



**STRATEGIC PLAN 2019 - 2024**  
**Dominica Red Cross Society**



**BUILDING A RESILIENT NATIONAL  
SOCIETY**

**The best way to find yourself  
is to lose yourself in the service of others.**

**- Mahatma Gandhi -**



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## LIST OF ACRONYMS

CBI	Citizenship By Investment
CBO	Community Based Organization
CDEMA	Caribbean Disaster Emergency Management Agency
CDRT	Community Disaster Response Team
CEO	Chief Executive Officer
CRRO	Caribbean Representation Regional Office
CSO	Central Statistical Office
DG	Director General
DMIS	Disaster Management Information System
DOWASCO	Dominica Water and Sewerage Company
DRC	Dominica Red Cross
DRCS	Dominica Red Cross Society
DRR	Disaster Risk Reduction
EOC	Emergency Operations Centre
ERU	Emergency Response Unit
FACT	Field Assessment and Coordination Team
FRC	French Red Cross
GDP	Gross Domestic Product
ICRC	International Committee of the Red Cross
ICT	Information Communication Technology
IFRC	International Federation of Red Cross
IRC	International Red Cross
KRA	Key Result Areas
M&E	Monitoring and Evaluation
NCD	Non Communicable Diseases
NEPO	National Emergency Planning Organization
NGO	Non Governmental Organization
NIT	National Intervention Team
NRDS	National Resilience Development Strategy

NS	National Society
OCAC	Organizational Capacity Assessment and Certification
OECS	Organization of Eastern Caribbean States
OFDA	Office of Foreign Disaster Assistance
PASSA	Participatory Approach to Safe Shelter Awareness
PIRAC	Public Interest Research and Advocacy Centre
PMER	Planning Monitoring Evaluation and Reporting
RFL	Restoring Family Links
SDG	Sustainable Development Goals
SWOT	Strengths Weaknesses Opportunities Threats
UN	United Nations
UNDP	United Nations Development Programme
VCA	Vulnerability and Capacity Assessment
WASH	Water Sanitation and Hygiene
WFP	World Food Programme

## FOREWORD BY PRESIDENT



To attain excellence every organization needs a strategy to adapt to the changing circumstances and act accordingly towards achieving long-term sustainability. Accordingly, the Dominica Red Cross Society (DRCS) has formulated the Strategic Plan 2019-2024 which will be the key guiding instrument for the Society in the years to come to realize our vision of becoming the “Leading Humanitarian Organization” in Dominica.

The intensity and extent of natural disasters in our region is increasing and the level of response required, in most cases, is beyond the capacities of local organizations and governments. The growing influence of climate change will only exacerbate these pressures. We must work towards building resilient communities today so they can better combat the disasters of tomorrow. It is clear that our traditional methods of dealing with disasters are inadequate, as evidenced by the lessons learnt from Hurricane Maria, and we cannot work alone if we want to meet the needs of those made vulnerable during disasters.

The current strategy lays a special focus on National Society development and organizational sustainability so that it thrives under any circumstance and keeps producing impact at the community and grass root level.

This is a comprehensive document having strong alignment with the Sustainable Development Goals (SDGs) and the International Federation of Red Cross (IFRC) Strategy 2020. Thus, the strategy will not only help (DRCS) in its endeavor towards realizing its goals, but will also contribute towards achievement of overall development goals of the country.

Our Vision is clear and our Mission Statement sets a clear path forward. Our seven Fundamental Principles and our Values, together, guide us in achieving our goals. We believe that we have an exciting and challenging 5 years ahead of us. At the end of it, we will see a more resilient and thus healthier Dominica, with less vulnerability; being well-served by Red Cross volunteers and staff who are valued for their contribution.

On behalf of DRCS Managing Board, I would like to take this opportunity to congratulate all those who have been associated with this process. We look forward to the active participation of all branches, staff members, youth and volunteers, and assistance from the government ministries, Non-Government Organizations (NGO), individuals and the general public for effective and timely implementation of this strategy in the greater interest and the ultimate benefit of the people who need our help most.

A handwritten signature in blue ink on a yellow background. The signature reads "Reginald Winston" in a cursive script.

.....  
**Reginald Winston**

## MESSAGE BY DIRECTOR GENERAL



It gives me immense pleasure to write the Strategic Plan of the Dominica Red Cross Society. I consider it to be a great achievement and learning experience for the DRCS, as all levels of staff including the Board of Directors, actively participated in the strategic planning process with local professional support.

This document is the result of a coordinated team effort of the Society's governance, management, staff members and volunteers. In particular we would like to thank Mrs. Shirley Augustine for her work in assisting with coordinating and developing the Plan. I am confident that the same degree of team spirit will continue in implementing this Strategy.

We have outlined three (3) strategic goals that together set a path to achieving a resilient Dominica. We detail who we are as an organisation, what we need to do and how we intend to do it. It sets a clear course for increasing our reach by doing more and doing it better.

The strategy lays the foundation towards the revitalization process of DRCS with a systematic balance of priority between the service delivery to community and the National Society development. Development of National Society's capacity is not just at the central level but also development of the branches. To ensure this, the capacity deficits identified both at national and branch level through the Organisational Capacity Assessment and Certification (OCAC) exercise, was considered with due importance during the process of formulation of this Strategy. Likewise, the broad area of service delivery will be kept in the forefront, with priority on community capacity building for improved resilience.

It is clear that in order to achieve our goals of efficient service delivery and National Society development, a dynamic and diversified resource mobilization initiative is inevitable. Hence, the next five years we will focus on resource mobilization, where priority will be given to local partnership and domestic resource mobilization while strengthening external partnership.

It is my earnest hope, that all branches, governance, management and staff would be responsive to make DRCS the leading humanitarian organization in Dominica and take concerted effort to operationalize the strategy stipulations by formulating all work plans in alignment with this Strategic Plan, 2019-24.

.....  
Sandra Charter Rolle

# Chapter 1

## Country Context

## 1.1. Overall Context

Dominica, the most northerly, largest, and mountainous of the Windward Islands is located between the French islands of Guadeloupe to the north and Martinique to the south. The country stretches for over 750km<sup>2</sup> and has a steep terrain, with slopes rising higher than 1000m in some locations. A few areas along the coast provide some flatlands. It is known as "The Nature Island of the Caribbean" due to its spectacular, lush, and varied flora and fauna.

The country's climate is humid tropical marine, with little seasonal variation between wet and dry seasons. Rainfall ranges from more than 500mm in most locations to more than 900mm in some, resulting in landslides and flooding in low-lying areas. The island lies in the path of hurricanes and, consequently, has sustained loss of life and considerable damage to property.

## 1.2. Demographics

According to the 2010 population census, Dominica's population numbered 71, 293, with a male to female ratio of 103.2: 100. This represented a slight decline of 0.6% over the last census. Total births continued to register steady decreases, recording a significant 31.5% decline in two decades. The census also showed a decrease in the proportion of children and young people and a slight increase in the proportion of those aged 60 years and over. Persons of African origin accounted for 84.7% of the population, a decrease from 86.75% in the last ten years. On the other hand the indigenous Kalinago population increased by 26.6% accounting for nearly 4% of the population, up from 2.9% in 2001. The population of whites, or Caucasians, increased sharply, by 55%.

The 2014 end of year population was estimated at 69,665, however, this figure was further decreased following mass migration in the wake of Hurricane Maria. Life expectancy at birth stood at 72.8 years for males and 78.9 for females.

Much of Dominica's important infrastructure is located along the coastline, close to the present sea level, making them vulnerable to flooding and storms. Furthermore, 90% of the population is dispersed among coastal villages, with the main population center, Roseau, located along the leeward coast. Most settlements have very little room for expansion except through hillside residential development, or density increases in already built up areas. As a result, population increase in certain districts is leading to the increasing emergence of hillside developments on the fringes of the existing towns and on small coastal headlands. These areas are highly susceptible to the ravages of extreme events such as hurricanes<sup>1</sup>.

## 1.3. Red Cross Society, the Global Context

National Societies come together globally as the **International Federation of Red Cross and Red Crescent Societies (IFRC)** to represent shared beliefs and joint efforts. With a secretariat in Geneva and five zones worldwide, the IFRC is guided by its constitution and governed by a General Assembly of National Societies that decide on its policies, and the rules and obligations

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<sup>1</sup> <https://www.adaptation-undp.org/explore/caribbean/dominica>. Sourced 25/2/19

of membership. This convenes every two years and elects a president and a Governing Board to oversee the work in between General Assembly meetings.

The IFRC is a component of the International Red Cross and Red Crescent Movement, which includes the International Committee of the Red Cross (ICRC). The statutes and strategy of the Movement define specific roles, strengthen cooperation and coherence between components, enhance their shared identity, and elevate their combined effectiveness and efficiency in the service of mankind. Every two years, the Council of Delegates meet to consider common actions and advocacy. Likewise, every four years, the International Conference of the Red Cross and Red Crescent brings together the Movement and the world's states party to the Geneva Conventions to deliberate on major humanitarian issues.

The ideals of the Movement are represented all over the world, not just through the visible impact of its work in countless towns, villages and neighbourhoods, but also by influencing hearts and minds. It is widely perceived as a 'public good' – available to everyone, everywhere, to prevent and reduce human suffering.

The Red Cross Movement is inspired by the Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality. These principles are underpinned by shared values – relating to people, integrity, partnership, diversity, leadership and innovation – that guide how it works. The Red Cross, Red Crescent emblem is universally recognized, trusted and legally protected symbols of our presence. Its work is carried out by a respected network of tens of millions of volunteers and members. They are organized through their National Red Cross or Red Crescent Societies that have special status by national laws to function as auxiliary partners enjoying a specific and distinctive partnership in the humanitarian service of their own public authorities<sup>2</sup>.

## 1.4. Profile of the Dominica Red Cross Society

In January 1958, the Dominica Red Cross Society (DRCS) was founded as a branch of the British Red Cross and was recognized by the Government of Dominica on March 7th 1983 as a National Society. The Dominica Red Cross (DRC) joined the membership of the International Committee of the Red Cross (ICRC) on 15 March 1989, and was admitted to the International Federation of Red Cross and Red Crescent Societies on 21st October 1989.

