



## Guidance on Roles and Responsibilities: R4V Regional Platform and R4V Regional Sectors/Sub-sectors Co-Leads and Co-Coordinator

This document seeks to provide guidance to those UN agencies, non-governmental organizations (NGOs) and civil society actors<sup>1</sup> that serve as leads and co-leads of the R4V Regional Sectors/Sub-sectors, and the individuals who act as coordinators and co-coordinators of R4V Regional Sectors/Sub-sectors on behalf of those lead and co-lead organizations. It also seeks to clarify the roles and responsibilities of the R4V Regional Sectors/Sub-sectors vis-à-vis the R4V Regional Platform, and vice versa.

### I. BACKGROUND

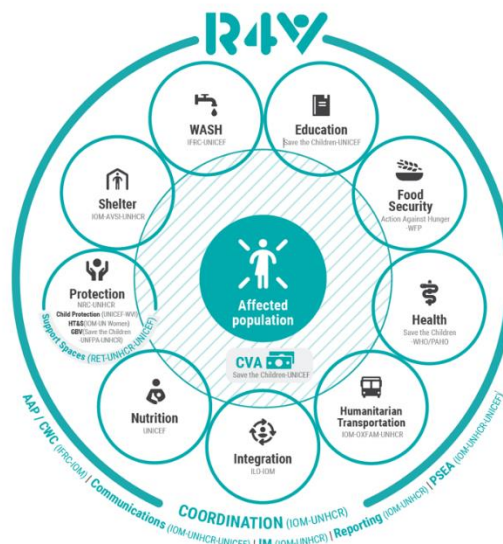
In April 2018 the UN Secretary-General directed IOM and UNHCR to coordinate the regional response to the situation of refugees and migrants from Venezuela. As a result, the Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V) was established to ensure coherency and consistency of the inter-agency response efforts across 17 countries of Latin America and the Caribbean.

The R4V Regional Platform, co-led by IOM and UNHCR through designated staff members performing technical coordination functions, is complemented by National and Sub-Regional Platforms (also co-led by IOM and UNHCR) that collaborate closely with their respective host governments and coordinate the operational implementation of the regional Refugee and Migrant Response Plans (RMRP). R4V National Platforms are in place in Brazil, Chile, Colombia, Ecuador and Peru, while R4V Sub-Regional Platforms are in place for the Caribbean (covering Aruba, Curacao, the Dominican Republic, Guyana and Trinidad and Tobago); the Southern Cone (covering Argentina, Bolivia, Paraguay and Uruguay); and Central America and Mexico (covering Costa Rica, Mexico and Panama).

To ensure that the Platform’s strategic objectives are achieved, the R4V operates through a sector-based response, ensuring that key technical areas are included in the planning, response and monitoring framework of the R4V. Sectors include education, food security, health, humanitarian transportation, integration, nutrition, protection – including its sub-sectors on child protection, Gender-Based Violence (GBV), and human trafficking and smuggling (HT&S) – shelter and WASH. These sectors are established at regional and national/sub-regional levels.<sup>2</sup>

**The R4V Regional Platform has also worked to ensure that each of these Regional Sectors and Sub-sectors is co-led by at least one UN agency and one NGO, to provide leadership opportunities and ensure accountability from across the spectrum of actors involved in the R4V response.**

Figure 1- R4V Sector Structure



<sup>1</sup> This may include refugee- and migrant-led organizations and members of the Red Cross Movement.

<sup>2</sup> There is some variation of the sector structure at national and sub-regional levels, given different operational realities and capacities of partners.

This co-leadership structure for the Regional Sectors/Sub-sectors – necessitating close inter-agency coordination – seeks to accomplish the following main goals:

- (1) Ensure the necessary sectoral and sub-sectoral technical expertise among co-lead agencies and co-coordinators of the respective Regional Sectors and Sub-sectors;
- (2) Facilitate meaningful engagement of and leadership opportunities for all partner agencies and organizations taking part in the R4V response across the region; and,
- (3) Enhance the quality, transparency and accountability of the R4V response, by promoting the above-mentioned broad engagement and technical expertise in the coordination structure.

