



Conferencia Regional sobre Migración
Regional Conference on Migration



REGIONAL CONSULTATION GROUP ON MIGRATION (RCGM)

STRATEGIC PLAN OF THE REGIONAL CONFERENCE ON MIGRATION (RCM)

The structure and terminology of this RCM Strategic Plan was endorsed by the Regional Consultation Group on Migration (RCGM) during the meeting held on June 25 and 26, 2019 in Guatemala City, Guatemala, with the participation of representatives from Belize, Canada, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, and the United States. Furthermore, the RCM Member Countries decided the creation of the following Working Groups for the development of the RCM Strategic Plan 2019-2022:

- i. Protection
- ii. Irregular and mass migration
- iii. Labor migration
- iv. Border management



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1. ABOUT THE RCM STRATEGIC PLAN

1.1. Background

The Regional Conference on Migration (RCM) was established in 1996, as a result of the Tuxtla II Presidential Summit. The RCM is a regional, voluntary and non-binding consultative process that allows consensual decision-making. It also provides space for respectful, frank and honest discussion between Member Countries about regional and international migration matters, ensuring greater coordination, transparency and cooperation on migration policies and actions implemented in the eleven Member Countries: Belize, Canada, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama and the United States.

After more than two decades of existence, and to account for changing migration dynamics in the region, it is necessary to redefine the RCM's working structure and mechanisms. Therefore, Guatemala, as the RCM's Presidency Pro-Tempore, proposed the 2019-2022 Strategic Plan.

1.2. What is the RCM Strategic Plan?

The Strategic Plan is the programmatic document through which Member Countries identify the priority activities in which they will focus their work during a given time period, following a results-based management approach in the short, medium and long term.¹ This document includes the themes and priority activities that guide the actions of the Working Groups established in the framework of the RCM, for each of the pillars established in its Charter, and proposes the monitoring and evaluation mechanisms.²

1.3. What is the RCM Strategic Plan's role?

The Strategic Plan sets out a general framework for the RCM's Working Groups. This programmatic document prioritizes temporarily and thematically the RCM activities, from a results-based management approach, in such a manner that it allows to follow up and evaluate the effectivity of such activities.

¹ By *results-based management* we mean a public administration approach which directs its efforts to manage all resources – human, financial and technological – being internal or external, towards obtaining development results, incorporating and articulating the use of policies, strategies, resources and processes to improve decision-making, transparency and accountability.

² With the purpose of improving the efficiency and effectiveness of the RCM's work, the Strategic Plan identifies topics and priority activities determined upon by the Member Countries. This Plan does not include all the possible topics and activities related to migration, or related issues. The Plan must be understood as a **prioritization** of efforts and resources and contemplate a revision and updating mechanism to allow Member Countries to include new topics and activities as their implementation advances.



1.4. Relationship with other RCM programmatic documents

The Strategic Plan is closely linked to other RCM programmatic documents. It is expected that the RCM's Executive Secretary (ES)³, Member Countries and various RCM coordination and decision-making mechanisms ensure the coherence and relevance of such documents. The following table summarizes the Strategic Plan's relationship with other programmatic documents of the Conference:

Table 1: Relationship of the RCM Strategic Plan with other programmatic documents

Programmatic document	Relationship with the Strategic Plan of the RCM
RCM Charter	The RCM Charter provides the framework to ensure that the Conference's relaunch includes a redefinition of the thematic priorities, institutional readjustments and the identification of highly impactful actions that can promote an effective migration governance in the short, medium and long term. The Strategic Plan responds to the general programmatic orientations established in the RCM Charter. The Plan's implementation, follow up and evaluation are responsibility of the coordination and decision mechanisms established in the Charter.
Working Groups' plans	The RCM Strategic Plan serves as a guiding document to focus the priority activities of the Working Groups, which have a specific mandate and a limited period of existence. The Plans of the Working Groups address specific themes of one or more of the three pillars established in the RCM's Strategic Plan.
PPT's Annual Working Plan	This is the document through which the Presidency Pro-Témpore proposes, in coordination with the ES-RCM and in consultation with the RCM Member Countries, the activities and priority themes during the Presidency's year. This document aligns with the pillars and will advance the priority activities outlined in the Strategic Plan.
Documents of the Liaison Officer Networks	The previously approved documents, guidelines, reports, working plans and actions produced by the different Liaison Officer Networks will be used as appropriate in the different Working Group established based on the Charter. Specifically: <ul style="list-style-type: none"> • The Counter-Smuggling Work Plan 2019-2025 • The Strategic Plan for the RCM's Liaison Officer Network for the Protection of Migrant Children and Adolescents • Action manual on trafficking in persons for the Secretariats and Ministries of Foreign Affairs of Central America and Mexico • Guidelines on Assistance and Protection of Women in Context of Migration