## 1.5. Management

The Dominica Red Cross Society is guided in its work by the principles of International Humanitarian Law and shall respect the Fundamental Principles of the Movement. The revised constitution (2010), to which Dominica is a party, is based on the Geneva Conventions of 1949 (and their additional Protocols).

The Society is managed by a Governing Board (**see image 1**) consisting of nine (9) members and the Director General (DG). The President is the highest office bearer and is responsible to the General Assembly and Governing Board for ensuring that the DRCS pursues objects and exercises its functions as defined in Article 22 of the Statutes.

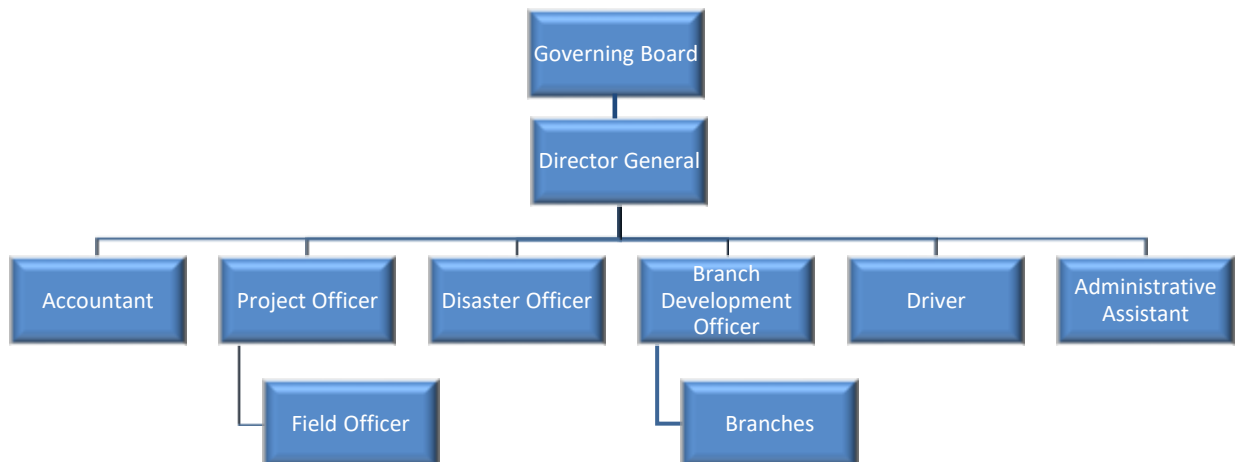
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<sup>2</sup> International Federation of Red Cross and Red Crescent Societies \_ *Strategy 2020* \_



**Image 1: Management of the Dominica Red Cross Society**

The Director-General (DG) is appointed, under previously laid conditions, by the Governing Board on the recommendation of the President. She/He takes directive from the Board (**Figure 1**) while being responsible for the administrative and executive function of the National Society as outlined in Article 25.



**Figure 1: Organisational Structure of the Dominica Red Cross Society**

## **1.6. Staffing**

The staff of the Dominica Red Cross National Society comprises of only nine (9) persons and has a volunteer base of 270 to support the implementation of its activities across the country. Staff is also hired on a temporary basis for the duration of a project cycle. Due to this, there is a high turnover in staff, and institutional memory and capacity is sometimes lost. Similarly, following the passage of Hurricane Maria, the National Society (NS) lost many of its skilled volunteers to other humanitarian organizations which were better positioned to provide them with a larger stipend.

Human resource is therefore a critical issue within the DRC. The number of skilled and experienced staff as well as correct deployment and retention are of concern and crucial to delivering quality, and effective services. Thus, capacity development and sound human resource policies for volunteers, youth and staff are required.

## **1.7. Strategy**

The Dominica Red Cross is currently working with the Caribbean Representation Regional Office (CRRO) on developing its country support plan to ensure, operationally, that there is support and capacity building for logistics. Further, there is need for a stronger volunteer management system to fill gaps in programs, operations and day to day functioning of the NS.

Similarly, as the services of the DRC continue to expand beyond that of Disaster Risk Reduction (DRR) and First Aid programs, additional equipment is needed to ensure the efficient delivery of services.

## **1.8. Funds**

The National Society does not have emergency funding available for use when responding to disasters and its fund raising capacity remains at a minimal. It is anticipated that the increase in the number of branches and volunteers, would help facilitate the Society's overall fund-raising capacity.

## **1.9. Disaster Management**

The Society has a written disaster policy and a disaster preparedness plan which was updated this year and will be disseminated to the branches. This plan provides a mechanism for disaster management and is dependent on volunteers for support. Likewise, in the event of a major catastrophe, support is provided by the IFRC.

DRCS is represented on a number of committees of the National Emergency Planning Organization (NEPO), and has several responsibilities in times of crisis as outlined in the National Plan. These include communication, public information, education, search and rescue, emergency shelter management, mass casualty management, relief emergency health care, public health, logistics administration support, damage assessment and coordination of volunteers.

The Dominica Red Cross has established two Memoranda of Understanding (MOU's), one with the Office of Disaster Management and the other with the Dominica Amateur Radio Club, both of which are expected to assist the Society with the advancement of its disaster response activities. The DRCS also has relationships with several other organisations to include the Public Interest Research and Advocacy Centre (PIRAC), IFRC, French Red Cross (FRC), Caribbean Disaster Emergency Management Agency (CDEMA) , World Food Program (WFP), United Nations (UN), Habitat for Humanity.

The National Society with its newly reactivated branches, has a disaster officer selected from each branch assigned to coordinate disaster activities within his/her branch. These officers will be trained in all aspects of disaster related activities of the National Society.

There is no regular practice or simulation to test volunteers for relevant disaster response. The capacities of trained staff and volunteers are in the following domains: assessments, distribution, reporting, logistics, administration, monitoring and evaluation and training capacity for core disaster preparedness activities. The Society uses the Damage Needs and Assessments forms as a tool for information gathering. No other assessment and risk analysis tools are currently used, however, the Vulnerability and Capacity Assessment (VCA) is being developed.

The Dominica Red Cross Society interacts with various community groups in providing first aid and health related training, but more specifically, Community Disaster Response Teams are trained in response, utilizing community-based activities that reflect community needs and strengthening local coping strategies.

## **1.10. Logistics**

Currently, the National Society does not have any focal point in logistics. While the Society acknowledges the importance of logistics as a support role to its overall programming and operations during disasters, it is unrealistic to sustain the role of a Logistics Officer on a full time basis. However, 4 volunteers have been trained in logistics with Government. These volunteers were also trained by the IFRC delegates who were on island assisting the NS with its post Hurricane Maria response.

## **1.11. Warehousing**

There is a warehouse management system in place with one staff member responsible for warehouse management. There are warehouse storage facilities at the DRCS headquarters (**see image 2**), however, with the increase in the number of branches, the DRCS is working on repositioning of supplies which would require additional storage facilities in the communities where the branches are located. In keeping with its DRR strategy, the DRCS seeks to establish seven new warehouse storage facilities in the seven branches.

## **1.12. Procurement**

The National Society with the intervention of the IFRC has established the current system for procurement and logistics; this system will be used throughout the branches and thus facilitate uniformity and greater transparency with record keeping.

### 1.13. Fleet

The Dominica Red Cross currently own two (2) vehicles; a bus which is used for transportation of volunteers to and from stations as well as for logistics and procurement activities, and a Sports Utility Vehicle (SUV) which is used for messenger services and off-road trips required by the staff and volunteers of the Society. The National Society with its obvious expansion would require additional transportation for supplies and equipment to the various branches.



*Image 2: Dominica Red Cross Headquarters*

# CHAPTER 2

## Framework

***VISION:***


*To become the leading humanitarian organization in Dominica.*


***MISSION***


*To build safer, healthier and resilient communities, prevent and alleviate suffering by working with communities, partners and volunteers, providing quality humanitarian services to vulnerable people in accordance with the Fundamental Principles of the Red Cross Movement.*


## 2.1. The Fundamental Principles


The Red Cross and Red Crescent Movement is guided by seven Fundamental Principles.


- 1. Humanity** 


The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
- 2. Impartiality** 

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
- 3. Neutrality** 

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
- 4. Independence** 

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.
- 5. Voluntary service** 

It is a voluntary relief movement not prompted in any manner by desire for gain.
- 6. Unity** 

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.
- 7. Universality** 

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

## 2.2. Our Values

### People

We are dedicated to improving the lives of those we serve, by building the capacities of people and communities to work in solidarity to find sustainable solutions for their most pressing needs and vulnerabilities.

### Integrity

We work in accordance with our Fundamental Principles in a transparent and accountable manner, delivering on our mission.

### Partnership

Working as “One Red Cross family” and in collaboration with other organizations we cooperate with governments, without compromising our emblems and the independence, impartiality and neutrality that they represent.

### Diversity

We respect the diversity of the communities we work with and of our volunteers, members and staff, based on non-discrimination and our principles of impartiality, unity and universality.

### Leadership

We show leadership and strive for excellence in our work, drawing attention to the rights, needs and vulnerabilities of communities and the factors that underlie them.

### Innovation

We are committed to finding creative, new ideas and looking for better ways to serve.

*Image 3: Red Cross School Club (1970's)*



*Ground breaking for Red Cross Headquarters*



# **CHAPTER 3**

# **Situational Analysis**

### 3.1. External Situation

Dominica is a member of the Organization of Eastern Caribbean States (OECS). It is a multi-party democracy based on the Westminster System of government. Elections are held every five (5) years. The country has a ceremonial head of state, the President, and a Prime Minister as head of Government.

Dominica is an upper-middle-income Small Island Developing State, with an estimated population of 73,543 (Central Statistical Office, 2016) and a gross domestic product of US\$548.41 million. Over the past three years, government spending has amounted to 39.4 percent of the country's output Gross Domestic Product (GDP), and budget surpluses have averaged 3.8 percent of GDP. Public debt is equivalent to 87.6 percent of GDP. Historically, the economy has depended on agriculture (primarily bananas) and tourism.

