Good governance, safe blood
The Global Advisory Panel on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies (GAP) is a global network of Red Cross and Red Crescent Blood Services with specific expertise in risk management and corporate governance of blood programmes.

Our Purpose
GAP advocates and supports the establishment of safe and sustainable blood systems, promotes the adoption of best practice, and facilitates resource mobilization and knowledge transfer between blood services.
These results are being compiled into a comprehensive landmark report which will be distributed to all 190 Red Cross / Red Crescent National Societies in 2018. The invaluable information and analyses gained through global mapping will enable an accurate picture of the role of Red Cross/Red Crescent in the provision and support of blood programs globally. Additionally, the report will assist GAP in assessing blood program disaster response as well as identifying level A National Societies for inclusion in the GAP Self-assessment process.

But why is this information important? In the event of a disaster, the National Society’s ability to provide a safe and effective blood service may be impacted. GAP has an agreed role with IFRC to provide coordination assistance to the affected National Society Blood Service for the recovery of their blood program. The global mapping report provides key insights on the scale and scope of every country blood programs, and is therefore a critical resource in rapid disaster response.

The GAP Self-assessment process provides visibility to the country’s National Society of any potential risks to the long term stability and sustainability of their blood service.

So at this point you may be asking yourself, why are National Societies involved in blood programs? The Red Cross was originally founded by Henry Dunant after he observed the battle of Solferino in 1859. He witnessed firsthand how few people on the battlefield were able to take care of wounded soldiers, along with a lack of sufficient materials and medical supplies. He advocated for the formation of a neutral voluntary organisation that would provide support to wounded soldiers in times of war – thus the Red Cross Movement was born.

The provision of safe blood for life saving transfusion later became part of the movement. As a volunteer-driven organisation with a high moral influence on the public, the Red Cross was the ideal organisation to become heavily involved in blood donation. Voluntary non-remunerated blood donation has lower rates of transfusion transmissible disease compared to paid or family replacement donations, making voluntary donation the safest and most effective way of supplying blood needs.

In 1948 The League of the Red Cross (later named IFRC) adopted a resolution recommending National Societies take an active role in blood transfusion and cooperate with their respective governments in establishing blood transfusion centres, or organise these centres themselves. By the mid 1970s, the Red Cross was active in the national blood program in approximately 95% of countries. The majority of this involvement was in blood donor recruitment and education.

Two decades on, in the 1990s we saw a number of highly visible incidents and legal liabilities surrounding the HIV epidemic which arose in the 1980s. Understandably the IFRC were concerned about the risk to National Societies by their participation in blood. To address this risk, the IFRC set up a group of experts to share knowledge and provide advice around the management of risk associated with blood programs. In 1999, these experts convened to form the Global Advisory Panel on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies (GAP).

Since then GAP has continued to advocate safe and sustainable blood systems by providing advice and support on corporate governance and risk management to National Societies around the globe. It does this through its many core programs and projects, the updates of which are proudly shared with you in the pages that follow.
2017 Highlights

VOLUNTARY NON-RENUMERATED BLOOD DONATION PROGRAM COMMENCED

- New 3 year program promoting VNRRD & making family donors safer in transition to 100% VNRRD
- Expansion of GAP’s scope

PRIORITY COUNTRIES SUPPORTED

Bangladesh, Honduras, Indonesia and Nepal.

WELCOMED NEW REPRESENTATIVE

from GAP member country - Japanese Red Cross Blood Service

NATIONAL SOCIETY RESPONSE RATE: 96%

Global Mapping report:
- summarising National Society involvement in blood programs
- on track for completion in mid-2018.

NATIONAL SOCIETIES PARTICIPATED IN SELF-ASSESSMENT

Commenced in Americas region and continued in India sub-region

INTERNATIONAL CONFERENCES

- IFRC Statutory Meetings, Turkey
- Red Cross / Red Crescent Blood Symposium, Thailand

STEPWISE ACCREDITATION PROGRAM PROGRESSED

Examining the feasibility of fundamental standards as minimum standards for accreditation.

