AFRICA SOCIETY FOR BLOOD TRANSFUSION

ANNUAL REPORT 2017

AfSBT is making a Positive Difference to National Blood Programmes in Africa

Not for profit company

Registration no: 2011/008414/08
Executive Summary

AfSBT Governance (Board) was beefed-up by the coming in of new Board members i.e. Dr. Philip Olatunji, (ECOWAS) and Dr Hmida Slama (Maghreb) who joined the Board in February 2017 replacing long serving members, Dr. Justina Ansah and Prof. Mohammed Boukef respectively. Dr. Sylvain Yuma Ramazani, (ECCAS) replaced Dr. Claude Tayou Tagny as the new member representing the regional Committee for ECCAS. Training for both old and new board members on Being a Director Part 3 was conducted in August in Sun City, South Africa.

Mrs Beryl Armstrong, a long serving member of the Management team and Board, retired at the end of July. She was replaced as Communications Manager by Dr. Heidi Goubran.

A staff meeting held in April clearly helped management to develop a plan of work for the 2017/18 year and get consensus from all parties including the CDC Project Officer who participated in the planning.

As part of the advocacy and marketing of the AfSBT and its programmes, the President and the Managing Director attended the Strategic Planning meeting of the Africa-CDC in Addis Ababa in March and ensured the successful recognition of the AfSBT. An advocacy meeting was also held with Dr. Agama-Anyette of the Africa Union. AfSBT was also represented at the WHO meeting held in Victoria Falls in September. Five Francophone countries in West Africa were also visited in the same vein of advocacy.

The AfSBT Step-Wise Accreditation Programme (SWAP) continued with Training, Baseline and Formal assessments in a number of countries. Rwanda attained Step 3 accreditation of all its facilities. Management recommended to the Board that Rwanda be appointed the first Collaboration Centre of AfSBT because of its achievement. The AfSBT Collaboration Centre in Kigali Rwanda, has hosted numerous meetings, including but not limited to, staff meetings, training of assessors and educators, etc.

Preparation for the 9th Biennial Congress in Arusha in June 2018 commenced and Shades of Green Congresses was formally appointed as the event organiser for the congress.

The Notice of Award from CDC for the 2017/18 financial year did not come through. No clear explanation was received, apart from the impact of possible changes in the US administration of these grants. Management thus continued to function using “carry-over” funds from 2016/17. Planned activities were stopped from September except for Technical Assistance to Tanzania which still had funds in its budget.

Rebranding of AfSBT was completed late August with the formal approval of the Brand by the Board. Management has since implemented the new Brand and the new logo is in use.
Acknowledgements

AfSBT Board and Management remain grateful for the tremendous support (financial, material and technical) it has continued receiving from all stakeholders, and especially the PEPFAR programme under CDC. AfSBT is doing all it can to meet its overall goal to improve access to safe blood in the African continent.
PREAMBLE

Africa Society for Blood Transfusion (AfSBT) was established in 1997. The Society was formally registered in South Africa as a not-for-profit company in 2011. A Memorandum of Incorporation and policies and procedures that support it were adopted. AfSBT is an indivisible continent-wide organisation representing the interests of members from French, English and Portuguese speaking countries. It boasts a membership of around 400, spread across countries in the African continent and beyond.

Mission

AfSBT Mission is to advocate for the highest ethical and professional standards, practices and skills in blood transfusion across the African continent, enabling safe, universally accessible and sustainable national blood programmes in participating countries. AfSBT will achieve its intended Mission through the implementation of a range of supporting strategic objectives:

Strategic Objectives

- Developing and supporting the implementation of the AfSBT Step-Wise Accreditation Programme (SWAP) that endorses operating standards of the highest quality for the practice of blood transfusion and takes cognisance of the disparate states of development of blood services in Africa.
- Developing and making available in Africa, the AfSBT Education and Training Programme that is appropriate for the practice of blood transfusion at international standard; courses are based on distance learning and e-learning technology and complement the AfSBT SWAP.
- Designing and establishing distance learning technology to support and disseminate the education programmes and communication platforms of AfSBT.
- Advocating improved blood programmes in African countries to national authorities, international organisations, and other support groups.
- Communicating and sharing information related to blood transfusion and relevant to the African region.