³ In the RCM Charter, the Presidency Pro-Témpore suggested that what is now called the RCM's Technical Secretary, be named Executive Secretary.



1.5. Implementation period

The RCM Strategic Plan has an implementation period of three (3) years. The topics and activities set out in the Plan shall be reviewed and updated every year by the Working Groups, with a view to ensuring its pertinence and relevance to improve migration governance in the region. The Vice-Ministerial Meeting will approve the strategic plans. The timeframe of the first proposal of RCM Strategic Plan will be 2019-2022.

1.6. The RCM Strategic Plan's implementation, follow up and evaluation

The Strategic Plan's development, implementation, follow up and evaluation is a shared task between the Member Countries, the Executive Secretary and the Presidency Pro-Tempore, with the technical and financial collaboration of the observer organisms and international organizations, civil society organizations and the private sector. More specifically, each of these actors will have the following responsibilities:

Table 2: Actors responsible for the RCM Strategic Plan's development, implementation, follow up and evaluation

Actor	RCM Strategic Plan Role
Member Countries	<ul style="list-style-type: none">a) Participate in the Plan's development, discussion, implementation, follow up, updating and evaluation through the different RCM Working Groups.b) Contribute to the RCM's operational and administrative financing in order to make progress in fulfilling the Strategic Plan.
Vice-Ministerial Meeting	Approve the RCM Strategic Plan for a period of three (3) years, as well as its update, according to the recommendation of the Regional Consultation Group on Migration –RCGM-.
Executive Secretariat	<ul style="list-style-type: none">a) Carry out or coordinate the implementation of the mandates resulting from the Vice-Ministerial Meeting, Regional Consultation Group on Migration -RCGM-, the Working Groups and the Strategic Plan.b) Support the Presidency Pro-Tempore in the RCM Strategic Plan and Work Plan's monitoring, follow-up, report, updating and evaluation.
Presidency Pro-Tempore	Identify, after consultation with Member Countries, the RCM's priority activities during its yearly Presidency, in line with the RCM Strategic Plan.



Actor	RCM Strategic Plan Role
The Troika ⁴	Provide technical and coordination support in decision-making and in the implementation of the RCM Strategic Plan.
Regional Consultation Group on Migration –RCGM-	<ul style="list-style-type: none"> a) Develop the proposal of the RCM's Strategic Plan and submit it for the approval of the Vice-Ministerial Meeting. b) Ensure the fulfillment of the targets and activities set out in the RCM's three-year Strategic Plan. c) Inform the Vice-Ministerial Meeting about the fulfillment of the RCM Strategic Plan, through the voice of the Presidency Pro-Tempore and the Executive Secretariat. d) Identify the critical aspects that may hamper the RCM Strategic Plan's fulfillment, implementation and follow up, and formulate the strategies to address them. e) Revise and update the RCM Strategic Plan yearly to ensure that the action areas continue being relevant for the RCM's mandate and objectives.
Focal Points	The designated Focal Points, in addition to attending the meetings convened within the framework of the RCM, will ensure the follow-up of the activities, and will channel the information to the corresponding authorities within each country. They will maintain a fluid communication with the Executive Secretariat for the timely follow-up and evaluation of the Strategic Plan and other documents developed in the RCM.
Working Groups	The Strategic Plan's implementation and follow up will be handled by the Working Groups established for such purpose. It will be possible to form other Ad-hoc Working Groups that deal with conjunctural themes not foreseen in the RCM Strategic Plan. The documents, actions and working plans produced by the Liaison Officer Networks may be used as appropriate by the different Working Groups established for such purpose, as well as what was produced by the Ad Hoc Group on Extra-Regional Migrants.
Observer Organisms and International Organizations ⁵	Organisms and International Organizations with observer status may provide their technical and/or financial support to the RCM, favoring the design and implementation of programs,

⁴ It is a technical and coordination mechanism to support the RCM's decision-making. It is integrated by the outgoing, incumbent and incoming presidencies.

