

Laboratory Quality Management System Implementation Strategy



ASLM
AFRICAN SOCIETY FOR LABORATORY MEDICINE

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EXECUTIVE SUMMARY

The African Society for Laboratory Medicine (ASLM) plays a pivotal role in enhancing laboratory medicine across the African continent and beyond through various initiatives aimed at strengthening laboratory networks and systems, capacity building, essential skills training, pandemic preparedness and response, laboratory quality improvement, laboratory accreditation, networking of laboratory professionals, and professional development. These efforts are crucial for addressing the healthcare challenges faced in Africa, particularly in the context of disease diagnosis and management. ASLM's vision is for a healthier Africa through access to quality laboratory services for all. ASLM aims to develop a comprehensive, standardised strategy for coordinating and implementing laboratory quality management systems (LQMS) both internally across all ASLM projects and externally among African countries and beyond. This LQMS Implementation Strategy has been aligned with the organisation's vision, goal, overarching strategic objectives, and Theory of Change.

ASLM is a recognized leader in the establishment, implementation, and sustenance of LQMS across Africa, through deployment of widely accepted tools and fostering

of professional development through structured training and mentorship programs. However, there is a need for a common approach, philosophy, and sustainable strategy for the implementation of LQMS across its multiple projects, in order to enhance consistent delivery of products and services, and package ASLM LQMS uniqueness as the go-to organisation in LQMS implementation in Africa. There is potential to expand LQMS programs in the continent, standardize mentorship and training programs, create guiding frameworks, and diversify resources from LQMS activities to further and sustain development.

This strategy identified six priority areas including the need to establish an LQMS coordination structure within ASLM, standardize the approach to LQMS implementation across ASLM's multiple projects, establish resourcing for ASLM's LQMS activities, expand training, capacity building, and mentorship programs throughout African and beyond, institutionalize LQMS into national structures across the continent for sustainability, and advocate for and communicate about LQMS to countries and other stakeholders. These interventions are envisioned to transform ASLM into a global leader and respectable opinion giver with regard to LQMS.

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ACRONYMS

AJLM	African Journal of Laboratory Medicine
ASLM	African Society for Laboratory Medicine
AU	African Union
CDC	Centers / Centres for Disease Control and Prevention
ECSA-HC	East Central and Southern Africa Health Community
EQA	External Quality Assessment
EQu-Africa	External Quality Assurance Africa
IEC	International Electrotechnical Commission
ISO	International Organisation for Standardisation
LOE	Level of Effort
LabCoP	Laboratory Community of Practice
LQMS	Laboratory Quality Management Systems
NLQF	National Laboratory Quality Framework
QSSR	Quality Systems Standards and Regulation
QMS	Quality Management System
PT	Proficiency Testings
QSSR	Quality Systems Standards and Regulation
QMS	Quality Management System

SLIPTA	Stepwise Laboratory Quality Improvement Process Towards Accreditation
SLMTA	Strengthening Laboratory Management Towards Accreditation
TOR	Terms of Reference
WAHO	West Africa Health Organization
WHO	World Health Organization

DEFINITION OF TERMS

Quality:

The degree to which a set of inherent characteristics fulfils requirements.

Laboratory Quality Management System:

A management system to direct and control an organization's laboratory with regard to quality.

Strategy:

A comprehensive plan or set of actions designed to achieve long-term goals or objectives, considering the available resources and internal and external environments. It outlines what an organization or individual aims to achieve and how to achieve it.

CHAPTER 1



1.1 INTRODUCTION

ASLM is the first and only pan-African organization committed to leading, advocating for, and coordinating a continent-wide response to improve the quality of laboratory medicine and healthcare diagnostics. Over the years, ASLM has spearheaded numerous initiatives to strengthen laboratory diagnostic capacities and capabilities across the continent with tangible results.

In its corporate strategy, ASLM has prioritised four areas. Among these is Strategic Priority 1: Refine and improve ASLM's core technical strengths. The objectives of this Priority focus on: (i) Education, training, and knowledge sharing; (ii) Network and laboratory systems strengthening; and (iii) Standards and regulations. Under this Priority, ASLM has flagship LQMS programs, including the Strengthening Laboratory Quality Improvement Process Towards Accreditation (SLIPTA), as well as LQMS mentorship and accreditation

initiatives that have contributed to the rise in internationally accredited laboratories in Africa.

As such, ASLM holds a well-established and recognized leadership position in strengthening laboratory networks and advancing quality improvement across Africa. The organization effectively deploys a suite of widely accepted and standardized tools. Moreover, ASLM offers a robust framework for professional development through its ASLM Academy, which offers structured training and mentorship programs to foster skill advancement and knowledge transfer among laboratory professionals across the continent and beyond. These strengths collectively position ASLM as a leading entity in driving laboratory excellence and capacity building in Africa.

