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Long Term Planning Framework Dominican Red Cross 2012-2015

 International Federation
of Red Cross and Red Crescent Societies

The Dominican Red Cross carries out cholera prevention and hygiene promotion training activities with vulnerable communities across the country (Source: Cholera Project implemented by the Dominican Red Cross).



1. Americas Zone Mission

The mission of the Americas Zone is to support Americas National Societies to increase humanitarian and development standards, helping them to remain relevant within their country and sustainable and accountable for their actions, guided by the implementation of *Strategy 2020*.

2. National Society Mission

“Prevent and alleviate human suffering, by improving and promoting the development of the most vulnerable people, as well as mobilizing volunteers, resources and capacities, with total impartiality and without discrimination based on race, nationality, sexual orientation, religious belief, political views or any other basis.” (Article 6, Statutes of the Dominican Red Cross).

3. Introduction

Dominican Red Cross Framework

At present, the Dominican Red Cross (DRC) has a development plan which runs to the end of 2011. It is therefore important that the National Society hold a planning session for the period 2012–2015 which will take place immediately after the XIX Inter-American Conference to be held in March 2012 in Haiti. The strategic plan to 2015 proposed below is therefore in line with the Americas Long Term Planning Framework for this period.

The Dominican Red Cross has recently published its management report for the period 2007–2011, in preparation for the up-coming elections of its Board and President for the term 2011–2015. Looking ahead, this report reaffirms the main areas of activity of the National Society.

One of the main objectives of the National Development Plan of the Dominican Red Cross is to alleviate human suffering, in keeping with its capacities. Within this long-term planning framework (2012–2015), it is expected that the secretariat will support the programme areas defined in the DRC's strategic plan, in line with *Strategy 2020*, and the anticipated resolutions stemming from the Inter-American Conference of 2012.

Context/Background of the National Society Priorities

The Americas Zone will apply a complementary approach to strengthening National Society headquarters and territorial branch networks, while fostering greater specialization within key programme areas. This strategy introduces thematic focus areas for integrated programming, as well as strategic support areas that will contribute towards modernization of National Societies in their way of operating. The Americas Zone has identified the following core external trends, although it is recognized that these may not be relevant for all National Societies (Annex 1):

- Urban Risk
- Migration
- Violence
- Climate change

Concurrently, in order to respond to external trends, National Societies need to update and modernize their way of operating by addressing **internal pressures** related to the areas of National Society **leadership, integrity, accountability, performance, volunteers** and **resource mobilization** (Annex 2).

The Dominican Red Cross operates in a context defined by a recurring risk of disaster, with the constant threat of hurricanes, flooding, and in recent years – especially following the earthquake in Haiti in 2010 – the increased threat of serious tremors. The Dominican Republic's regulatory framework for disaster management consists firstly of the Constitution of the Republic and secondly, of Law 147-02 on Disaster Management, which establishes the National Council on Prevention, Mitigation and Response, as well as the National Emergency Commission and the Emergency Operations Centre, both of which include the Dominican Red Cross as a statutory member.

The socio-economic conditions within the country vary according to the general economic cycle. However, despite the current global economic crisis, the Dominican economy registered growth of 3.5 per cent in 2009 (2.1 per cent per capita). This growth reflects a significant upturn in economic activity during the fourth quarter of 2009, linked to the financial stimulus provided by multilateral financing in the framework of a new agreement with the International Monetary Fund (IMF). (Economic Study 2009-2010, CEPAL)¹

In terms of the regulatory framework within which the Dominican Red Cross operates, the National Society was established in 1927, and benefits from a new legal framework since the adoption of the Red Cross Law 1998, which aims to ensure its greater autonomy and independence. Since that time, the National Society has gone through a number of situations - some of which have been critical – but has now achieved a level of standardization in its operation and governance.

¹ http://www.eclac.org/publicaciones/xml/3/40253/LCG2458_Republica_Dominicana_final.pdf

Currently, its main activities are focused on disaster preparedness and management, an area in which its consistently has been recognized at government and community levels, as have its activities in the area of health, which emphasize programmes for the prevention of epidemics, voluntary blood donation, pre-hospitalization care, transportation for medical care, as well as water treatment.