AfSBT Values

- Inclusivity
- Integrity
- Innovation
- Interest
- Improvement
- Impartation
GOVERNANCE

To improve organizational efficiency, the continent was divided into specific geo-political regional groupings of AfSBT aligned to the African geo-political groupings namely: East African Community (EAC), Economic Community of West African States (ECOWAS), Economic Community of Central African States (ECCAS), Maghreb, and Southern African Development Community (SADC) under the African Union (AU). These regions are the backbone of AfSBT.

The Board of the Society consists of non-executive elected members from each regional grouping. The President is elected during the biennial general assembly of members. The Managing Director and the Finance Director sit on the Board as Executive members.

The Society obtains its funding from membership fees, income from biennial scientific congresses and donations for specific activities from corporates, national transfusion services and other partners like CDC.

The role of the AfSBT Board is to act as the focal point for, and custodian of, corporate governance and ethical leadership by managing its relationship with Members, the Management Office and other stakeholders along sound corporate governance principles.

AfSBT Board of Directors

Dr Gabriel Muyinda from Zambia assumed the Presidency of the Society immediately after the Annual General Meeting in Kigali in May 2016. He is the Chief Executive Officer of the Zambia National Blood Transfusion Service and has held this position from inception to date. He was also the Vice President, AfSBT-SADC Region.

Dr Dora Mbanya was elected as AfSBT President Elect during the Kigali General Assembly. She is currently Dean of the Medical School at the University of Yaoundé. Dr Mbanya assumes the office of AfSBT President during the Annual General Meeting of the Society in Arusha, Tanzania in June 2018.

Mr Ravi Reddy is based in South Africa. Mr Reddy is the Chief Operations Officer, South African National Blood Service and President Elect, International Society of Blood Transfusion. He is an Independent Director on the AfSBT Board.
Mr Mervyn Burton is a registered Chartered Accountant based in South Africa. He is the AfSBT Finance Director and an Executive Director on the AfSBT Board.

Mr David Mvere is the AfSBT Managing Director and an Executive Director of the AfSBT Board. He is trained as a medical laboratory scientist and is specialised in Transfusion Science.

Mrs Natasha Nsamala is a registered Chartered Accountant by profession and Chief Executive Officer, Malawi Blood Transfusion Service. She is an Independent Director of the AfSBT Board.

Mr Israel Chipare is the Technical Director of the Blood Transfusion Service of Namibia. He is the Vice President of the AfSBT-SADC Region.

Mr Charles Rombo is the Quality Manager of the Kenya National Blood Transfusion Service, based in Nairobi. He is the Vice President of the AfSBT-EAC Region.

Dr Phillip Olatunji is a Professor / Consultant Haematologist in the Department of Haematology & Blood Transfusion, Olabisi Onabanjo University Teaching Hospital, Ogun State, Nigeria and is Vice President of the AfSBT-ECOWAS Region.

Dr Slyvain Yuma Ramazani is the Director General of the Blood Transfusion Service in Democratic Republic of Congo and is the Vice President of the AfSBT-ECCAS Region.

Dr Hmida Slama is the Director General of the National Blood Transfusion Service of Tunisia and is the Vice President of the AfSBT-Maghreb region.
Management Office
The AfSBT Management Office is a virtual office. Staff members work from their home country and communicate with each other via email, teleconferencing, internet, and infrequently, by attending in-person meetings.