⁵ The RCM includes 13 regional or international observer organisms with the role of supporting projects identified by the governments, providing information regarding topics of interest, providing technical assistance and make recommendations in specific cases. These are: International Organization on migrations (IOM); Economic Commission for Latin America and the Caribbean/Latin American and Caribbean Demographic Centre (ECLAC/CELADE); United Nations High Commissioner for Refugees (UNHCR); Inter-American Commission on Human Rights (IACHR); United Nations Special Rapporteur on the Human Rights of Migrants; Central American Integration System (SICA); United Nations Population Fund (UNFPA); Ibero-American General Secretariat (SEGIB); International Committee of the Red Cross (ICRC); United Nations International Children's Emergency Fund (UNICEF); International Labour Organization (ILO); United Nations Development Program (UNDP); United Nations Office on Drugs and Crime (UNODC).



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Actor	RCM Strategic Plan Role
	projects, studies and activities of regional impact that add to the objectives of the RCM Strategic Plan. Furthermore, they may support technically and financially the organization of regional events related to the fulfillment of the targets and actions in the RCM Strategic Plan.
Regional Network of Civil Organizations on Migration (RNCOM)	In order to ensure participation and consider civil society's contributions, the tripartite mechanism conformed by the RCM's ES, the RNCOM's Executive Secretariat, and the RCM's PPT will be put into action. The RNCOM may provide input to RCM Member Countries on the development of the RCM Strategic Plan and support its implementation, follow-up and update.



2. BACKGROUND OF THE RCM STRATEGIC PLAN'S ELABORATION PROCESS

2.1. Development of the Charter

The RCM Strategic Plan has been produced in parallel to a consultative process coordinated by the ES-RCM, and led by the Presidency Pro-Tempore, oriented towards the development of the RCM Charter. The development of the Charter contributed to identifying the pillars (as shown below) in which the Strategic Plan shall focus, as well as identifying the institution responsible for the implementation, follow up, update and evaluation.