However, ASLM lacks a standardized and consistent approach to managing LQMS initiatives across its multiple projects and programs within countries. Standardization is

crucial for several reasons. First, it ensures uniformity in approaches, allowing for reliable and comparable data across different regions. This is especially important in Africa, where accurate diagnostics are critical for addressing widespread and emerging health challenges, such as tuberculosis, HIV, and other infectious diseases. A standardized system minimizes discrepancies and enhances data credibility, which is essential for effective public health interventions and policy decision making.

Moreover, a unified approach to laboratory quality management promotes sustainability. By establishing clear and consistent guidelines, laboratory practices can be maintained and improved over time, regardless of changes in personnel or funding sources. This contributes to the long-term resilience of health systems and ensures that investments in laboratory infrastructure and training yield lasting benefits.

Additionally, consistency simplifies the scaling up of successful initiatives. When quality management systems are standardized, it becomes easier to replicate and expand best practices across multiple settings. This facilitates the rapid deployment of diagnostic capabilities during health crises, such as disease outbreaks, and enables efficient resource allocation. Overall, a cohesive approach to implementing LQMS fosters greater efficiency, collaboration, and impact, making it a cornerstone of effective laboratory medicine and public health strategy.

This strategy defines a comprehensive standardised approach for coordinating and implementing LQMS internally across all ASLM projects and externally among African countries and beyond. It aligns with the organisation's vision and goal, and enables the operationalization of its strategic pillars and Theory of Change, based on the ASLM corporate strategy.

1.2 RATIONALE

LQMS is an engine for improving access to diagnostics and ensuring

a healthier Africa for all. There is a need for a sustainable strategy for the implementation of LQMS across ASLM's multiple projects, to enhance consistency, and package ASLM LQMS uniqueness to be the go-to organisation in Africa and beyond.

1.3 GOAL

The goal of this strategy is to ensure a well-coordinated and structured implementation of LQMS across all ASLM programs.

1.4 PURPOSE OF THIS STRATEGY

The purpose of this strategy is to:

1. Enhance coordination and efficiency of all ASLM LQMS programs;
2. Standardize the development and implementation of LQMS across all ASLM programs;
3. Support the institutionalization of LQMS into national structures;
4. Expand training, capacity building, and mentorship programs across the African continent and beyond;

5. Conduct advocacy and communication for LQMS among country leadership and other stakeholders.

1.5 SCOPE

This strategy provides guidance on standardization of approaches to the development, implementation, and sustenance of LQMS initiatives internally across all ASLM projects and externally among countries in Africa and beyond. ASLM's work spans not only human, animal, and environmental health laboratories, following the One Health approach, but also other specialized laboratories, including research, equipment calibration, and external quality assessment (EQA) providers.

CHAPTER 2



2.1 SITUATIONAL ANALYSIS

A situation analysis was conducted based on a review of the ASLM Corporate Strategy; terms of reference (TOR) for the ASLM LQMS Technical Working Group; the National Laboratory Quality Framework (NLQF) document developed by the EQuAfrica project; analysis of various tools for Quality Management System (QMS), training, and provision of technical support; and other technical approaches for LQMS within ASLM.

2.2 LQMS THE STRATEGY DEVELOPMENT PROCESS.

The LQMS strategy development process started in April 2024 with the development of a Concept Note and concluded in December 2024 when the draft strategy was presented to ASLM management for approval (Figure 1). Between May 2024 and October 2024, information for the situational analysis was collected by interviewing ASLM management and staff at various levels using predefined, selected questions.

Focus group discussions with internal staff and external stakeholders were also used for information collection. An analysis was conducted of tools for LQMS, training and technical support provision, and other technical approaches for LQMS. Following the analysis, in November 2024, a selected team conducted a consultative meeting to validate the situational analysis and draft a framework.



Figure 1: Schematic representation of the LQMS implementation strategy development process

Key among ASLM's strengths were its strong leadership in strengthening laboratory networks, quality improvement, and capacity building across the continent. This is exemplified by its flagship programs, including SLIPTA, as well as mentorship and accreditation programs across One Health sectors. Over the years, ASLM has developed or contributed to the development and deployment of widely recognized tools like SLIPTA, the World Health Organization's (WHO) LQMS toolkit, and the Strengthening Laboratory Management Towards Accreditation (SLMTA) programs. These tools are well integrated improvement resources across the continent and are donor-responsive, in that they attract the attention of donors with available funding.