Fiscal performance deteriorated sharply due to the fall in tax revenue after Hurricane Maria, but was partially offset by a surge in grants and buoyant Citizenship-by-Investment (CBI) sales revenues. With limited revenue, drawdown of large government deposits, grants, and an insurance payout helped meet financing needs. The hurricane also exacerbated weaknesses in the financial sector, particularly of non-bank institutions, which face undercapitalization, low profitability and high non-performing loans. Credit to the private sector has been flat and inflation remains subdued<sup>3</sup>. The IMF predicted that it will take 5 years to recover to pre hurricane levels, however, signs of recovery, particularly in construction and the public sector, have already started to emerge.

The National Resilience Development Strategy 2030 (NRDS), presents the priorities that Government must advance in the pursuit of sustainable economic growth while maintaining a prudent fiscal stance in the face of global realities, in particular climate change. Of highest priority is poverty reduction and progress towards achieving the Sustainable Development Goal (SDG) targets by 2030.

#### 3.1.1. Impact of Climate Change

Climate change projections show that there will be continuing increases in the occurrence and severity of some extreme events. Dominica is highly vulnerable to the effects of climate change, the impacts of which have already been experienced when the island suffered a direct hit by category five Hurricane Maria in September 2017, which wiped out 226 per cent of its gross domestic product, two years after Tropical Storm Erika passed over the island, destroying an entire village, killing 20 people and leaving behind damage of up to 90 per cent of the country's GDP. There has been significant change to Dominica's climatic system over time, marked particularly by increases in temperatures, and the frequency and intensity of rainfall events that led to flooding. It is expected that these temperatures will continue to rise along with higher sea levels and intensified storm surges.

The negative impacts of these phenomena have caused major damage to Dominica's pristine environment, primarily the country's lush 60% forest cover. In addition, the economic and human consequences are huge, resulting in loss of livelihoods, displacement and hardship.

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<sup>3</sup> IMF Country Report No. 18/265: Dominica -2018 Article Iv Consultation—Press Release and Staff Report- August 2018. Accessed February 01, 2019

Some of the other sectors identified as being highly vulnerable include:

- **Human settlements and infrastructure:** Given that most of Dominica's infrastructure is located in coastal areas, more frequent extreme weather events and sea level rise could adversely impact these human settlements.
- **Health:** Increase in Non-Communicable diseases and their complications, water and vector-borne diseases. Mental health consequences of climate change range from minimal stress and distress symptoms to clinical disorders, such as anxiety, depression, post-traumatic stress, and suicidality.
- **Agriculture:** The country's main export is bananas and other produce. Climate change is very likely to affect local food security by disrupting food availability, decreasing access to food, and making utilization more difficult.
- **Fisheries:** The fisheries sector is vulnerable to the impacts of climate change as a result of the expected consequences of rising sea temperatures on coral reefs.
- **Tourism:** The impact of climate change on coastal zones, fisheries, and coral reefs could adversely affect this burgeoning industry.

The Government of Dominica has commenced its attempts to transform the island into the world's first climate resilient country and steps have already been taken to enhance public knowledge on resilience as well as formulating a strategy –the NRDS- which will govern the islands future attempts at building resilience. It builds on Dominica's National Climate Change Adaptation Policy and the Low Carbon Climate Resilience Development Strategy by integrating climate resilience and disaster risk management into the National Growth and Development Planning Framework.

### 3.2 Internal Situation

The DRCS has embarked on the restructuring of the management of the Society, which brought about, the reactivation of its branches and the new management staff. Policies and guidelines were lacking while those in place were outdated. A new Governing Board was elected to manage the affairs of the National Society.

The NS is currently developing and reviewing different tools, policies and guidelines to strengthen its coping mechanism, with particular emphasis on human resource management, branch development, finance, logistics and related units, in order to scale up its efficiency in programme delivery at all levels. A membership recruitment plan, human resource policy, volunteer management manual and branch development guidelines are some of the tools identified as priorities.

Despite the fact that the NS has been in existence since 1958, it is at present heavily reliant on outside sources for its programmes. To improve the DRCS resource base, there needs to be aggressive membership drives; networking with international NGOs, improved relationships with corporate citizens and regular fundraising programmes.

The Society has communication systems, but has challenges in communicating with its branches. Presently, with support from the Australian High Commission, Amateur Radios will be placed in all branches around the island.

An Organisational Capacity Assessment & Certification (OCAC) self-assessment exercise (OCAC phase 1) was conducted for the NS from the 15<sup>th</sup> to 17<sup>th</sup> of November 2018. Twenty-two (22) persons were selected by the National Society to form an internal assessment team, comprising of staff, volunteers from the HQ and the branches, the Director General and members of the Governing Board, to include the President.

The results of the assessment reflect the consensus obtained after a sustained positive debate and have been used extensively to inform this Strategic Plan.

### 3.3. A Review of Past Performance

The Dominica Red Cross Society in efforts to meet the needs of the most vulnerable has undertaken a number of community projects over the years. Capacity building for both staff and volunteers was an area of great strength, which translated into building capacity at community level. Trainings which took place at both local and regional level, included the following areas;

- National Intervention Teams (NIT)
- Vulnerability and Capacity Assessment
- Warehouse & Logistics Management
- Field Assessment & Coordination
- Regional Intervention Team
- Emergency Operations Centre (EOC)
- Safer Houses
- Hurricane Maria Relief Operation 2017-2018
- Psychosocial Support
- WASH (Water and Sanitation Hygiene)
- RFL (Restoring Family Links)
- Radio Communication
- General Logistics Training
- PASSA (Participatory Approach to Safe Shelter Awareness) Training
- Livelihoods Training
- Mass Casualty Management
- Community Based Health and First Aid Training
- Geographical Information Systems Training

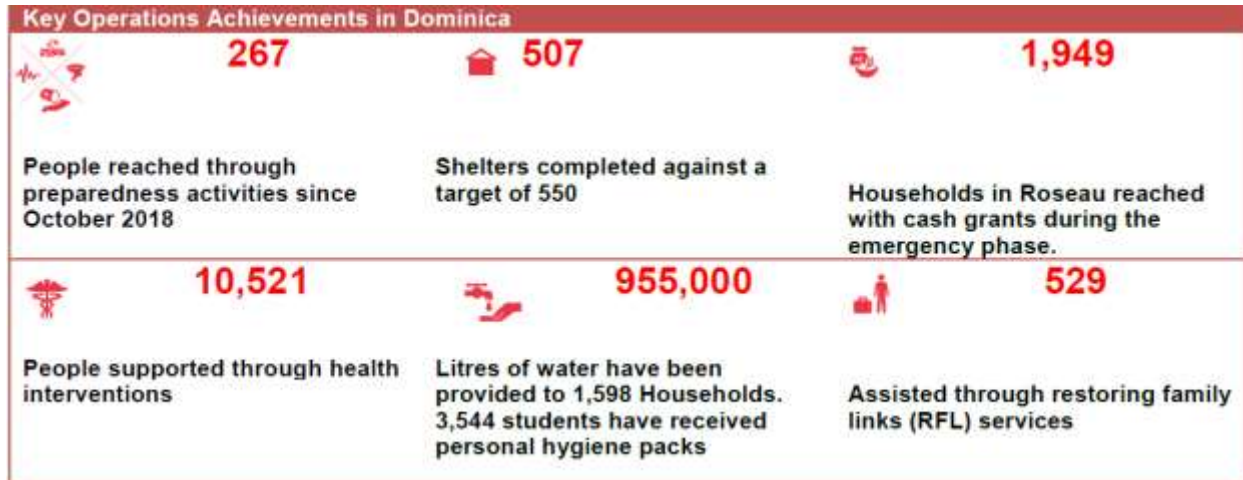


### 3.4. Hurricane Maria

Hurricane Maria hit Dominica on 18 September 2017, bringing torrential rain and winds of up to 250 kilometers per hour (category 5). A building damage assessment of 29,431 buildings conducted by the government and the United Nations Development Program (UNDP) showed that 18.5 per cent of the buildings were destroyed, 25.5 per cent had major damage, 28.5 per cent had minor damage and 27 per cent had minimal damage.

There was damage to structures and critical systems such as health care facilities, water, electricity, communications, high-cost specialized equipment and medical supplies. Damaged roadways hindered the arrival of supplies to the affected facilities, which also impacted the provision of healthcare.

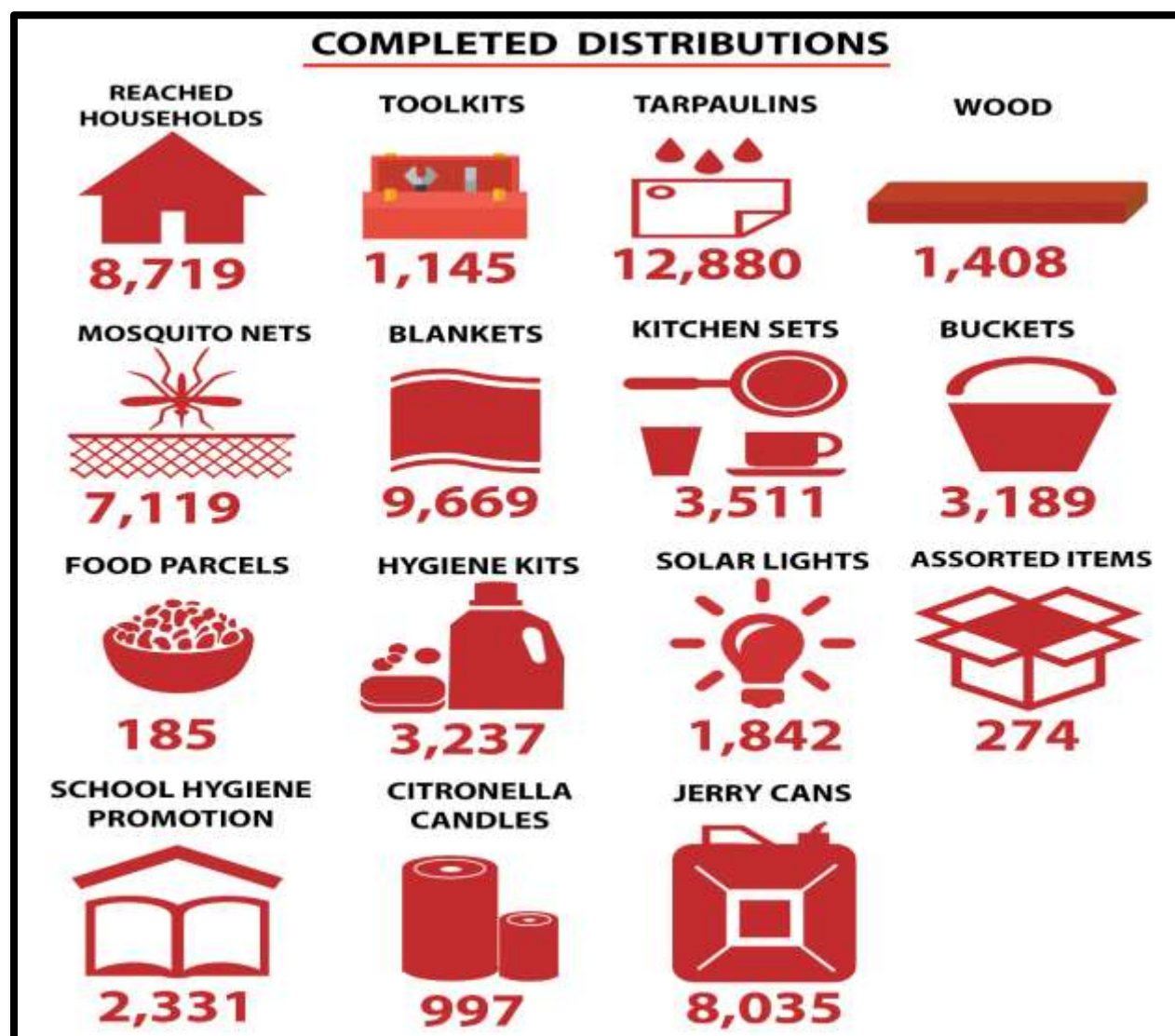
**Figure 2: Key Operations Achievements of the IFRC and DRCS (Source: DRCS)**



