and encourage partners' financial reporting to FTS, the R4V Platforms have designated focal points for FTS at the regional level (the Reporting Officers) and at the national or sub-regional level (who may be members of the Platforms' Reporting, IM or Coordination teams). Although the FTS focal points within the R4V Platforms are not directly responsible for the quality, cleaning or maintenance of the funding data available in FTS (as that responsibility rests with OCHA, as the agency which directly manages FTS) the R4V focal points should regularly monitor the RMRP financial information reflected in FTS to identify errors and gaps, and take steps needed to correct them, through outreach with OCHA and the partners responsible for the reports in question. Another key role of the R4V focal points is to regularly train and inform RMRP partners of their obligation to report funds received to FTS, and provide them with the information and the support needed to do so, including by compiling and sending the reports to FTS of smaller national and local NGOs, particularly refugee/migrant-led organizations and other civil society groups involved in the response, who may not have specific staff dedicated to or familiar with these financial reporting requirements. Meanwhile, the Regional Platform FTS focal points should regularly encourage financial reporting by larger UN agencies and international NGOs which report to FTS from centralized locations, globally or regionally for their humanitarian operations around the world (including the RMRP),[30] and the National and Sub-regional Platform FTS focal points should do the same for those UN agencies, NGOs and other partners who report from their respective country operations.

It is up to the R4V Platforms – including the coordinators as well as the designated FTS focal points – to convey to their partners, and to sector coordinators towards their members, that full commitment to reporting (both financial contributions as well as implemented activities) leads to more efficient and effective support to people in need and increased credibility of the R4V response. Conversely, lack of reporting of the funding received can give the impression that targets are /can be met with less resources.

All RMRP actors need to report their funding received to FTS, at least once those funds are received from donors (although funds can also be reported when a donor makes a commitment or signs a grant agreement), ideally updated on a monthly basis. Exceptions to this requirement, in which country-level reports do not need to be submitted, in order to avoid duplications and discrepancies, are:

1. Implementing partners of directly appealing RMRP partners. For activities implemented on behalf of the appealing organization, the implementing partner does not need to report such funds received from the appealing partner. The latter should be reporting the funds received from the main donor; and,
2. In terms of funding sources, contributions received from CERF and any Country-Based Pool Fund (CBPF) do not need to be reported to FTS, as such data is directly received through the CERF Secretariat and OCHA systems.

As part of its constant donor engagement, the R4V Platform's Coordination Team works directly with donors to ensure that their contributions are reflected, and may engage with RMRP partners to resolve any perceived errors, including to cross-check donor contributions' inclusion in the reports of R4V appealing partners.

5. INFORMATION PRODUCTS AND REPORTS

The various information products and reports regularly developed by the R4V Platforms as well as by the Sectors and WGs are crucial in complementing the coordination and advocacy efforts of the R4V. They serve multiple objectives, which include:

- Providing all relevant stakeholders, such as donors, governments, partners, refugees and migrants and host communities, with an up-to-date overview of available resources and innovations, as well as the achievements, challenges and progress on the implementation of the RMRP;
- Ensuring that the Regional Platform and the organizations which are part of the RMRP have timely information on the latest developments, facilitating opportunities for collaboration and avoiding overlaps and duplications;
- Providing visibility to the actions and needs/challenges of the partners regarding the implementation of their actions in the framework of the RMRP; and,
- Implementing the Platform's commitment to AAP and to other stakeholders for the work that the members of the Platform carry out.

5.1 SITUATION REPORTS

A situation report, also known as a SitRep, is a short document that provides a clear, concise and comprehensive understanding of current developments in a given reporting period. The SitRep in the R4V context is a communications tool that allows decision-makers and other relevant readers to have a quick, to-the-point overview of current events and changes affecting refugees and migrants, as well as the achievements and challenges of R4V partners responding to those developments and implementing RMRP activities. It should provide a clear overview of who is doing what where to respond to the needs of refugees and migrants, both in-destination and in-transit (which can also include other nationalities depending on the country of the response), while highlighting under-funded activities or implementation challenges. It also helps donors to identify changing needs and distribute funds to where they are most needed, by organizations, countries and sectors.