The regional Sector structure is also replicated at the sub-regional and national levels (although in some countries, sectors are combined or not all sectors may be active). Not all the same organizations are necessarily active at the regional, sub-regional or national levels in each sector. Nevertheless, or also because of this, the regional Sector structure is designed to promote a harmonization of responses within and across Sectors throughout the region and in each country.

## II. DEFINITIONS

**Regional Sector / Sub-sector Co-Lead:** this is an *organization* that has been agreed to as co-lead for a particular thematic sector or sub-sector at the regional level, following consultations with the members of said sector or working group and the leads of the Regional Inter-Agency Coordination Platform. A sector or sub-sector co-lead organization at the regional level is not required / does not need to be the same organization as the national-level co-lead for that sector or sub-sector in all 17 countries of the RMRP response. The co-lead arrangement should, wherever possible, be balanced between UN agencies and NGOs/civil society actors.<sup>3</sup>

**Regional Sector / Sub-sector Co-Coordinator:** this is a *person* who has been designated as sector/sub-sector co-coordinator by the sector/sub-sector co-lead organization. This person is responsible for the day-to-day coordination and facilitation of the work of the sector/sub-sector. The sector/sub-sector co-coordinator should be complemented by a co-coordinator with equal standing from the other co-lead organization, to share the workload in an agreed and equitable manner. The co-coordinators should ensure representation of all thematic and geographic priorities of the sector/sub-sector, even if the specific UN agency or NGO acting as co-lead does not conduct activities or have presence in all RMRP countries or thematic areas encompassed by that sector/sub-sector.<sup>4</sup>

**R4V Regional Platform Team:** this refers to the team of IOM and UNHCR technical colleagues who carry out the work of the R4V Regional Platform. The R4V Regional Platform Team includes individuals with coordination, reporting, information management (IM), communications and other functions.

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<sup>3</sup> While this document is focused on regional sector leadership and coordination, based on good global practice, relevant national authorities should be encouraged to co-lead the relevant national sectors and/or working groups.

<sup>4</sup> For example, even if a co-lead organization only has operations in 5 countries, in their role as sector co-coordinator for R4V, the representative of that organization would be monitoring and reporting on activities carried out in all 17 countries of the RMRP by all R4V partner organizations participating in their sector/sub-sector.



### III. ROLES AND RESPONSIBILITIES

The guidance that follows relates to the roles and responsibilities of established Sector/Sub-sector Co-Lead Organizations, Sector/Sub-sector Co-Coordinators, and the R4V Regional Platform Team.

First, **it is recommended that each Sector/Sub-sector establish a procedure for selecting its own co-lead organizations and/or co-coordinators.** This procedure should be transparent (preferably documented in writing), consistent (used repeatedly at regular intervals of time) and democratic (to allow for the active participation and engagement of all R4V participating organizations involved in the Sector/Sub-sector). These procedures shall attempt to promote diversity in the representation of the Sector/Sub-sector (including, but not limited to, having a balance between the types of organizations serving as co-leads, and promoting gender balance and diversity among individuals serving as co-coordinators). For examples of selection procedures established by Regional Sectors/Sub-sectors/Working Groups, see e.g. the process of the Regional Protection Sector and of the Regional [Cash Working Group](#).

#### For Co-Lead Organizations of Regional Sectors/Sub-sectors:

- Co-lead organizations gain additional visibility of their work through their coordination roles with R4V, including with donors, and are able to fundraise to cover the costs associated with staff time for undertaking co-coordination functions of regional Sectors/Sub-sectors, much like the R4V co-lead organizations do.
- These should be organizations with demonstrated operational and technical expertise in the particular thematic area(s) covered by the Sector/Sub-sector.
- They should be RMRP appealing partner organizations currently carrying out activities in that Sector/Sub-sector in multiple countries of the RMRP.
- These organizations should have the necessary resources to support their colleagues designated as co-coordinators of a given Sector/Sub-sector, including by designating staff time for their functions, and covering associated costs, including travel costs to attend in-person regional meetings and events.
- These organizations (and the individual assigned as co-coordinator) should have a physical presence in the Latin America and Caribbean region to facilitate effective coordination, preferably in a country where R4V is active.