The issue of support to migrant and displaced populations, as set out in the study of “The Future of the Red Cross in Latin America and the Caribbean”, remains a challenge for the DRC given that no programme yet exists for providing assistance to this group. This is a major challenge for the Dominican Red Cross, given the scale of problems at community level and in relation to health which result from the substantial Haitian migration into the Dominican Republic, the precarious living conditions of this population and the severe discrimination to which migrants are subjected².

The DRC has developed a series of contingency plans dealing with floods, hurricanes and earthquakes. It has established 12 coordination centres, over one hundred strategic centres, and a National Training Centre. In addition, some 150 people have been trained for the National Intervention Teams (NITs) and a further seven for the Regional Intervention Teams (RITs).

The Dominican Red Cross has also made progress in the implementation of national programmes in community-based disaster preparedness through the Vulnerability and Capacity Analysis (VCA) methodology which is actively used by many of its branches, and has been carried out with more than 200 communities. Nevertheless, the National Society still has some weaknesses in the area of communications, and information exchange and knowledge-sharing on disaster management with its external partners and other National Societies in the sub-region.³

The issue of urban risk is also particularly important, given a national context in which there is a strong rural exodus towards the cities due to the prevailing economic conditions.

4. How we will work-Business Lines

The Federation’s programmes/projects are to be set out according to areas of activity. The following provides an overview of programmes/projects and their respective areas of activity. In certain cases, the focus of the programme or project determines the most appropriate area of activity. In terms of Business Line III, dealing with sustainable development and capacity building, the Federation’s publication on “Building Strong National Societies” must be taken into account.

Business Line I: HUMANITARIAN STANDARDS

Areas of Concentration

Expand on the philosophy underlying the services of the Dominican Red Cross, so that these remain relevant in a changing world, and with a view to increasing their scope, quality and impact.

² The Future of the Red Cross in Latin America and the Caribbean, 2007.

³ The Future of the Red Cross in Latin America and the Caribbean, 2007.

An important component of the strategy is to focus on external trends in the humanitarian field which affect the most vulnerable, and to better prepare the leaders, personnel and volunteers of the Dominican Red Cross to respond effectively to the most urgent needs in line with the Fundamental Principles.

Initiatives in education, learning and knowledge-sharing are undertaken through the Federation Wide Reporting System (when applicable), the Federation Databank and the Organizational Capacity Assessment and Certification process (OCAC).

National Society Approach

Promoting its institutional doctrine at all levels of the National Society; the promotion and practical application of the Fundamental Principles and Humanitarian Values; improving interventions by Dominican Red Cross staff through increased knowledge and information-sharing, so as to better respond to the needs of the most vulnerable in line with the Fundamental Principles and Humanitarian Values.

The Dominican Red Cross assists in the promotion of Law 147 pertaining to Risk Management, maintaining good relations and working in coordination with the other organizations which make up the National System of Disaster Prevention, Mitigation and Response. In addition, it promotes a comprehensive culture of risk prevention, enabling it to integrate into its own system of preparedness and response those communities which have been previously trained and organized.

Undertaking studies pertaining to the four external trends, as well as humanitarian trends relating to the Haitian migrant population and its needs (i.e. the theme of migration) will be ensured.

Deliverables and Outputs

1. The Dominican Red Cross enhances its positioning by participating in global initiatives to elaborate organizational development tools.
2. The Dominican Red Cross has a solid understanding of the Fundamental Principles and a better understanding of institutional doctrines. A strategy exists to promote non-discrimination and tolerance, especially with regards to the Haitian community.
3. There is greater recognition at national level of the law concerning the use and protection of the emblem, and the drafting of regulations pertaining to this law.
4. Dominican Red Cross staff is well qualified and has the necessary experience to deal with the various humanitarian trends as recognized by the Movement, and amongst these, in particular those related to migration and urban risk.
5. Tools and activities are developed for awareness-raising with DRC branches pertaining to the implementation of Law 147-02 at community level. One hundred and fifty branches understand the content of the law, thanks to awareness-raising activities.
6. The Dominican Red Cross, together with the National Societies of Haiti and Cuba, has access to a thematic platform on sub-regional best practices relating to urban risk in large cities.

Efforts continue to be made to strengthen the National Society's relationship with the Haitian Red Cross, through implementation of the bi-national border plan between the Dominican and Haitian Red Cross Societies.