However, challenges persist, including the lack of a standardized, unified approach to implementing LQMS across ASLM's multiple portfolios. This has led to siloed, inconsistent, and un-coordinated implementation within and outside of ASLM. Inconsistencies in approach are

further exacerbated by the absence of a standard LQMS training or orientation package for project managers, leading to misalignment with ASLM strategies. Although the organization shifted the approach of one of its flagship programs to SLIPTA 2.0, which emphasizes the institutionalization of LQMS within country structures, there was no defined approach or investment in its implementation. Hence, there was no documented evidence for the realization of the intentions of SLIPTA 2.0. Furthermore, there was no clear resourcing strategy for LQMS programs within and outside of ASLM.

Despite these weaknesses, there are a number of opportunities that ASLM can build on to further enhance its effectiveness in strengthening laboratory systems and networks through LQMS. SLIPTA 2.0 presents an opportunity to institutionalize LQMS for sustainability. The ASLM Academy, a premier training and capacity building infrastructure at ASLM, is widely accepted in Africa and beyond and presents an

opportunity to advance capacitance in the laboratory workforce that will drive LQMS in the continent. The multiple, already funded ASLM projects that have LQMS activities within their plans present an opportunity for resourcing of LQMS beyond each project.

Lack of intentional resourcing for LQMS interventions is a potential threat, as observed by decrease in countries' appetite to implement SLIPTA, one of ASLM's flagship programs. Although donor support is welcome, the current over-reliance on this as a source for supporting LQMS activities is a potential threat, where donor support is affected by political and economic situations.

The situation analysis summary is presented in Annex 1.

CHAPTER 3



3.1 EMERGING PRIORITIES, STRATEGIC OBJECTIVES, OUTPUTS AND ACTIVITIES

The following PRIORITIES emerged from the situation analysis and were used to formulate the objectives.



Based on these priorities, below are the proposed interventions whose objective is to address the emerging gaps. For each priority, the objective is defined and illustrative activities on how to achieve the objectives are described.

3.2 PRIORITY 1. Establish LQMS coordination structure

OBJECTIVE 1.1.

To establish a structure within ASLM to coordinate internal and external LQMS activities.

Output 1.1.1.

An ASLM LQMS coordination structure is established and functional.



ILLUSTRATIVE ACTIVITIES:

Appoint a level of effort (LOE)-supported focal person to lead the ASLM LQMS coordination structure.

Define staff membership in and terms of reference for the coordination structure.

Assign mandates to the ASLM LQMS coordination structure to review and approve all LQMS components of ASLM projects and proposals.

Schedule regular, structured meetings for the coordination structure to enhance effectiveness and responsiveness.

3.3 PRIORITY 2. Standardize the approach to LQMS implementation across ASLM projects

OBJECTIVE 2.1

To develop and implement a standardized LQMS package to ensure consistent QMS implementation and alignment with ASLM's corporate strategy and Theory of Change.

Output 2.1.1.

Standardised approach to LQMS implementation across projects



ILLUSTRATIVE ACTIVITIES:

Define the minimum LQMS package and approach for (i) each level and context, e.g. national and facility level and (ii) the status of/current level of LQMS, e.g., a facility with no LQMS vs. those with some level of LQMS.

Define tools for use at each defined level and context of LQMS and monitor compliance across projects.

Define the steps for design, approval, and implementation of ASLM's project-based LQMS activities.

Translate the LQMS minimum package into at least three African Union (AU) official languages, including English, French, and Portuguese, at a minimum.

OBJECTIVE 2:

To create a standardized training and induction package for project managers and contractors to ensure a cohesive understanding of ASLM's LQMS approach.

Output 2.2.1:

A standardized training and induction package



ILLUSTRATIVE ACTIVITIES:

Create and make available standardized LQMS training programs through the ASLM Academy that align with defined levels and context as described in Objective 2.1.

Develop mandatory basic training and orientation packages for ASLM project managers, contractors, and consultants and make them available through the ASLM Academy.

As coordinated by the ASLM Academy, engage national laboratory regulatory councils and laboratory professional associations for national recognition and accreditation of all ASLM LQMS training programs offered by the ASLM Academy.

Leverage existing ASLM platforms for knowledge sharing and exchange to share lessons learnt, innovations, and best practices from LQMS implementation, e.g., LabCoP program.



3.4 PRIORITY 3. Establish resourcing for LQMS activities

OBJECTIVE 3.1.

To develop LQMS packages that can be used to generate resources.

Output 3.1.1.

