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changing minds.

Long Term Planning Framework Dominican Red Cross 2012-2015

 International Federation
of Red Cross and Red Crescent Societies

**Version 2 of
7 February 2014**

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. Who are we?

Work with the National Societies of the Latin Caribbean is based on the International Federation of the Red Cross and Red Crescent Societies' (IFRC) ten year *Strategy 2020*, which seeks to “save lives and change minds” by “doing more, doing better and reaching further”.

The IFRC's Country Coordination office is located in Santo Domingo and serves the Dominican Red Cross Society (DRC) by providing support to ensure that the National Society becomes stronger, delivers sustainable programmes and is efficient in its key areas of expertise. It aims also to ensure that the National Society is ultimately able to improve and expand its humanitarian services, including those provided by volunteers and particularly at the level of local communities.

IFRC activities are managed by the Country Coordinator who leads on organizational development and through the processes identified within this Long Term Planning Framework (LTPF). Furthermore, support for programmes in the key areas of disaster management, and health and care are provided by the Americas Zone coordinators responsible for these programmes and in line with the priorities identified by the Dominican Red Cross.

2. Who are our stakeholders?

In addition to the IFRC, the German and Spanish Red Cross Societies have regional offices based in the Dominican Republic. They provide programme support to the DRC along with the Canadian Red Cross. 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 on 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 IFRC, 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 all relevant areas of development, and strengthening of National Society organizational capacity.

Partners	Readiness for Response	Community- Based DRM	Livelihoods	Road Safety	IDRL	CBHFA	WatSan	Emergency Health	HIV / AIDS	Management / Administration	Finance	Volunteering/Youth	Resource Mobilization	Social Inclusion	Land Mines	Violence Prevention	Migration	Gender	Shelter
Bilateral partner National Societies through IFRC:																			
Canadian RC	✓	✓										✓							
Spanish RC		✓					✓									✓			
German RC		✓																	
Other multilateral partners through IFRC:																			
DFID		✓			✓						✓								
ECHO	✓	✓					✓												
Corporate multilateral partners through IFRC:																			
Coca Cola		✓																	

3. Where have we come from and what have we done so far?

Dominican Red Cross Framework

This LTPF 2012 - 2015 is in line with the Americas revised Long Term Planning Framework for this period. At present, the Dominican Red Cross (DRC) is developing a strategic plan, which runs from 2012-2016. This is an update of their strategic plan, which was developed immediately after the XIX Inter-American Conference held in March 2012 in Haiti, and it is aligned with the Inter-American Framework for Action 2012 - 2016.

One of the main objectives of the National Strategic Development Plan of the Dominican Red Cross is to alleviate human suffering, in keeping with its capacities. Within this strategic planning framework (2012–2016), 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 resolutions stemming from the Inter-American Conference of 2012.

The plan will be based on an analysis of the needs, vulnerabilities and rights of the DRC target populations. The strategic plan also identifies the services that the Dominican Red Cross provides through its activities, National Society capacities and the resources available for the sustainability of programmes.

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. Also established are 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 at 3.8 percent in 2012 down from 4.5 percent in 2011. This slowdown is due, among other factors, to an unfavourable external environment and the emergence of large imbalances prosecutors, who did not allow timely easing of monetary policy. Inflation stood at around 4 per cent at the end of 2012. The new government began to take swift action in adopting tax reforms in early November and started the discussion of a fiscal pact that allows rationalizing of public spending. This could prevent further deterioration of economic activity and favour growth of at least 3 per cent in 2013. (Economic Study 2012, 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.

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

Providing 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”² continues to be a challenge for the DRC given that no programme yet exists for providing assistance to this group. This issue is significant given the scale of problems at community level and in relation to the number of health issues which are associated with the substantial Haitian migration into the Dominican Republic, the precarious living conditions of this population and the severe discrimination to which migrants are subjected.

The DRC has developed a series of contingency plans for 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 programme in community-based disaster preparedness through the Vulnerability and Capacity Analysis (VCA) methodology. This is actively used by many of its branches, and has been carried out in more than 200 communities. Nevertheless, the National Society still has weaknesses in the areas of communications, information exchange and knowledge sharing on disaster management with its external partners and other National Societies in the sub-region.