Business Line II: DISASTER AND CRISIS MANAGEMENT

Areas of Concentration

Disaster and crisis preparedness, logistics, disaster response and recovery, relief, health in emergencies, psychosocial support, water and sanitation, food security, livelihoods, volunteering in emergencies, road safety, coordination with external actors.

National Society Approach

Integration of trends related to urban risk, climate change, migration, and violence – all of which increase the impact of disaster and crises - with a view to ensuring an appropriate response. The Dominican Red Cross seeks to optimize an integrated disaster management system, by addressing external trends and adopting new technologies to ensure improved preparedness in terms of early warning/action and effective response.

Strengthening organizational and operational capacities in terms of preparedness, response and recovery, at national and local (branch and community) levels is an integral part of effective disaster management and decentralized response. In this area, the National Society benefits from the on-going support of the Spanish Red Cross, amongst others.

Providing assistance during accidents is another part of the work carried out by the Dominican Red Cross, and consists of mobilizing staff, equipment and ambulances. The National Society is committed to strengthening its role in reducing the incidence of traffic accidents throughout the country and in promoting road safety.

Deliverables and Outputs

1. The Dominican Red Cross works together with communities to achieve a better understanding of trends related to urban risk and climate change which increase the impact of disaster and crises on their lives, and thereby enables them to be better prepared with appropriate response mechanisms.
2. The Dominican Red Cross implements a disaster preparedness plan in areas of major urban risk, giving priority to the risk of earthquakes in the two largest cities. Health in emergencies is to be included in preparedness, response and recovery plans. Specialist teams (logistics, health, humanitarian aid, water and sanitation, telecommunications, finance, shelter, etc.) will be established in the different regions of the country, taking into account key areas of response: restoration of essential services, health protection, psychosocial support, epidemic control, restoration of livelihoods, and food security.
3. Logistics: The Dominican Red Cross undertakes an in-depth analysis of its existing level of preparedness and sets out a strategy for strengthening its logistics systems and staff specialized in this area. This will be undertaken in close collaboration with existing strategies related to the pre-positioning of emergency stock in warehouses located in regional coordination centres.
4. The Dominican Red Cross enhances its means of communication through a system of 'voice over IP' to enable direct exchanges between its National Crisis Management Room and its various branches and Coordination Centres, thereby ensuring 'real time' information-sharing and access to 9.1.1.

5. The Dominican Red Cross works at central and local levels (community and branch) to increase understanding of their respective roles as auxiliaries to the public authorities, and their functions with the National System of Prevention, Mitigation and Response.
6. The Dominican Red Cross continues to develop and increase the number of its strategic alliances with external actors at local and central levels, so as to work more effectively. It also manages its programme of volunteering in emergencies through monitoring and training based on the volunteering cycle and volunteer management in accordance with International Federation of Red Cross and Red Crescent Societies (IFRC) standards.
7. There is an increase in the number of communities reached through the Community-based Health and First-Aid methodology and trained to deal with disasters and maintain a healthier lifestyle.
8. Road Safety advocacy and awareness-raising campaigns are carried out, and include greater involvement in partnership with highway operators (from road rescue to pre-hospitalization transport and prevention).

Business Line III: SUSTAINABLE DEVELOPMENT

Areas of Concentration

Development of resilient National Societies and communities: Health, disaster risk management, volunteering, youth, shelter and accommodation, food security, water and sanitation, road safety, drug addiction, marginalized groups (elderly, disabled).

National Society Approach

In order to improve its capacity to fulfill its mission and be in a position to respond to disasters rapidly, responsibly and with services of high quality, the National Society must consider the process of capacity building and strengthening as one that requires a broad outlook in which training, although important, is part of a larger whole.

As such, the Dominican Red Cross will develop strategies/plans for strengthening its organizational capacity, taking a broader view, which encompasses areas such as systems, planning, institutional arrangements, funding, equipment, accountability mechanisms, and access to trained and experienced volunteers, amongst others. In this context, it is important to underline the significant support provided by the Spanish Red Cross in strengthening the capacities of the Dominican Red Cross.