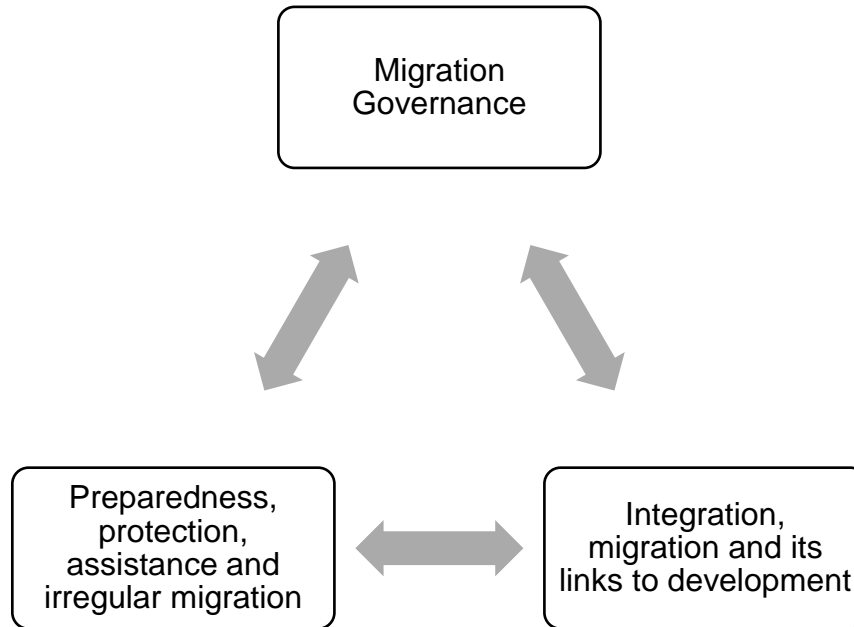


Table 3: Consultation process for the elaboration of the RCM Charter

Year	Activity
2017	<ul style="list-style-type: none"> ➤ November <p>During the XXII RCM Meeting, taking place on November 29- 30 in El Salvador, the Vice-Ministers decided, based on United States' proposal, to carry out an evaluation of the RCM through a Strengths, Weaknesses, Opportunities, Threats approach (SWOT). Furthermore, the 2018 PPT decided to set up a meeting to carry out an evaluation and create a proposal for a possible relaunch.</p>
2018	<ul style="list-style-type: none"> ➤ March <p>The TS jointly with IOM and PPT Panama 2018 extends a questionnaire to the countries in order to "determine the type and scope of the RCM's evaluation".</p> <ul style="list-style-type: none"> ➤ July <p>The RCM's Workshop Evaluation is carried out in Panama City, based on the SWOT developed by IOM and the Technical Secretariat and a discussion document drafted by the workshop's facilitator.</p>



Year	Activity
	<p>Within the framework of the meeting, the countries agree to update the RCM's mandate, entrust the 2018 Panama PPT the "creation of a strategic document proposal (Chair's Proposal)", which shall contain a mandate and governing principles proposal. This document will be approved by the Vice-ministers. The countries must send a list of priority themes to the TS to be incorporated to the strategic document.</p> <p>➤ August A Troika meeting (El Salvador, Guatemala and Panamá) took place in Panama City with the objective of addressing, among other issues, the creation of the first draft of the strategic document. The 2018 Panama PPT delivers "the skeleton" of the RCM's strategic document. Later, based on the guidelines of the Troika's meeting, a virtual technical meeting of the Troika is carried out. During the meeting, some points of the "Strategic Document: RCM's Relaunching Proposal" presented by the 2018 Panama PPT are discussed.</p> <p>➤ September The first version of the "Strategic document: RCM's Relaunching Proposal (Chair's Proposal)" is distributed. This version already contains the observations of the countries that make up the troika (El Salvador, Guatemala and Panama).</p> <p>➤ November On November 9th (prior to the RCGM meeting), Canada distributes – through the TS – an "RCM Charter and a Strategic Plan" proposal to be considered by all Member Countries. In the Declaration of the XXIII RCM Meeting of Vice-ministers, held on November 15 and in relation with the process of evaluation and generation of proposals concerning the RCM's relaunch, it is established to form a working group comprised by 10 countries. Furthermore, the 2019 PPT Guatemala is asked to develop a relaunch document based on the 2018 Panama PPT and the document sent by Canada. On November 21, the TS sent a version of the relaunch document to the countries, including Mexico's suggestions to the document sent in September by 2018 PPT and the Charter proposal made by Canada. On November 28th, El Salvador made a counterproposal to the TS and the 2019 Guatemala PPT, always considering the inputs from 2018 Panama PPT's and Canada.</p> <p>➤ December 2019 Guatemala PPT distributed the Charter among countries through the TS, considering new elements as well as the inputs from 2018 PPT, Canada and El Salvador. Moreover, the document also contains the observations made by the rest of the countries to previously distributed versions.</p>
2019	<p>➤ March The 2019 Guatemala PPT, through the TS, distributes the second version of the Charter, including observations from Member Countries.</p> <p>➤ May The 2019 Guatemala PPT, through the TS, distributes a third version of the Charter, including observations from Member Countries.</p> <p>➤ June The structure and terminology of this RCM Strategic Plan was endorsed by the Regional Consultation Group on Migration (RCGM) during the meeting held on June 25 and 26, 2019 in Guatemala City, Guatemala. Further, the Member Countries agreed on the creation of the following Working Groups for the development of the RCM Strategic Plan 2019-2022:</p> <ul style="list-style-type: none"> i. Protection ii. Irregular and mass migration iii. Labor migration iv. Border management



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2.2. Drafting of the proposal of the RCM Strategic Plan 2019-2022

In June 2019, the Presidency Pro-Témpore initiated the drafting of the proposal for the Strategic Plan, for the consideration of Member Countries. This proposal includes the three working pillars defined in the Charter, as well as the priority themes and activities that focus the work of the RCM Working Groups for the next three years. Furthermore, the Plan includes a follow up, update and result evaluation mechanism.