Key roles and responsibilities of **Co-Lead Organizations of Regional Sectors/Sub-sectors** include:

- (1) Ensuring that the individual designated to represent the organization as co-coordinator of a Sector/Sub-sector has the requisite experience and technical ability to successfully carry out their functions, and regularly monitoring their performance to that end;
- (2) Providing the co-coordinator with the necessary organizational support to carry out their functions, including, but not limited to:
  - ✓ ensuring that a sufficient amount of their staff time can be dedicated to their co-coordinator functions with R4V;
  - ✓ providing the required technical support from within the organization (including in the form of office equipment, workspace and IT solutions, professional training and ongoing skills development, etc.);
  - ✓ providing additional budgetary support for transportation to and from / costs of participating in R4V meetings or events that take place in countries throughout the region or occasional global functions; and

- (3) Informing the R4V Regional Platform Coordination Team promptly of any changes to be made to the organization's role as co-lead or the person designated as co-coordinator.

For **Co-Coordinators of Regional Sectors/Sub-sectors**:

- These should be individuals with professional expertise and practical experience in the particular thematic area(s) covered by the Sector/Sub-sector, and the countries covered by the RMRP.
- They should be familiar with working with refugees and migrants and people in a context of human mobility.
- They should ideally have prior experience working with inter-agency coordination mechanisms.
- They should be physically present in the Latin America and Caribbean region, preferably within more than one of the 17 countries covered by the R4V.
- They should be professionally bilingual Spanish / English to effectively coordinate with all 17 countries of R4V.

Key roles and responsibilities of **Co-Coordinators of Regional Sectors/Sub-sectors** include:

- (1) Meeting regularly with representatives of their respective regional, sub-regional and national Sector/Sub-sector participating organizations, to ensure consistent information-sharing and promote effective coordination. Such meetings may be virtual and/or in person. These are opportunities to share initiatives from the regional level and information about developments at the national levels (changes in context, needs identified, operational response challenges and opportunities, initiatives of the National and Sub-regional Platforms, requests for support, etc.).

It is recommended that such meetings include, at a minimum:

- ✓ Monthly meetings with representatives from the national and sub-regional sectors of all R4V countries in which the Sector is active;
  - ✓ Monthly meetings with all participating organizations at the regional level;
  - ✓ Notes taken or recordings made of the key topics discussed and next steps agreed to; and,
  - ✓ Coordination through a calendar managed by the R4V Regional Platform Team to minimize overlap with meetings organized by other regional sectors/sub-sectors.
- (2) Promoting the mainstreaming and application of relevant minimum standards across the Sector/Sub-sector response, including:
    - ✓ Integration of agreed priority cross-cutting issues in sectoral/sub-sectoral needs assessments, analysis, planning, monitoring and response (e.g. age, diversity, environment, gender, AAP and centrality of protection);
    - ✓ Contributing to the development of appropriate strategies to address these issues;
    - ✓ Promoting gender-sensitive programming and promote gender equality, including by ensuring that the needs, contributions and capacities of women and girls as well as men and boys are addressed;
    - ✓ Promoting the respect and inclusion of generally accepted pillars of humanitarian action,<sup>5</sup> and the protection mainstreaming in R4V activities and programming;

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<sup>5</sup> Examples include: [The Sphere Project, Humanitarian Charter and Minimum Standards in Humanitarian Response](#)