Adequately resourced LQMS



Develop and make available on the ASLM website costed training, technical assistance, and consultancy packages that can be accessed and requested by countries, external stakeholders, and individuals.

Leverage existing ASLM-funded projects to support priorities from the LQMS Strategy.

OBJECTIVE 3.2.

To allocate LOE from funded projects that have LQMS activities to support the establishment ASLM LQMS Coordination Structure.

Output 3.2.1.

A funded LQMS coordination structure is established.

Regularly identify and update ASLM projects that have LQMS activity and associated LOE.

Allocate LOE to individuals assigned to the LQMS coordination structure, including an LOE focal person.

3.4 PRIORITY 4. Expand training, capacity building, and mentorship programs across the African continent and beyond

OBJECTIVE 4.1.

To develop an ASLM LQMS training and capacity-building framework.

Output 4.1.1.

An ASLM LQMS training and capacity-building framework.



Identify LQMS training and capacity needs for laboratory professionals on the continent in collaboration with the ASLM Academy.

Develop learning journeys and competency frameworks for the identified areas of training.

Develop an ASLM LQMS training and capacity-building framework.

OBJECTIVE 4.2.

To train and certify laboratory professionals as LQMS experts

Output 4.2.1.

Existence of LQMS-certified laboratory professionals



Conduct LQMS training through the ASLM Academy.

Certify laboratory professionals and LQMS experts based on the competency framework.

Attain recognition and accreditation of LQMS certification programs by national regulatory councils and/or other recognized training and certification institutions.

OBJECTIVE 4.3.

To develop a standardized mentorship program for the implementation of LQMS towards national certification and/or international accreditation.

Output 4.3.1.

A standard structured LQMS mentorship program.

Develop a standardized, structured mentorship program applicable for different settings and different levels of facility LQMS implementation.

Train and certify LQMS mentors.

3.6 PRIORITY 5. Institutionalize LQMS into national structures across Africa

OBJECTIVE 5.1.

To define the implementation strategy for SLIPTA 2.0.

Output 5.1.1.

A defined SLIPTA 2.0 implementation strategy.



Embed the SLIPTA 2.0 strategy and approach in all ASLM project activities.

Include national certification programs within national laboratory strategic and operational plans.

Track adoption and implementation of SLIPTA 2.0 among countries.

OBJECTIVE 5.2.

To promote establishment and implementation of national certification programs.

Output 5.2.1.

National certification programs established.



ILLUSTRATIVE ACTIVITIES:

Provide guidance to countries on establishment and implementation of national certification programs alongside national accreditation goals (refer to NLQF).

Develop a program for enrolling, supporting, and recognizing laboratories undergoing international accreditation, e.g., a “Hall of Fame” for accredited laboratories in Africa.

OBJECTIVE 5.3.

To support the establishment of regional and national EQA programs.

Output 5.3.1.

Regional and national EQA programs established.

Provide guidance to countries on establishment and implementation of national EQA programs.

Support enrolment of laboratories into regional and national EQA programs.

3.7 PRIORITY 6. Advocate for and communicate about LQMS to countries and other stakeholders

OBJECTIVE 6.1.

To develop an advocacy and communication strategy for ASLM LQMS programs in line with the broader ASLM advocacy and communications strategy.

Output 6.1.1.

An advocacy and communication strategy for ASLM LQMS programs is established.



ILLUSTRATIVE ACTIVITIES:

Establish procedures for ASLM staff, consultants, and contractors to engage countries across all portfolios.

Adopt established ASLM branding guidelines as advised by the Communication and Branding Department.

3.8 VALUE PROPOSITIONS

The value propositions for implementing a standard LQMS strategy at ASLM are:

a. Enhanced ASLM visibility as a credible LQMS expert:

ASLM is a leading LQMS expert in Africa and has well-established partnerships and stakeholders, as well as credibility within countries, professional institutions, and development partners.

b. LQMS convener.

ASLM is an LQMS convener with established platforms for building capacity and knowledge sharing across the largest network of laboratory professionals and institutions in Africa. ASLM has a number of well-established platforms, such as the ASLM Academy, LabCoP, Lab Voice, the African Journal of Laboratory Medicine (AJLM), biennial conferences, symposiums, and conventions.

c. Advocacy for the institutionalization of LQMS.

ASLM is a neutral and credible advocate for sustainable LQMS in Africa with the ability to elevate the voices of countries to shape the quality systems agenda and

advance key laboratory medicine and One Health issues at the national, regional, and international levels.

d. Regulatory facilitator for LQMS.

ASLM is the lead facilitator for the development, interpretation, and application of LQMS standards, tools, policies, frameworks, strategies, and guidelines for regulatory harmonization across African laboratory medicine sectors and related One Health spaces.

e. Technical support partner for LQMS.