2.3. Revision of the Proposal of the RCM Strategic Plan during the RCGM Meeting

The Presidency Pro-Témpore, in coordination with TS-RCM, presented a proposal of the Strategic Plan, to be revised by Member Countries during the Regional Consultation Group on Migration (RCGM) meeting in June 2019. The Member Countries were introduced to the structure and methodology of the Strategic Plan and made contributions and suggestions to improve and later recommend its approval to the Vice-Ministerial Meeting.



3. RCM STRATEGIC PLAN 2019-2022⁶

3.1. Rationale

During the XXII RCM Meeting, held in November 2017 in El Salvador, the Vice-Ministers requested the Technical Secretariat, under the guidance of the Presidency Pro-Tempore and with support of the IOM, the task of preparing an assessment document, with a Strengths, Weaknesses, Opportunities and Threats (SWOT) approach, as a point of departure of the assessment to be carried out.

Among the results of the analysis, the following weaknesses were highlighted, which justify the need of this Strategic Plan of the RCM:

- a) Lack of a mission and a unified vision regarding the RCM among the Member Countries.
- b) Limited capacity and resources for monitoring and evaluating the fulfillment of resolutions.
- c) Lack of guidelines, tools, or impact indicators to monitor and evaluate the fulfillment of RCM objectives and results.
- d) Lack of agreement on the priorities to be addressed.
- e) Lack of indicators to monitor the results and impact of the commitments made.
- f) Lack of a strategic plan.
- g) Lack of clarity regarding the priority level of certain mandates with respect to the others.
- h) Lack of a prioritized, unified, and updated RCM Plan.
- i) Lack of clarity regarding what the Member Countries expect from the RCM as a process.
- j) Prioritization of resources subject to donor requirements.
- k) Prioritization of thematic focuses subject to donor requirements.
- l) Not all Member Countries express their needs and interests to the TS and the other Member Countries.
- m) Non-alignment of the priorities of all the actors that comprise the RROCM.

3.2. Presentation

The Regional Consultation Group on Migration (RCGM), having known and discussed the RCM's 2019-2020 Strategic Plan, presented by Guatemala as Presidency Pro-Tempore, recommends the XXIV Vice-Ministerial Meeting to pass the Strategic Plan for the time period outlined in the terms below.

3.3. Mission

The Regional Conference on Migration is a regional consultative process (RCP), that is voluntary, non-binding and operates by consensus. It provides a space for respectful, frank and honest discussions among Member Countries on regional and international migration, ensuring greater coordination, transparency, and cooperation. This multilateral forum works strategically to foster regional efforts to strengthen effective migration governance; respond to emerging

⁶ Th structure and terminology of this Strategic Plan is in line with that of the RCM's Statutory Charter. Therefore, any change included in the Statutory Charter must be reflected in the Strategic Plan.



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migration trends and emergency situations; protect the human rights of migrants, especially of those in vulnerable situations; promote appropriate linkages between migration and sustainable development; address the main circumstantial challenges the region faces regarding migration; and strengthen, modernize and manage borders.

3.4. Vision

To be the preferential regional consultative process for dialogue and cooperation regarding issues tied to migration governance in the region.

3.5. Objectives of the RCM Strategic Plan 2019-2022

General objective:

Contribute to focus the efforts, resources and capacities of the Member Countries of the RCM in high impact activities, facilitating regional cooperation to address the challenges and opportunities of migration governance in the short, medium and long term.

Specific objectives:

- 1) Strengthen and promote the design and management of policies, procedures, and activities for safe, orderly, regular and responsible migration and mobility, through the exchange of information, best practices, procedures, and capacity building that contribute to promote effective migration governance in the region.
- 2) Strengthen coordination among the Member Countries for assistance, care and protection of migrants in vulnerable situations during the migratory cycle; as well as the prevention of irregular migration.
- 3) Enhance the economic, social and cultural benefits of migration, the integration of migrants and the link between their development and that of the communities of origin, transit and destination.