CONTINUED NEPAL POST-EARTHQUAKE COORDINATION SUPPORT

Continued provision of technical advice for the design and construction of infrastructure including new blood service buildings and the procurement of critical blood service equipment.

Governance

GAP is led by an Executive Board, the members of which play a vital role in governance and decision making for the organisation’s activities and strategic direction. Board members are generally appointed for a three-year term, but may be eligible for reappointment if required.

In addition to the generic skills that are required for most boards, our Board’s skills include knowledge and expertise in clinical product and service delivery, specifically in relation to National Society blood programmes.

The GAP Executive Board convenes regularly to review, approve and action GAP-related activities and objectives.

Prof Philippe Vandekerckhove
President
Chief Executive Officer
Belgian Red Cross Blood Service

Prof Wolfgang Mayr
Vice President
Medical Councillor
Austrian Red Cross Blood Service

Dr Rudolf Schwabe
Permanent Board member
Chief Executive Officer
Transfusion Swiss Red Cross

Ms Shelly Park
Board member
Chief Executive Officer
Australian Red Cross Blood Service
Governance

The GAP Association structure consists of GAP member National Societies and their representatives, Regional Coordinators, the GAP Executive Board, a Secretariat and a permanent observer who represents the International Federation of Red Cross/Red Crescent (IFRC).

GAP Membership
GAP Membership is open to National Society blood services which meet the criteria for membership, including the effective operation of a full Level A blood service (a blood service which collects blood from donors and may also test, process and distribute blood collected).

Members pay an annual membership fee and are represented by the head of their National Society blood service or a nominated representative.

GAP’s regional coordinators provide a key network link to GAP and relay information regarding any significant developments in their region.

The regional coordinators also arrange the regional meeting which follows completion of the region’s Self-assessment.

Collectively, GAP members provide advice on corporate governance and risk management of blood services and, at an individual level, contribute their expertise and knowledge to support a range of GAP programs designed to assist National Society blood services.

GAP is supported by a small secretariat which is based in Perth, Australia and provided by the Australian Red Cross Blood Service.

Below: GAP members at the 2017 AGM in Copenhagen

Farewell and Welcome

GAP would like to thank Dr Kenji Tadokoro (left) who resigned from the Japanese Red Cross Blood Service in 2017, and consequently vacated his position as a GAP member. GAP would like to offer its recognition and appreciation for his 11 years of service to GAP as a GAP member and Regional Coordinator for Asia Pacific.

THANK YOU

GAP is pleased to welcome Dr Masahiro Satake (right) as the new GAP member representing the Japanese Red Cross Blood Service.
GAP’s current membership is 13 National Society blood services

**Americas**
- **Regional Coordinator** - Dr Elizabeth Vinelli
- **Members:**
  - America - Mr Chris Hrouda
    American Red Cross Biomedical Services
  - Honduras - Dr Elizabeth Vinelli
    Honduran Red Cross National Blood Centre

**Europe and Central Asia**
- **Regional Coordinator** - Dr Wolfgang Mayr
- **Members:**
  - Austria - Prof. Wolfgang Mayr
    Austrian Red Cross Blood Service
  - Belgium - Prof. Philippe Vandekerckhove
    Belgian Red Cross Blood Service
  - Finland - Dr Satu Pastila
    Finnish Red Cross Blood Service
  - Germany - Prof. Erhard Seifried
    German Red Cross Blood Transfusion Centre
  - Switzerland - Dr Rudolph Schwabe
    Transfusion Swiss Red Cross

**Middle East and Northern Africa**
- **Regional Coordinator** - Prof. Eliat Shiner
- **Members:**
  - Israel - Prof. Eliat Shinar
    Magen David Adom

**Asia Pacific**
- **Regional Coordinator** - Dr Cheuk Kwong Lee
- **Members:**
  - Australia - Ms Shelly Park
    Australian Red Cross Blood Service
  - India - Dr Vanshree Singh
    Indian Red Cross Society Blood Bank National HQ
  - Hong Kong - Dr Cheuk Kwong Lee
    Hong Kong Red Cross Blood Transfusion Service
  - Japan - Dr Masahiro Satake
    Japanese Red Cross Blood Service
  - Thailand - Dr Ubonwon Charoonruangrit
    Thai Red Cross National Blood Centre
A representative of GAP attended the Red Cross / Red Crescent Statutory Meetings in Antalya, Turkey in November 2017.