[30] *UN agencies that have centralized/HQ-based FTS reporting in place, include ILO, IOM, UNFPA, UNHCR, UNICEF and WFP.*

In other words, the Situation Report is the information product that 'marries' the quantitative data collected from partners through the respective Platforms' IM reporting tools with the national or sub-regional qualitative information that contextualizes this and explains its significance. The SitRep corresponds to a particular timeframe (with some National Platforms reporting on a monthly or bi-monthly basis) and it should not assume that the reader has local knowledge of the context or previous developments; the SitRep needs to be able to stand on its own, apart from reports that come previously clearly stating the most important developments and considerations.

To ensure the relevance of the report, it is recommended that SitReps be short (usually 1-2 pages) and be developed on a monthly basis (for National Platforms) or on a quarterly basis (for Sub-regional Platforms). SitReps are developed by the Reporting Teams of each Platform; however, support from the Coordinators and the IM Teams is crucial for the accuracy of the data and timely development of the report. In addition, National and Sub-regional Platforms' SitReps should be reviewed by the Reporting Team of the Regional Platform prior to their publication (also in line with the R4V Brand Book for documents that will carry the logo of both the National or Sub-regional Platform and the regional R4V).

5.2 SPECIAL SITUATION REPORTS

Special Situation Reports are produced by the Regional Platform on an ad-hoc basis to cover updates related to events of significant and abrupt changes in movement dynamics and other external, unforeseeable shocks that affect the reality of refugees and migrants in one or more countries of destination and transit. This may include significant changes in governments' policies and legislation related to refugees and migrants, affecting their access to services, enjoyment of fundamental rights, or other events resulting in a shift in immediate needs and necessitating targeted actions implemented by partners. The Special SitReps provide short overviews of the relevant context, needs and response in each of the affected countries. For example, in 2022, the Regional Platform produced a Special SitRep immediately following the announcement by the U.S. Government of a *New Migration Process for Venezuelans* and provided information on the main needs of refugees and migrants from Venezuela in this context, with a special focus on developments in Colombia, Panama, Costa Rica and Mexico; and in 2023, the Regional Platform published Special SitReps on situations affecting the tri-border region of Bolivia, Chile and Peru. There were also special Flash Reports (a form of ad-hoc SitRep) published periodically by R4V in 2020 related to the COVID-19 pandemic context and response.

These reports – which respond to specific information needs and gaps identified on an ad-hoc basis – are an important external communications resource when dealing with a rapidly evolving crisis inside another crisis. They allow for donors, governments and other actors to have quick and well-informed analysis of contextual developments and the impact on refugees and migrants. They also help coordinators advocate for more support for their Platforms based on the evolving situation and affects among refugees and migrants and host communities, to avoid further deterioration, and for partners to understand how regional dynamics might affect their national and local operations.

