

STRATEGIC PLAN

Latin American and Caribbean Network of
Sites of Memory

2018 – 2022



Asociación Caminos De La Memoria – El Ojo Que Lloro, Peru



International Coalition of
SITES of CONSCIENCE



TABLE OF CONTENTS

1. Introduction	2
2. Methodology	2
PHASE 1. Assessment and Diagnosis: Strategic Analysis	2
PHASE 2. Participatory Strategic Planning Process	3
PHASE 3. Preparation and Approval of the Strategic Plan Document	4
3. Identity of RESLAC Network	4
3.1. Mission	4
3.2. Vision	5
3.3. Values	5
3.4. Membership	5
4. Functions	6
5. Priorities	7
6. Logic of Intervention	8
PRIORITY 1. Strengthening Democracy and Fight Against Impunity	9
PRIORITY 2. Public Policies on Memory, Truth and Justice	13
PRIORITY 3. Peace Building	16
PRIORITY 4. RESLAC Institutional Strengthening	20
7. Organizational Structure	24
7.1. International Coalition of Sites of Conscience	24
7.2. Assembly of RESLAC Network	24
7.3. RESLAC Coordination	24
7.4. Executive Committee	24
7.5. Thematic Working Groups	25
7.6. RESLAC Network Members	25
8. Monitoring and Evaluation	26

1. Introduction

The Network of Latin American and Caribbean Sites of Memory (*Red de Sitios de Memoria Latino Americano y Caribeños - RESLAC*), a regional network of the International Coalition of Sites of Conscience – a coalition of over 200 historic sites, museums, memory organizations and memorials in 55 countries that use the past to address human rights issues today – is currently composed of 41 organizations and institutions from 12 countries, including Argentina, Brazil, Chile, Colombia, El Salvador, Guatemala, Haiti, Mexico, Paraguay, Peru, Dominican Republic and Uruguay. Having expanded considerably in recent years, RESLAC is made up of memory spaces, historic sites, museums, memorials, archives, social organizations and state institutions that preserve collective memories of human rights violations that have occurred in the region during periods of state terrorism, armed conflict and institutional impunity, with the aim of promoting democracy and non-repetition. RESLAC Network is one of seven regional networks within the International Coalition of Sites of Conscience, and its structure and operation is closely linked with the sociopolitical context of the region. RESLAC's growth and the generally regressive attitudes on matters of human rights in the region, led the network to initiate a participatory strategic planning process that would evaluate, define and prioritize its work to increase its effectiveness and efficiency.

For this process, during the network's 10th Annual Regional Meeting, "*The present is discussed with memory*," held in Buenos Aires in September 2016, members established the Committee for Strategic Planning, composed of a representative from each geographic subregion (Mesoamerica, Caribbean, Andean Region and Southern Cone), as well as the International Coalition of Sites of Conscience and Memoria Abierta (Argentina), the Regional Coordinator of RESLAC.

A consultant, Begoña Arraxte, was selected through a competitive request for proposals and guided the Committee and all RESLAC members on the strategic planning process. The current document is the result of a thorough and consultative process that took place over 2017.

The Strategic Plan 2018-2022 intends to address the main challenges of RESLAC at the levels of their identity, objectives, lines of work and organization and to be a detailed road map that strengthens, focuses and optimizes the work of RESLAC over the next 5 years as part of the International Coalition of Sites of Conscience.

2. Methodology

The Strategic Plan is the result of the process described below. Consistent with the functioning of RESLAC, the Plan was conceived as a participatory process, and rigorous efforts were taken to ensure this collaborative approach despite the obvious challenges resulting from the geographical distances between members, the diversity of these organizations and of their resources.

2.1. PHASE 1.

ASSESSMENT OF RESLAC PAST AND CURRENT SITUATION: STRATEGIC ASSESSMENT

To assess the region's prospects for the future, it was necessary not only to strategically analyze RESLAC from an internal perspective (performance, achievements and difficulties of RESLAC itself), but from an external one too (with special emphasis on public policy on memory, the human rights situation in the region and major social challenges). To do so, the following steps were taken:

2.1.1. In-Depth Interviews:

Interviews were conducted with each member of the Strategic Planning Committee for an initial, qualitative assessment of RESLAC: its functioning, its main strengths, challenges, weaknesses and future prospects.

2.1.2. Collection, Analysis and Systematization of Background Documentation:

The review focused on two complementary analyses that assessed the trajectory of RESLAC and served as the starting point for the Strategic Planning:

Analysis of internal documents¹:

- Founding documents
- Rules and procedures
- Projects reports
- Reports from Annual meetings of the regional network
- Communication tools from RESLAC and the International Coalition of Sites of Conscience
- Statements, reports and joint exhibitions
- Financial information
- Documents from members, using RESLAC database, members' web pages, etc.

Background analysis of the context²: The aim of this analysis was to contextualize the Strategic Plan, highlighting trends in the regional context that are influencing RESLAC's work.

- Human rights situation reports from organizations such as Amnesty International and Human Rights Watch
- Reports from multilateral organizations such as the Inter-American Commission on Human Rights, the UN and the Mercosur
- Context analysis from RESLAC members
- Context analysis from RESLAC regional meetings held in 2014, 2015 and 2016

2.1.3. Participatory Evaluation Process and Visioning:

A questionnaire was designed to gather the views of all organizations within RESLAC. It incorporated questions around network assessment, context analysis and proposals for the future. Once answers were reviewed and analyzed, a new round of interviews with members of the Strategic Planning Committee was held to explore in greater depth some of the answers obtained from the questionnaires.

2.1.4. Development of the Strategic Assessment:

This document summarized information gathered in previous steps, and also identified recommendations for the next step of strategic planning. The diagnostic document was sent to members of the Strategic Planning Committee for a first review on August 1, 2017. Interviews were conducted with all Committee members to gather their comments and corrections. Once updated, the diagnosis document was shared by each sub-regional representative with members in their region, together with a list of questions that helped guide physical and virtual subregional consultation meetings that collected impressions and proposals for a participatory Strategic Plan.

2.2. PHASE 2.

PARTICIPATORY STRATEGIC PLANNING PROCESS (August-November 2017)

Once finalized, the strategic assessment served as starting point for future projections. At this stage, the methodology focused on collecting proposals and contributions from RESLAC members that would be discussed, enriched and planned for at the Strategic Planning Committee workshop held in Lima, Peru.

2.2.1. Participation of Members:

The contributions were compiled by subregions and sent to all members of the Strategic Planning Committee ahead of the planning workshop.

¹ The detailed list of the documentation consulted can be found in the "Diagnostic report - Network of Latin American and Caribbean Memory Sites". Sources, pp. 88-89. Begoña Arretxe - RESLAC. August 2017.

² The detailed list of the documentation consulted can be found in the "Diagnostic report - Network of Latin American and Caribbean Memory Sites". Sources, pp. 88-89. Begoña Arretxe - RESLAC. August 2017.

2.2.2. Strategic Planning Committee Workshop, Lima, Peru, September 18-22, 2017:

In this workshop, Committee members defined RESLAC's identity (mission, vision, values and functions), its strategic objectives, results sought and the resources needed for the period 2018-2022, as well as the structure for organizing the RESLAC going forward (coordination, organization, procedures, operation, distribution functions, procurement and fund management, monitoring and planning).

Following the workshop, a first draft of the Strategic Plan was reviewed by Committee members and discussed with the consultant during interviews. With these contributions, the first draft of the Plan was enriched before being sent to all members for comments.

2.3. PHASE 3.

PREPARATION AND APPROVAL OF THE STRATEGIC PLAN DOCUMENT

(December 2017-January 2018)

In December 2017, the document was updated with comments from members and further meetings with Committee members. The final draft document was produced and shared with all members in early January 2018. Further exchanges were conducted with the Secretariat staff at the International Coalition of Sites of Conscience.

3. Identity of the RESLAC Network

The Network of Latin American and Caribbean Sites of Memory (RESLAC) is an international network within the International Coalition of Sites of Conscience (the Coalition), a global network of historic sites, museums and memory initiatives connecting past struggles to today's movements for human rights and social justice. The Coalition includes over 230 members in more than 55 countries³.