The primary aim of the trip was to collect “missing” information from National Societies on the extent of their involvement in blood programs to enable completion of the GAP global mapping report.

At the meeting, GAP’s Exhibition Stand was highly successful in raising awareness amongst attendees of GAP and our role in supporting Red Cross / Red Crescent blood programs. It also provided an excellent opportunity for many National Society representatives to discuss their blood program with GAP on a one-on-one basis.

Key outcomes:

- Discussions held with representatives from 40 countries on the role of the National Society in their country’s blood program.
- Confirmed details for Global mapping report for 12 (of the 20) National Societies who had not yet provided information for the Global Mapping survey.
- Increased knowledge of GAP among National Societies, particularly those in the Africa region.
- Confirmed the need for VNRBD support for National Societies – this was raised as a common challenge by many attendees across all regions.
- Keen interest from one European region National Society on becoming a new GAP member.

GAP provided representation at the Eighth Red Cross and Red Crescent Symposium on Blood Programs, held in Bangkok in October.

The symposium was hosted by the Thai Red Cross Society and the Japanese Red Cross Society and attended by National Societies, government representatives and stakeholders with the shared goal to work toward securing a stable supply of safe blood in the Asian region. Preventing transfusion-transmissible infections continues to be an issue of common concern for blood programs in many Asian countries. This being the case, the Red Cross and Red Crescent Societies advocate further strengthening of cooperative ties within the region through these symposiums.

The event provided an excellent platform to promote GAP and the new VNRBD program, and enable member countries to discuss program and activities for 2017-2018, and meet with other regional Level A priority countries (Bangladesh and Nepal Red Cross National Societies).

During the Symposium, GAP VNRBD Project Coordinator (Ms Alexandra Brown) also participated in a VNRBD panel meeting with IFRC, to guide the development of their new training module on VNRBD within the Community Based Health and First Aid (CBHFA) programs, specifically targeting IFRC volunteers and the community.

Left: GAP members and symposium leaders Dr Ubonwon Charoonruangrit (centre) and Dr Masahiro Satake (2nd from right) together with GAP representatives and symposium delegates at the Bangkok meeting.
Global Mapping provides visibility of the engagement of National Societies (NS) in the provision of blood programs, and the role of the NS and blood service in each country. During 2017, GAP continued to gather information for the Global Mapping project (commenced in 2015), preparing for the release of the report in 2018.

The report will provide a global overview of the:
- level of engagement of all National Societies in their country’s national blood program
- national context (size, population, health system etc.)
- national blood program (providers, regulation, trends, VNRBD rate etc.)
- National Society blood program (history, funding, statistics accreditation, partnerships etc.)
- any current changes in a National Society level of activity in a blood program or intentions to expand/decrease the level of activity.

The level of involvement of a National Society is either:

**Level A: Full blood service provision**
- Governance
- Advocacy for appropriate use
- Product distribution
- Laboratory testing
- Component preparation
- Collection services/donor care
- Donor recruitment
- Promotional campaigns
- Education and awareness
- Involvement in WBDD

**Level B: Systematic blood donor recruitment**
- Donor recruitment
- Promotional campaigns
- Education and awareness
- Involvement in WBDD

**Level C: Advocacy for VNRBD**
- Promotional campaigns
- Education and awareness
- Involvement in WBDD

**Nil: No involvement**

**Why global mapping?**
Global mapping provides a valuable source of reference for GAP on the scale and scope of country blood programs. It enables contextual assessment of the impact of any identified potential risks while also being a critical resource in rapid disaster response. The results are also used to identify Level A National Societies for inclusion in the periodic GAP Self-assessment process, which provides visibility to both the National Society and the IFRC of potential risk areas for blood programs.