5.3 MOVEMENTS REPORTS

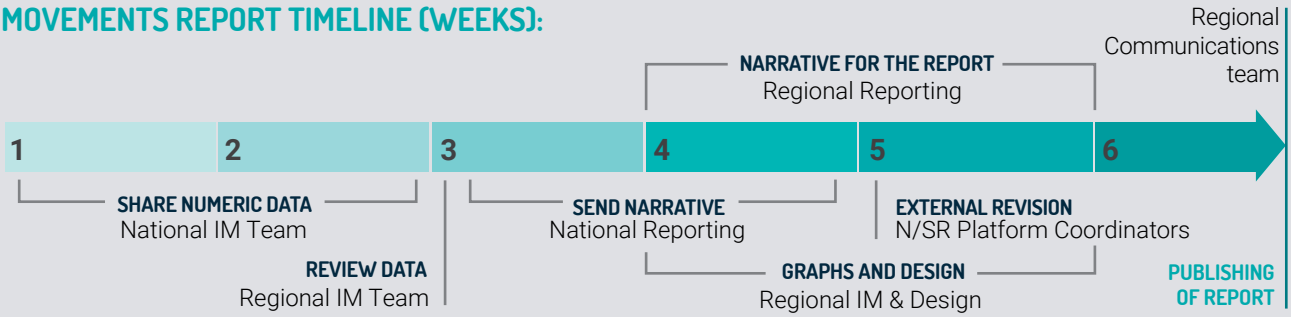
Beginning in 2020, the Regional Platform developed and published Movement Reports (since 2022 on a quarterly basis, every 3 months) to provide quantitative and qualitative information on the movement dynamics of refugees and migrants within and between countries in the region. The data in the Movements Reports (which focuses primarily on entries and exits[31] of Venezuelans, as well as other populations in-transit covered by the RMRP, and the directionality and intentions of refugees and migrants engaged in those movements) comes from governments, R4V inter-agency movements monitoring exercises coordinated by National Platforms (including the GTRMs in Ecuador and Peru, and the GIFMM in Colombia) and R4V partner organizations' individual agency border monitoring and protection monitoring activities. These reports also serve to highlight changes in the political context and other factors affecting population movement dynamics and their impact on the needs of refugees and migrants in the region.

The R4V Movements Reports are publicly available on the R4V website and, since 2023, have been accompanied by webinars facilitated by the Regional Platform team presenting the highlights of the report.

Given the inclusion of both quantitative and qualitative data and analysis, the responsibility for the consolidation and elaboration of the Movements Report is shared between the Regional Platform Reporting and Information Management (IM) teams, while National Platform IM and Reporting teams are responsible for gathering relevant data and analysis for their respective Platforms. (See diagram below for a visualization of the various steps of the production process and those responsible).

[31] *For these estimates, multiple data sources are leveraged depending on the availability of (and to complement) official data. More information on these data sources can be found in The Regional Refugee and Migrant Response Plan: Section 7.1 under "Population Data Management".*

MOVEMENTS REPORT TIMELINE (WEEKS):



TIME	ACTIVITY	DESCRIPTION OF ACTIVITY	RESPONSIBLE	CLEARANCE
WEEK 1 - 2 (after cut-off date for the quarter)	Share numeric data	National IM's to share quantitative data and (optional but recommended) explanatory comments on the methodology and time period covered by the information (if it is a cumulative, if it is a cut-off date. if it is monthly or annual data. etc.). Wherever official figures are available. including from the bordering countries. provide those. Possibility to have figures expressed as ranges considering challenges in obtaining official data on border crossing or regular monthly data.	National IMs	National and Sub-Regional Platform Coordinators
WEEK 3	Review data	Regional IMs to undertake data quality control and follow up accordingly to ensure consistency within and between countries.	Regional IMs	Regional IMs
WEEK 3 - 4	Send narrative	National Reporting / Coordination colleagues to share narrative inputs.	National Reporting	National and Sub-Regional Platform Coordinators
WEEK 4 - 5	Narrative and visuals for the report	Regional Reporting and IM colleagues draft report with support from Graphic Designer for visuals. Revision Of graphics and figures by regional IMS, and overall revision/clearance by Regional Coordinators.	Regional Reporting, IM and Design	Regional Coordinators
WEEK 5	External revision	Red-line revision by national and sub-regional coordinators. Version with final incorporated changes Will be submitted by Regional Coordinators for internal corporate review.	National and Sub-Regional Platform Coordinators	National and Sub-Regional Platform Coordinators IOM Head of Operations & UNHCR of External Engagemente
WEEK 5 - 6	Publishing report	The report is finalized and published (1.5 months after the quarter cutoff date) on R4V.info website, R4V newsletter. R4V X account and to R4V email distribution list.	Regional Communications	Regional Coordinators

5.4 END YEAR REPORT

The RMRP End-Year Report (EYR) serves as an accountability tool to provide donors, governments, partners and affected populations with an annual assessment of the level of fulfilment of the objectives set out during the design of the RMRP. The EYR focuses mainly on the number of people reached with assistance by R4V partners - during the course of the year, and the types of activities carried out in the framework of the RMRP, as well as reporting on the funding received towards the implementation of the plan. It also allows for a reflection on good practices identified as well as challenges that impacted the response during the year and possible means of improvement for the subsequent response plan.