3.6. Principles

The implementation of the RCM Strategic Plan is based on the principles established in the RCM Charter, namely:

- a) *Shared responsibility*
- b) *Respect for the rule of law*
- c) *Human rights*
- d) *International cooperation*
- e) *Sustainable development*



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- f) *Best interest of the child*⁷
- g) *Gender mainstreaming*
- h) *Comprehensive approach*

3.7. The RCM Strategic Plan 2019-2022's structure

The Strategic Plan is composed of the following elements:

- Three programmatic pillars, established in the Charter, with a preliminary (non-exhaustive) list of topics corresponding to each pillar
- A proposal for the Activity Matrix of the Working Groups⁸
- A matrix for the follow up and evaluation of the priority activities of every Working Group

The elements mentioned previously are elaborated below.

3.8. Pillars and proposed topics

For the development of its mandate, the RCM's Charter establishes three programmatic pillars linked to each other and which have as a transverse axis the respect for the human rights of migrants. Below are the proposed topics for each pillar. **This does not constitute an exhaustive list of topics.**

⁷ The United States is not party to the Convention on the Rights of the Child. While the United States takes into account the best interests of the child, this is not always the paramount factor in the immigration context. It is the sovereign right of nations to determine how to detain minors humanely in the immigration context in accordance with national laws and policies. When alien children are placed in government custody, the United States ensures they are treated in a safe, dignified, and secure manner.

⁸ As stated in the RCM Charter, the possibility of creating ad-hoc working groups is recognized.



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RCM Pillars and a preliminary list of the topics by pillar (does not constitute an exhaustive list)

Migration governance	Integration, migration and its links to development	Protection, preparedness, assistance and Irregular Migration
<ol style="list-style-type: none"> 1) Generation and use of migration data 2) Integrated border management 3) Addressing extra-regional migration 4) Promoting safe, orderly and regular migration 5) Preventing and countering the smuggling of migrants 6) Preventing and combating trafficking in persons 7) Regularization, visas and travel documentation 8) Return 9) Effective systems of response to emergencies or migratory crises 	<ol style="list-style-type: none"> 1) Labor migration 2) Migration and tourism 3) Economic development and availability of opportunities in countries of origin 4) Integration and reintegration of migrants 5) Private sector and migration 6) Remittances 7) Diasporas 8) Economic benefits of migration 9) Portability of rights 10) Prevention of xenophobia 11) Interculturality 	<ol style="list-style-type: none"> 1) Assistance to migrant populations in crisis due to disasters and other situations of vulnerability 2) Consular assistance, care and protection 3) Prevention of irregular migration 4) Mixed migration flows 5) Migration and family 6) Migration and health 7) Migrant women 8) Migrant children and adolescents 9) LGBTI population 10) Attention of people in mass migration flows 11) Building capacity of and increasing access to international refugee / asylum protection systems 12) Statelessness 13) Assistance for persons subject of smuggling of migrants 14) Comprehensive care for victims of human trafficking 15) Effective response systems to emergencies or migratory crises



3.9. Proposal for the Activity Matrix of the Working Groups

The RCM Strategic Plan prioritizes a few topics from which the Working Groups can develop a maximum of three activities with measurable and relevant results. Member Countries should prioritize which topics and activities are included in the Working Groups' plan each year.

The Regional Consultation Group on Migration, in correspondence with the pillars included in the Charter, presents the formation of the following working groups for the RCM Strategic Plan 2019-2022.

Protection Working Group

Specific objective				
Priority Activities	Topic	Relevant Pillar	Expected Results	Result Indicators
Activity 1	Topic 1	Pillar 1	Result 1	Indicator 1
Activity 2	Topic 2	Pillar 2	Result 1 Result 2	Indicator 1 Indicator 2
Activity 3	Topic 3	Pillar 3	Result 1	Indicator 1

Irregular and Mass Migration Working Group

Specific objective				
Priority Activities	Topic	Relevant Pillar	Expected Outcome(s)	Result Indicators
Activity 1	Topic 1	Pillar 1	Outcome 1	Indicator 1
Activity 2	Topic 2	Pillar 2	Outcome 1 Outcome 2	Indicator 1 Indicator 2
Activity 3	Topic 3	Pillar 3	Outcome 1	Indicator 1



Labor Migration Working Group

Specific Objective				
Priority Activities	Topic	Relevant Pillar	Expected Outcome(s)	Result Indicators
Activity 1	Topic 1	Pillar 1	Outcome 1	Indicator 1
Activity 2	Topic 2	Pillar 2	Outcome 1 Outcome 2	Indicator 1 Indicator 2
Activity 3	Topic 3	Pillar 3	Outcome 1	Indicator 1