Mr David Mvere
AfSBT Managing Director
Based in Zimbabwe

Ms Lesley Bust
AfSBT Quality Manager
Based in South Africa

Mr Mervyn Burton
AfSBT Finance Director
Based in South Africa

Dr Heidi Goubran
AfSBT Communications Manager
Based in Egypt

Mr Mervyn Burton
AfSBT Finance Director
Based in South Africa

Ms Molly Gondwe
AfSBT Administration
Based in Malawi

Dr Jean-Baptiste Tapko
AfSBT Education Manager – Francophone
Based in Cameroon

Mr Bright Mulenga
AfSBT Website Officer
Based in Zambia

Dr Claude Tayou-Tagny
AfSBT Accreditation Manager – Francophone
Based in Cameroon

Mr Edmund Petersen
AfSBT Assistant Accountant
Based in South Africa

Dr Swaibu Katare
AfSBT Education Manager – Anglophone
Based in Rwanda

Dr Mohammed Farouk
AfSBT Accreditation Manager – Anglophone
Based in Egypt
MILESTONES

This annual report focuses on activities leading to the implementation of the Step-Wise Accreditation Programme, and supportive actions including staff development and other milestones reached during the year in review.

Key AfSBT Board Decisions

New Board members Dr. Olatunji (ECOWAS), Dr. Yuma Sylvain (ECCAS), and Dr Hmida Slama (Maghreb) joined the Board in February replacing Dr. Justina Ansah, Dr. Claude Tayou-Tagny and Prof Mohammed Boukef respectively.

During the meeting of the Board held in February in Kigali, the Board approved amendments to the HR Policies i.e. Recruitment and Selection of Staff and “Travel Undertaken on AfSBT Business”.

The Board also ratified the regional election results. Dr. Philip Olantunji is the new Chairman for the ECOWAS region. Dr. Yuma Sylvain was confirmed as the new Chairman for the ECCAS region and finally Dr. Hmida Slama for the Maghreb region.

A new organogram was adopted. A key change was the creation of the post of Programmes Coordinator. The Finance Director’s section was strengthened by the creation of the post of Junior Accountant.

Rebranding of AfSBT was completed late August with the formal approval of the Brand by the Board. Management has since implemented the new Brand and the new logo is in use.

Personnel Changes

Mrs Beryl Armstrong, a long serving member of the Management team and Board, retired at the end of July. She was replaced as the Communications Manager by Dr. Heidi Goubran from Egypt.

Mr. Rob Wilkinson retired at the end of March, 2017 having served the management office for 4 years as the first Accreditation Manager of the Step Wise Accreditation programme. Dr. Mohammed Farouk from Egypt replaced him.

The personal efforts of Mrs Beryl Armstrong and Mr Rob Wilkinson to ensure the success of AfSBT will forever be remembered.

Advocacy

The President and MD attended the Strategic Planning meeting of the Africa-CDC in the last week of March. Their presence helped put the AfSBT on the permanent list of partners of the new entity. A separate meeting was also held with the head of Social Services in the Africa Union, Dr. Agama-Anyette. The meeting was meant to market the AfSBT at the highest office of the Africa Union and solicit their support for the accreditation programme as complementary to the SLMTA programme of CDC-WHO in member countries. The AU Maputo declaration has already adopted a resolution to support access to and the safety of blood in the Africa Region. The AU asked AfSBT to work closely with the WHO-Afro office as the
accreditation programme is a technical programme which fits very well with the WHO mandate. The Managing Director, Communications Manager and President also attended WHO Meeting held in Victoria Falls in September.

Five Francophone countries were visited during the year to market AfSBT Step-Wise Accreditation Programme and it was a success in that all five countries have since applied to join the Accreditation programme.

**AfSBT Collaboration Centre, Kigali - Rwanda**
Management proposed the creation of a “Collaboration Centre” in each of the AfSBT regions. The status will be awarded to facilities that attain Step 3 Accreditation provided they meet other criteria agreed upon. Following the achievement of the Rwanda Blood Transfusion service in acquiring Step 3 Accreditation, management recommended to the Board the awarding of the Collaboration Centre status to Rwanda RBTC. An MoU was signed between AfSBT and the Rwanda Ministry of Health. The formal award ceremony was held on the 10th of February 2017. The Project Officer for CDC very much supported the initiative and approved some expenditure in order for the centre to be functional.