Capacity building aims to ensure that the Dominican Red Cross is better able to prepare for and respond to disasters through preparedness and contingency planning in early warning, disaster risk reduction, and preventative strategies in case of flooding and epidemics – all aiming to protect against the worst effects of disaster.

This also involves establishing a management system for human resources and volunteers which will enable their on-going training and active involvement in the life of the National Society, and thus provide a solution to the challenge of volunteer retention. This will help ensure a better-prepared base of volunteers, giving them continuing opportunities for capacity building and training in Red Cross issues and related topics.

This volunteer base will be involved in prevention and be activated during disasters, as well as participating in the protection of the natural environment (e.g. care for trees and woods), climate change, global warming and environmental pollution.

Deliverables and Outputs

1. A Dominican Red Cross system for volunteer cycle management is implemented. This includes actions and strategies for the identification and support of volunteers, and new levels of recruitment.
2. The number of community projects is increased, aimed at developing local capacity to deal with adverse situations.
3. Branch capacity is strengthened with support for preparation of local plans. Dominican Red Cross branches strengthen their capacities in planning, monitoring and reporting on projects carried out in their regions.
4. Assistance is provided in elaborating a gender policy for the National Society, and in its buy-in and implementation.
5. Support for the National Society in formulating its Development Plan, ensuring a participatory approach and involvement at all levels.

Business Line IV: HUMANITARIAN DIPLOMACY

Areas of Concentration

Communications (positioning and work with Red Cross networks), resource mobilization, humanitarian affairs and alliances, IDRL, humanitarian access.

National Society Approach

Increase communication with key external partners to position the Dominican Red Cross as a leader in the humanitarian field. The Dominican Red Cross will focus on strengthening institutional communications through the implementation of a communications strategy for the National Society, developing on-going communications activities, and projecting a modern institutional image.

In terms of its organization, the priorities of the Dominican Red Cross are to improve its planning process, as well as its internal and external communications, and to develop a resource mobilization strategy. Concerning the latter, the National Society recognizes the need to increase resource mobilization and support for its activities by implementing the Dominican Red Cross Resource Mobilization Strategy, taking advantage of its current positioning and credibility. The National Society also aims to systematize the process for cooperation agreements, thereby ensuring greater support and increased resources to reach the target population.

Promote the adoption of guidelines at national level for regulating and facilitating international disaster relief operations and early recovery assistance.

Increasing awareness of and advocacy for migrants (or particular social groups) is also one of the priorities of the National Society – particularly with regards to vulnerable groups in the border area. This includes establishing a register of all sectors (both public and private) involved in working with the vulnerable population, with a view to linking actions.

Improve capacity and implementation of activities aimed at restoring family links.

Establish the necessary internal structure to ensure compliance with Information, Education and Communications (IEC) values, including an IEC strategy aimed at developing communications material and activities relevant to the national context, and which facilitates the work of the technical team in transmitting information both internally and to the general public.

Disseminate information on capacities and resources more widely, so that the general population and other actors are aware of what the National Society has to offer.

Deliverables and Outputs

1. The Dominican Red Cross benefits from a solid communications strategy. Adoption of a communications strategy that strengthens the institution's corporate image and encourages partnerships with the media.
2. Establish a round table on humanitarian diplomacy for advocacy and awareness-raising purposes, under the leadership of the DRC and involving the National System of Risk Management, which brings together the principal national and international bodies involved in humanitarian affairs.
3. Participate in the various discussion forums on humanitarian diplomacy, as a means to increase knowledge of this area and ensure a better positioning for the organization.
4. The National Society has a resource mobilization strategy, improves its partnerships with the private sector, and shows signs of increased revenue generation and sustainable development of financial resources.
5. Communication with external partners has increased, with a view to positioning the Dominican Red Cross as a modern organization and leader in the humanitarian field. The Dominican Red Cross has a well-structured and attractive web site, recognized as a reliable source of information in the humanitarian field. The National Society has increased its presence in social networks.
6. On-going study of existing norms in international disaster response as they pertain to the Dominican Republic and related recommendations for their regulation and adaptation according to IDRL guidelines.

Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY

Areas of Concentration

Administrative support, financial systems development, human resources development, development of IT department/area, development of planning and evaluation department/area, innovation, legal issues, risk management and auditing, development of logistics, Movement cooperation.