Border Management Working Group

Specific objective				
Priority Activities	Topic	Relevant Pillar	Expected Outcome(s)	Result Indicators
Activity 1	Topic 1	Pillar 1	Outcome 1	Indicator 1
Activity 2	Topic 2	Pillar 2	Outcome 1 Outcome 2	Indicator 1 Indicator 2
Activity 3	Topic 3	Pillar 3	Outcome 1	Indicator 1

3.10. Guidelines of Working Groups

The pillars described above, as well as the preliminary list of themes for each pillar, represent the programmatic base upon which the Working Groups might decide a plan of prioritized activities. Furthermore, the Groups might consider the approved documents, guidelines, reports, working plans and existent actions coming from the different Liaison Officer Networks as an input for developing their plan, when appropriate.

The Working Groups will have a specific mandate, expected results and a given timeframe which may be extended, if necessary. Moreover, it will be possible to form other Ad-hoc Working Groups dealing with temporal themes which are not covered in the Strategic Plan.

The Working Groups consist of officers from Member Countries at technical level of chancelleries, migration bodies and national institutions specialized as appropriate. Moreover, the RNCOM and Observer Organisms and International Organizations, according to their



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specific mandate, may participate in such Working Groups and will support the technical-substantive work of the relevant working group. The Working Groups reserve the right to hold closed, private discussions between Member Countries without the participation of the civil society or observer countries, bodies and organizations.

The Working Groups will be led by the PPT with collaboration from the ES and the optional support from a Member Country.

It is for the Working Groups to:

- a) Draft and update of their working plan, in line with the RCM's objectives and Strategic Plan, such plan must be defined for a period of three (3) years.
- b) Present the respective working reports before the RCGM.
- c) Propose programs, projects, studies or activities that add to the working plan's fulfillment.
- d) Generate technical space for dialogue, information exchange, good practices and initiatives that have an impact in the specific topics that lie within its competence.
- e) Hold, at least, two annual meetings, virtually or face-to-face.

Each Working Group will revise, update and evaluate the results annually achieved. To do so, the ES-RCM will facilitate a follow up and evaluation matrix.



4. MONITORING AND EVALUATION MATRIX FOR EACH WORKING GROUP'S ACTIVITIES

4.1 Expected results

The expected results of the RCM's work may materialize in specific activities at national, sub regional and regional level, in the themes identified in the three pillars defined in the RCM's Charter, which are capable of being measured by results or impact indicators. Such results and performance indicators will be included in the follow up and evaluation matrix.

4.2 Responsibilities regarding follow up and evaluation

With the aim of carrying out an annual revision of the RCM's Strategic Plan, The ES-RCM will keep a registry of all activities implemented by the Working Groups, indicating the actions that will be carried out annually. To that end, a follow up matrix will be developed, including:

1. Programmatic pillar
2. Theme
3. Activity
4. Results / impact indicators and who will be responsible for their measurement
5. Responsible party (RCM Member Countries, PPT, RCM Executive Secretary, Working Groups, RNCOM, Observer organisms and organizations, etc.)
6. Deadline for monitoring the indicators, targets and outcomes
7. Status (completed/ in process of being implemented/ not achieved)
8. Assumptions or risks

The follow up matrix will be updated and/or will be changed based on the fulfillment of the objectives in each Working Group. The PPT, with the support of the Executive Secretary, based on the follow up matrix, will prepare an annual report including the following:

- a) Commitments achieved, in process, and pending
- b) Description of the work carried out
- c) Recommendations/ next steps

Prior to the Strategic Plan's deadline, Member Countries will determine the changes or redefinition of the Strategic Plan for the next three (3) years, taking into account the follow up matrix, the fulfillment of the targets and indicators that apply, and based on the PPT's and Executive Secretary recommendations.



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4.3 Follow Up Matrix

Programmatic pillar	Theme	Description of the activities	Results/impact indicators	Responsible party	Deadline for compliance (1 st year, 2 nd year, 3 rd year)	Status (completed/ in process of being implemented/ not achieved)