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

¹ http://www.eclac.cl/publicaciones/xml/4/48594/RepublicaDominicana_esp.pdf

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

4. 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*.

5. 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).

6. Where are we going and how we are going to get there?

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, which deals with sustainable development and capacity building, the Federation’s publication on “Building Strong National Societies” must be taken into account.

The Americas Zone will apply a complementary approach to strengthening the DRC’s headquarters and its 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 the National Society in its manner 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, the DRC will need to update and modernize its 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 intention is to 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. 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.

Business Line I: HUMANITARIAN STANDARDS

Areas of Concentration

Humanitarian Trends, Principles and Values, Policy, Disaster Laws, Research Studies, Knowledge Management

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 a system of preparedness and response in communities, which have been previously trained and organized.

Undertaking studies pertaining to the four external trends, along with humanitarian trends as related to the Haitian migrant population and its needs (i.e. the theme of migration) is also part of the DRC's mandate.

In accordance with enabling action 3 of *Strategy 2020* - promoting collaboration between National Societies in the region, the Dominican Red Cross seeks to share experiences which supports the harmonization of development tools and methodologies and for management of emergencies and disasters, taking into account the four humanitarian trends outlined in the long term planning framework.

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

Outcomes and Outputs

Through this planning framework, the Dominican Red Cross seeks to:

- Enhance its positioning by participating in global initiatives to elaborate organizational development tools.
- Have a solid understanding of the Fundamental Principles and a better understanding of institutional doctrines.
- Ensure a strategy exists to promote non-discrimination and tolerance, especially with regards to the Haitian community.
- Guarantee that the staff is well qualified and has the necessary experience to deal with the various humanitarian trends as recognized by the Movement, in particular those related to migration and urban risk.
- Explore new ways of development and coordination with civil-military relationship to improving the overall response in the emergencies.
- Develop tools and activities for awareness-raising with DRC branches pertaining to the implementation of Law 147-02 at community level.
- Ensure all the DRC branches has knowledge and understand the content of the law, through awareness-raising activities.
- Together with the National Societies of Haiti and Cuba, have 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.

Outcome 1.1 : The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability.

Output 1.1.1: Humanitarian access is addressed through learning and action
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Output 1.1.2: Key humanitarian trends are better understood and promoted within National Societies
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Outcome 1.2: A collective understanding of the capacities, resources and services of the National Societies in the Americas have been improved.
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Output 1.2.1. Federation-wide Databank and Reporting System is established in the National Societies of Americas
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Outcome 1.3: National Societies in the Americas assess their own capacity and performance to provide better services.
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Output 1.3.1: Organisational Capacity Assessment and certification (OCAC) process established

Outcome 1.4 The professional qualifications and competencies of the Red Cross volunteers and staff are strengthened, enabling National Societies to take the lead in addressing new risks and vulnerabilities.

OUTPUT 1.4.1.: Educational and knowledge-sharing platforms are mainstreamed in the National Societies, increasing the learning opportunities for staff and volunteers

Business Line II: DISASTER AND CRISIS MANAGEMENT

Areas of Concentration

Disaster and crisis readiness, response and recovery, relief, emergency health, psychosocial support, water and sanitation, shelter, livelihoods, volunteering in emergencies, logistics, 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.

Outcomes and Outputs

The Dominican Red Cross will work 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.

It will implement 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.

In Logistics, the National Society will undertake 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.

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.

The Dominican Red Cross will work 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.

The National Society seeks 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 will manage 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.

A Road Safety advocacy and awareness-raising campaign will be carried out, and include greater involvement in partnership with highway operators (from road rescue to pre-hospitalization transport and prevention).

Outcome 2.1.: National Societies, through their network of branches, adopt integrated sectorial approaches that strengthen essential Red Cross preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives.