National Society Approach

The Dominican Red Cross encourages knowledge transfer and learning at all levels of its organization. Branch capacity is strengthened in the following areas: resource mobilization, administration, finance, human resources, IT and telecommunications, logistics, and planning, monitoring, evaluation and reporting (PMER).

The development and dissemination of a culture of learning enhances the impact of programmes, mobilizes greater support and influences stakeholders. It helps to promote critical thinking and evaluation of procedures, leading to the development of clear standards

of excellence through a gradual process of accreditation which is shared by all programme and operational departments at all levels within the Dominican Red Cross.

Exchange and cooperation between Dominican Red Cross branches and the different Movement components is extended and strengthened, encouraging the use of learning platforms and tools for sharing information. In addition, up-dating of and investment in internal tools and coordination and management technologies are promoted.

The Dominican Red Cross takes an integrated approach to improve coherence and optimize use of its resources, with a view to guaranteeing transparency and ensuring the efficiency of its activities.

Deliverables and Outputs

1. Each support function has a set of minimum standards, manuals and procedures.
2. A system of planning, monitoring and evaluation is in place, adhering to basic standards.
3. The Dominican Red Cross sets up an on-going programme of training. This programme identifies the training needs of volunteers and staff, capitalizes on previous learning, and provides training using Movement tools and strategic alliances with educational institutions.
4. The Dominican Red Cross sets up an integrated electronic warehousing system and trains staff in its use.
5. The Dominican Red Cross has an integrated automated financial system and benefits from improved accountability.
6. All support areas are provided with the necessary IT equipment, and have an integrated and consistent management system.

5. Potential risks, challenges and assumptions

The Dominican Red Cross needs to undertake a process of reform to achieve a more sustainable model in terms of its business development plan. Underlining its advocacy role through its resource mobilization strategy will enable the organization to develop closer ties to the corporate sector, which can help provide the necessary elements to attain an appropriate level of modernization.

Such results can be achieved at the same time as a process of transfer of autonomy from headquarters to branches.

Development of programmes in health and of initiatives to assist migrant and displaced populations remains a challenge for the Dominican Red Cross, particularly as current activities do not respond to existing needs for assistance. This is a crucial challenge, given the magnitude of health problems in communities, particularly those in urban areas. The precarious living conditions of certain sectors of the Haitian community underline the need for a sustained effort in assisting all of the most vulnerable communities.

Amongst the challenges to consider over the coming four years is the need to increase personnel capacity in the different Red Cross programme areas, and reinforce financial self-sufficiency to ensure on-going operations.

6. Work with partners

The International Federation has a regional representation in the Dominican Republic, as well as a Spanish Red Cross office, and a regional office of the German Red Cross. Other National Societies provide programme support, such as the Canadian Red Cross in response and preparedness. The International Committee of the Red Cross (ICRC) covers the Dominican Republic through its office in Port-au-Prince, Haiti.

In terms of cooperation between National Societies, the Haitian Red Cross is an important partner with which the DRC maintains a bilateral cooperation agreement.

The Dominican Red Cross is well integrated into the national Civil Defense System and has a seat in all governmental cooperation and development forums linked to its humanitarian mandate.

The National Society is a member of the United Nations Humanitarian Country Team, together with the International Federation, and maintains good technical cooperation relations with all international NGOs in-country (e.g. Oxfam, Plan International, amongst others).

Regular meetings are held amongst all of these actors, in particular during crises and disasters. Looking ahead, it is important for such coordination to be extended to the areas of development, and strengthening of National Society organizational capacity.

Programme area	Sector	Partners
Health and Care	HIV and AIDS	IFRC
	Water and Sanitation	Finnish Red Cross
Governance, Development and Volunteerism	Institutional Capacity Building	German Red Cross, American Red Cross
	Governance and volunteer management	IFRC
Principles and Humanitarian Values	Prevention of violence	Spanish Red Cross
	Support in development of Principles and Humanitarian Values Programme	ICRC
Risk Reduction Management	Risk Reduction/Preparedness	IFRC, Canadian Red Cross
	Climate Change	Netherlands Red Cross