The Hurricane Maria Response Programme originally planned to repair/reconstruct 1,000 roofs in accordance with the Guide to Dominican Housing Standards<sup>1</sup>, however, due to increased costs associated with meeting Dominica’s new building code, the DRCS had to lower the target to 550 houses.

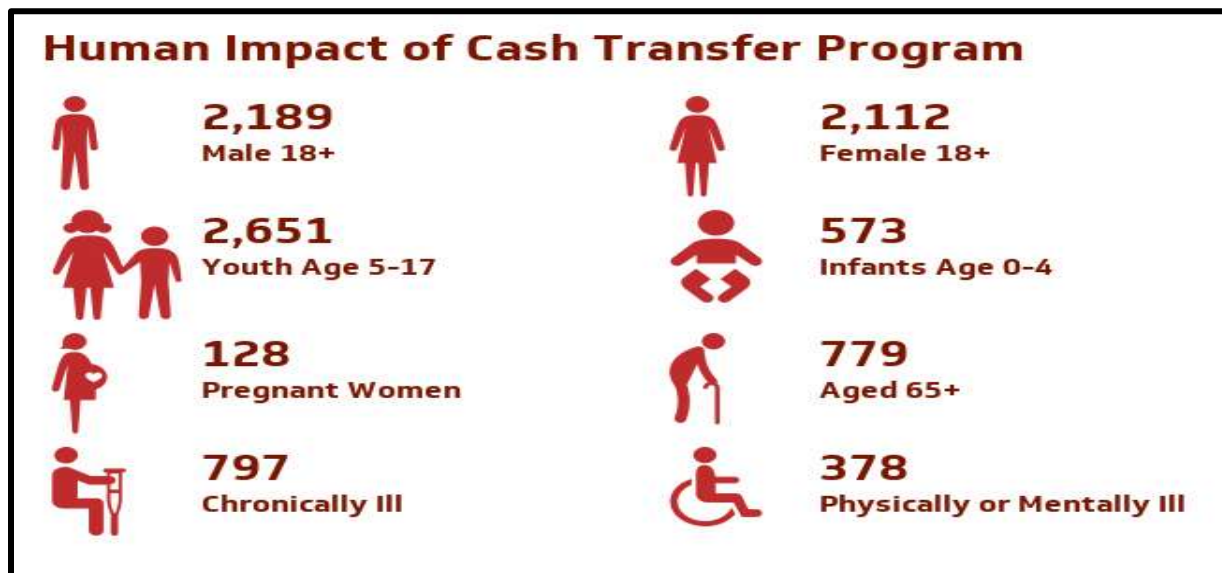
As part of the Hurricane Maria Relief Operation, the IFRC and the DRCS distributed tarpaulins and other relief items to over 5,000 households during the emergency phase. In the recovery phase, the IFRC and the DRCS continued to distribute tarpaulins to the most vulnerable households on a case-by-case basis, mainly in the areas where the shelter programme was implemented. The householders benefiting from the Hurricane Resilient Roof Repair Programme also received tarpaulins to protect the houses under repair. Further, the IFRC and the DRCS assisted the most affected vulnerable households through the provision of long-lasting insecticide treated [mosquito] nets (LLITNs), family hygiene kits, kitchen sets, complete household starter kits, plastic buckets, solar lamps and other needed supplies as shown in **figure 3**.

Figure 3: Distribution of post Hurricane Maria relief supplies (Source: DRCS)



In an effort to restore and strengthen the livelihood of communities post Hurricane Maria, between November 2017 and March 2018, the DRCS, with the support of IFRC, established a Cash Transfer Programme (**figure 4**) which saw the distribution of pre-paid visa debit cards (each card contained over USD\$400.00) to 1,940 households for a total amount of USD\$915,843. To determine the beneficiaries of this programme a vulnerability criteria, which included the number of elderly family members per household and low-income households with children or persons with special needs, was developed to target the most vulnerable among those whose homes had been damaged or destroyed.

Figure 4: Details of the human impact of the Cash Transfer ( Source : DRCS)



Some of the communities that have been recipients of DRCS programmes and projects have sought to express appreciation in ways as shown in **image 4** below. The NS is currently expanding its presence in selected vulnerable communities.

Image 4: Tokens of appreciation received by the DRCS



### 3.5. SWOT Analysis

As part of the process of development of the Strategic Plan 2019- 2024, the NS conducted a SWOT analysis to facilitate planning and provide strategic directions. The SWOT identified several indicators of strengths and weaknesses (**Table 1**), with a few opportunities and threats (**Table 2**). This analysis has far-reaching implications on the current Strategic Plan.

**Table 1: Results of current SWOT analysis: Strengths & Weaknesses**

Factors	Strength	Weaknesses
<b>Legal base</b>	<ul style="list-style-type: none"> <li>- Established by Act of Parliament</li> <li>- Recognised by Government as auxiliary to public authorities in humanitarian services</li> <li>- Existence of constitution and by-laws</li> <li>- Affiliated to the IFRC &amp; ICRC Movement</li> </ul>	<ul style="list-style-type: none"> <li>- The Act has not been revised since enacted</li> <li>- Out-dated constitution</li> <li>- Non adherence to by-laws</li> </ul>
<b>Governance/ Leadership</b>	<ul style="list-style-type: none"> <li>- Effective management board</li> <li>- Potentially strong leadership in some branches</li> <li>- Ability to operate independently</li> <li>- Healthy and expanding relationship with government authorities at the highest level</li> </ul>	<ul style="list-style-type: none"> <li>- Challenges of compliance with the Red Cross principles, guidelines and working cultures amongst Governance.</li> <li>- Poor execution of plan of action and proper monitoring system.</li> <li>- Lack of culture of strategic planning</li> <li>- Disconnect between management and volunteers</li> </ul>
<b>Management structures and system</b>	<ul style="list-style-type: none"> <li>- Network of local branches across the country and decentralized structure</li> <li>- Strong regional and international networking</li> <li>- Well known by public</li> </ul>	<ul style="list-style-type: none"> <li>- Poor communication between HQ and branches.</li> <li>- Limited adherence to RC Principles and Standard Operating Procedures (SOP).</li> <li>- Low public image</li> <li>- Lack of transparency (public relations)</li> <li>- Insufficient national coverage</li> <li>- Limited operational tools and SOP</li> </ul>
<b>Human, Financial and material resources</b>	<ul style="list-style-type: none"> <li>- Well trained staff</li> <li>- Excellent volunteer base.</li> <li>- Sound Red Cross knowledge, principles and ideals by staff members at different levels</li> <li>- Potential for fund raising within the country.</li> <li>- Response and relief services</li> <li>- Ownership of Headquarters building.</li> </ul>	<ul style="list-style-type: none"> <li>- Limited human resources (both quantities and skills mix)</li> <li>- Lack of adherence to Code of Conduct by staff and volunteers</li> <li>- Weak human resource development.</li> <li>- Gaps in manpower requirement both at the HQs and branch level.</li> </ul>

Factors	Strength	Weaknesses
		<ul style="list-style-type: none"> <li>- Over dependence on donor funding</li> <li>- Limited resource base</li> <li>- Absence of fund raising strategy and guideline.</li> <li>- Insufficient use of media</li> <li>- Insufficient transportation</li> <li>- Branches do not have offices of their own</li> <li>- Low level ICT utilisation</li> </ul>

**Table 2: Current opportunities and threats**

Factors	Opportunities	Threats
<b>Political</b>	<ul style="list-style-type: none"> <li>- Good working relationship with the Government</li> <li>- Auxiliary role of the Dominica Red Cross Society, recognized and appreciated by public authorities.</li> </ul>	Resource control and environmental degradation issues.
<b>Economical</b>	<ul style="list-style-type: none"> <li>- Business community with potential to support the activities of the RC.</li> <li>- Increased opportunities for training</li> <li>- Huge potential for corporate membership drive</li> </ul>	Increase of local and international NGOs providing the same services and competing with NS for the same resources
<b>Social</b>	<ul style="list-style-type: none"> <li>- Good image and acceptance by the public in general</li> <li>- Strong public support for the work of the RC and willingness to be part of it as volunteers/ members</li> </ul>	<ul style="list-style-type: none"> <li>- High poverty level in the country</li> <li>- Increase in violence among youth</li> </ul>
<b>Partnership and collaboration</b>	<ul style="list-style-type: none"> <li>- Partnership with private sector , civil society and government</li> <li>- Membership of the RCRC Movement</li> <li>- Expansion of volunteers</li> <li>- Networking</li> <li>- Accessing modern technology</li> </ul>	Scaling down and withdrawal of partners' support in a number of areas

### 3.6. 2024 Goals and Strategy

An analysis of the Dominica Red Cross Society helped determine the priority areas for action or **Key Result Areas (KRAs)** (see **Table 3**). These KRAs were then converted into goals and objectives which will lead to the achievement of the Vision and Mission.