Output 2.1.1.: Community-based tools/ approaches to address emerging trends are adopted in disaster and crisis management

Output 2.1.2.: Support the development and measurement of National Society logistics capacity, to help strengthen National Societies and articulate the global capacity and effectiveness of the Federation logistics

Output 2.1.3.: Increased the logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting the effective functioning of the Federation

Outcome 2.2.: An efficient and effective regional Red Cross disaster and crisis management system in the Americas en route.

OUTPUT 2.2.1.: Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests

OUTPUT 2.2.2.: The disaster and crisis response system in the Americas will be forward looking through innovation and by taking maximum advantage of the resources trained and available throughout the Red Cross network

OUTPUT 2.2.3.: The Red Cross disaster and crisis management system in the Americas is able to address increased vulnerability associated with key humanitarian trends (urban risk, migration, violence and climate change).

Business Line III: SUSTAINABLE DEVELOPMENT

Areas of Concentration

National Society development and resilient communities: health, disaster risk management, volunteering, youth, shelter and settlements, livelihoods, water and sanitation, road safety.

National Society Approach

In order to improve its capacity to fulfil its mission and be in a position to respond to disasters rapidly, responsibly and with services of high quality, the DRC 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.

Outcomes and Outputs

A Dominican Red Cross system for volunteer cycle management will be implemented. This includes actions and strategies that are targeted at the youth, for the identification and support of volunteers, and which ensures that new systems for recruitment are employed. The number of community projects is increased and aimed at developing local capacity to deal with adverse situations.

The branches capacity is strengthened with support for preparation of local plans and these plans will take the issues of urban risk, climate change, migration and violence prevention into consideration. Branches will also strengthen their capacities in planning, monitoring and reporting on projects carried out in their regions.

Assistance will be provided in elaborating a gender policy for the National Society, and in its buy-in and implementation. In addition, support will be provided to the National Society in formulating its Development Plan, ensuring a participatory approach with involvement at all levels.

Outcome 3.1: National Societies, through their network of branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development.

OUTPUT 3.1.1: National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery.

OUTPUT 3.1.2 The IFRC and the NS in the Americas actively use beneficiary communications to increase beneficiary accountability under our humanitarian mandate.

OUTPUT 3.1.3 The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming

Outcome 3.2: Red Cross National Societies, through their network of branches, have enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socioeconomic conditions.
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OUTPUT 3.2.1: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into community-based development programme

Outcome 3.3.: Red Cross National Societies have forward thinking leadership with the skills and capacity to deliver services to vulnerable people in a sustainable manner
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OUTPUT 3.3.1.: Red Cross leadership is recognized by government and other key stakeholders.

OUTPUT 3.3.2.: National Society leadership and managerial skills are improved.
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OUTPUT 3.3.4.: Red Cross National Societies will work towards a transition in Red Cross Society leadership at all levels, seeking better diversity and representation in their membership.
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Outcome 3.4. Volunteers of National Societies, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the Red Cross network and in expanding National Society humanitarian access.

Output: 3.4.1 National Societies have improved their voluntary service, formalizing the status, rights and duties of volunteers within their statutes and constitutions, and strengthening and diversifying their volunteer base.

Outcome 3.5.: Youth, as agents for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation.

OUTPUT 3.5.1.: Red Cross Youth will be provided opportunities to learn, innovate and develop leadership skills, contributing to generational change within the Red Cross network.

Business Line IV: HUMANITARIAN DIPLOMACY

Areas of Concentration

Communications (Red Cross positioning and Networking), Resource Mobilization, Humanitarian Affairs and Partnerships, Humanitarian Access.

National Society Approach

Increased 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, 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.

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.

The National Society will 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. This will facilitate the work of the technical team as it disseminates information on capacities and resources more widely, so that internal and external actors are aware of what the DRC has to offer.

Outcomes and Outputs

The Dominican Red Cross benefits from the adoption of a solid communications strategy, that strengthens the institution's image and encourages partnerships with the media. Communication with external partners will be increased, with a view to positioning the Dominican Red Cross as a modern organization and leader in the humanitarian field. The Dominican Red Cross will have a well-structured and attractive web site, recognized as a reliable source of information in the humanitarian field. The National Society will also increase its presence in social networks.