The AfSBT Collaboration centre in Kigali Rwanda, has hosted numerous meetings, including but not limited to, staff meetings, training of assessors and educators, training of country delegates etc.

**Training**
Training for both old and new board members on “**Being a Director Part 3**” was conducted in August in South Africa by the Institute of Directors (South Africa).

**9th Biennial International Congress of AfSBT**
*Shades of Green* was identified as the Congress Organiser to manage the upcoming Congress to be held in Arusha Tanzania in June 2018. A Service Level Agreement was signed between the AfSBT President, the host Dr Nkya and *Shades of Green*. Dates for the Congress were established as from 19-22 June, 2018.

The general format of the scientific programme, the management of sponsorships and exhibitors is consistent with previous congresses. ISBT has offered to fund the Academy Day.

The Chair of the International Scientific Committee, Prof. Boukef is managing the scientific programme. The theme of the congress is “**Reducing Maternal and Newborn Mortality: The Role of Safe Blood Transfusion**”.
Progress on Strategic Plan

Activities included in the strategic objectives have commenced and several are on-going. However, not all goals have been achieved due to limited funding during the year in review. The table below shows the progress made in achieving some of the strategic objectives:

<table>
<thead>
<tr>
<th>No.</th>
<th>Objective</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Finalise Standards and accreditation documents by June 2017</td>
<td>Standards updated with additions for ISQua and a new section on plasma for fractionation. Accreditation documents updated.</td>
</tr>
<tr>
<td>2</td>
<td>Perform 15 baseline and progress assessments from September 2016 to March 2018</td>
<td>Twelve assessments performed in nine countries from Sep 16 to date i.e. Malawi, Uganda, Lesotho, Kenya, Côte D’Ivoire, Tanzania, Eritrea, Benin, Burkina Faso.</td>
</tr>
<tr>
<td>3</td>
<td>Perform 8 formal assessments by March 2018</td>
<td>Four formal assessments performed to date i.e. Namibia, Rwanda, Lesotho and Tanzania.</td>
</tr>
<tr>
<td>4</td>
<td>Train 8 additional educators and 8 additional assessors by March 2018</td>
<td>Total of 18 educators and 7 assessors trained in several training sessions.</td>
</tr>
<tr>
<td>5</td>
<td>Perform Technical Assistance training in Tanzania, and other countries by March 2018</td>
<td>Training and mentorship done in Tanzania. Training done in Benin, Burkina Faso and Eritrea.</td>
</tr>
<tr>
<td>6</td>
<td>Conduct 6 advocacy visits by March 2018</td>
<td>Visits conducted in Ethiopia, Kenya. Cote D’Ivoire, Benin, Togo, Mali, and Burkina Faso. Ministers of Health meeting attended in Zimbabwe. Meeting held with WHO EMRO.</td>
</tr>
<tr>
<td>7</td>
<td>Achieve ISQua accreditation for AfSBT Standards in 2018/19</td>
<td>Application to be submitted once more assessments have been performed.</td>
</tr>
<tr>
<td>8</td>
<td>Increase AfSBT membership to 3000 by March 2020</td>
<td>New membership strategies developed with aim of increasing membership.</td>
</tr>
<tr>
<td>9</td>
<td>Increase congress profitability by 20% in 2018</td>
<td>Goal for Arusha Congress.</td>
</tr>
<tr>
<td>10</td>
<td>Increase AfSBT self-funding to 20% by March 2018</td>
<td>Funding obtained from commercial company for Francophone assessments in East Africa. Additional sources of funding being investigated.</td>
</tr>
<tr>
<td>11</td>
<td>Achieve 5% budget surplus for 2017/18</td>
<td>CDC funding not received so this was not possible.</td>
</tr>
<tr>
<td>12</td>
<td>Achieve &lt;3 audit issues in financial audit in 2017</td>
<td>Financial audit completed in August 2017 with no audit issues raised.</td>
</tr>
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Step-Wise Accreditation Programme (SWAP)

Assessments

The AfSBT SWAP continues to grow with a number of countries requesting to be trained and assessed. However, due to limited funding, AfSBT failed to reach out to all countries that requested assessments/training.