- ✓ Facilitating the development of key context-specific tools to support Sector/Sub-sector members in the implementation of the response; and,
  - ✓ Utilizing participatory and community-based approaches in sectoral needs assessments, analysis, planning, monitoring and response.
- (3) Liaising with the R4V Regional Platform Team on relevant products, initiatives and activities of R4V and the Refugee and Migrant Needs Analysis (RMNA) and RMRPs, to ensure input from their respective regional Sectors/Sub-sectors, including:
- ✓ Preparation of the annual or multi-annual RMNAs, RMRPs and associated processes, including the development and update of sectoral key information and data required for the RMNA and the RMRP (such as indicators for the monitoring framework), guidance and validation for PiN estimates,<sup>6</sup> validation of regional and -in some cases- sub-regional RMRP activities, and narrative inputs;
  - ✓ Preparation of the annual RMNA, including drafting of Sector/Sub-sector needs analysis highlighting priority needs across the region.
  - ✓ Regular reports associated with the RMRP, including mid-year and end-year reports;
  - ✓ Needs assessments and analysis pertaining to their sector/sub-sector, including to ensure a consistent approach to evaluating needs across the various countries of the RMRP;
  - ✓ Adherence to RMRP monitoring and evaluation mechanisms, to review the impact of the Sector/Sub-sector and progress against implementation plans, including adequate reporting and regular data quality checks (with support of the Regional Platform Team, including IM and Reporting) with due regard for disaggregation of data based on age and sex, and, wherever applicable, population group disaggregation;
  - ✓ Regularly updating the R4V webpage for their Sector/Sub-sector, including to highlight key initiatives and products of the Sector/Sub-sector and its member organizations, as well as Sector/Sub-sector leadership and partner contact information;
  - ✓ Regularly consulting and monitoring the accuracy and relevancy of R4V dashboards and information products used to visualize progress in people-reached by the Sector/Sub-sector, the quality of the information reported by Sector/Sub-sector appealing organizations and implementing partners, and the financial situation of the Sector/Sub-sector based on the RMRP's financial tracking dashboard; and
  - ✓ Providing inputs to other R4V products for information-sharing and reporting, which are opportunities to give visibility to the work of the Sector/Sub-sector and its member organizations, including the Mid and End-Year Reports, the R4V Newsletter and other products.
  - ✓ When required, to provide Sub-sector/Sector technical support to the R4V Communications Working Group regarding any Regional Platform communications and visibility initiatives.
- (4) Representing the regional R4V Sector/Sub-sector in meetings and events with stakeholders, including actors associated with R4V and / or the Quito Process, multilateral and inter-governmental organizations and institutions, including those associated with the UN system, representatives of

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<sup>6</sup> **Regional Sectors** are responsible for providing recommendations to National Sectors regarding PiN indicators and calculation methodologies, while **National Sectors** are responsible for developing PiN calculations, on the basis of these recommendations. Where there is no National Sector, the Regional Sector may substitute the National Sector in its clearance responsibilities.

governments (host countries and donor countries), other donors, international financial institutions (IFIs), the private sector, and others, as appropriate to discuss the work of the Sector/Sub-sector and its members.

- (5) Promoting inter-sectoral coherence and complementarity of the R4V response and coordinating activities on behalf of the Sector/Sub-sector, which may include:
- ✓ Developing response strategies and action plans for the Sector/Sub-sector, and ensuring that these are adequately reflected in country and sub-regional Sector/Sub-sector strategies, and in-line with Regional Platform objectives;
  - ✓ Engaging in contingency planning and preparedness for new and/or evolving emergencies;
  - ✓ Ensuring that sectoral/sub-sectoral participating organizations are aware of relevant policy guidelines, technical standards and relevant commitments that the host governments have undertaken under relevant instruments of international law;
  - ✓ Promoting and engaging in the training of staff and capacity-building of partners;
  - ✓ Supporting efforts to strengthen the capacity of national authorities and civil society, ideally through the national/sub-regional sector/sub-sector groups and actors;
  - ✓ Identifying core advocacy concerns, including resource requirements, and contributing key messages to broader advocacy initiatives of the Regional Platform and other actors;
  - ✓ Advocating for donors to fund RMRP response actors to carry out priority activities in the Sector/Sub-sector, and encouraging all sectoral/sub-sectoral group participants to mobilize resources for their activities through their respective channels;
  - ✓ Ensuring that the Sector's/Sub-sector's response is integrated and complementary to the efforts of other regional Sectors, incl. through continuous and regular engagement at the Inter-Sector Coordination Group (ISCG) and directly with the relevant regional Sectors/Sub-sectors;
  - ✓ Ensuring an appropriate distribution of responsibilities within the Sector/Sub-sector group, with clearly defined focal points for specific issues where necessary; and,
  - ✓ Promoting and advancing localization efforts, within the Sector/Sub-Sectors work plan, and ensuring refugee-led / migrant-led organizations develop capacities and participate as equal members.

For the **R4V Regional Platform Team**:

- These should be individuals with professional expertise and practical experience in functional areas of responsibility of the R4V Regional Platform, including coordination, reporting, communications and information management (IM), among others.
- They should be familiar with working with refugees and migrants and people in a context of human mobility.
- They should have prior experience working with inter-agency coordination mechanisms.
- They should be physically based in Panama City, Panama and professionally bilingual English / Spanish.