INTERNATIONAL COALITION OF SITES OF CONSCIENCE'S MISSION STATEMENT:

The International Coalition of Sites of Conscience is a global network of sites and initiatives activating the power of places of memory to engage the public in connecting past and present in order to envision and shape a more just and humane future.

As of 2017, RESLAC is composed of 41 memory spaces and institutions – some of them organized in networks – in 12 countries in Latin America and the Caribbean. As such, it is an international network that brings together organizations with a common mission to use memory work to address problems of the present; a network that strengthens members (generating knowledge through exchanges and joint projects); and a network that increases members' capacity for action and advocacy at local, regional and national levels. RESLAC members are widely respected in the field of human rights, which invariably helps the Network advocate for deepening democracy through documenting serious violations of human rights and resistance to these violations.

In the next five years (2018-2022), RESLAC plans to develop work that will generate and deepen already fruitful relations between its members in the thematic area of memory; enable members to achieve shared goals as a Network; support transnational work, in a collaborative spirit; and deepen exchanges with the other regional networks within the International Coalition of Sites of Conscience.

RESLAC is composed of an operating hub ("RESLAC Coordination"), in which the daily administrative work of the Network is done; an Executive Committee made primarily of representatives from subregions to support decision-making and the management of collaborative and participatory work; and the Assembly, a space for joint decision making.

RESLAC work is based on the promotion and the defense of human rights, analyzing the serious violations committed in the past and linking them to the present – with special emphases on memory, truth, justice and guarantees of non-repetition – and advocating for States to assume their duty to memory, and/or initiate related public policies.

The specific Mission of RESLAC fits within the broader mission of the International Coalition of Sites of Conscience and was drafted during the consultative strategic planning process as follows:

3.1. RESLAC'S MISSION STATEMENT

Promote democracy and respect of human rights in Latin America and the Caribbean through the recovery, construction and dissemination of collective memories about the serious violations of human rights and those who resisted them in both the past and present to achieve truth, justice, reparation and measures of non- repetition.

3.2. RESLAC VISION:

RESLAC is a reference platform for collaboration, advocacy and exchange on issues that link memory and modern issues and humans rights violations in the region, contributing to the awareness and transformation of these processes and their manifestations today.

3.3. VALUES:

- I. **Solidarity and Commitment** a) among members and within the network as a whole in the recovery, construction and dissemination of memories of violations of human rights and crimes against humanity made in the past and present in the region; b) with humanity more generally in embracing its vital role in the search and promotion of truth, justice, reparation and guarantees of non-repetition with an eye towards the construction of just and truly democratic societies.
- II. **Active Participation and Inclusion:** a) of victims, families and communities affected by human rights violations in members' decision-making and activities; b) of all members (regardless of type, size, level of organizational development, forms of management, etc.) in the functioning and decision-making of RESLAC; c) of the diversity (cultural, gender, or other) that characterizes RESLAC members, and ensuring such diverse representation in the actions RESLAC initiates.
- III. **Respecting Diversity** a) of populations, identities and cultures of the region; b) of different sexual identities and/or gender; c) of minority and/or historically marginalized groups; highlighting in all these respects their contributions, strengths and experiences, the particular impact of the violations of their rights, their resilience strategies, and the specific contributions of women, LGBTI, indigenous and Afro populations in the region.
- IV. **Prioritizing Intergenerationality, Innovation and Dynamism:** during the Network's continued search for new ways to build and transmit memory and foster action today.

3.4. MEMBERSHIP OF THE RESLAC NETWORK:

Characteristics required of RESLAC members:

- I. Comply with the admission criteria⁴ of the International Coalition of Sites of Conscience: Members are *institutions that are committed to using history and place to promote human rights today*. Members of the Coalition include museums, memorials, historic sites, public parks, memory initiatives and non-governmental organizations (NGOs). They are connected by their dedication to the operating principles of Sites of Conscience, which state that these special places:
 - Interpret history through site
 - Engage the public in programs that stimulate dialogue on pressing social issues
 - Share opportunities for public involvement and positive action on the issues raised at the site
 - Promote justice and universal cultures of human rights
- II. Aim to preserve the memory of serious violations of human rights in the past and/or resistance to these processes; to consolidate democracies that respect human rights of all people; to exhibit a deep and

³ www.sitesofconscience.org

unwavering commitment to the rule of law and human rights; to engage in constant dialogue with victims and/or their organizations; to support strong links with communities through the symbolic, educational and artistic construction of collective memories and transformation of societies in their countries and the region.

- III. Develop actions for the recovery, construction and transmission of memories at: a) sites of memory where significant events occurred related to serious violations of human rights and/or resistance to them; b) sites that have been identified and/or created by organizations of victims or their relatives, or by human rights organizations, as symbolic or emblematic spaces of their collective memories; c) archives; d) organizations working for memory, truth and justice.
- IV. Be an operative site (e.g. holding regular activity) that is consistent in their goals and willing to work together in a plural environment, actively participating in RESLAC and the International Coalition of Sites of Conscience.
- V. Share the objectives and principles of RESLAC and the International Coalition of Sites of Conscience and have programmatic autonomy and independence from political parties.
- VI. Incorporate into their principles, project approaches and methodologies a focus on rights, gender, intercultural and intergenerational dimensions.

4. Strategic Functions and Priorities

Through the exchange, articulation and implementation of joint projects at a regional level – as well as a global one as part of the International Coalition of Sites of Conscience – RESLAC develops the following strategic functions:

- I. **Strengthening capacities of members** through the organization of meetings and activities for the exchange of experiences, knowledge and practices; mentoring; training (in person and remote); consulting; the production of materials and internships in areas such as methodologies for building collective memories and ensuring impact on communities' lives; the provision of support to victims and families; contribution to the pedagogy of memory; communication with the public; artistic and educational activities; archives management; museology and exhibition design; advocacy strategies, etc.
- II. **Strengthening local networks** of sites and memory organizations through coordination and joint activities at local, national, subregional and international levels.
- III. **Generation of knowledge** at the regional level, through the systematization and dissemination of joint experience, and the promotion through work on memory of stronger democracies and better respect of human rights for communities in Latin America and the Caribbean.
- IV. **Advocacy on strengthening democracy and human rights through memory work for non-repetition**, (at local and national levels from the member sites supported by RESLAC and at international levels from RESLAC) and require governments to comply with international standards on issues of memory, truth, justice, measures of non-repetition and human rights.
- V. **Enhance visibility** of existence, knowledge, activities and network positioning, through social networks and websites (including those of RESLAC, the Coalition, and members' websites), as well as through participation in public events, media campaigns, etc.
- VI. **Design projects** and manage funded projects with the International Coalition of Sites of Conscience

⁴ <https://www.sitesofconscience.org/en/members/join/>

5. Strategic Priorities

The following five strategic priorities will be established over the next five years (2018 - 2022). They will form the agenda of RESLAC and speak to the Network's desire and commitment to use memory to strengthen human rights in the present day. In doing so, RESLAC will contribute to the Network's overall objective which is for communities in Latin America and the Caribbean to obtain truth, justice, reparation and measures of non-repetition; and to build stronger democracies where rights are respected.

Priority 1. Strengthening Democracy and Fighting Against Impunity:

Faced with threats to democracy and increased impunity in the region, the unique contribution of RESLAC arises from its focus on obtaining truth and justice through the use of memory, and by doing so, contributing to the visibility of the connection of past human rights violations and resistance movements to present situations. The Network will challenge institutional inaction and impunity in Latin America and the Caribbean, particularly through topics such as enforced disappearances, enforced displacement and extrajudicial executions.

Priority 2. Advancing Public Policies on Memory, Truth and Justice:

From its specific memory work, RESLAC will focus its efforts with international actors on requiring States to create and/or to promote public memory policies that guarantee memory retrieval – that is, the construction and dissemination of memory as rights in themselves and as tools to exercise the right to truth, justice and non-repetition. RESLAC will advocate for the development of public policies concerning the right to truth (e.g. truth commissions, political access to information, etc.); the right to memory (e.g. participation of organized civil society, victims' organizations, etc., in national measures in this area, policies around sites of memory, etc.) and the right to reparative justice (e.g. monitoring the compliance of measures aimed at guaranteeing the right to the memory of victims and societies affected by serious violations of human rights).