**Strategic Goals** were derived from and aligned with the KRAs. They are the desired end result linked to the KRA, reflecting the situation that will exist when the problem has been addressed.

The **Strategic Objectives** are broadly defined objectives that must be achieved to make the strategy work.

**Specific or Operational Objectives** with a narrower focus, have been used for management and broken down into workable tasks.

**Strategies** indicate the approach which will be taken to meet the goals.

The objectives have been matched to measurable indicators - **Key Performance Indicators** - that can be objectively verified.

The following three (3) KRAs were identified:

#### 1. Improving community resilience:

Focus is on increasing the capacity of the DRCS to prepare for and respond to the needs of people affected by emergencies caused by disasters, situations of violence and effects of climate change.

#### 2. Building a strong National Society:

Concentration is on improving the functioning of the DRCS, through strengthening of its governance and management. Emphasis is placed on ensuring branches are supported, resourced and accountable.

#### 3. Strengthening influence and partnerships:

We plan to become the leading National Society in Dominica, therefore, emphasis will be placed on increasing our reach through partnership, and on ensuring that the unique role of the DRC is understood by maintaining and promoting our independence and identity. Our global contribution will be to the United Nations' Sustainable Development Goals (SDGs). We will disseminate information on International Humanitarian Law and the Fundamental Principles of the Red Cross and Red Crescent Movement, to distinguish who we are compared to other organisations.

In response to the changing humanitarian environment of the 21st century, we as a society seek to increase the impact of our activities in achieving our mission. Over the next five years, the DRC will be committed to a community-based resilience approach for our 2024 strategy, which will lead to a branch-focused model, resulting in a more integrated, measurable and coordinated way of working and thus, greater community resilience.

We will also improve our understanding of vulnerability, with branches defining and mapping their own hazards and priorities; and documenting the vulnerabilities of their own communities, contributing to knowledge that is developed and retained at the branch level.

Moreover, the DRCS, as part of a greater health programme, will work in collaboration with the Ministry of Health to boost its capacity to respond to health-related emergencies.

All programs, whether health or DRR, will work towards sustainability and resilience.

**Table 3: Key Results Areas (KRAs)**

**KRA1: Improving Community Resilience**

**STRATEGIC GOAL: Build healthier and safer communities, reduce vulnerabilities, and strengthen resilience**

Strategic Objective	Specific objectives	Strategies	Key Performance Indicators
<p><b>To increase the capacity of the DRCS to prepare for and respond to the needs of people affected by emergencies caused by disasters, situations of violence and effects of climate change</b></p>	<p>Strengthen preparedness, response and recovery services in reducing impacts of disasters, emergencies and other humanitarian consequences</p>	<ul style="list-style-type: none"> <li>• Build capacity among staff, volunteers and community members to deliver First Aid and Safety Services in Disasters &amp; Emergencies</li> <li>• Identify the most vulnerable</li> <li>• Integrate climate change adaptation into our work</li> <li>• Strengthen logistics capacity</li> <li>• Assist internally displaced people</li> <li>• Restore family links after disasters</li> </ul>	<ul style="list-style-type: none"> <li>• By 2023, modern and sustainable early warning systems are in place in targeted vulnerable areas and people are well prepared for potential risks</li> <li>• DRCS contributes to building back better through its recovery interventions for the disaster affected communities</li> <li>• At least 2 staff members, along with volunteers and community residents trained in disaster risk reduction activities annually</li> <li>• Federation compliant procurement and mobilization systems and procedures are in place and used by 2022</li> </ul>
	<p>Empower communities making them resilient to multi-hazard and climate induced phenomena</p>	<ul style="list-style-type: none"> <li>• Strengthen community preparedness for disasters</li> <li>• Identify needs and priorities ensuring community participation</li> <li>• Identify community specific multi-hazard and climate risks and</li> </ul>	<ul style="list-style-type: none"> <li>• Communities have increased access to information and services by 2020, through effective coordination with relevant stakeholders</li> <li>• At least 75% of affected communities are provided with emergency assistance</li> </ul>

Strategic Objective	Specific objectives	Strategies	Key Performance Indicators
		<p>formulate people-centered preparedness and response plan</p> <ul style="list-style-type: none"> <li>• Strengthen coordination with government and other stakeholders for effective early warning disseminations</li> <li>• Strengthen capacity of individuals, professionals, and communities through various skill-based training to respond to emergencies and disasters</li> </ul>	<ul style="list-style-type: none"> <li>• Multihazard disaster plan developed by 2020</li> <li>• DRCS participates in warning disseminations annually beginning 2020</li> <li>• Community Disaster Response Teams established in all the health districts by 2024</li> </ul>
	<p>Help safeguard the use of safe drinking water, sanitation, and improved health and hygiene practices</p>	<ul style="list-style-type: none"> <li>• Assist with public health in emergencies</li> <li>• Collaborate with Health Promotion in establishing long term NCD programmes, including school based programmes</li> <li>• Recruit non-remunerated voluntary blood donors in collaboration with the National Blood Bank</li> <li>• Continue to provide first aid and psychosocial training</li> <li>• Increase capacity of the community groups to mobilize DRR, WASH and health activities</li> </ul>	<ul style="list-style-type: none"> <li>• DRCS participates in at least 5 community based programmes annually.</li> <li>• At least one blood drive conducted annually through” Club 25”</li> <li>• At least 2 WASH trainings conducted annually in collaboration with DOWASCO</li> <li>• # of communities assisted with water, health or hygiene and health related emergencies</li> <li>• # of people who participate in first aid and psychosocial training</li> </ul>

Strategic Objective	Specific objectives	Strategies	Key Performance Indicators
		<ul style="list-style-type: none"> <li>• Improve community WASH knowledge, behaviour and practice</li> </ul>	
	<p>Establish strong partnership and collaboration with relevant stakeholders for well-functioning communities</p>	<ul style="list-style-type: none"> <li>• Strengthen CBOs and establish networking with relevant stakeholders</li> <li>• Ensure programming is well coordinated</li> </ul>	<ul style="list-style-type: none"> <li>• At least four (4) new partnerships formed with groups such as service clubs by 2021.</li> <li>• Monitoring and evaluation (M&amp;E) component built into all programmes beginning 2020</li> </ul>
	<p>Increase the capacity of young people to live healthy, safe lives</p>	<ul style="list-style-type: none"> <li>• Build the capacity of young people, both inside and outside the school system, to prepare and respond to disasters, adapt and mitigate to climate change, live healthy lives and be trained first aid responders.</li> <li>• Contribute to school safety by supporting students, teachers and the education system to be more resilient to the impacts of disasters and climate change.</li> <li>• Establish Red Cross groups in schools for students from primary through to tertiary.</li> <li>• Support young people to be active participants in humanitarian issues.</li> <li>• Build the capacity of youth volunteers through training, mentoring, recognition and exchange programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan of Action to build capacity among youth developed and launched by 2021</li> <li>• Disaster preparedness and response promoted in schools by 2024</li> <li>• Groups established in all secondary schools by 2024</li> <li>• Programme aimed at existing youth organisations implemented by 2022</li> </ul>

Strategic Objective	Specific objectives	Strategies	Key Performance Indicators
		<ul style="list-style-type: none"> <li>Train and empower youth champions to act as leaders, trainers and educators in their local community.</li> </ul>	