Given that the RMRP is the main appealing and joint planning document for the Response for Refugees and Migrants from Venezuela, the R4V End-Year Report provides a holistic view of the achievements, challenges and resources mobilised by partners, to ensure transparency in the coordination and management of the response. This is complementary to end-year summary reports that may be prepared by individual organizations participating in the plan, which can and do separately report to their respective donors on funding received and activities carried out within those project frameworks, following their own internal regulations.

6. COMMUNICATION CHANNELS AND PRODUCTS

Particularly since the outbreak of the COVID-19 pandemic, online communication channels have been the main tools used by the R4V Platform to establish a relationship with relevant stakeholders and maintain regular communication with various audiences. They enhance the experience between actors interested or involved in the refugee and migrant crisis and the R4V brand, boosting relationships, generating recognition for the Platform and heightening the relevance of its partners. Online channels have gained in importance given that response actors are spread across all RMRP countries and beyond, which calls for virtual ways to have a continuous flow and exchange of information.

Understanding the need to create a bridge between the R4V response and its internal and external stakeholders, including partners, donors, governments, refugees and migrants and their host communities, the Regional Platform has established various online channels of communication which are updated on a regular basis and are available for the National and Sub-regional Platforms to disseminate their work, as well as meetings and outcomes of Regional Platform, Inter-Sector Coordination Group (ISCG), Regional Sectors and WGs. These include, among others, the R4V webpage, X account (formerly known as Twitter) and YouTube channel.

6.1 WEBSITE

The *R4V website* is the main channel of communication for the R4V Platform, often constituting the first place where stakeholders go to get information related to the response for refugees and migrants from Venezuela. The R4V website contains top-line figures (such as the number of refugees and migrants from Venezuela) and information on the work that is being developed by R4V, at regional, country and sector levels, with particular pages within the website devoted for each of the National and Sub-regional Platforms, and the regional Sectors and WGs, to showcase their work and products. It also contains a repository of all the documents published jointly by R4V and through co-branding with partners. Each Platform (at the regional, sub-regional and national level) can manage and upload its own webpage content, as can each regional Sector and WG.

The objective of the website is to keep multiple different audiences (including donors, host governments, partners and the general public) informed about the evolution of the response and meet the needs for transparency and accountability towards the Platform's stakeholders. To that end, the R4V website incorporates all the information relevant to the RMNA and the RMRP, in a publicly accessible forum: it is where the *RMNA* and *RMRP* as well as key regional reports are launched (including the *Movements Reports*, Special SitReps, and *End-Year Reports*); it contains past needs assessments and *response plans* as well as their respective planning guidelines; it is the repository for all of the monitoring and reporting tools that are maintained at the regional level (including the *Monitoring Dashboard* and the *Funding Dashboard*); it highlights key audio-visual content produced on the R4V response; and it maintains a *calendar* of main events.

6.2 NEWSLETTER

The R4V Newsletter allows for specific messages to be delivered periodically in a customised manner, in accordance with the target audiences. The newsletter speaks directly to a public who is interested in and generally well-informed about issues affecting refugees and migrants, as it requires a (free) subscription for access, meaning that those who receive it have registered to do so. The online service used for the newsletter distribution allows the content producer (in this case R4V) to easily measure the audience's level of interaction with the contents presented (by counting how many links are subsequently opened) which allows the Platform to know who in the audience is engaged with what content, and therefore, what information is most interesting and of value to them.

The Regional Platform shares regular newsletters to relevant audiences, who subscribe to through this *link*. All the information included in the newsletters is displayed in English and Spanish. The newsletters include the latest information and products on the response to refugees and migrants, incorporating announcements from the national, sub-regional and regional levels, including information from R4V Platforms, Sectors and partners.