**How was the data collected?**
The global mapping questionnaire was sent to all 190 National Societies across the five IFRC regions:
- Africa
- Americas
- Asia Pacific
- Europe and Central Asia
- Middle East and Northern Africa
For those National Societies operating a Level A blood service, additional questions were included in order to gain a comprehensive understanding of the scope of activities, including:
- number of blood collections
- involvement in any fractionation, transfusion or cell tissue therapies
- Blood Service accreditation.

**How will the information be reported?**
A comprehensive report compiling data from the questionnaire responses, as well as information researched from public sources, will be published in hard-copy and available on the GAP website in 2018.

The report will include an overview of:
- GAP and the Global Mapping project
- history of the Red Cross / Red Crescent in Blood
- GAP’s role in disasters.
The report will provide a regional summary as well as results for each NS. At a country level, the report will include contextual information such as:
- population
- GDP per capita
- Health Development Index ranking
- prevalence of disease.

To view the GAP Global Mapping report, please visit the GAP website:
http://www.globaladvisorypanel.org/about-gap/activities/global-mapping
At the end of 2017 the Global Mapping response rate was 96% (182 responses from 190 National Societies).

This result demonstrates the great success of this latest project compared to previous reporting periods. In 2013/14 the response rate was just 38%.

- Of the 182 responses, 156 are involved in their national blood program (86%).
- There are currently 36 known Level A National Societies (those involved in providing a full blood service).
- More National Societies are involved in the systematic recruitment of blood donors (Level B) than at any other level - 73 National Societies at the end of 2017.
Global Mapping

- Level A (full blood service - collection, processing, testing, distribution)
- Level B (regular recruitment of voluntary blood donors)
- Level C (promotion of voluntary non-remunerated blood donation - VNRBD)
- Nil (no involvement)
- No response to the global mapping survey
- No National Society
The GAP Self Assessment questionnaire, developed in 2003, is used as a tool for Level A National Society Blood Services to measure the risk mitigation strategies they have in place, and to assist them in addressing the risks associated with the provision of a blood service.

It is a National Society’s responsibility to mitigate the risks associated with the management and delivery of its blood service activities, and it is GAP’s role to provide advice in managing these risks. GAP provides assistance to National Societies in their efforts to improve their corporate governance and risk management through the development of an individual Self Assessment feedback report for each participating country. The report includes recommended strategies and suggested next steps for reducing exposure to any current risks.

A de-identified regional report, also provided by GAP, presents a comparison of performance in the region in order to recognize common themes and challenges. Findings are then discussed at a GAP meeting held in the region once the Self Assessment process is complete.

In 2017, the Self-assessment questionnaire was completed by:

**PAKISTAN**

**INDIA**

- GAP is undertaking an expanded Self-assessment process with the Indian Red Cross, aiming to provide increased visibility on the risks which exist in each blood centre and for the Indian Red Cross blood program network as a whole.

**AMERICAS REGION**

- Six out of ten Level A National Societies in the Americas region participated in the GAP Self-assessment process in 2017:
  - Colombia
  - Ecuador
  - El Salvador
  - Honduras
  - Suriname
  - USA
- The regional meeting to discuss the results with participants for the Americas Self-assessment process is planned for 2018 in Honduras.

Since 2014, GAP’s bilateral partner, Swiss Red Cross (SRC), has been supporting the Honduran Red Cross (HRC) to strengthen the technical, administrative, governance and risk management capacity of the HRC national blood program. SRC GAP member, Dr Rudolf Schwabe, provides expertise to this project.

**Project outcomes in 2017:**

- A law and regulations to regulate the National Blood Policy based on voluntary non-remunerated blood donation was approved by ministerial decree.
- The newly established governance structure for the blood service continued to function well to provide oversight of blood program management.
- A new blood cost model system was developed internally by the HRC with its own resources, and this became operational.
- Hospital transfusion committees were reactivated by HRC; this was welcomed by the Honduran government.
- New equipment for the blood service was purchased and is undergoing implementation.
- Ongoing training for medical and other staff.
- A new mobile unit to support voluntary blood donation was purchased.
- Blood donor recruitment activities, including the development of an online e-learning module, were progressed.
- The e-learning module was made available online in 2017.
Country Support Programs

BANGLADESH

Bangladesh Red Crescent Blood Service (BDRCBS) was retained as a priority country in 2017 with continuing high level GAP advice and expertise provided by Dr Wolfgang Mayr.