Key roles and responsibilities of the **R4V Regional Platform Team** vis-à-vis the Regional Sectors include:

- (1) Providing guidance, technical support and/or training to co-coordinators of the regional Sectors/Sub-sectors regarding their participation in, and inputs for all of the R4V processes and products described above;
- (2) Increasing the visibility of the work of the Sectors/Sub-sectors and their members through the creation of relevant products for reporting, communications and information management;
- (3) Regularly meeting with co-coordinators of the regional Sectors/Sub-sectors, either virtually and/or in-person, to facilitate the proactive exchange of relevant information, e.g. through regular meeting of the Regional Inter-Sector Coordination Group (ISCG);
- (4) Facilitating the participation of co-coordinators in meetings and events where they have the opportunity to raise the visibility of their Sectors/Sub-sectors, including with all of the stakeholders described above; and
- (5) Maintaining a calendar of Regional Sector/Sub-sector meetings and events to avoid overlap.



Roles and Responsibilities of R4V Regional and National Sectors  
in the R4V Program Cycle (RMNA, RMRP & Monitoring)

| AREA        | TASK   | RESPONSIBLE   | DESCRIPTION OF THE ACTIVITY  | CLEARANCE                                  |
|-------------|--|---|--|--|
| RMNA & RMRP | Sector Guides for JNA (Indicators & Questions) | Regional Sectors + Regional Platform                | <p>All <b>Regional Sectors</b> are responsible to draft JNA-focused guidance in the first semester of the year and make necessary amendments in subsequent years. The purpose of this guidance is to assist National Sectors and Platforms in their JNA preparation processes that are implemented to identify the needs of refugees and migrants in each of the National and Sub-regional R4V Platforms. This guidance will include a list of indicators and questions, as well as a calculation methodology to obtain the estimated percentage of People In Need (PiN) that then serves as a base for the development of the RMNA and the RMRP.</p> <p>The <b>Regional Platform</b> IM team provides support to the <b>Regional Sectors</b> in this process, mainly through the dissemination of a document explaining the rationale and steps to follow in the creation of the sectors' respective guides, as well as by sharing advice and good practices in indicators used at national levels.</p> | <b>Regional Sectors</b>                    |
| RMNA & RMRP | Joint Needs Assessment                         | National or Sub-Regional Platform + National Sector | <p><b>National or Sub-Regional Platform</b> teams are responsible to design and implement their JNAs on an annual basis.</p> <p><b>National Sectors</b> should be involved and consulted for technical advice in regard to the Secondary Data Review (SDR) process and the development of the JNA questionnaire, implementing the guidance of the Regional Sectors. Additionally, the National Sector co-leads shall take part in JNA workshops in order to provide more contextual and technical knowledge to explain, challenge and validate the trends identified in the figures.</p>   | <b>National and Sub-Regional Platforms</b> |





| AREA        | TASK   | RESPONSIBLE  | DESCRIPTION OF THE ACTIVITY  | CLEARANCE  |
|-------------|--|--|--|--|
| RMNA        | RMNA National & Sub-Regional Platform Narratives | National or Sub-Regional Platform + National Sector  | Draft the national or sub-regional platform RMNA narratives, summarizing the needs of refugees and migrants based on the relevant Sector perspective, at a given geographic level; to be completed by <b>National or Sub-Regional Platforms</b> (in collaboration with National Sectors).  | <b>Regional Platform</b>   |
| RMNA        | RMNA Regional Sectoral Narrative                 | Regional Sectors   | Draft the regional sectoral RMNA narratives, summarizing the needs of refugees and migrants based on the relevant Sector perspective; to be completed by <b>Regional Sectors</b> (based on data and inputs facilitated on request by National Sectors and the Regional Platform team).   | <b>Regional Platform</b>   |
| RMNA & RMRP | PEOPLE IN NEED (PIN) (RMNA & RMRP)               | National or Sub-Regional Platform + National Sector + Regional Sectors + Regional Platform | <p>PiNs include those whose well-being and dignified living standards are threatened or disrupted, and who cannot re-establish minimal and dignified living conditions without additional assistance. More specifically, people in need are those who suffer the consequences of a given crisis, natural or man-made, identified during the joint inter-sectoral analysis. The estimation of the proportion of people in need shall be disaggregated by relevant population groups and geographic areas.</p> <p><b>National Sectors</b> are responsible for ensuring that Regional Sectors' guidance on PiN indicators and the calculation methodology are implemented, with the technical support of the <b>National or Sub-Regional Platform IMOs</b>, who are responsible for doing the PIN calculations.</p> | <p><b>National Sectors</b> clear the figures before sending them to the Regional Platform. In case there is no National Sector, the <b>Regional Sector</b> substitutes for the National Sector in its clearance responsibilities.</p> <p><b>Regional Platform</b> checks the data quality of the data sent and consolidates the figures and information on each Sector and Platform.</p> |