A total of 11 assessments were performed during the year in 8 countries. Two formal, four progresses and five baseline assessments were carried out. Training on the AfSBT Standards was carried out in conjunction with the baseline assessments.
Training of Assessors and Educators

AfSBT trained 18 educators (7 anglophone and 11 francophone) plus 7 assessors with experience. An additional 18 assessors (francophone & anglophone) have been selected for training when funds become available. A database of assessors and educators was compiled and the current status is 18 assessors and 24 educators in total.

Curricula for the training of assessors and educators were developed in order to standardize the training of these important consultants used in the training on the AfSBT Standards and conducting of baseline and progress assessments in countries. An Educator and Assessor Manual was compiled and a programme was established for Continuing Professional Development (CPD) of assessors & educators.

Additionally, AfSBT provided “mentorship” training to 4 consultants to assist them to carry out mentorship and training on quality management systems and the AfSBT Standards in Tanzania at the at 4 zonal centers: M’twara, Mbeya, Mwanza and Tabora.

Road towards ISQua Registration and Accreditation

The Quality Manager has restructured the entire documentation system and revised all AfSBT quality documents to bring them in line with ISQua requirements. Documentation used in the assessment of facilities was reviewed and realigned with the new document requirements. This is important for future ISQua assessment of AfSBT as an accrediting body.
Programme Committees

AfSBT Standards Committee
The AfSBT Standards were revised to include requirements for ISQua plus a section on the specific requirements to be met for facilities producing plasma for fractionation. The revised Standards were released after extensive consultations from users and stakeholders.

AfSBT Accreditation Committee
The Accreditation Committee membership was reconstituted and nominated members accepted their appointments. The Committee met at end July to review the formal assessments done to date in Lesotho, Rwanda and Tanzania. Decisions were made regarding the awarding of accreditation or certification in these countries. Processes followed during formal assessments, and the reporting thereof, were reviewed and updated.

AfSBT Transfusion-Associated Infections Committee
Membership of the AfSBT Transfusion-Associated Infections Committee was identified and the appointments were accepted. The Committee has its primary objective as the review of current policies and practices for screening of infections and emerging infections and recommending policy and or practice changes to the Board and membership. Terms of Reference were drawn up and ratified.

AfSBT Transfusion Medicine and Science Committee
Membership of the AfSBT Transfusion Medicine and Science Committee was identified and the appointments were accepted accordingly. The primary objective of the committee is the review of current transfusion medicine practices, preparation, testing and use of various blood products and recommending policy and or practice changes to the Board and membership. The Terms of Reference were ratified.

AfSBT Education Committee
The new Education Committee was established and met in February in Kigali. Key achievements were the development of the road map for the establishment of various curricula for the education and training of personnel for transfusion services. The Committee met again in South Africa in August. The curriculum for educators and assessors was completed and approved by the Committee.

Other Committees
The AfSBT Research and Ethics Committee and the AfSBT IT Working Group have been established with membership from all regions of the Society. Dr. T. Mapako heads both units in a voluntary capacity.

Quality Documentation
The Quality documentation system has been restructured and all AfSBT Policies, SOPs, Reference Documents and forms (over two hundred documents in total) were updated, reformatted, branded with the new logo and saved in Dropbox for access by Management Office staff.
A documentation workshop was held in Kigali in August for management staff in to review the changes to the AfSBT documentation. Key documents relating to the accreditation and education programmes were discussed and a system for the electronic filing of assessment documentation was established. Furthermore, agreement was reached to provide certificates with a formal seal for trainees attending AfSBT training and for the award of formal assessments.

After revision of the AfSBT Standards, the AfSBT Guidance document and Compliance Chart were updated and translated into French. Additional documents used in assessments were updated accordingly and translated.