It will establish a round table on humanitarian diplomacy for advocacy and awareness-raising purposes, under the leadership of the DRC and involving the National Risk Management System, which brings together the principal national and international bodies involved in humanitarian affairs.

The National Society will develop a resource mobilization strategy, improve its partnerships with the private sector, and show signs of increased revenue generation and sustainable development of financial resources.

The National Society will commit to an on-going study of existing norms in international disaster response as they pertain to the Dominican Republic and adhere to the related recommendations for their regulation and adaptation according to IDRL guidelines.

Outcome 4.1 National Society Leadership capacities are enhanced to use their auxiliary role to influence public policies and ensure they are seen as a credible and preferred source of information on humanitarian issues by the general public, media and other actors

Output 4.1.1. National Societies become a source of reference information for humanitarian issues and vulnerability reduction

Output 4.1.2. The secretariat and the National Societies actively use social network capacities.

Outcome 4.2.: Strong links are fostered with governments, the public (especially opinion leaders), academia, private sector, and other partners of the Red Cross who work at local and national levels. Including representation in key forums to address humanitarian challenges and trends.

Output 4.2.1.: National Societies have a higher profile as auxiliary to government.

Output 4.2.2: The Federation plays an influential role in inter-agency and inter-governmental bodies and fora.

Outcome 4.3.: National Societies and donors invest in increasing financial and human resources to improve National Societies' abilities to deliver services and programmes.

Output 4.3.1.: Resource mobilisation and accountability capacities of the National Societies are enhanced to attract more reliable contributions to the Red Cross Red Crescent in an effort to ensure a higher level of sustainability.

Outcome 4.4.: National Society HD capacities are enhanced to influence public policies and an active HD network is established in the Americas Zone.

Output 4.4.1.: The secretariat and National Societies actively engage in advocacy and HD initiatives on key issues affecting vulnerability.

Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY

Areas of Concentration

Movement Cooperation, Administration Support, Finance Development, Human Resources Development, ISD Development, PMER Development, Logistics Development, Innovation, Audit and Risk Management and Legal.

National Society Approach

The Dominican Red Cross encourages knowledge transfer and learning at all levels of its organization. Branch capacity will be 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. These processes and procedures are 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 will be expanded and strengthened, encouraging the use of learning platforms and tools for information sharing. In addition, up-dating of and investment in internal tools and coordination and management technologies will be promoted.

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

Outcomes and Outputs

Each support function will have a set of minimum standards, manuals and procedures. A systematic planning, monitoring and evaluation process will be in place, adhering to basic standards.

The Dominican Red Cross will set up an on-going programme of training. This programme will identify the training needs of volunteers and staff, capitalize on previous learning, and provide training using Movement tools and strategic alliances with educational institutions.

The Dominican Red Cross will establish an integrated electronic warehousing system and train staff in its use. It will have an integrated automated financial system and benefit from improved accountability.

All support areas will be provided with the necessary IT equipment, and have an integrated and consistent management system.

Outcome 5.1 : Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.

Output 5.1.1.: Red Cross National Societies facilitate greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning.
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Output 5.1.2.: The National Societies in the Americas and the Secretariat successfully organised the XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes

Outcome 5.3: Federation policies and best practices on support services are increasingly adopted and implemented by National Societies.
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Output 5.3.1.: International Federation policies on cooperation and services (finance, administration, human resources, resource mobilization and accountability, information technology) are disseminated among National Societies.
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7. What are some of the key risks/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. Focusing on 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 by the DRC headquarters providing the National Society branches with a certain level of autonomy.

Development of health programmes and 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.

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

8. 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 has been made with the adoption of a gender policy, and the integration of gender perspectives in projects and programmes.

9. How much will it cost?

Annex 3 provides a more detailed four-year outlook of funding for the plan.

10. Results Matrix

Annex 4 includes a Results Matrix comprising the objectives of the plan, indicators to track their achievement and targets for the four years period covered by the plan.

