



GAP Strategic Plan 2026 onwards

Good governance, safe blood



UNIQUE VALUE OF GAP

GAP is the only global network dedicated to supporting the governance, risk management and resilience of Red Cross and Red Crescent blood programmes. Working in partnership with the IFRC and National Societies, GAP provides trusted expertise, practical guidance, and peer-to-peer connections across all levels of blood programme development.

Through its global member network, GAP enables knowledge exchange, targeted support and coordinated assistance, including in post-disaster recovery, helping strengthen safe, sustainable and well-governed blood systems worldwide.



VISION

All Red Cross/Red Crescent blood programmes will be safe, well governed and resilient, based on the principle of voluntary non-remunerated blood donation for the benefit of patients and to safeguard blood donors.



MISSION

GAP will support Red Cross / Red Crescent blood services in risk management and corporate governance of blood programmes, and promote good practice and knowledge exchange.



GAP

Global Advisory Panel

on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies



Foundational Activities

The Foundational Activities represent GAP's core services and responsibilities. These activities provide the platform from which GAP will deliver its strategic priorities.

1. Technical Advice on Corporate Governance and Risk Management



Providing governance and risk expertise, coordinating Self-Assessment activities, and monitoring Major Material Risks affecting National Society blood programmes.

2. Knowledge Sharing, Networking and Partnership



Facilitating collaboration, knowledge exchange and communications across the GAP network, National Societies and IFRC.

3. Tools, Guidelines and Country Support



Developing practical resources and providing targeted support to strengthen governance, risk management and programme sustainability.

4. Post-Disaster Assistance



Coordinating support and facilitating recovery assistance for blood programmes affected by disasters.

Strategic Priorities



1. Strengthening Blood Programme Resilience

Growing disaster impacts, supply chain fragility, and system-level risks require a broader and more proactive approach to resilience.

GAP will strengthen the capacity of National Society blood programmes to maintain continuity of supply, adapt during crises, and recover rapidly from disruptions.

Actions (2026 onwards)

- 1a. Mobilise expertise from GAP members to inform resilience guidance, tools and resources, including supply chain resilience.
- 1b. Work with IFRC to strengthen disaster coordination and recovery frameworks, including early engagement to support inclusion of blood programme needs in relevant appeals.
- 1c. Develop practical tools and resources to strengthen blood programme resilience and continuity beyond emergency response.



2. Trusted Global Centre of Excellence

National Societies require access to trusted expertise and practical guidance in an increasingly complex operating environment.

GAP will strengthen its role as the global reference centre for governance, risk management and resilience of Red Cross and Red Crescent blood programmes.

Actions (2026 onwards)

- 2a. Expand and mobilise GAP's global network of experts to provide specialist advice and support.
- 2b. Strengthen communications, visibility and regional engagement, including member participation in relevant IFRC and National Society forums.
- 2c. Provide leadership on emerging governance, policy and strategic issues, including global policy consultations, plasma systems and ethical considerations, while maintaining engagement with relevant industry bodies and stakeholders.

Strategic Priorities



3. Practical and Accessible Support

National Societies require practical and accessible support to respond to increasing operational complexity and long-term sustainability challenges.

GAP will leverage technology and innovative approaches to deliver timely and effective support across diverse contexts.

Actions (2026 onwards)

- 3a.** Develop digital learning modules, AI-enabled tools and knowledge platforms to improve accessibility and responsiveness.
- 3b.** Monitor and respond to emerging industry trends and developments affecting blood programme sustainability and governance.
- 3c.** Adapt GAP support models to remain relevant and responsive to National Society needs.



4. Partnerships and Network Capability

In a resource-constrained environment, effective collaboration enables GAP to maximise impact, reduce duplication and mobilise expertise across the network.

GAP will build and strengthen strategic partnerships to unlock resources, expertise and collective action in support of National Society blood programmes.

Actions (2026 onwards)

- 4a.** Facilitate peer-to-peer partnerships and National Society-led bilateral arrangements to support practical knowledge exchange and capacity development.
- 4b.** Maintain and mobilise a network of experts to provide timely remote or on-site technical assistance.
- 4c.** Strengthen coordination with IFRC and relevant partners to support post-disaster response and recovery for blood programmes.



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FOUNDATIONAL ACTIVITIES

(our ongoing core work)



Technical,
Governance and
Risk Advice



Tools, Guidelines
and Country
Support



Knowledge Sharing,
Networking and
Partnership



Post-Disaster
Assistance



STRATEGIC PRIORITIES

1



Strengthening Blood
Programme Resilience

3



Practical and Accessible
Support

2



Trusted Global Centre of
Excellence

4



Partnerships and
Network Capability



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