GAP assisted the Bangladesh Red Crescent Blood Service (BDRCBS) with the development of a National strategic plan for the blood service and preparation for seminars to be held in Bangladesh on the clinical use of blood, as requested by the Blood Service Director, Dr Tarique Mehedi. A bilateral support program is also being provided by the Australian Red Cross for the development and implementation of a quality system and technical training.

Above: GAP Secretariat working with Dr Mehedi and Mr Khondker on the strategic plan for the Bangladesh Red Crescent Blood Service.

Disaster Response

NEPAL - POST EARTHQUAKE RECOVERY

The Nepal Red Cross Society (NRCS) National Blood Transfusion Service has been a GAP priority country blood service since 2010. Since this time GAP has provided risk management and technical support, resulting in a strong & collaborative relationship between the Blood Service and GAP.

It has been two years since the 7.9 magnitude earthquake hit Nepal in April 2015 and left a devastating effect on infrastructure and livelihoods of the people of Nepal.

GAP has been providing assistance to the NRCS to coordinate the recovery and further development of its blood program since the earthquake.

In January 2017, Ms Noelle Chow commenced as the dedicated GAP Nepal Coordinator to continue GAP’s advisory and technical coordination role supporting the NRCS National Blood Transfusion Service development, in conjunction with associated Partner National Societies.

GAP’s program of support delivered by GAP and Partner National Societies has been refined to include the following elements:

1. Infrastructure rebuild or repair - GAP is providing technical advice for the design & construction of infrastructure including new blood centre facilities.
2. Equipment procurement - GAP is developing recommendations, specifications and providing technical assistance in accordance with individual partner National Society (PNS) preferred procurement arrangements for critical blood service equipment.
3. Capacity building - GAP to provide technical advice and capacity building through training to NRCS BTS staff.
4. Project coordination - GAP is providing technical advice and coordination assistance to the Nepal Red Cross Society and project partners for the recovery of the Nepal blood program.

In July, Dr Mehedi and the Deputy Secretary General of BDRCBS, Mr Jarkaria Khondker traveled to Australia for 5 days to receive technical assistance from GAP for the development of the strategic plan for the blood service.

The completed strategic plan identifies the key strategic pillars and the foundation requirements essential for the Blood Service to deliver their strategy which includes a quality system, human resources and funding. Assistance was provided to BDRCBS to help develop the key objectives, core activities and associated monitoring and evaluation measures. The plan also considered funding, resourcing constraints and other barriers to implementation and suggested ways to address these issues.

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Disaster Response

Nepal Post Earthquake Recovery - 2017 Highlights:

INFRASTRUCTURE REBUILD OR REPAIR
GAP provided technical review and comprehensive recommendations to NRCS on the building plans for the new construction of the NRCS Central Blood Transfusion Service (CBTS) generously funded by the Thai Red Cross Society.

GAP also visited regional blood banks in Bhaktapur (retrofitting supported by British Red Cross) and performed a site inspection of the proposed location and technical review of the design plans.

EQUIPMENT PROCUREMENT
The equipment procurement was progressed in 2017 with GAP clarifying preferred supply modalities with Partner National Society (PNS) delegates including Belgian Red Cross – Flanders whom are providing critical equipment support for Gorkha district blood bank and Japan Red Cross Society whom are providing critical equipment support for Bhaktapur District Chapter Blood Bank.

GAP also provided on the ground capacity building support including provision of donated equipment, assessment and servicing of underutilised equipment as well as calibration of laboratory equipment.

Above: GAP representative Ms Noelle Chow with NRCS staff reviewing building plans for Bhaktapur.