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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Saving lives, changing minds.



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 nonviolence 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.³

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.⁶

MIGRATION: The Americas are home to 27 per cent of the World's migrants⁴. 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.⁵ 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 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,

³ 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.

⁴ 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*

⁵ UN ECLAC with UNICEF, *Children and International Migration in LAC*, 2010

⁶ Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007

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.

Annex 3

IFRC Secretariat

Business group/unit:
Dominican Red Cross

Long-term Planning Framework 2012-2015

Four-year outlook of funding required (all amounts in CHF)

Version:	1	Date: 15/01/2014
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	Business Line	Sub-sector code	Sub-sector	2012 *	2013*	2014	2015
1	Raise humanitarian standards	1NSPD	National Society performance development	N/A	N/A	5,000	5,000
		1NSLK	Learning and knowledge development			4,000	3,000
2	Grow RC/RC services for vulnerable people	2DMDM	Disaster management	N/A	N/A		
		2DMDR	Disaster response				
		2DMEP	Emergency preparedness			10,000	10,000
		2DMFS	Food security				
		2DMIL	International Disaster Response Law			5,000	
		2DMLG	Logistics			14,000	
		2DMRC	Recovery				
2DMSS	Shelter						
3	Strengthen RC/RC contribution to development	3DMRR	Disaster risk reduction	N/A	N/A	10,000	5,000
		3HSBD	Voluntary non-remunerated blood donation			6,000	3,000
		3HSFA	Community-based health and first aid				
		3HSHA	HIV and AIDS				10,000
		3HSHL	Health				

		3HSIP	Avian and human influenza pandemic				
		3HSMA	Malaria				
		3HSMC	Maternal, new-born and child health				
		3HSNT	Nutrition				
		3HSPM	Measles and polio				
		3HSPS	Psychosocial support				
		3HSRS	Road safety			7,000	
		3HSSS	Social services				
		3HSTB	Tuberculosis				
		3HSWS	Water and sanitation				
		3NSBD	National Society branch development			4,000	4,000
		3NSFD	National Society financial development				
		3NSFS	National Society financial sustainability				
		3NSLD	National Society leadership development			1,500	2,000
		3NSOD	Organizational development			5,000	5,000
		3NSVD	Volunteering development			5,000	5,000
3NSYD	Youth development	3,000	3,000				
3PVMG	Migration						
4	Heighten influence and support for RC/RC work	4COCO	Communications	N/A	N/A	4,000	
		4COIR	International relations				
		4CORM	Resource mobilisation			3,000	3,000
		4PVAD	Anti-discrimination				
		4PVGD	Gender			2,000	2,000
		4PVPV	Humanitarian principles and values				
4PVVP	Violence prevention and reduction						
5	Joint working and accountability	5COAD	Administration	N/A	N/A		
		5COAR	Audit and risk management				12,000
		5COCC	Cooperation and coordination			4,000	4,000
		5COFM	Finance management				
		5COGM	General management				

		5COGV	Governance				
		5COHR	Human resources				
		5COIT	Information technology			7,000	
		5COLS	Legal services				
		5COPM	Planning, monitoring and evaluation			5,000	
		5COSC	Security				
		5NSIC	ICT Capacity Building				
			TOTAL	N/A	N/A	104,500	76,000

* For 2012 and 2013, a consolidated outlook for funding was developed for the Americas Zone per Business Lines, therefore, no disaggregated outlook for funding figures are available per country LTPFs for 2012 and 2013.