Priority 3. Bolstering Peace Building:

For RESLAC, it is essential to contribute to building peace in the region, using the accumulated experience of its members in various peace processes and democratic transitions. In this Strategic Plan, efforts will be focused on supporting the peace building process in Colombia, benefiting the country, as well as the entire region. Indeed, the peacebuilding priority applies to the entire region, and other contexts will therefore be supported in the future. Learning from RESLAC in supporting peace processes will be reinforced (and possibly reinforce themselves) by the experiences and capacities of members in other regional networks of the Coalition.

Priority 4. Institutional Strengthening of RESLAC:

Given the growth of the Network in recent years, it is necessary to generate mechanisms to increase efficiency and sustainability. In this regard, it is proposed to improve the coordination structure, decision making and implementation of actions that facilitate and boost the participation and collaboration of all members through the creation of an Executive Committee composed of a representative from each of the four subregions (Mesoamerica, Caribbean, Andes and Southern Cone), as well as a representative from the International Coalition of Sites of Conscience and Memoria Abierta (Argentina), which is the Regional Coordinator of RESLAC.

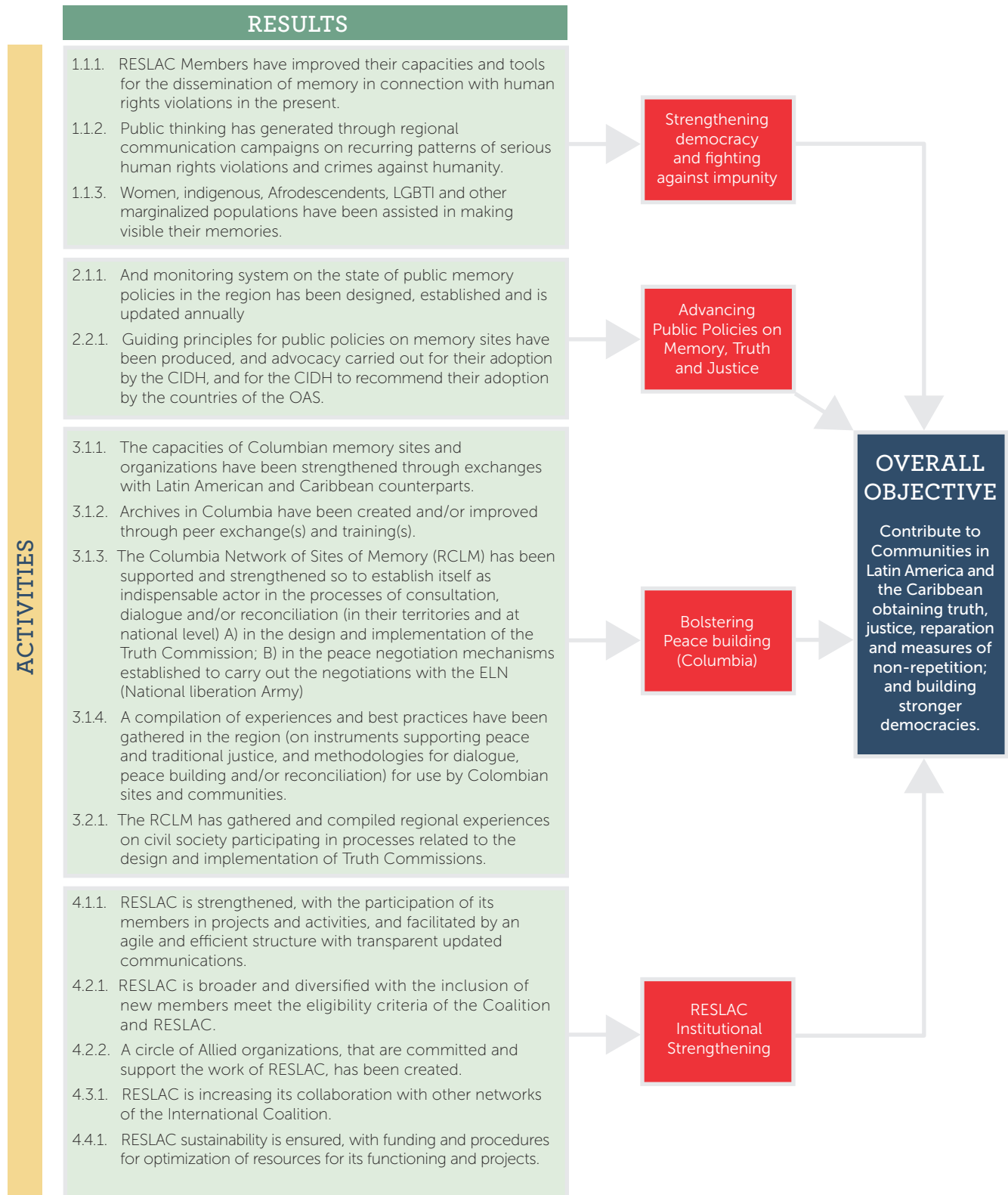
Network expansion will be done through the incorporation of new members; and collaboration and exchanges with the other regional networks of the International Coalition of Sites of Conscience will be established. A circle of 'ally' organizations will be created that will allow for collaborating with academic organizations, human rights group and others which, by their nature, do not meet the criteria for RESLAC membership or do not want to join but which share RESLAC's principles and objectives. To support the Strategic Plan and RESLAC over the medium and long term, capacities will be strengthened in project management and fund raising efforts will be pursued.

Mainstreaming:

Together with the four priorities above, a crosscutting element will be incorporated into all RESLAC actions that ensures a focus on traditionally invisible populations such as the indigenous, Afrodescendants, women, LGBTI and other marginalized populations in order to promote their inclusion, and put into light the persistent patterns of abuse and marginalization they are facing.



6. Logic Of Intervention:



PRIORITY 1. STRENGTHENING DEMOCRACY AND FIGHTING AGAINST IMPUNITY

Overall Objective

Contribute to Communities in Latin America and the Caribbean obtaining truth, justice, reparation and measures of non-repetition; and build stronger democracies

Strategic Objective 1:

Strengthening democracy and fighting against impunity by raising awareness on the persistence of serious violations of human rights and exposing the connection between institutional ruptures in the past (establishment of dictatorships, military rule, states of emergency) and the current fragility of democratic institutions in the region.

Strategic Lines:

- 1.1. Strengthening the tools of members for the dissemination of information that draws connections between memory and present situations.
- 1.2. Developing integrated communication campaigns and advocacy
- 1.3. Assisting populations historically invisible: women, indigenous, Afrodescendants, LGBTI and other marginalized populations in making visible their narrative and memory regarding their relationships with institutions and the persistent patterns of impunity they are facing.

Expected Results:

- 1.1.1. RESLAC members have improved their capacities and tools for the dissemination of memory in connection with human rights violations in the present.
- 1.1.2. Awareness raising has been generated through regional communication campaigns on recurring patterns of serious human rights violations and crimes against humanity (such as enforced disappearances, displacements, and extrajudicial executions and torture).
- 1.1.3. Women, indigenous, Afrodescendants, LGBTI and other marginalized populations have been assisted in making visible their memories.

Target Groups and Beneficiaries:

RESULT	DIRECT RECIPIENTS	INDIRECT RECIPIENTS
1.1.1.	RESLAC Members	Communities of RESLAC sites Overall region's population
1.1.2.	Region's overall population Media National authorities Human Rights Organizations	Victims and relatives
1.1.3.	Women, indigenous, Afrodescendants, LGBTI and other marginalized populations in the region	Region's overall population National governments

STRATEGIC OBJECTIVE 1

Strengthening democracy and fighting against impunity by raising awareness on the persistence of serious violations of human rights and exposing the connection between institutional ruptures in the past (establishment of dictatorships, military rule, states of emergency) and the current fragility of democratic institutions in the region.

Strategic Objective 1 Expected Impact: Communities in Latin America and the Caribbean will identify the connection between histories of conflict and abuse and contemporary cultures of impunity and systemic violations, a new understanding that will serve as the foundation for broad civic engagement in democracy building, demands for accountability and policy change.