CAPACITY BUILDING
In October 2017, GAP finalised and signed a Memorandum of Understanding with the Finnish Red Cross Blood Service (FRCBS) to collaborate and provide liaison and coordination support for their three year project providing blood donor collection training and capacity building for the Nepal Red Cross Society Blood Transfusion Service. This partnership project will start in January 2018 with ongoing support until December 2020.

PROJECT COORDINATION
In March/April, a Memorandum of Understanding was signed between the NRCS BTS Director and GAP outlining the funding and project coordination support arrangements for two technical officer positions for two years.

The two technical officers, Mr Sanjeeew Kumar Yadav (Senior Technical Officer) and Mr Shrawan Kumar Shrestha (Technical Officer) will be responsible for assisting with local Nepal-based project technical coordination and implementation issues. Funding is provided through GAP from the Australian Red Cross as part of its support for the Recovery project coordination activity funding.

In August, the GAP team assisted with the procurement and implementation of biological waste management containers to ensure safe disposal of hazardous waste.
VNRBD Program

Voluntary Non-Remunerated Blood Donation (VNRBD) is well established as a fundamental cornerstone in the development of safe and sustainable blood programs.

The program represents an expansion of GAP’s current support activities with National Society blood services and provides:

- A dedicated focal point for VNRBD support and advice
- Strategies and tools to improve the safety of family and replacement donations
- Strategies for the conversion of safe family & replacement donors to become regular, voluntary donors
- Targeted tools and training
- Advocacy for VNRBD in high level and policy discussions globally.

In mid-2017 GAP launched a three year program designed to promote VNRBD and make family donors safer in the transition to 100% VNRBD in countries with National Society blood programs.

The program explores the challenges associated with improving VNRBD and addresses the reliance on family and replacement donors; recognising that many countries are still dependent on these. As a result, the program assists in the development of appropriate strategies for improving VNRBD, ensuring the safety of the family replacement donor population and conversion of these safe donors to regular voluntary donors.

The program was developed in response to an increase in demand for advice and resources for improving VNRBD in low-resource settings.

Key Activities:

- The VNRBD Project Officer Ms Alexandra Brown was appointed and the program was communicated to GAP and IFRC networks.

- A VNRBD Questionnaire was developed to identify key areas of VNRBD challenge for National Societies and capture measures, with the results being used to inform selection of the project pilot countries. The results of the questionnaire also helped guide commencement of a range of VNRBD support materials and documentations to be made available on the GAP website in 2018.

- Planning for regional workshops proposed for MENA and Asia Pacific commenced, with the VNRBD Project Officer providing additional technical advice and workshop design input to IFRC Pacific office for planning of their own Pacific VNRBD Workshop in March 2018.

- Ad-hoc VNRBD advice was provided to a number of countries that requested support following the Red Cross / Red Crescent Statutory Meetings in Turkey (November 2017). GAP representation at this meeting provided an excellent platform to promote the new VNRBD program globally.

- The VNRBD Project Officer participated at the Thai / Japan Red Cross Eighth Symposium on Blood Programs for the Asia Pacific region to meet with regional leaders and understand key challenges to shape the VNRBD program for the Asia Pacific region.

GAP’s new program is designed to promote VNRBD and make family donors safer in the transition to 100% VNRBD. National Society blood programs receive support in the form of VNRBD advice, advocacy and targeted tools and resources.
## Financial Report

### Income and Expenditure Report

All figures in Swiss francs (CHF)

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<th>Opening balance</th>
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<td>681,692</td>
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- **Income**
  - 2017 Member contributions: 231,000
  - 2017 IFRC funding income: 65,000
  - 2017 Interest income: 10,000

- **Other Income**
  - VNRBD Consultancy (Belgian Red Cross): 107,357
  - VNRBD project funding received: 186,269

- **Total Income**: 413,357

- **Expenditure**
  - Secretariat: 37,418
  - Secretariat salary, oncosts and office expenses: 84,933

- **subtotal**: 122,351

- **Specialist Advice**
  - Translation: 3,000
  - Professional expertise e.g. legal: 1,000