Annex 4

Results Matrix

Business Line 1: Raise humanitarian standards					
Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.					
Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	Baseline 2012	2015 Targets
1.1 A contemporary interpretation of the Fundamental Principles consistently demonstrated through action by all Movement partners.	1.1.: The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability.	Output 1.1.1.: Humanitarian access is addressed through learning and action	Dominican RC has received support for national legislation projects.	0	1
			Dominican Republic has adopted new law procedures on disaster law	0	1
			Dominican RC has received support through regional and sub-regional initiatives related to disaster law.	0	2
			Dominican RC has a documented learning experiences related to civil military relations.	0	1
		Output 1.1.2.: External trends are better understood and promoted within National Societies	Dominican RC has participated in regional or national platforms in related to key trends and emerging health	1	3
			Dominican RC is responding to affects of the trends in the country	1	2 trends (urban risk and migration)
1.2 A Federation-wide databank and reporting system of factual National Society information is established and maintained.	Outcome 1.2.: A collective understanding of the capacities, resources and services of the National Societies in the Americas have been improved.	Output 1.2.1.: Federation-wide Databank and Reporting System is established in the National Societies of Americas	Dominican RC is providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports	1	1 update per year of key documents
			Dominican RC is providing data on all seven FDRS key performance indicators.	3	7

1.3. An organisational capacity assessment and certification process is established. (OCAC)	1.3.: National Societies in the Americas assess their own capacity and performance to provide better services	1.3.1.: Organisational Capacity Assessment and certification (OCAC) process established	Dominican RC participated in OCAC self-assessment	0	1
1.4 A learning, research and knowledge-sharing network to strengthen the professional qualifications and competences of staff and volunteers is established.	.4.: The professional qualifications and competencies of the Red Cross volunteers and staff are strengthened, enabling National Societies to take the lead in addressing new risks and vulnerabilities.	1.4.1.: Educational and knowledge-sharing platforms are mainstreamed in the National Societies, increasing the learning opportunities for staff and volunteers	Courses taken on the e-learning platform.	TBD	100%
			Courses completed vs. courses initiated	TBD	70%
			Completion rate of Red Cross Essentials course	TBD	100%

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people

Outcome: Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
2.1 Robust essential preparedness, response and recovery systems are built in National Societies	Outcome 2.1.: National Societies, through their network of branches, adopt integrated sectoral approaches that strengthen essential Red Cross preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives.	Output 2.1.1.: Community-based tools/ approaches to address emerging trends are adopted in disaster and crisis management	Tools and methodologies for response and recovery that have integrated the key humanitarian trends.	1	3
			The Dominican Red Cross uses standardized regional response assets	0	1
			The Dominican Red Cross has contingency plans in place	1	2

		Output 2.1.2.: Support the development and measurement of National Society logistics capacity, to help strengthen National Societies and articulate the global capacity and effectiveness of the Federation logistics	The Dominican Red Cross plans and tracks activities that contribute to their logistics capacity	1	2 activities
			The Dominican Red Cross has applied technical logistics guidelines in Procurement, Logistics, Warehousing and Fleet	1	2 logistics areas addressed (Procurement, Logistics, Warehousing or Fleet)
			Logistics services provided for preparedness and operational activities.	1	2 logistics services
		2.1.3.: Increased the logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting the effective functioning of the Federation	Dominican RC has increased its stock prepositioning at country level.	1 stock	2
2.2 The Red Cross Red Crescent global disaster management system is further developed	Outcome 2.2.: An efficient and effective regional Red Cross disaster and crisis management system in the Americas en route.	Output 2.2.1.: Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests	Dominican RC has participated in spaces for coordination and peer-to-peer/horizontal learning on readiness for response and early action.	1	3
			Dominican RC is actively engaged in the application the framework that clearly outlines the position and role of Red Cross actors in relation to military forces and the corporate sector.	0	1
		Output 2.2.2.: The disaster and crisis response system in the Americas will be forward looking through innovation and by taking maximum advantage of the resources trained and available throughout the Red Cross network	Dominican RC is using innovative tools for disaster response	0	2 tools
			# of members of Dominican RC that are supporting the regional and global response system.	2 members	6 members
			Dominican RC is implementing volunteering in emergency practices	1	1

			Dominican RC has increased human resource surge capacity in resource mobilization, communications, PMER, finance and IDRL in place.	TBD	2 areas reflecting strengthened capacity
		Output 2.2.3.: The Red Cross disaster and crisis management system in the Americas is able to address increased vulnerability associated with key humanitarian trends (urban risk, migration, violence and climate change).	Dominican RC has incorporated the new trends into their plan of actions with an integrated planning focus.	0	4 trends incorporated
			Dominican RC is working together with their respected government to implement assessments and early warning systems addressing migration and population mobility.	1	1 Assessment and early warning system addressing migrants

Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Outcome: Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
3.1 Increased and improved Red Cross Red Crescent action for longer-term sustainable development.	Outcome 3.1.: National Societies, through their network of branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development.	Output 3.1.1.: National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery	Dominican RC has integrated community-based development programmes that are being carried out with key stakeholders.	1	1
			Dominican RC has adapted their internal systems and structures to better facilitate integrated community programming.	0	2 internal systems/structures adapted
			peer-to-peer/horizontal cooperation exchanges that contribute to the improvement of internal systems and capacity for community-based development programming.	0	1
			Dominican RC is implementing community health programmes using Community Based Health and First Aid (CBHFA) approach to	1	1

			strengthen community resilience.		
			Dominican RC has first aid training capacities matching international standards (national and branches).	first aid training capacities not updated to the international standards	first aid training capacities matching current international standards
		Output 3.1.2: The IFRC and the NS in the Americas actively use beneficiary communications to increase beneficiary accountability under our humanitarian mandate.	Dominican RC reflect use of beneficiary communication approach .	0	1
		Output 3.1.3.: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming	Dominican RC has included urban risk and community resilience in their strategic and operational plans	0	Strategic Plan and Operational Plans integrating urban risk and community resilience
			Dominican RC is working in the most vulnerable communities most affected by the key humanitarian trends.	N/A	TBC
			Dominican RC has joint programmes that address the needs of migrant populations as a cross border	0	1 joint programme addressing the need of migrant populations
3.2 Initiatives established that aim to heal divisions within communities	Outcome 3.2.: Red Cross National Societies, through their network of branches, have enabled communities to better understand trends that impact their lives and take action to improve	Output 3.2.1.: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into community-based development programme	Dominican RC is implementing the Youth as Agents for Behavioural Change (YABC) initiative to promote social inclusion and a culture of nonviolence and peace through community outreach.	3	6 initiatives
			# of Branches of Dominican RC are implementing integrating community dev. Programming and projects in cooperation with other key stakeholders that address key humanitarian trends.	0 branches	7 branches

	their health, safety, environmental and socioeconomic conditions				
3.3 National Societies strengthen their capacities to provide sustainable services to vulnerable people, thereby contributing towards the strengths of the IFRC and civil society.	Outcome 3.3.: Red Cross National Societies have forward thinking leadership with the skills and capacity to deliver services to vulnerable people in a sustainable manner.	Output 3.3.1.: Red Cross leadership is recognized by government and other key stakeholders	Dominican RC is participating in national platforms.	2	8 platforms (cumulative)
		Output 3.3.2.: National Society leadership and managerial skills are improved	Dominican RC has an RM strategy (including specific fundraising targets), dedicated resource mobilisation capacity and mobilizing their own unrestricted resources.	0	1 RM Strategy
			Leaders of Dominican RC trained on the trends or fundamentals	0	8 leaders
		Output 3.3.4.: Red Cross National Societies will work towards a transition in Red Cross Society leadership at all levels, seeking better diversity and representation in their membership	Dominican RC governance and management showing diversity	N/A	TBC
3.4 The Red Cross Red Crescent share of volunteering among all ages is expanded.	Outcome 3.4.: Volunteers of National Societies, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are	Output: 3.4.1 National Societies have improved their voluntary service, formalizing the status, rights and duties of volunteers within their statutes and	Dominican RC has a volunteering policy/ development plan.	0	1 volunteering policy/development plan in place
			Dominican RC has a strategy in place for volunteering.	0	1 volunteering strategy in place

	key actors in demonstrating the added value of the work done by the Red Cross network and in expanding National Society humanitarian access	constitutions, and strengthening and diversifying their volunteer base.	Dominican Republic has adopted volunteer legislation.	0	1
			Dominican RC has effective volunteer management system in place.	0	1
3.5 Involvement of young people at all levels and in all services in National Societies increased	Outcome 3.5.: Youth, as agents for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation.	OUTPUT 3.5.1.: Red Cross Youth will be provided opportunities to learn, innovate and develop leadership skills, contributing to generational change within the Red Cross network.	Youth of Dominican RC have peer-to-peer and horizontal exchanges between National Societies.	1	3
			# of Youth of Dominican RC trained in YABC and follow-up activities	3	6 young persons trained in YABC
			Dominican Red Cross Youth trained in RM development and engaged in RM pilot initiatives.	0	1 young persons trained in RM development