## KRA 2: Build a Strong National Society

**Strategic Goal: To function effectively as a National Society, well-resourced and with robust capacity at all levels**

Strategic Objective	Specific Objective	Strategies	Performance Indicators
To improve the functioning of the DRCS, through strengthening of its governance and management.	To develop the governance and management to ensure DRCS becomes a well-functioning National Society	<ul style="list-style-type: none"> <li>Establish systems to ensure a strong and accountable Board</li> <li>Ensure that the national and branch executives have the skills, experience, knowledge and diversity to carry out their governance role effectively.</li> <li>Strengthen the management structure of the DRCS</li> <li>Update the DRCS Statutes</li> <li>Undertake an organisational restructure</li> <li>Ensure that there are relevant policies which are updated every five years</li> <li>Implement an effective planning, monitoring, evaluation and reporting (PMER) system</li> <li>Implement Standard Operating Procedures (SOP) that support an efficient and responsive management system for logistics, communication and administration</li> <li>Develop an effective records management system where knowledge is managed and historical records and achievements are recorded in all main areas of activity of the NS</li> </ul>	<ul style="list-style-type: none"> <li>By 2019, the NS has a duly elected, functional Governing Board that is fully compliant with all provisions of its Statutes.</li> <li>Management and Governance are trained in specific areas</li> <li>Statutes revised by 2021</li> <li>By end of 2024, the NS has policies in all key areas of activities, which are compatible with ICRC, and Federation policies and strategies</li> <li>SOPs developed and implemented by 2021</li> <li>Records Management System implemented by 2022</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
	To improve the overall operational model and facilities for efficient and accountable operations	<ul style="list-style-type: none"> <li>• Improve infrastructure</li> <li>• Build strong decentralised branches</li> <li>• Locate branches to reflect the concentration of needs.</li> <li>• Enhance and expand auxiliary role with Government</li> <li>• Keep fleet of vehicles adequately maintained.</li> <li>• Make provisions to cover the accident related medical costs of volunteers while deployed in disaster response.</li> </ul>	<ul style="list-style-type: none"> <li>• Headquarters building completed with addition of second floor by 2024</li> <li>• By 2024, the number of branches is sufficient to cover the existing workload</li> <li>• Branches contribute to their own resource mobilization by 2022</li> <li>• By 2021, auxiliary role of DRCS expanded to include disaster risk reduction in schools.</li> <li>• The NS owns a sufficient number of vehicles to cover essential activities of HQ and branches by 2023.</li> <li>• Insurance coverage investigations complete by 2024</li> </ul>
	Enabling environment for PMER (upholding transparency and accountability of all levels)	<ul style="list-style-type: none"> <li>• Develop overarching resilience framework</li> <li>• Ensure planning and coordination between different teams and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Annual work plans developed for all departments of the NS beginning 2020</li> <li>• All on-going services and programmes have operational</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
		<ul style="list-style-type: none"> <li>• Translate strategic objectives in work plans defining specific tasks for all staff.</li> <li>• Include clearly defined objectives and authority to achieve them.</li> <li>• Establish effective monitoring and evaluation (M&amp;E) system</li> <li>• Delegate responsibility for M&amp;E to staff member with requisite skills and competencies</li> </ul>	<p>plans which are coherent with the direction of the strategic plan by 2020.</p> <ul style="list-style-type: none"> <li>• M&amp;E Plan linked to Strategic Plan developed and maintained by 2019</li> <li>• The NS has a designated PMER resource person, and conducts PMER training to build staff capacity by 2020</li> </ul>
	To build capable human resource (volunteers, youth, members, staff) to carry out effective humanitarian work	<ul style="list-style-type: none"> <li>• Strengthen human resource management systems and procedures to retain qualified and committed staff</li> <li>• Establish an effective volunteer management system</li> <li>• Recruit, train and retain competent and committed volunteers for call on humanitarian services</li> <li>• Encourage the active participation of professional RC volunteers and members with different qualifications, skills and experiences in all activities</li> <li>• Develop staff retention and performance processes</li> </ul>	<ul style="list-style-type: none"> <li>• Staff retention and performance processes with annual recognition and rewards established by 2021</li> <li>• At least 2 new branches developed/ existing upgraded annually beginning 2020</li> <li>• HR database to keep track of existent profiles, skills, experience etc. developed and implemented by 2021</li> <li>• Objectives from work plan are reflected in the staff appraisal system beginning 2020</li> <li>• Volunteer Management system in place</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
		<ul style="list-style-type: none"> <li>• Build strengths of young people as agents of behavioural change</li> <li>• Improve capacity of district branches to respond to humanitarian needs</li> </ul>	<ul style="list-style-type: none"> <li>• Youth groups established in at least 50% of the branches.</li> </ul>
	<p>To improve the overall management systems and facilities for efficient and accountable operations</p>	<ul style="list-style-type: none"> <li>• Scale up resource mobilization capacity at all levels to become self-sufficient, sustainable and independent.</li> <li>• Strengthen Planning, Monitoring, Evaluation and Reporting (PMER) capacity to ensure accountability, efficiency and effectiveness.</li> <li>• Invest in finance development</li> <li>• Strengthen the financial management system &amp; capacity at all levels for timely service delivery to the most vulnerable people by effective use of funds in a transparent and accountable manner</li> <li>• Establish a framework to ensure the Society is financially sustainable</li> <li>• Improve information communication and technology</li> <li>• Support and encourage branch fundraising activities</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilization strategy developed by 2020</li> <li>• Full financial information from branches and HQ consolidated beginning 2020</li> <li>• Annual audited reports produced and disseminated</li> <li>• number of volunteers and staff trained in financial management</li> <li>• Financial database at all branches</li> <li>• Branches contribute to at least 20% their own resource mobilization, by 2024.</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
		<ul style="list-style-type: none"> <li>Improve resource mobilization strategy to sustain programme initiatives under strategic goals 1, 2 and 3</li> </ul>	<ul style="list-style-type: none"> <li>number of successful fund raising initiatives achieved</li> </ul>

### KRA 3: Strengthen influence and Partnerships

**STRATEGIC GOAL: To increase our reach while maintaining our independence and identity**

Strategic Objective	Specific Objective	Strategies	Performance Indicators
<b>To maintain strong partnerships with internal and external partners</b>	Strengthen partnerships with government and civil society organisations and other partners to achieve strong legal frameworks and policy decisions that better support vulnerable communities.	<ul style="list-style-type: none"> <li>Thank and report back to donors on receipt and use of their funds.</li> <li>Regularly update donors on on-going activities and funding needs, and work in alignment of the NS strategic directions.</li> <li>Engage more domestic humanitarian partners</li> <li>Strengthen engagement with the private sector</li> <li>Maintain relationships with relevant government ministries</li> <li>Partner with government and civil society organisations to improve coordination and management of national disaster planning and emergency response.</li> </ul>	<ul style="list-style-type: none"> <li>By 2021, implement management systems that captures donor data.</li> <li># of long term private sector partnerships</li> <li># of formal agreements with government and other stakeholders</li> <li># of joint emergency operations conducted annually</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
	Clarify who we are as a Society through promotion of RC principles	<ul style="list-style-type: none"> <li>• Promote understanding of the Red Cross auxiliary role, principles, emblem, humanitarian values within the country</li> <li>• Advocate the seven Fundamental Principles</li> <li>• Ensure government, civil society organisations and the public understand the role and services of the DRCS</li> <li>• Protect the reputation of the DRCS by creating an organisational culture and brand that is respected by all.</li> <li>• Regularly assess the public perception of the work of the NS, know the deficits in terms of public image and take necessary measures to address them.</li> <li>• Actively seek speaking and presentation opportunities to profile the work of the NS in both development and disasters.</li> <li>• Communicate regularly with key stakeholders about role of NS.</li> <li>• Develop a communications strategy to position the NS as a leader in both emergencies and development</li> </ul>	<ul style="list-style-type: none"> <li>• The Fundamental Principles of the Movement are disseminated and regularly reminded to all staff, volunteers and members.</li> <li>• By 2020, there is a formal mechanism in place to deal with non-compliance and breaches of the set expectation</li> <li>• National media Plan including a Public Relations strategy drafted and consolidated for both internal and external communications by 2021.</li> <li>• Improved image and profile of the DRCS in the Dominican public by positive reports and editorials</li> <li>• Number of Facebook followers on official page</li> <li>• Increased level of ICT utilisation by 2020</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
		<ul style="list-style-type: none"> <li>Implement the strategy to increase public support and promote Red Cross activities at branch and national office levels.</li> <li>Strengthen Communication and Information Technology capacity at all levels to ensure effective and smooth communication, information and reporting in both emergency and normal times</li> <li>Mainstream gender and diversity, violence prevention, psychosocial support, social inclusion and community engagement as cross cutting issues into all humanitarian activities.</li> </ul>	
	To promote humanitarian protection by contributing to the United Nations' Sustainable Development Goals (SDGs)	<ul style="list-style-type: none"> <li>Goal 3 - Good health and wellbeing</li> <li>Goal 6 - Clean water and sanitation</li> <li>Goal 11 - Sustainable cities and communities</li> <li>Goal 13 - Climate action</li> <li>Increase understanding of International Humanitarian Law and the Geneva Conventions</li> </ul>	<ul style="list-style-type: none"> <li><b>Target 3.4:</b> Contribute to the reduction of non-communicable diseases for at least two (2) vulnerable communities through prevention and treatment by 2024</li> <li><b>Target 6.1:</b> Contribute towards equitable access to safe and affordable drinking water for at least one (1) vulnerable community annually</li> <li><b>Target 13.3:</b> Improve education awareness raising</li> </ul>

Strategic Objective	Specific Objective	Strategies	Performance Indicators
	To become the leading humanitarian organization in Dominica	<ul style="list-style-type: none"> <li>• Empower DRCS to actively participate and lead in the promotion of humanitarian activities</li> <li>• Increase visibility within the country</li> <li>• Market skills and competencies within the NS</li> <li>• Focus on strengths</li> <li>• Regularly assess the public perception of the work of the NS, know the deficits in terms of public image and take necessary measures to address them.</li> </ul>	<p>and human institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p> <ul style="list-style-type: none"> <li>• DRCS led every major humanitarian activity between 2021 and 2024</li> <li>• Survey conducted in 2024, shows at least 85% of population have a favourable opinion of DRCS compared to 2019</li> </ul>

# **CHAPTER 4**

# **OPERATIONAL**

# **PLAN**



**Table 4: Operational Plan for KRA's**

**KRA 1: Improving Community Resilience**

Performance Indicators	Activity	Person Responsible	Time Frame 2019-2024						Budget Assumptions
			19	20	21	22	23	24	
1.1. By 2023, modern and sustainable early warning system in place	1. Establish early warning system in collaboration with government and other stakeholders	Disaster Officer		*	*	*	*		Workshops Transportation Purchase of equipment
	2. Conduct training for staff and volunteers	Training Officer							
	3. Purchase and distribute necessary equipment to branches	"		*	*	*	*		
1.2. DRCS contributes to building back better through its recovery interventions	1. Review and update disaster response and relief manual	Disaster Officer	*			*			Workshop Transportation (Volunteers) Meals Printing and dissemination of survey tools Supplies (shelther)
	2. Conduct post disaster assessment	"	*	*	*	*	*	*	
	3. Design recovery interventions utilizing assessment report and agreed standards	"	*	*	*	*	*	*	
	4. Assist in shelter management for the most affected families	"	*	*	*	*	*	*	
1.3. At least 2 staff members, volunteers and community members trained in disaster risk reduction activities annually	1. Conduct DRR trainings in branches and vulnerable communities	Disaster Coordinator	*	*	*	*	*	*	Training materials Per diem Transportation Printing of DANA & CEA Tools
	2. Conduct trainings in DANA and CEA		*	*	*	*	*	*	
1.4. Federation compliant procurement and mobilization systems and procedures are in place and used by 2022	1. Implement proper logistics support for response	DG	*	*	*	*			?Software Training materials Workshops Transportation
	2. Provide training in logistics and warehousing	"		*	*	*			
	3. Create database for inventory management	IM Officer			*	*	*		
	4. Train staff and volunteers in inventory management	DG			*	*			