STRATEGIC LINE	RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 1.1.1.	SOURCES OF VERIFICATION FOR THE INDICATORS
1.1. Strengthening the tools of members for the dissemination of information that draws connections between memory and present situations.	1.1.1. RESLAC members have improved their capacities and tools for the dissemination of memory in connection with human rights violations in the present	<ul style="list-style-type: none"> 3 capacity strengthening activities have been carried out 50% of RESLAC members have participated in any of the capacity-strengthening activities. 50% of RESLAC members implement a successful public program using memory to trigger changes in the present Participants in public programs begin to make the connection between past abuse and enduring systemic violations so that they can then work towards accountability and respect for human rights 	<ul style="list-style-type: none"> Registration to the capacity strengthening activities Reports Evaluations by participative members Evaluation by participants in public programs News and articles published on the websites. Program reports

ACTIVITIES RELATED TO RESULT 1.1.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
1.1.1.1. Training on methodological tools to identify patterns of rupture of democratic institutions and human rights violations, in the past and present.						<ul style="list-style-type: none"> Member sites Local and/or national networks Directive Committee RESLAC Coordination International Coalition of Sites of Conscience
1.1.1.2. Development and application of pedagogical tools to visualize certain patterns in the work with the public and communities with which members work.						<ul style="list-style-type: none"> Members wishing to participate in these workshops
1.1.1.3. Virtual workshop for the joint development of communication tools.						<ul style="list-style-type: none"> Members wishing to participate in these workshops
1.1.1.4. Compile learning and best practices on teaching and communication methods for the transmission of information on how memory can be used to draw connections between past and present human rights violations.						<ul style="list-style-type: none"> International Coalition of Sites of Conscience RESLAC Coordination Members participating in courses and/or workshop

STRATEGIC LINES	RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 1.1.2.	SOURCES OF VERIFICATION FOR THE INDICATORS
1.2. Developing integrated communication campaigns and advocacy	1.2.1. Awareness raising has been generated through regional communication campaigns on recurring patterns of serious human rights violations and crimes against humanity (such as enforced disappearances, displacements, and extrajudicial executions and torture).	<ul style="list-style-type: none"> Annual communication and advocacy campaign at regional level Reactions to the campaign from other civil society organizations, governmental and international actors Community members' awareness is raised regarding the topic put forward in each campaign 	<ul style="list-style-type: none"> Campaign material Number of web page visits Replicas and/or media articles on campaign activities. Post campaign assessment conducted with citizens by at least three members.

ACTIVITIES RELATED TO RESULT 1.1.2.	YEAR					RESPONSIBLE
	18	19	20	21	22	
1.2.1.1. Plan and develop a communication campaign to be driven by RESLAC.						<ul style="list-style-type: none"> RESLAC Coordination Executive Committee National networks Campaign working group
1.2.1.2. Establish a Campaign Committee.						<ul style="list-style-type: none"> Campaign working group
1.2.1.3. Develop the components of the communication and advocacy campaign on enforced disappearances as the first campaign for 2018, and of annual campaigns with themes to be decided in following years.						<ul style="list-style-type: none"> Members willing to collaborate RESLAC Coordination
1.2.1.4. Testimonies recorded in audiovisual format in each of the countries of RESLAC for each campaign, based on the theme. For 2018, the theme of the campaign is enforced disappearances. The theme for the following campaigns will be decided in following RESLAC meetings.						<ul style="list-style-type: none"> Members willing to collaborate RESLAC Coordination
1.2.1.5. Development of promotional materials that make up each campaign.						<ul style="list-style-type: none"> Campaign working group and advisers from the communication agency contracted
1.2.1.6. Development of activities (debates, exhibitions, lectures, cultural activities, etc.) using materials and slogan defined for each campaign.						<ul style="list-style-type: none"> All members Executive Committee RESLAC Coordination
1.2.1.7. Holding public events (seminars, conferences, etc.) to advocate for these issues and lobby local authorities and decision makers on their responsibilities in the fight against impunity and the persistence of serious violations of human rights.						<ul style="list-style-type: none"> Members
1.2.1.9. Wikipedia edit campaign for the international positioning of the thematic campaign.						<ul style="list-style-type: none"> Members Campaign working group

STRATEGIC LINES	RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 1.1.3.	SOURCES OF VERIFICATION FOR THE INDICATORS
1.3. Assisting populations historically invisible: women, indigenous, Afrodescendants, LGBTI and other marginalized populations, in making visible their narrative and memory regarding their relationships with institutions and the persistent patterns of impunity they are facing.	1.1.3. Women, indigenous, Afrodescendants, LGBTI and other marginalized populations have been assisted in making visible their memories	<ul style="list-style-type: none"> Diverse representations of narratives. Published materials (written and video) Number and type of narratives dissemination activities carried out. Marginalized populations report their narratives are included in RESLAC campaigns 	<ul style="list-style-type: none"> Systemized Narratives and Published materials. Activities report Publications on social networks Survey of representatives of marginalized populations

ACTIVITIES RELATED TO RESULT 1.1.3.	YEAR					RESPONSIBLE
	18	19	20	21	22	
1.3.1.1. Workshop to exchange experiences and knowledge about methodologies to construct memories of / and with indigenous and Afrodescendant peoples.						<ul style="list-style-type: none"> Creating a working group on Indigenous Peoples and Afrodescendants Coordination RESLAC
1.3.1.2. Workshop to exchange experiences and knowledge about methodologies and building memories with women and LGTBI population. To take place in a meeting.						<ul style="list-style-type: none"> Creating a working group on women and LGTBI population
1.3.1.3. Creation of oral archives from the collection and audiovisual recording of testimonies on violations of human rights, (dis) institutional care and impunity in relation to indigenous peoples and Afrodescendants, women and LGTBI and other marginalized groups in the region, through individual and collective testimonies.						<ul style="list-style-type: none"> Working group Indigenous Peoples and Afrodescendant Working group on women and LGTBI population Coordination RESLAC
1.3.1.4. Projects that make these narratives visible (audiovisual, exhibitions, etc)						<ul style="list-style-type: none"> Coordination RESLAC Working group on Indigenous Peoples and Afrodescendant Working group on women and LGTBI population
1.3.1.5. Holding two virtual meetings to share experiences of building the autonomy of indigenous peoples (eg. Las Abejas, Frayba and autonomous processes of the peoples of Chiapas and experiences of indigenous peoples present in the Colombian Network of Places of Memory).						<ul style="list-style-type: none"> Working group on Indigenous Peoples and Afrodescendants
1.3.1.6. 2 Holding virtual meetings to share experiences of human rights violations and experiences of resistance among women and LGTBI population.						<ul style="list-style-type: none"> Working group on women and LGTBI population
1.3.1.6. Systematization and publication of meetings (pdf format digital video conference and uploaded to RESLAC website)						<ul style="list-style-type: none"> Coordination RESLAC Working group on Indigenous Peoples and Afrodescendant Working group on women and LGTBI population

PRIORITY 2. ADVANCING PUBLIC POLICIES ON MEMORY, TRUTH AND JUSTICE

Overall Objective

Contribute to Communities in Latin America and the Caribbean obtaining truth, justice, reparation and measures of non-repetition; and building stronger democracies.

Strategic Objective 2:

Advancing Public Policies on Memory, Truth and Justice through RESLAC’s advocacy work and role as a regional reference on public memory policies.

Strategic Lines:

- 2.1. A monitoring system for the diagnosis and monitoring of public memory policies has been developed.
- 2.2. Advocate the Inter-American Commission on Human Rights to promote and monitor States’ compliance with fundamental principles of public policies on memory sites and initiatives.

Expected Results:

- 2.1.1. A monitoring system on the state of public memory policies in the region has been designed, established and is updated annually.
- 2.2.1. Guiding principles for public policies on memory sites have been produced, and advocacy carried out for their adoption by the CIDH, and for the CIDH to recommend their adoption by the countries of the OAS.

Target Groups and Beneficiaries:

RESULT	DIRECT RECIPIENTS	INDIRECT RECIPIENTS
2.1.1.	RESLAC members International bodies (OAS, UN) Media National Governments Sites and organizations working on memory	Region’s overall population
2.1.2.	CIDH Sites and organizations working on memory National Governments	Region’s overall population

STRATEGIC OBJECTIVE 2

Advancing Public Policies on Memory, Truth and Justice through RESLAC's advocacy work and role as a regional reference on public memory policies.