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

Outcome: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets

4.1 Advocacy effectively used to promote a strong and positive RCRC image, brand and message	Outcome 4.1.: National Society Leadership capacities are enhanced to use their auxiliary role to influence public policies and ensure they are seen as a credible and preferred source of information on humanitarian issues by the general public, media and other actors.	Output 4.1.1. National Societies become a source of reference information for humanitarian issues and vulnerability reduction	The World Disaster Report is launched in an event organized by the NS.	0	1
		Output 4.1.2. The secretariat and the National Societies actively use social network capacities.	Dominican RC is using different types of social media	1	3
			Dominican RC has participated in the Americas communicators network through the communities of practice	0	1
4.2 Auxiliary partnership role of National Societies is promoted and supported	Outcome 4.2.: Strong links are fostered with governments, the public (especially opinion leaders), academia, private sector, and other partners of the Red Cross who work at local and national levels. Including representation in key forums to address humanitarian challenges and trends.	Output 4.2.1.: National Societies have a higher profile as auxiliary to government.	The DRC is involved with government exercising its auxiliary role.	1	1
			DRC receiving direct support for enhancing or leveraging its auxiliary role.	1	1
			DRC working and coordinating with military and police forces.	0	1
			Dominican RC has followed-up at least 2 International Conference Resolutions through letters, meetings, etc.	0	2
		Output 4.2.2: The Federation plays an influential role in inter-agency and inter-governmental bodies and fora.	Dominican RC has participated in international fora/platforms	0	1 platform per year (total 4)

p4. 3 Resource mobilisation capacities and efforts are scaled up to inspire more reliable contributions to the Red Cross Red Crescent	Outcome 4.3.: National Societies and donors invest in increasing financial and human resources to improve National Societies' abilities to deliver services and programmes.	Output 4.3.1.: Resource mobilisation and accountability capacities of the National Societies are enhanced to attract more reliable contributions to the Red Cross Red Crescent in an effort to ensure a higher level of sustainability	Dominican RC is actively engaged in the RM network through tailored support.	0	1
4.4 A strong HD capacity and network is established.	Outcome 4.4.: National Society HD capacities are enhanced to influence public policies and an active HD network is established in the Americas Zone.	Output 4.4.1.: The secretariat and National Societies actively engage in advocacy and HD initiatives on key issues affecting vulnerability.	A strong dialogue is established on issues related to disaster response and development in Dominican Republic	0	1

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

Outcome: More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
5.1 Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC.	Outcome 5.1.: Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.	Output 5.1.1.: Red Cross National Societies facilitate greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning.	Dominican RC has peer-to-peer/horizontal initiatives that have been carried out in the Americas Zone.	1	4 (cumulative) peer to peer/horizontal initiatives
			Dominican RC has a plan aligned with <i>Strategy 2020</i> and IAFA.	0	1 Plan aligned with S2020 and IAFA

		Output 5.1.2.: The National Societies in the Americas and the Secretariat successfully organised the XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes	XIX Inter-American Conference has been completed and Dominican RC has participated actively	1	1
			Dominican RC is monitoring their progress against the IAFA.	0	1 evaluation on the progress against the IAFA conducted
			Dominican RC has participated in the thematic sessions (side-events)	4	4
		Output 5.3.1.: International Federation policies on cooperation and services (finance, administration, human resources, resource mobilization and accountability, information technology) are disseminated among National Societies.	# of events where key policies are mainstreamed and followed-up	0	At least 1 event per year