Performance Indicators	Activity	Person Responsible	Time Frame 2019-2024						Budget Assumptions
			19	20	21	22	23	24	
	5. Adopt software from IFRC/PIRAC (if available) 6. Develop database of vendors, donors, etc. 7. Construct storage facilities for 4 Branches	IM Officer IM Officer DG		*	*	*			Funding for purchase of material,labour & land.
1.5. Communities have increased access to information and services by 2020	Build capacity of individuals, professionals, and communities through various skill-based training	DG	*	*	*	*	*	*	Training materials Transportation Meals Per diem
1.6. At least 75% of affected communities are provided with emergency assistance	1. Establish system to mobilize resources for timely and effective emergency assistance 2. Reach most affected families with need-based emergency relief package, cash disbursement, and RFL services 3. Distribute relief supplies	DG " "	*	*					? Software/Database Transportation Volunteers Stock of relief supplies Funds Satalitte Phones Radio communication
1.7. Response Plan developed by 2020	1. Map country according to identified multihazard and climate risks 2. Develop plan in collaboration with stakeholders including community 3. Disseminate and train persons in its use	Disaster Coordinator " "	*	*					? Mapping Software Workshops Per Diem Printing & dissemination
1.8. Community Disaster Response Teams established in all the health districts by 2021	1. Implement the CDRT model in at least one community 2. Train Teams in use of "Better Impact"	Disaster Coordinator Volunteer Manager	*	*	*				Survey materials Workshops Transportation Mitigation kits

Performance Indicators	Activity	Person Responsible	Time Frame 2019-2024						Budget Assumptions
			19	20	21	22	23	24	
1.9. DRCS participates in at least 5 community based programmes annually including 3 schools.	1. Partner with Ministry of Health in prevention programmes	DG	*	*	*	*	*	*	Training materials Meetings/workshops Trainin Transportation
	2. Work with 3 schools in Roseau district on promoting “healthy eating”	“	*	*	*	*	*	*	
	3. Training of Trainers	“	*	*	*	*	*	*	
1.10. At least one blood drive conducted annually through” Club 25”	1. Partner with the Blood Bank during International Blood Donors day	President of Club 25	*	*	*	*	*	*	Refreshments Transportation Training
	2. Create partnerships with service clubs, Lions, Rotary , National Youth Council	DG	*	*	*	*	*	*	
1.11. At least 2 WASH trainings conducted annually in collaboration with DOWASCO.	1. Engage DOWASCO in discussion on WASH	DG	*	*					Meeting materials & refreshment Training material Funds to develop educational material Transportation
	2. Conduct training in 2 vulnerable communities	WASH Officer	*	*	*	*	*	*	
	3. Create an educational programme in conjunction with MOH/MOE and Local Govt	DG	*	*					
1.12. At least four (4) new partnerships formed with groups such as service clubs by 2021.	Create partnerships with Rotary and Lions clubs, Dominica Diabetes Association, Council on Ageing and Dominica Cadet Corps	DG	*	*	*				Meeting materials Transportation Refreshments
1.13. Monitoring and evaluation (M&E) component built into all programmes beginning 2020	1. Build M&E component into all programmes of the DRCS	DG		*	*				Transportation M&E Officer Assessment tools
	2. Utilize results to inform new projects	“		*	*	*	*	*	
1.14. Plan of Action to build capacity among youth developed and launched by 2021	1. Partner with National Youth Council to develop Plan	DG	*	*	*				Per diem Training material Transportation Printing
	2. Create awareness of DRCS	Youth Officer	*	*	*	*	*	*	

Performance Indicators	Activity	Person Responsible	Time Frame 2019-2024						Budget Assumptions
			19	20	21	22	23	24	
	3. Assist with specific training such as First AID	"	*	*	*	*	*	*	Refreshments
1.15. Disaster preparedness and response included in curriculum by 2021	1. Engage Ministry of Education in discussion	Disaster Coordinator	*	*	*				Funds( graphic designer and material)
	2. Provide assistance to teachers in educating pupils on climate adaptation, disaster preparedness and response	"	*	*	*	*	*	*	Teaching materials
	3. Develop child friendly teaching material	"	*	*	*	*	*	*	Transportation Refreshment
1.16. Clubs established in all secondary schools by 2024	Reactivate Red Cross clubs in schools	Youth Officer	*	*	*	*	*	*	Transportation Teaching Material Refreshments Per diem
1.17. Programme aimed at existing youth organizations implemented by 2022	1. Build partnership with youth organizations and groups in communities	Youth Officer	*	*	*	*			Training material
	2. Develop guidelines for Red Cross Youth (RCY)	DG	*	*					Transportation Refreshments Per diem
	3. Create awareness of Red Cross	Youth Officer	*	*	*	*	*	*	Printing
	4. Assist in specific trainings	"	*	*	*	*	*	*	

## KRA 2: Build a Strong National Society

Performance Indicators	Activity	Person Responsible	Time Frame 2019 - 2024						Budget Assumptions
			19	20	21	22	23	24	
2.1 By 2019, the NS has a duly elected, functional Governing Board that is fully compliant with all provisions of its Statutes	1. Facilitate access by Board members to all the information that is needed in their roles	DG	*						Trainings Meals Per diem
	2. Conduct training in areas needed to carry out mandate.	DG	*		*		*		
	3. Establish/review SOP's to ensure compliance with statutes	DG	*						
2.2. All executives selected based on merit beginning 2019	1. Update terms of reference (TOR) and mechanisms that ensure their compliance	DG	*	*					Honarium Transportation
	2. Identify committee for selection	Board	*	*	*	*	*	*	
2.3. Statutes revised by 2021	1. Identify legal expert to lead process	DG	*	*	*				Labour fees Workshop Stenographer Finance
	2. Source funding	DG	*	*					
	3. Hold stakeholder meeting to disseminate information	DG			*	*	*	*	
2.4. Code of conduct adopted by 2020	1. Circulate document to staff and volunteers	DG	*	*					Funds for reproduction of documents Meetings (all related costs)
	2. Organize meeting to discuss			*					
2.5. By end of 2024, the NS has policies in all key areas of activities.	1. Identify areas where policies are needed	DG	*	*	*	*	*	*	Consultant fees Workshops ( all related fees) Fees for reproduction and dissimination of documents Trainings to teach others how to translate policy to plans
	2. Identify resource person to lead process	"	*	*	*	*	*	*	
	3. Source funds for exercise	"	*	*	*	*	*	*	
	4. Request documents from other Red Cross societies	"	*	*	*	*	*	*	
	5. Consult with staff and volunteers	"	*	*	*	*	*	*	
	6. Disseminate and conduct training for staff and volunteers	"	*	*	*	*	*	*	

Performance Indicators	Activity	Person Responsible	Time Frame 2019 - 2024						Budget Assumptions
			19	20	21	22	23	24	
	7. Translate policies into strategies, programme documents, procedures and priorities								
2.6. SOPs developed and implemented by 2021	1. Identify areas for SOP's	DG	*	*	*				Consultant fees Workshops (for development of SOP and trainings)
2.7. Records Management System implemented by 2022	1. Develop Database 2. Purchase server 3. Train staff 4. Recruit/ Identify ICT Technicians	DG	*	*	*	*			Purchase of server Trainings Salary Maintainence
2.8. Headquarters building completed with addition of second floor by 2024	1. Review existing plans for extension of building and select most appropriate/make adjustments 2. Submit to Planning Division for approval 3. Obtain quotation of estimated cost 4. Source donor funding 5. Commence construction	DG " " " "	*	*					Architect/draftsman fees Quantity Surveyors fee Planning Division fees Funds for construction of building
2.9. By 2024, the number of branches is sufficient to cover the existing workload.	1. Set criteria for establishing branches 2. Map out existing branches, identify gaps 3. Open new branch in strategic communities annually 4. Establish and maintain structured communication and	Board DG DG DG	*	*					Construction/Rent of office space Trainings in critical areas Handheld radios

Performance Indicators	Activity	Person Responsible	Time Frame 2019 - 2024						Budget Assumptions
			19	20	21	22	23	24	
	information flow between branches and National Office. 5. Empower branches to lead local humanitarian action whenever appropriate	DG	*	*	*	*	*	*	
2.10. Branches contribute to their own resource mobilization by 2022	1. Conduct training in management, leadership, fund raising, budget management 2. Develop and implement policy and SOP on branch resource mobilization	DG DG	*	*	*	*			Trainings Transportation Per diem Reproduction of policies
2.11. The NS owns a sufficient number of vehicles to cover essential activities of HQ and branches by 2023	1. Develop SOP on transport management 2. Conduct assessment and identify gaps 3. Purchase vehicle if necessary 4. Keep vehicles well maintained	DG	*	*					Purchase of vehicles Licensing and registration of vehicles Maintenance
2.12. Annual work plans developed for all departments of the NS beginning 2020	1. Translate strategic objectives in work plans defining specific tasks for all staff 2. Review objectives to fit changing circumstances and communicate strategically with key audiences such as government, community partners, donors and media	DG “		*	*	*	*	*	Staff trainings Facilitators fees
2.13. By 2020, all on-going services and programmes have operational plans which are coherent with the direction of the strategic plan.	1. Train staff on development and use of operational plans. 2. Link all plans to strategic plan 3. Identify resource person to provide assistance	DG “ “		*	*	*	*	*	Trainings Consultant fees

Performance Indicators	Activity	Person Responsible	Time Frame 2019 - 2024						Budget Assumptions
			19	20	21	22	23	24	
2.14. M&E Plan linked to Strategic Plan developed and maintained by 2020	1. Monitor the results of key programmes in a systematic way, tracking progress against indicators taken from the operational plans and budgets	DG		*					Transportation Meetings Trainings
	2. Establish mechanisms for evaluation dissemination and follow up	"		*					
2.15. The NS has a designated PMER resource person, and conducts PMER training to build staff capacity	1. Identify PMER resource person and adjust job description	DG	*	*					Training for PMER Officer Training for staff Transportation
	2. Develop a framework to facilitate harmonized PMER standards and guideline in DRCS	"	*	*					
	3. Conduct PMER training to build staff capacity	"	*	*	*	*	*	*	
	4. Track implementation of Strategic Plan	"	*	*	*	*	*	*	
	5. Follow-up of OCAC process	"		*	*				
	6. Develop coordinated system for formulation and updating of policies, frameworks, manuals, plans etc.	"	*	*	*				
2.16. Staff retention and performance processes with annual recognition and rewards established by 2021	1. Establish staff appraisal system	DG	*	*					Rewards ( Cash or kind) Pins for volunteers Transportation Refreshments
	2. Develop work plans	"	*	*	*	*	*	*	
	3. Review job descriptions	"	*	*	*	*	*	*	
	4. Implement an induction process for new staff members, governance and volunteers	"	*	*					
	5. Conduct quarterly staff reviews	"							
	6. Implement system of recognition and rewards	"	*	*	*	*	*	*	
	7. Promote development of competencies	"		*					