Strategic Objective 2 Expected Impact: Communities in Latin America and the Caribbean begin the process of obtaining truth, justice, reparations, and measures of non-repetition and a right to memory.

STRATEGIC LINE	RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 2.1.1.	SOURCES OF VERIFICATION FOR THE INDICATORS
2.1. A monitoring system for the diagnosis and monitoring of public memory policies has been developed	2.1.1. A monitoring system on the state of public memory policies in the region has been designed, established and is updated annually	<ul style="list-style-type: none"> Monitoring system created Minimum of two reports on the state of public memory policies conducted and published Number of websites of organizations that disseminate the report Number of media appearances Number of communities that feed into and/or use the report to encourage community dialogue 	<ul style="list-style-type: none"> Reports Media News Publications on websites and Visit count Report from communities

ACTIVITIES RELATED TO RESULT 2.1.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
2.1.1.1 Creating Advocacy Committee.						<ul style="list-style-type: none"> RESLAC members Coordination RESLAC
2.1. 2. Monitor the impact of the advocacy done through the document on the situation of memory sites in Latin America and the Caribbean which was presented in front of the Unit Memory, Truth and Justice of the CIDH, at the October 2017 session in Montevideo.						<ul style="list-style-type: none"> Advocacy Working Group (WG)
2.1.1.3. Generate a form for the monitoring of the situation of memory policies and sites, to be completed by RESLAC members each year, thereby updating the diagnosis done in October 2017, and defining advocacy actions when required. (The form should include a protocol relative to the sources of information (validated sources).)						<ul style="list-style-type: none"> Advocacy WG RESLAC members
2.1.1.4. Conduct the annual consultation (using the form created) with all RESLAC members, as well as other memory sites in the region with which RESLAC maintains links.						<ul style="list-style-type: none"> Executive Committee Coordination RESLAC Advocacy WG
2.1.1.5. Systemize the survey results in a database that serves as platform for permanent monitoring of the situation of memory sites and policies.						<ul style="list-style-type: none"> Advocacy WG Coordination RESLAC
2.1.1.6. Update annually the monitoring document on the situation of memory policies and sites in the region						<ul style="list-style-type: none"> Advocacy WG
2.1.1.7. Submit the monitoring document to RESLAC Assembly for approval (with at least 75% of the votes and at least 70% of RESLAC members present).						<ul style="list-style-type: none"> Coordination RESLAC RESLAC members
2.1.1.8. Presentation of the document to the tracking unit of the CIDH and other relevant stakeholders.						<ul style="list-style-type: none"> Advocacy WG
2.1.1.9. Dissemination of the document on RESLAC's website, social media and through other public means.						<ul style="list-style-type: none"> RESLAC members Coordination RESLAC Advocacy WG
2.1.1.10. Based on this update (or in cases of occurrences of critical events and member requests), define and carry out advocacy actions to avoid setbacks at national and regional levels, as well as raise awareness about situations of violence and/or violation of human rights through statements, publications on website, etc.						<ul style="list-style-type: none"> Advocacy WG RESLAC members



STRATEGIC LINES	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 2.2.1.	SOURCES OF VERIFICATION FOR THE INDICATORS
2.2. Advocacy on the Inter-American Commission on Human Rights has been carried out for this body to assume the promotion and monitoring of the States on their compliance with fundamental principles of public policies on memory sites and initiatives	2.2.1. Guiding principles for public policies on memory sites have been produced, and advocacy carried out for their adoption by the CIDH, and for the CIDH to recommend their adoption by the countries of the OAS.	<ul style="list-style-type: none"> • Protocol for public policies for memory sites • Submission of the Protocol by the CIDH • Communities advocate for the adoption of the Protocol. 	<ul style="list-style-type: none"> • Final protocol document • Reports from CIDH meetings • Reports from members regarding community advocacy.

ACTIVITIES RELATED TO RESULT 2.2.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
2.2.1.1. Based on the reading of the guiding principles for public policies on memory sites by the IPPDH (Mercosur), and of RESLAC's monitoring of the situation of memory sites in the region: Develop a protocol on fundamental principles for public policies on memory sites in the region.						<ul style="list-style-type: none"> • RESLAC members • Advocacy Working Group • Coordination RESLAC
2.2.1.2. Submit the protocol document to RESLAC Assembly for approval (with at least 75% of the votes and at least 70% of RESLAC members present).						<ul style="list-style-type: none"> • Coordination RESLAC • Advocacy Working Group • RESLAC Members
2.2.1.3. Once the protocol is approved, present it to the CIDH, member states of the OAS, and other influential stakeholders in this area, and advocate for adoption by this body and different member states of the OAS.						<ul style="list-style-type: none"> • Coordination RESLAC • Advocacy Working Group
2.2.1.4. Monitor the process to boost its adoption by the CIDH						<ul style="list-style-type: none"> • Advocacy Working Group

PRIORITY 3. BOLSTERING PEACE BUILDING

Overall Objective

Contribute to Communities in Latin America and the Caribbean obtaining truth, justice, reparation and measures of non-repetition; and building stronger democracies where rights are respected

Strategic Objective 2:

Bolstering peace building by strengthening memory sites and memory programs as mechanisms through which victims and civil society organizations can engage directly in peace processes. For this Strategic Plan (2018-2022), RESLAC will support the peace process in Colombia.

Strategic Lines:

- 3.1. Support memory sites, victim organizations (and their relatives and communities) in peace building through the work of memory.
- 3.2. Advocate to influence the design and implementation of the Truth Commission (CEV: Comisión de Esclarecimiento de la Verdad, la Convivencia y la No Repetición).

Expected Results:

- 3.1.1. The capacities of Colombian memory sites and organizations have been strengthened through exchanges with Latin American and Caribbean counterparts.
- 3.1.2. Archives in Colombia have been created and/or improved through peer exchange(s) and training(s).
- 3.1.3. The Colombian Network of Sites of Memory (RCLM) has been supported and strengthened so to establish itself as indispensable actor in the processes of consultation, dialogue and/or reconciliation (in their territories and at national level): a) in the design and implementation of the Truth Commission b) in the peace negotiation mechanisms established to carry out the negotiations with the ELN (National Liberation Army).
- 3.1.4. A compilation of experiences and best practices have been gathered in the region (on instruments supporting peace and transitional justice, and methodologies for dialogue, peace building and/or reconciliation) for use by Colombian sites and communities.
- 3.2.1. The RCLM has gathered and compiled regional experiences on civil society participating in processes related to the design and implementation of Truth Commissions.

Target Groups and Beneficiaries:

RESULT	DIRECT RECIPIENTS	INDIRECT RECIPIENTS
3.1.1.	Colombian sites RESLAC Members Government agencies working on peace building	Colombian population Colombian government
3.1.2.	Colombia sites RESLAC Members Government agencies working on peace building	Colombian population Colombian government
3.1.3.	RCLM Truth Commission	Colombian population
3.1.4.	Members Memory and human rights organizations Truth Commission	Colombian population Region's overall population National governments
3.2.1.	RCLM Truth Commission	Colombian population Colombian government



STRATEGIC OBJECTIVE 3

Bolstering peace building by strengthening memory sites and memory programs as mechanisms through which victims and civil society organizations can engage directly in peace processes. For this Strategic Plan (2018-2022), RESLAC will support the peace process in Colombia.

Strategic Objective 3 Expected Impact: Civil society in Colombia, including victims, survivors and marginalized groups, engages directly in peace building efforts, ensuring that a multiplicity of voices are integrated at all stages of the process.