7. Promoting Diversity

The Dominican Red Cross continues to promote and disseminate the Fundamental Principles and Humanitarian Values, through on-going training of its staff, volunteers and the external public. Progress is made in the adoption of a gender policy, and the integration of gender perspectives in projects and programmes.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by *Strategy 2020* which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Find out more on www.ifrc.org

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Annex 1

Core External Trends

EXTERNAL TRENDS

URBAN RISK: By 2020 the region comprising Latin America and the Caribbean will be 82 per cent urban. Unregulated low-income districts dominate the landscape of most Latin American cities. Poverty, inequality, political instability and lack of access to land are all contributing factors to this shift. Consequently, this shift is creating new trends in vulnerabilities such as urban violence, traffic accidents, and a diversity of environmental hazards, including poor sanitation, pollution of rivers and streams, and deforestation.⁴

VIOLENCE: The Pan American Health Organization called violence in Latin America "the social pandemic of the 21st century." Social inequality and social exclusion are considered major causes of violence in Latin America and the Caribbean. Residents in socially excluded communities cannot depend on those institutions designed to protect them, and violence becomes one of the only available options to seek out justice, security and economic gain.⁷

MIGRATION: The Americas are home to 27 per cent of the World's migrants⁵. According to the International Organisation for Migration, issues such as natural disasters and climate change contribute to increased population movement with one in five migrants being a child or adolescent.⁶ Migrants who are forced to settle elsewhere are frequently subject to discrimination and lack of access to social services. It is also vital to take into account the impact that migrants have on their communities of origin as well as host communities.

CLIMATE CHANGE: Trends in climate change will continue to heavily impact Latin America and the Caribbean magnifying issues such as environmental degradation, migration pressures, food security, livelihoods and conflicts over scarce natural resources, particularly water, in addition to increased frequency and intensity of disasters and crisis.

Annex 2

Internal Pressures

INTERNAL PRESSURES

Leadership is recognized by government authorities, civil society, the corporate sector and the Red Cross constituency as a result of evidence-based information, identifying the National Societies as relevant actors in addressing vulnerabilities and needs. The leadership guides, influences and ensures better understanding of issues affecting those most in need, enabling relevant strategic decision-making, thus bringing attention to rights, needs and vulnerabilities of communities and associated underlying factors. Furthermore, leaders must guarantee that the National Society assumes its auxiliary role to the government and differentiates between the functions of governance and management.

Integrity Some National Societies require support on their internal systems to ensure that activities are being carried out in accordance with the Federation's standards and procedures as well as in a transparent and accountable manner. This also requires the capacity to develop early actions to anticipate external factors that might put at risk the image and identity of the Red Cross.

Accountability Entails active compliance with the IFRC's policies and procedures, as well as working in line with the Fundamental Principles and Values and setting and following standards so

⁴ Environmental Implications of Peri-urban Sprawl and the Urbanization of Secondary Cities in Latin America. Haroldo da Gama Torres; Inter-American Development Bank; Technical Notes No. IDB-TN-237.

⁵ UN DESA, Population Division (2009). *Trends in International Migrant Stock: The 2008 Revision* (United Nations database, POP/DB/MIG/Stock/Rev.2008); IOM, *World Migration Report 2010*

⁶ UN ECLAC with UNICEF, *Children and International Migration in LAC*, 2010

⁷ Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007

as to become a role model. It also relates to meaningful beneficiary participation, effective and efficient use of resources and transparent reporting, monitoring and evaluation practices.

Performance Capacity building of National Societies in the areas of Administration, Finance, Planning, Monitoring Evaluation and Reporting, Human Resources, Information Systems, Resource Mobilization and Logistics (especially procurement) takes into account that National Societies in the region are at different phases of development requiring different levels of support and enabling the Federation to foster peer-to-peer support and horizontal cooperation.

Volunteering Strong commitment is needed to support National Societies to scale-up and prioritize their volunteering development efforts. By increasing the participation of volunteers in the National Societies' decision-making and institutional life, volunteers will become more engaged.

Resource mobilization Most National Societies are working in middle-income countries and, as such, benefit less from international cooperation which tends to focus on countries which are classified as low-income. Nevertheless, they work in increasingly complex and challenging contexts that require attention and reflection to find new ways of mobilizing resources. National Societies must reduce financial dependency on external donors and develop core funding that guarantees that they will always be active in their own country and will act independently from donor pressures and interests.