All presentations used by AfSBT for providing training (80 in total) were updated and reformatted with the new branding and logo. Generic SOPs and Guideline documents on blood transfusion topics were compiled for posting on website.

A monthly Management Review report is issued showing activities of AfSBT Management Office staff. A Consolidated Work Plan is updated and issued regularly, to show the status of all AfSBT programmes, together with a Calendar which is used to plan and track activities.

**Communications and Marketing**
The new AfSBT Brand Manual was developed and new logo is being publicized.

The presence of AfSBT on social media has been enhanced. An AfSBT page on Twitter and LinkedIn was created, a YouTube channel was developed and the number of followers on Facebook has doubled. Website and social media analytics are monitored on monthly basis.

A survey on AfSBT membership benefits was conducted and the results were analysed, according to which, the new membership programme was developed endorsing the strategy to increase AfSBT membership.

A proposal for the redesign of the AfSBT website, including an update/upgrade to all the contents, was developed and submitted and work is currently in progress.

An E-register has been set up on the website for registration of consultants willing to assist African countries in obtaining accreditation.

A fact sheet on AfSBT programmes was compiled for use in advocacy. Awareness of the Step-Wise Accreditation Programme (SWAP) was promoted at the congress in South Africa and at the Ministers of Health meeting in Victoria Falls. The development of a guidance note on the programme has been communicated with WHO AFRO and EMRO to encourage blood services in all African countries to get enrolled in SWAP.

Planning is underway for 9th international biennial congress in Tanzania.
Publications (Journal and Newsletter)
The online newsletter, *Blood is Life*, continues to be distributed monthly, in both French and English, providing news of the Society to all members, partners and stakeholders. The newsletter is now available in an electronic format, posted on the website and social media channels, and sent to AfSBT contacts via email. New articles were introduced to market the different AfSBT programmes.

A joint AfSBT/ISBT Newsletter is published quarterly. The first edition was published April 2017.

*Africa Sanguine*, the scientific publication of AfSBT, continues to be released twice a year. The Editor-in-Chief, Prof Banji Adewuyi from Nigeria, will be retiring from this position at the time of the Arusha Congress in June. A replacement for the Prof. Adewuyi was identified. Dr. Claire Armour Barrett has accepted the appointment to take effect July 2018.

Membership
The Board approved free Associate membership of Blood Transfusion Services in Africa, in line with the objectives of the current Strategic Plan. Management will be implementing this exercise in the new financial year in order to increase the membership of AfSBT to 3000 in the next 3 years. It is hoped that this action will help attract new members and improve the retention of current members as the blood services will in turn have responsibility for promoting AfSBT programmes.

Membership by Region, December 2017

<table>
<thead>
<tr>
<th>Region</th>
<th>Dormant</th>
<th>Active</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAC</td>
<td>67</td>
<td>158</td>
<td>225</td>
</tr>
<tr>
<td>ECCAS</td>
<td>6</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>ECOWAS</td>
<td>80</td>
<td>82</td>
<td>162</td>
</tr>
<tr>
<td>Maghreb</td>
<td>2</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>SADC</td>
<td>104</td>
<td>142</td>
<td>246</td>
</tr>
<tr>
<td>Australia</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Europe</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>UK</td>
<td>6</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>USA</td>
<td>4</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>275</td>
<td>431</td>
<td>706</td>
</tr>
</tbody>
</table>

Provision of Technical Assistance
AfSBT, in collaboration with CDC, continued to provide technical assistance to Tanzania in their efforts to achieve accreditation. Several projects were conducted in accordance with a developed work plan.
Road Ahead...
AfSBT sustainability model

Having received no funding from our main funders i.e. CDC for the whole calendar year, there is need to intensify identifying other funding modes for the sustainability of AfSBT and the AfSBT SWAP. Possibilities are being explored by submitting funding proposals to other funding organisations. Countries requiring accreditation will also be approached for possible self-funding to undergo assessments in the Accreditation programme.

Free membership to blood services in Africa will be implemented in order to recruit more individual members.

Diversification of our income-generating programmes is to be explored.