STRATEGIC LINE	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 3.1.1., 3.1.2., 3.1.3. AND 3.1.4.	SOURCES OF VERIFICATION
3.1. Support memory sites, victims organizations (and their relatives and communities) in peace building through the work of memory.	3.1.1 The capacities of Colombian memory sites and victims organizations have been strengthened through exchanges with Latin American and Caribbean counterparts and by interactions with the wider International Coalition (Global Networks, Transitional Justice and other Coalition members).	<ul style="list-style-type: none"> • Number of training and exchange made with memory sites and organizations • Number of victim and survivor organizations participating in the peace process and memorialization. 	<ul style="list-style-type: none"> • Activity reports • Feedback from members and victim/survivor organizations on training • Registration to training • Reports from meetings • Reports from victim/survivor organizations on memorialization efforts
	3.1.2 Archives in Colombia have been created and/or improved through peer exchange(s) and training(s).	<ul style="list-style-type: none"> • Number of archives made accessible and efforts made to ensure preservation. • Number of archives created • Number of activities for the dissemination of the archives • Number of archives used in the peace process 	<ul style="list-style-type: none"> • Archives • Activity reports
	3.1.3. The Colombian Network of Sites of Memory (RCLM) has been supported and strengthened so to establish itself as indispensable actor in the processes of consultation, dialogue and/or reconciliation (in their territories and at national level): a) in the design and implementation of the Truth Commission b) in the peace negotiation mechanisms established to carry out the negotiations with the ELN (<i>National Liberation Army</i>).	<ul style="list-style-type: none"> • Number and type of activities to promote dialogue and reconciliation • Number of members and communities driving events • Number of participating victim and survivor organizations and events in communities • Number of RCLM members representing and composed of victims and survivors involved in the mechanisms of negotiations with the ELN 	<ul style="list-style-type: none"> • Activity Report • RCLM statements • News media
	3.1.4. A compilation of experiences and best practices have been gathered in the region (on instruments supporting peace and transitional justice, and methodologies for dialogue, peace building and/or reconciliation) for use by Colombian sites and communities.	<ul style="list-style-type: none"> • Number of experiences and good practices collected • RESLAC website with good practices compiled • Number of visits to RESLAC website. • Number of time best practices identified have been replicated by Colombian sites, communities and survivors. • Number of web pages of member which disseminate these best practices 	<ul style="list-style-type: none"> • Articles and systematization of good practices • Website • Websites of members

ACTIVITIES	YEAR					RESPONSIBLE
	18	19	20	21	22	
3.1.1.1. Incorporate the Colombian Network of Sites of Memory (RCLM) into RESLAC and the International Coalition of Sites of Conscience and finalize assessment of RCLM's priority needs						<ul style="list-style-type: none"> International Coalition of Sites of Conscience Coordination RESLAC
3.1.1.2. Ongoing advice and support from RCLM Coordination, members, and the International Coalition of Sites of Conscience (such as Global Networks, Transitional Justice and other Coalition members) (On aspects such as: Advocacy for the construction of Public Memory policies; Memory sites; Archives (oral/ documents); Mechanisms for participation of victims and civil society organizations; Duty of memory for the State and right to memory of Peoples; Operation and development of Truth Commissions in Latin America)						<ul style="list-style-type: none"> Coordination RESLAC Executive Committee International Coalition of Sites of Conscience Members Colombia memory sites
3.1.2.1. Workshops (Virtual and/or face-to-face): <ul style="list-style-type: none"> On preservation and management of archives On construction of oral archives On management and development of memory sites 						<ul style="list-style-type: none"> Coordination RESLAC Executive Committee Members Colombia memory sites
3.1.2.2. Monitoring the construction and improvement of archives						<ul style="list-style-type: none"> Coordination RESLAC Members from the Andean Subregion
3.1.3.1. Hold virtual exchanges to share experiences across RESLAC in dialogue processes and peace building (Negotiations and peace building; Experiences of CSO and memory sites participation in reconciliation processes; discussions around the theme of reconciliation, and its different perceptions across Latin America and the Caribbean)						<ul style="list-style-type: none"> Members from El Salvador and Guatemala (negotiations and peace building) Members from Peru, Guatemala and El Salvador (Experiences of participation of social organizations and memory sites in reconciliation processes) Colombian State Sites International Coalition of Sites of Conscience Members from RCLM
3.1.3.2. Facilitating linkages between RCLM and members in the region, and when relevant, with the wider programs and networks of the International Coalition of Sites of Conscience to support sharing of learning, best practices and recommendations related to: the participation of CSOs in peace negotiations (to support negotiations with the ELN); CSO initiatives of peace building in post-conflict setup; initiatives promoting dialogue, conflict resolution/transformation in communities particularly affected by armed conflict; etc.						<ul style="list-style-type: none"> Members from El Salvador and Guatemala (negotiations and peace building) Members from Peru, Guatemala and El Salvador (Experiences of participation of social organizations and memory sites in reconciliation processes) Colombian State sites Members from RCLM International Coalition of Sites of Conscience

ACTIVITIES	YEAR					RESPONSIBLE
	18	19	20	21	22	
3.1.4.1. Set up and run a traveling exhibition (mostly for rural communities) serving community outreach and sensitization on: Colombian peace accords, transitional justice mechanisms, and the results of reports of truth commissions and/or its recommendations, etc.						<ul style="list-style-type: none"> • Coordination RESLAC • Executive Committee • RESLAC member • Colombian members
3.1.4.2. Gathering publications and/or tools related to the processes of peace building, dialogue, resolution and/or conflict transformation and reconciliation processes in Latin America and the Caribbean. To be published on RESLAC website.						<ul style="list-style-type: none"> • Executive Committee • Members • Coordination RESLAC
3.1.4.3 Systematization of learning and best practices from materials gathered on processes of peace building, dialogue, resolution and/or conflict transformation and reconciliation processes in Latin America and the Caribbean. This systematization may include audiovisual material, physical publication and/or digital and/or training materials to be used in the work of RCLM, RESLAC members, and wider Coalition's membership.						<ul style="list-style-type: none"> • Executive Committee • Colombian organizations • Coordination RESLAC

STRATEGIC LINES	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 3.2.1.	SOURCES OF VERIFICATION
3.2. Advocate to influence the design and implementation of the Truth Commission.	3.2.1. The RCLM has gathered and compiled regional experiences on civil society participating in processes related to the design and implementation of Truth Commissions.	<ul style="list-style-type: none"> • Number of initiatives generated for participation in the Truth Commission • Number of activities of the Truth commission in which members participate • Number of organizations participating in the activities of the truth commission 	<ul style="list-style-type: none"> • Minutes of meetings • Memory initiatives • Activity report of the Truth Commission

ACTIVITIES RELATED TO RESULT 3.2.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
3.2.1.1 Ongoing support by RESLAC to sites in Colombia regarding the creation, methodological design and implementation of the Truth Commission.						<ul style="list-style-type: none"> • Coordination RESLAC • International Coalition of Sites of Conscience • Executive Committee • Coordination Andean region. • Colombian sites
3.2.1.2 Supporting Colombian Peace building through RESLAC presence in strategic institutional events, issuing RESLAC press release, virtual and/or participation in special actions, RESLAC participation in forums and conferences, etc.						<ul style="list-style-type: none"> • Coordination RESLAC • Executive Committee • Coordination Andean region. • Members
3.2.1.3 Support the RCLM and Colombian sites in drafting their recommendations for the definition of the Colombian Truth Commission methodology (by May 2018) from the perspective of victims, relatives and communities: RESLAC collects recommendations from other member's experiences interacting with truth commission in their own country.						<ul style="list-style-type: none"> • Coordination RESLAC • Coordination subregional • Colombian Sites
3.2.1.4. Exchange of experiences (likely webinar) with RESLAC members to support Colombian memory sites to identify and strengthen the role they can play in the establishment of truth during the implementation of the Truth Commission work; especially focusing on rural areas.						<ul style="list-style-type: none"> • International Coalition of Sites of Conscience • Coordination RESLAC • Coordination subregional • Colombian sites

PRIORITY 4. RESLAC INSTITUTIONAL STRENGTHENING

Overall Objective

Contribute to Communities in Latin America and the Caribbean obtaining truth, justice, reparation and measures of non-repetition; and building stronger democracies

Strategic Objective 2:

Consolidate RESLAC as a key actor in the region through its development and sustainability and through stronger connections with the International Coalition of Sites of Conscience and members.