Performance Indicators	Activity	Person Responsible	Time Frame 2019 - 2024						Budget Assumptions		
			19	20	21	22	23	24			
	8. Establish a process which regularly captures staff satisfaction at all levels of the organization 9. Formally identify needs for training of all staff members within performance appraisal system 10. Identify a dedicated budget for staff development	“ “ “		*							
2.17. HR database to keep track of existent profiles, skills, experience etc. developed and implemented by 2021	1. Develop database 2. Record skills and competencies of staff and trainings 3. Provide opportunities for staff to utilize acquired skills	Training Officer “ “	*	*	*	*	*	*	*		
2.18. Objectives from work plan are reflected in the staff appraisal system beginning 2020	1. Implement policy and encourage strict adherence 2. Train staff on procedure			*	*	*	*	*	*	Trainings	
2.19. Resource mobilization strategy developed by 2020	1. Hold stakeholder consultation 2. Identify ways of increasing resources domestically and internationally 3. Provide support to branches	DG “ DG	*	*	*	*	*	*	*	Consultations Transportation Trainings	
2.20. Full financial information from branches and HQ	1. Document all key financial processes and procedures 2. Require branches to submit financial reports.	DG “	*	*	*	*	*	*	*	Training for Branches on recording and reporting on finances.	

Performance Indicators	Activity	Person Responsible	Time Frame 2019 - 2024						Budget Assumptions
			19	20	21	22	23	24	
consolidated beginning 2020	3. Produce annual financial income & expenditure and balance sheet reports	DG	*	*	*	*	*	*	
	4. Submit financial reports to HQ semi annually	Branch Dev Officer	*	*	*	*	*	*	
	5. Present reports at General Meetings	"		*		*		*	
2.21. Annual audited reports produced beginning 2019		DG	*	*	*	*	*	*	Auditor's Fee
2.22. Branches contribute to at least 20% of their own resource mobilization, by 2024	Advertise available skills and services, e.g. rental of conference room	Branch Chariperson	*	*	*	*	*	*	

### KRA 3: Strengthen influence and Partnerships

Performance Indicators	Activity	Person Responsible	Time Frame 2019-24						Budget Assumptions
			19	20	21	22	23	24	
3.1. By 2021, management systems that captures donor data, enables donor reporting and future contact implemented and kept up to date	1. Develop/modify existing system	DG	*	*					
	2. Send copy of reports to donors	"	*	*	*	*	*	*	
	3. Inform donors of the NS plans	"	*	*	*	*	*	*	
3.2. # of long term private sector partnerships	1. Identify partners	DG	*	*	*	*	*	*	
	2. Initiate discussions	"	*	*	*	*	*	*	
	3. Keep potential partners informed about the plans of the NS	"	*	*	*	*	*	*	
	4. Offer services and skills, e.g. training in First Aid	"	*	*	*	*	*	*	
3.3. # of formal agreements with government and other stakeholders	1. Assess current status	DG	*	*					
	2. Establish formal agreements with relevant government ministries and departments, such as MoH, MoE, ODM and Department of Local Government		*	*	*	*	*	*	
3.4. # joint emergency operations conducted annually	1. Maintain strong relationship with relevant organizations	DG	*	*	*	*	*	*	Marketing of services Communication plan Upgrading technology Cost of participation in operations
	2. Position DRCS to play leading role in operations	"	*	*	*	*	*	*	
	3. Ensure visibility	"	*	*	*	*	*	*	
3.5. The Fundamental Principles of the Movement are disseminated and	1. Include as part of orientation package	DG	*	*	*	*	*	*	Reproduction of Fundamental Principles.
	2. Reference during presentations	"	*	*	*	*	*	*	
		"	*	*	*	*	*	*	

Performance Indicators	Activity	Person Responsible	Time Frame 2019-24						Budget Assumptions
			19	20	21	22	23	24	
regularly reminded to all staff, volunteers and members.	3. Make copies available to staff, volunteers and members 4. Include as agenda item during BGM	"	*	*	*	*	*	*	
3.6. By 2020, there is a formal mechanism in place to deal with non-compliance and breaches of the set expectation	Formulate and adopt expectations of behaviour for staff, volunteers and members	DG	*	*					
3.7. Improved image and profile of the DRCS in the Dominican public as indicated by positive reports and editorials in the mass media	1. Assess the public perception of the work of the NS, know the deficits in terms of public image and take necessary measures to address them.	DG		*				*	Consultancy firm Meetings and related costs Communication Strategy (media,press conferences,radio programmes, newspaper articles, brochures etc) Salary
	2. Develop a formal plan/protocol to respond to negative publicity in a timely manner which includes spokespeople, authority levels, roles and responsibility	DG	*	*					
	3. Actively seek speaking and presentation opportunities to profile the work of the NS.	DG	*	*	*	*	*	*	
	4. Communicate regularly with key stakeholders about role of NS.	DG							
	5. Develop a communications strategy to position NS as a leader in both emergencies and development	DG	*	*	*				
	6. Draft and consolidate a National Media Plan including a Public Relations strategy for	DG	*	*	*				

Performance Indicators	Activity	Person Responsible	Time Frame 2019-24						Budget Assumptions	
			19	20	21	22	23	24		
	both internal and external communications 7. Identify Public Relations Officer for NS 8. Send information regularly to media and receive media coverage of work in both emergencies and development.	DG DG	*	*						
3.8. Number of Facebook followers on official page	1. Create a public website and/or social media, which is regularly updated (monthly at least). 2. Identify staff to monitor page and report significant findings	DG “	*	*	*	*	*	*	*	Website Developer Fees Host & server fees
3.9. Increased level of ICT utilization by 2020	1. Regularly back up all key data and store in a safe place. 2. Include ICT infrastructure and support in the annual budget. 3. Computerize all necessary core management functions. 4. Provide relevant staff with communication means (email, mobile phone etc.) through which they can be contacted directly. 5. It is used as a channel for volunteer mobilisation and domestic fundraising	DG “ “ “ “	*	*	*	*	*	*	*	Software updates Hardware (computers, cell phones) Communication allowance Maintenance of systems

Performance Indicators	Activity	Person Responsible	Time Frame 2019-24						Budget Assumptions
			19	20	21	22	23	24	
LINKAGE TO SUSTAINABLE DEVELOPMENT GOALS									
3.10. <b>SDG Target 3.4:</b> Contribute to the reduction of non-communicable diseases for at least two (2) vulnerable communities through prevention and treatment by 2024	See 1.9								
3.11. <b>SDG Target 6.1:</b> Contribute towards equitable access to safe and affordable drinking water for at least one (1) vulnerable community annually	See 1.11								
3.12. <b>SDG Target 13.3:</b> Improve education awareness raising and human institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	See 1.3								

## **4.1. Monitoring and Evaluation of the Plan**

An appropriate and comprehensive monitoring and evaluation (M & E) system will be developed to assess the progress of the Strategic Plan (SP) throughout the stages of its implementation in order to demonstrate accountability to various stakeholders including the communities. The overall M&E system will encompass both strategic and operational levels. Measuring and reviewing of progress of the vision, mission, goals and targets of the Plan will be based on the key performance indicators identified. The annual report of DRCS will capture and report progress against these indicators.

The departments, programs and projects at National Society's headquarters and branch level, will undertake annual operational planning to translate the strategic objectives into reality. Regular monitoring of activity level indicators will be done to assess whether the operational plans are on track toward achieving the SP goals and reported quarterly for management decision making. A database will be maintained and updated on a monthly basis to track the progress of the operational indicators and to update the management through progress reports. This data will also serve as the basis for measuring progress of strategic objectives. The DRCS will identify a resource person to lead the process, since this is the first time such an activity will be undertaken.

The application of policies and procedures will be reviewed during visits to branches.

Two evaluations will be done throughout the life cycle of this Strategic Plan. The midterm review will be conducted at the end of 2022. This will be an internal study to assess whether progress against strategic objectives are on the right track. This review will also come up with practical recommendations for necessary changes at the operational level so that the objectives are achieved. The M&E officer of the DRCS will lead this internal review.

The final evaluation of the strategic plan will be an external one which will be done at the end of 2024 to identify the extent to which the strategic goals and objectives are being met toward making the vision and mission of DRCS a reality. The evaluation will also put forward the recommendations based on identified challenges for future strategic planning.

The progress on the strategic and operational results will be communicated with the internal and external stakeholders through a six month/annual report.

## **4.2. Conclusion**

This Strategic Plan 2019-2024 is a broad and ambitious vision for where DRCS aims to be in 2024. The priority areas and strategic objectives are set and put into action, recognizing the challenges that lie ahead. The overall goals, objectives and expected results of DRCS set for the next five years are realistic and achievable.

The achievement of these will require a high commitment of DRCS leadership and staff, volunteers, members, as well as skills, resources and teamwork.

## Main Documents Reviewed

- Bangladesh Red Crescent Society; Strategic Plan 2017 2020
- Dominica Census Report 2011
- Caribbean Zika Prevention and Response Project- Keeping water in and mosquitoes out with drum proofing – Dominica Red Cross
- Fiji Red Cross Society; Strategic Plan 2015- 2019
- Indian Red Cross Society; Strategic Development Plan (2014 2017)
- International Federation of Red Cross and Red Crescent Societies; Strategy 2020
- International Red Cross Society: Dominica Red Cross Society OCAC Findings Report 2018
- International Red Cross Society: Emergency Plan of Action; Final Report – Dominica- Tropical Storm Ericka
- International Red Cross Society; 12 month Operations Update; Dominica – Hurricane Maria
- International Red Cross Society; Hurricane Maria Operation Progress Report- August 2018
- Lao Red Cross Society; Strategic Plan 2011- 2015
- Laws of Dominica: Dominica Red Cross Society; Chapter 38:03
- Nigerian Red Cross Society; Strategic Development Plan 2011 -2013
- Solomon Islands Red Cross Society; Strategic Plan 2017- 2020