- **Meetings**
  - Stakeholder meetings: 9,000 (IFRC): 9,000
  - Regional meetings: 10,000
  - Annual general meeting: 14,000
  - Executive Board meetings: 2,000

- **Teleconferencing Costs**: 2,700

- **Priority country support**
  - Nepal: Post disaster support - see separate line item
  - Bangladesh: Support program, travel and accommodation: 90,000
  - Secretariat coordination, logistics and support: 48,000

- **Honduras**: Support program, travel and accommodation: 11,000

- **Closing balance**: 365,285

### Notes

1. India membership fees for 2016 & 2017 (42,000 CHF) were received in Dec 2015.
2. Funding from IFRC (65,000 CHF) received in January 2018.
3. The first of two Belgium contributions for VNRBD consultancy (50,000 Euro each) was invoiced in December 2016 but not received until January 2017.
4. Budget allocation for salary provided in AUD may need to be revisited if significant movement in exchange rate.
5. 2017 activities and budget deferred until 2018 (as approved by GAP EB - March 2017).

### Exchange rates:

- **Opening Balance Exchange rate as per XE Currency converter Ganda website 31 December 2016**: 1 AUD = 0.734042 CHF
- **Interest Exchange Rate as per average rate for the year**: 1 AUD = 0.74821175 CHF
- **VNRBD Consultancy Fees received in March used average exchange rate in March 2017**: 0.763480 CHF
- **Expenditure Exchange rate as per weighted average**: 1 AUD = 0.722275 CHF
- **Closing Balance Exchange rate as per XE Currency converter Ganda website as at 31 December 2017**: 1 AUD = 0.761793 CHF

### Post disaster response - Nepal

- Gorka blood centre - supported by Belgian Red Cross: (111,656) (75,570)

### India Self-assessment

- In-country Self-assessment meeting: (30,000) 0
- Secretarial coordination, logistics and support: 4 (46,000) (21,015)

### VNRBD programme (Funded by Swiss Red Cross HF and Belgian Red Cross)

- Program initiation, VNRBD salary and resource expenses: (107,357) (30,285)
- Travel, workshop and expenses: (1,801)
- MENA workshop: (20,000) 0

### Secretariat coordination, logistics and support

- Combined opening balance at 1 January: 681,692

### Opening balance

- Australian account: 589,890
- Swiss account: 91,801

### Income

- 2017 Member contributions: 231,000
- 2017 IFRC funding income: 65,000
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### Other Income

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- Executive Board meetings: 2,000

### Teleconferencing Costs: 2,700

### Priority country support

- Nepal: Post disaster support - see separate line item
- Bangladesh: Support program, travel and accommodation: 90,000
- Secretariat coordination, logistics and support: 48,000

### Honduras: Support program, travel and accommodation: 11,000

### Closing balance: 365,285
INTERNAL AUDIT REPORT

Global Advisory Panel (GAP) on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies

To ensure compliance with the Swiss Code of Obligations (as they apply to an association established under Swiss Law) which allows small organizations to appoint internal auditors without accounting expertise, I hereby present the report of the internal audit process conducted for the period from January 1, 2017 to December 31, 2017. I believe that the evidence reviewed is sufficient and appropriate to provide a basis for an internal audit opinion.

The following activities were conducted during the internal audit process:
- Review of the GAP Income and Expenditure Report for 2017, to ensure that closing balances for 2016 were correctly transferred to the opening balance for 2017,
- Review of the membership income as stated in the financial report,
- Review of the expenses for meetings and for the support of priority countries for reasonableness,
- Review of the secretariat expenses for reasonableness.

During the audit, all necessary information and explanations requested have been obtained.

In my opinion, the detailed Report of Income and Expenditure for 2017 has been properly prepared and is a true reflection of the transactions that occurred during the period of January 1, 2017 to December 31, 2017.

Em. o. Univ.-Prof. Dr. Dr. h.c. Wolfgang R. MAYR
Acting as Internal Auditor for GAP

Vienna, April 23, 2018
Good Governance, safe blood