Strategic Lines:

- 4.1. Definition and implementation of an organizational structure and activities that facilitate participation and exchange among all members.
- 4.2. Support the incorporation of new members and formation of the circle of allied organizations.
- 4.3. Full participation in the International Coalition of Sites of Conscience, thus strengthening the exchange and cooperation with other regional and thematic networks.
- 4.4. Increase projects and funding.

Expected Results:

- 4.1.1. RESLAC is strengthened, with the participation of its members in projects and activities, and facilitated by an agile and efficient structure with transparent, updated communications.
- 4.2.1. RESLAC is broadened and diversified with the inclusion of new members who meet the eligibility criteria of the Coalition and RESLAC
- 4.2.2. A circle of allied organizations, that are committed and support the work of RESLAC, has been created.
- 4.3.1 RESLAC is increasing its collaboration with other networks of the International Coalition of Sites of Conscience.
- 4.4.1. RESLAC's sustainability is ensured, with funding and procedures for optimization of resources for its functioning and projects.

Target Groups and Beneficiaries:

RESULT	DIRECT RECIPIENTS	INDIRECT RECIPIENTS
4.1.1.	RESLAC members International Coalition of Sites of Conscience	Population in Latin America and the Caribbean
4.2.1.	New members of RESLAC RESLAC International Coalition of Sites of Conscience	Population in Latin America and the Caribbean
4.2.2.	RESLAC ally organizations	Population in Latin America and the Caribbean
4.3.1.	RESLAC Coalition members in other regions	Population in Latin America and the Caribbean Population in other regions
4.4.1.	RESLAC	Population in Latin America and the Caribbean

STRATEGIC OBJECTIVE 4

Consolidate RESLAC as a key actor in the region through its development and sustainability and through stronger connections with the International Coalition of Sites of Conscience and members.

STRATEGIC LINE	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 4.1.1.	SOURCES OF VERIFICATION
4.1. Definition and implementation of an organizational structure and activities that facilitate participation and exchange among all members.	4.1.1. RESLAC is strengthened, with the participation of its members in projects and activities, and facilitated by an agile and efficient structure with transparent updated communications.	<ul style="list-style-type: none"> • Assembly meeting carried every two years or as funds allow • Quarterly Executive Committee meetings • Quarterly meetings held by each sub-region • Number of participating organizations in meetings • #Number of network initiatives undertaken 	<ul style="list-style-type: none"> • Calendar of meetings • Registration form assemblies • Report assemblies • Database • Annual reports • Minutes of meetings of the Executive Committee • Minutes of meetings of the subregions.

ACTIVITIES RELATED TO RESULT 4.1.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
4.1.1.1. Create a document detailing roles in the organizational structure adopted in the Strategic Plan and activation of the structure.						<ul style="list-style-type: none"> • Coordination RESLAC • Executive Committee
4.1.1.2. Finalize the database of members and upload it to RESLAC website to facilitate consultation and bilateral or multilateral exchange among its members.						<ul style="list-style-type: none"> • Coordination RESLAC • Members
4.1.1.3. Perform regional meetings a minimum of every two years to carry out the Assembly with the participation of all its members. Aside from the Assembly, regional meetings are also held to facilitate the completion of training, exchange, joint projects, statement and advocacy related to the three priorities in the Strategic Plan.						<ul style="list-style-type: none"> • Coordination RESLAC • Executive Committee • Members
4.1.1.4. Draft Reports of Assembly meetings and of the implementation of Assembly's decision.						<ul style="list-style-type: none"> • Coordination RESLAC
4.1.1.5. Production and distribution of RESLAC annual reports indicating the network activity, evaluation of the performance and overall impact of implementing the Strategic Plan.						<ul style="list-style-type: none"> • Coordination RESLAC • Executive Committee • member sites
4.1.1.6. Performing (physical and/or virtual) regular meetings between members by country and sub-region to follow up on the agenda, the agreed tasks, collecting proposals and modify activities when necessary to achieve the Strategic Plan's objectives.						<ul style="list-style-type: none"> • Executive Committee • Coordination RESLAC • Members
4.1.1.7. Regular updates of RESLAC's accomplishments on RESLAC's website, the Coalition's website and members' websites and networks.						<ul style="list-style-type: none"> • Members • Executive Committee • RESLAC Coordination • International Coalition of Sites of Conscience
4.1.18 Strengthen the capacity of RESLAC and its members in evaluation						<ul style="list-style-type: none"> • Coordination RESLAC • Executive Committee

STRATEGIC LINES	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 4.2.1.	SOURCES OF VERIFICATION
4.2. Support the incorporation of new members and formation of the circle of allied organizations.	4.2.1. RESLAC is broadened and diversified with the inclusion of new members who meet the eligibility criteria of the Coalition and RESLAC.	<ul style="list-style-type: none"> Number and type of newly incorporated organizations Number and type of new organizations incorporated into projects and/or working groups Number of new proposals generated by new organizations 	<ul style="list-style-type: none"> Requests for registration Letters of acceptance Annual report of activities RESLAC Participation in the internal forum of the website Memory and new activities
	4.2.2. A circle of allied organizations, that are committed and support the work of RESLAC, has been created.	<ul style="list-style-type: none"> Number of allied organizations that are incorporated annually Number of action support to RESLAC made by allies: pronouncements, information sent, etc. Number of communications and information shared by RESLAC to allies 	<ul style="list-style-type: none"> Registration of allies Pronouncements Meetings reports

ACTIVITIES RELATED TO RESULT 4.2.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
4.2.1.1. Approval by RESLAC and the International Coalition of Sites of Conscience of RESLAC's membership procedure and criteria.						<ul style="list-style-type: none"> International Coalition of Sites of Conscience Executive Committee Coordination of RESLAC
4.2.1.3 Activation of the membership procedure agreed.						<ul style="list-style-type: none"> International Coalition of Sites of Conscience Coordination RESLAC Executive Committee
4.2.1.4 Induction of new members to the network's functioning, working groups and projects.						<ul style="list-style-type: none"> Executive Committee Coordination RESLAC member country sites of the new addition
4.2.2.1. Definition and development of collaboration modalities to work with the ally organizations.						<ul style="list-style-type: none"> Coordination RESLAC
4.2.2.2. Dissemination of the opportunity to join the RESLAC's circle of allied organizations; and creating a section on RESLAC's website about the allied organizations.						<ul style="list-style-type: none"> Coordination RESLAC Executive Committee Members
4.2.2.3. Ongoing management of new member and ally organization applications, of actual members, allies, and partnerships.						<ul style="list-style-type: none"> Coordination RESLAC Executive Committee Members



STRATEGIC LINES	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 4.3.1.	SOURCES OF VERIFICATION
4.3. Full participation in the International Coalition of Sites of Conscience, strengthening the exchange and cooperation with other regional networks.	4.3.1. RESLAC is increasing its collaboration with other networks of the International Coalition of Sites of Conscience.	<ul style="list-style-type: none"> Number and type of exchange activities with other networks. Name and number of organizations collaborating on other networks exchanges. Join initiatives undertaken with organizations from other networks. 	<ul style="list-style-type: none"> Activity report Emails Website Annual RESLAC Monitoring report, Mid-term and Final Evaluations

ACTIVITIES RELATED TO RESULT 4.3.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
4.3.1.1. Define possibilities for cooperation with other regional networks of the International Coalition of Sites of Conscience from the priorities identified in the Strategic Plan.						<ul style="list-style-type: none"> International Coalition of Sites of Conscience Coordination RESLAC
4.3.1.2. Identify other member sites, activities and/or spaces for exchange.						<ul style="list-style-type: none"> International Coalition of Sites of Conscience Coordination RESLAC Executive Committee
4.3.1.3. Holding virtual exchange.						<ul style="list-style-type: none"> International Coalition of Sites of Conscience Coordination RESLAC Executive Committee Members Networks Coalition

STRATEGIC LINES	EXPECTED RESULTS	INDICATORS OF SUCCESS FOR THE RESULT 4.4.1.	SOURCES OF VERIFICATION
4.4. Increase projects and funding.	4.4.1. RESLAC sustainability is ensured, with funding and procedures for optimization of resources for its functioning and projects.	<ul style="list-style-type: none"> Number of approved projects 	<ul style="list-style-type: none"> Projects funded / signed agreements Annual RESLAC Monitoring report, Mid-term and Final Evaluations