At the national and sub-regional levels, some Platforms provide complementary information to key stakeholders, including own newsletters. The development of newsletters with a focus on national and local partners' work could be considered as a simple way to maintain partners, donors, governments and other actors regularly updated with important developments. A simple tool that can be used for this is Mailchimp, a marketing platform that allows for the creation of automated emails.

6.3 SOCIAL MEDIA

In order to reach a broad audience quickly with the most relevant information about the response for refugees and migrants, and to ensure that the Platform is actively participating in and influencing public discourse on these issues with a rights-based approach and evidence-based messaging, the R4V Platform has established specific social media accounts for the response, including with *X* (formerly Twitter) and *YouTube* accounts.

The X account is managed by the Regional Platform Communications team and intends to share relevant updates and information related to refugees and migrants and the work of R4V partners in the framework of the RMRP. The Platform Coordinators at the regional, sub-regional and national levels should support the communications teams to encourage partners to actively take part in and contribute content to position the R4V brand in social media. This entails the generation of content related to the response for Venezuelans using the agreed hashtag (#Plataforma_R4V) and sharing R4V's content through likes, comments, retweets, etc. when appropriate.

Videos, meanwhile, are not only a source of entertainment or a means of commercializing products, they are also used for educational purposes. Given the simplicity and attractiveness of videos, these can reach audiences that, perhaps, written communication would not access. Therefore, the R4V Regional Platform created a YouTube channel that contains informative content about the general dynamics of the Platform; dedicated information about each of the Sectors and their work; key data on the RMNA and RMRP; as well as videos focused on the R4V events at international solidarity and donor conferences and the various campaigns that are developed throughout the region (including anti-xenophobia campaigns).

6.4 COMMUNICATION PRODUCTS

One step Closer

This regional initiative works to promote a perspective of solidarity and empathy towards refugees and migrants in Latin America and the Caribbean, advocating for the inclusion of refugees and migrants in their host communities. Communications content produced for this project focuses on looking beyond people's differences and embracing the commonalities across all human beings. The regional initiative has various mirror campaigns in countries around the region.

A thousand ways to be a man

This Gender-Based Violence (GBV) prevention initiative aims at tackling root causes of GBV in Latin America and the Caribbean, particularly though the reassessment of traditional masculinities and their effects, not only on women and girls, but also on men, boys and people of diverse gender identities and sexual orientations. The goal is to create more positive ways of expressing masculinity in the context of human mobility.

Something goes wrong

This is a digital campaign to prevent human trafficking.

The Journey That Never Ends

A documentary produced by R4V that portrays the challenges, achievements and dreams of refugees and migrants from Venezuela in Ecuador, Peru and Panama. It was premiered at the 2023 International Solidarity Conference in Brussels, has since been showcased at various Migrant Film Festivals and will be available online on the R4V YouTube channel.

Crossing borders

A podcast created by R4V in partnership with the Spanish media outlet Cadena Ser, which narrates the complex lived experiences of refugees and migrants from Venezuela, told in their own voices.

ABBREVIATIONS

AAP	Accountability to Affected Populations
CBCM	Community-based Complaints Mechanism
CoP	Centrality of Protection
FTS	Financial Tracking Service
GBV	Gender-Based Violence
HC	Humanitarian Coordinator
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IM	Information Management
IOM	International Organization for Migration
ISCG	Inter-Sector Coordination Group
JNA	Joint Needs Assessment
NFI	Non-food Items
NGO	Non-Governmental Organization
NP	National Platform
OCHA	UN Office for the Coordination of Humanitarian Affairs
PiN	People in Need
PSEA	Protection against Sexual Exploitation and Abuse
R4V	Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela
RC	Resident Coordinator
RCM	Refugee Coordination Model
RMNA	Refugee and Migrant Needs Analysis
RMRP	Regional Refugee and Migrant Response Plan for Refugees and Migrants from Venezuela
SDGs	Sustainable Development Goals
SG	Secretary General
SLO	Sector Lead Organization
ToRs	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	UN Development Assistance Framework
UNHCR	United Nations High Commissioner for Refugees
UNSDCF	UN Sustainable Development Cooperation Framework
WG	Working Group