| AREA | TASK                                       | RESPONSIBLE   | DESCRIPTION OF THE ACTIVITY  | CLEARANCE  |
|------|--|---|--|--|
| RMRP | SECTOR OBJECTIVES & INDICATORS             | Regional Sectors<br>+ National Sectors  | <b>Regional Sectors</b> are responsible for drafting the overall sectoral objectives for the region and revising their list of indicators for the RMRP's Monitoring Framework, in doing so, they shall consult with, and may incorporate inputs from <b>National Sectors</b> .   | The <b>Regional Platform</b> is responsible for the final clearance of these objectives and indicators.  |
| RMRP | VALIDATION OF ACTIVITIES                   | National or Sub-Regional Platform<br>+ National Sector<br>+ Regional Sectors +<br>Regional Platform | IMOs from <b>National or Sub-Regional Platforms</b> will download all activities submitted by the appealing organizations in their Platform and consolidate in one file and ensure the data quality.<br><b>Sector leads at National / Regional Level</b> have the responsibility to ensure that only valid and relevant activities are included in the country/sub-regional/regional chapters of the RMRP. | National Sector+ Regional Sectors (clears National/Regional submissions)<br><br>The <b>Regional Platform</b> is responsible for checking the quality and completeness of the final data. |
| RMRP | PEOPLE TARGETED                            | National or Sub-Regional Platform<br>+ National Sectors   | Establishing a Sector's target is based on the submission, consolidation and validation of appealing organizations' activities.<br><b>National or Sub-Regional Platforms and National Sectors</b> agree on methodologies to calculate the targets in a manner that prevents as much as possible the overlap of beneficiaries between activities.   | <b>National Sectors</b> clear target before sending to <b>Regional Platform</b> for final validation and consolidation of the figures.   |
| RMRP | NATIONAL or SUB-REGIONAL PLATFORM CHAPTERS | National or Sub-Regional Platform<br>+ National Sector  | Narrative summarizing the response for each Sector at a given geographic level.<br>To be drafted by <b>National or Sub-Regional Platforms and Sectors</b> , before sending to the <b>Regional Platform</b> for final revision and consolidation.   | <b>Regional Platform</b>   |



| AREA       | TASK                          | RESPONSIBLE   | DESCRIPTION OF THE ACTIVITY  | CLEARANCE  |
|------------|-------------------------------|---|--|--|
| RMRP       | REGIONAL SECTOR CHAPTERS      | Regional Sectors  | Narrative summarizing the response for each Sector at the regional level.<br>To be drafted by <b>Regional Sectors</b> , before sending to the <b>Regional Platform</b> for final revision and consolidation.   | <b>Regional Platform</b>   |
| Monitoring | CHECK MONITORING DATA         | National Sector + Regional Sector   | <b>National Sectors</b> shall check on a regular basis the quality and completeness of the 5W monitoring data being submitted to the Regional Platform. In case there is no National Sector, the <b>Regional Sector</b> should substitute the National Sector. This quality check process is of particular relevance to ensure that the data submitted and presented in the Mid-Year and End-Year reports is accurate and provides a complete picture of the assistance provided by the Sector partners. | <b>National Sectors</b>  |
| Reports    | MID-YEAR AND END-YEAR REPORTS | National or Sub-Regional Platform + National Sector + Regional Sectors+ Regional Platform | Narrative summarizing the mid-year and end-year status of the response in a given Sector at a given geographic level shall be completed by <b>National or Sub-Regional Platforms</b> (with inputs from National Sectors) and <b>Regional Sectors</b> (with inputs from the National Sectors and the Regional Platform team).   | The <b>Regional Platform</b> is responsible for the final clearance of the data and narrative. |