ACTIVITIES RELATED TO RESULT 4.3.1.	YEAR					RESPONSIBLE
	18	19	20	21	22	
4.4.1.1. Conceptualize and design collaborative regional projects to meet goals and objectives of the Strategic Plan. Project development will include needs assessments, work plans, budget and evaluation plan. To be submitted by the Coalition to donors for funding.						<ul style="list-style-type: none"> Executive Committee Coordination RESLAC Members International Coalition of Sites of Conscience
4.4.1.2 Identify and approach potential donors for supplementary support.						<ul style="list-style-type: none"> Members Executive Committee
4.4.1.3. Successful implementation of funded projects: Reporting, monitoring of expenses and activities, evaluation of impact, etc.						<ul style="list-style-type: none"> Executive Committee Coordination RESLAC

7. Organizational Structure

7.1. International Coalition of Sites of Conscience:

The Secretariat is responsible for the programmatic and financial management of the International Coalition of Sites of Conscience. The Coalition helps connect its more than 230 members in regions and among them, fosters survivor-led truth and justice initiatives, offers facilitated dialogue and essential engagement training, provides grants to members for innovative projects that use memory to protect civil and human rights, supports advocacy campaigns for the Sites of Conscience movement, and shapes programmatic initiatives that connect members in all regions and ensures that regions and members meet agreed standards.

7.2. Assembly of RESLAC Network:

The Assembly is made up of all members of RESLAC and its governing body. It is where decision-making on key lines of action from RESLAC is performed. It will be held during regional meetings every two years (unless RESLAC has the resources to carry out annual meetings). Members will discuss and decide horizontally, within the Strategic Plan frame, the planning of lines of work, and collaborative initiatives. Decisions will be made on a consensual basis and/or through democratic vote (one vote per organization).

7.3. RESLAC Coordinator:

The Coordinator will be established for a period of five years coinciding with the duration of the Strategic Plan and its replacement will be decided in the Assembly before the next Strategic Plan. Currently, and until 2022, it will be ensured by Memoria Abierta, based in Buenos Aires. The International Coalition of Sites of Conscience and the RESLAC Coordinator, will seek the funds necessary for its operation.

Functions: The Coordinator will ensure operational, logistical and administrative tasks to ensure the functioning and implementation of the Strategic Plan:

- Dialogue with the International Coalition of Sites of Conscience: fund management, development of project proposal and reports, share information and assessments.
- Develop the annual strategic plan budgets with support from members, the Executive Committee and the International Coalition of Sites of Conscience
- Blog administration, website and Twitter account: facilitate the dissemination of activities and work done by the member sites and actions achieved collectively as a Network; as well as disseminate and support the development of articles or reports made by members (to be published on page www.sitiosdememoria.org) and aimed at an international audience.
- Support members, consultations and networking with other members.
- Promote connection and collaboration between RESLAC members.
- Manage resources for purposes intended in projects and work plans.
- Organization of regional meetings, in coordination with the Executive Committee. The regional meetings will be primarily designed with hosting site(s), and inputs from all members.

7.4. Executive Committee:

The Committee will be established for a period of two years, coinciding with the period between assemblies which, unless they can be done annually, will be guaranteed every two years. The Committee's function is to accompany and support the Coordinator of the Network.

The Committee will be composed of a representative from each sub-region (Caribbean, Mesoamerica, Andean region and Southern Cone) who will be elected by the Assembly, RESLAC Coordinator and the International Coalition of Sites of Conscience. This will guarantee geographic representation in the decision making of the Network, and promote the active participation of all members. For the beginning of this Strategic Plan (2018-2022) the Executive Committee will consist of the same members who were part of the Strategic Planning Commission elected during the X Regional Meeting, until the election of new representatives during the Assembly that is to be held in October 2018, in Mexico City.



Functions: The Committee will foster and guarantee the participation of all the members in the decision making, in order to guide the implementation and follow-up of the Strategic Plan:

- Support the work in national and sub-regional networks, based on the agreements taken in the Assembly, to ensure the participation of all members, as well as representing realities and approaches discussed within their sub-region.
- To be a communication channel, sharing the concerns, needs and contributions of the members of their sub-region with the Executive Committee and the Coordination, and vice versa.
- Support and share public positions of the members of the network.
- Monitoring and promotion of the implementation of the activities of the Strategic Plan.
- Follow-up and driving the implementation of the agreements taken in the Assembly.
- Accompanying specific projects.
- Support in the design of RESLAC projects.
- Participatory monitoring and evaluation of the Strategic Plan.

7.5. RESLAC Thematic working groups:

Based on the interests of members, and in line with the four areas of work, thematic working groups can be formed, such as the working groups of Indigenous and Afro-descendant Peoples, the Gender working groups, the Communication working groups, or the Archives working groups. These working groups will be composed of members so they can implement part of the Strategic Plan based on their experience, interests and objectives.

7.6. RESLAC Network members:

The places of memory (sites, museums, memorials, archives, organizations, institutions, etc.) of the different countries of Latin America and the Caribbean that make up the Assembly commit to fulfill the following functions:

Functions:

- Incorporate into their operational plans the work they will do as members of the Network.
- Support thematic of construction of memory, search for truth, peace building, justice and consolidation of democracy.
- Assume and execute the tasks that it has endorsed as an organization in the Strategic Plan.
- Participate in the Assembly meetings and/or sub-regional meetings.
- Disseminate the public positions of the members and of the Network itself within their organizations, as well as with their external audience.
- Dissemination of activities and work carried out by the Network.
- Share the work done by the different organizations using common tools such as website and Twitter.
- Building trust among the members of the Network.
- Collaborate with the Executive Committee and the Coordinator to realize the agreements made in the Assembly.

8. Monitoring and Evaluation

8.1. Methodology

RESLAC, in coordination with the Global Programs Staff, will implement a Result-based monitoring and evaluation (M&E) system, ensuring a shift from focusing on the inputs and activities to focusing on the Results, Specific Objectives and Impact (the results of what will have been done). RESLAC M&E will therefore strive to ensure all aspects of RESLAC work contribute to the achievement of the desired changes identified in this Strategic Plan for memory sites and wider Latin American and Caribbean societies. The data and evidence gathered will then in turn inform decision making on the design, resourcing and delivery activities; accountability and reporting; and finally, the overall decision-making and lessons learned for the future. The Result-based system is particularly well-suited for networks such as RESLAC that achieve outcomes at a network level in addition to outcomes from individual programs at member sites.

RESLAC Coordinator is responsible for implementing the M&E system, which includes annual collection of data from members, conducting qualitative reviews of programs, and working with key stakeholders at member sites to gather specific qualitative data.

RESLAC Executive Committee will be involved in reviewing M&E data and substantiating change analysis of strategic objectives and impact levels.

8.2. Timeline and Tools:

Initial Assessment: The Diagnosis report (see section 2.1.) carried out at the beginning of the Strategic Planning process, provides a context analysis of the region, its main challenges, trends and stakeholders, as well as an assessment of RESLAC network's achievements to date. As such, it constitutes a useful benchmark for future evaluation of progresses.

Monitoring and Regular (Annual) Reviews: The Coalition and its partners will assess the impact of the Strategic Plan's implementation based on data collected against the indicators of success for each strategic objective.

A monitoring form will have to be filled out by each RESLAC member to gather data on progress related to activities, identified indicators of success, and general learning. These will be collated in a RESLAC annual report prepared by the Coordinator that will provide an analysis of the achievement and understanding of changes realized for Memory sites and communities in the region. This regular monitoring of the program will ensure the monitoring of the Plan's advancement, the problems raised, and identify timely possible corrective measures.

Mid-term Evaluation: In 2020, the Executive Committee will lead on a midterm evaluation of the Strategic Plan's implementation to identify any problems to be addressed, assess project management, assess whether realization of objectives will be achieved given progress-to-date, and identify what can be done to improve the work.

Final Evaluation: A final evaluation will take place after the end of the Strategic Plan in 2022 and will assess whether the work of five years achieved the objectives and expected results, and had an impact on the initial situation. This final evaluation will be the starting point for the development of the next Strategic Plan.