ASLM is the go-to LQMS partner for providing technical assistance, implementation support, and mentorship for the start-up and rollout of laboratory quality improvement initiatives.

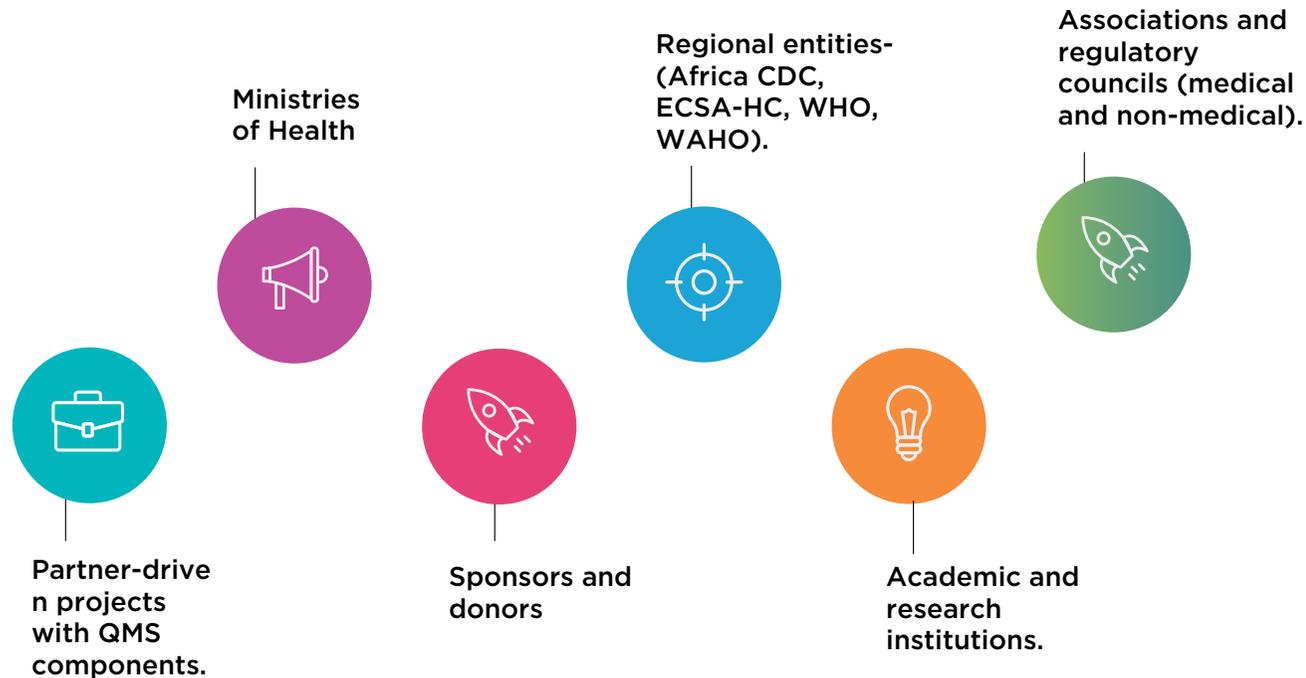
These value propositions highlight the comprehensive benefits of adopting a robust LQMS strategy, ensuring that laboratories can deliver high-quality services, while maintaining efficiency and compliance.

CHAPTER 4 IMPLEMENTATION ARRANGEMENTS



4.1. INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION

This strategy will be driven through ASLM's Quality Systems Standards and Regulations portfolio under the Director of Programs and in collaboration with other stakeholders that include:



An implementation plan with strategies, outputs, activities, and timelines will be developed and approved by ASLM management. The implementation plan will outline the objectives, timelines, estimated costs, and, where possible, assign roles and responsibilities to drive implementation.

4.2 LEADERSHIP AND GOVERNANCE

ASLM will establish a governance structure to oversee progress on the implementation plan that will include a coordination structure placed within the Quality Systems Standards and Regulations portfolio. Individuals involved in leadership and governance will include:

- Focal point person at 100% full time equivalent
- Internal and external LQMS subject matter experts

4.3 COMMUNICATION AND CHANGE MANAGEMENT

An advocacy and communications plan will be developed to engage and foster alignment amongst internal and external stakeholders.

4.4 MONITORING AND EVALUATION FRAMEWORK

A monitoring and evaluation framework has been designed to ensure the systematic tracking of progress and outcomes of the LQMS Implementation Strategy (Annex 2). This section outlines the proposed processes for data collection and reporting to ensure that the strategy achieves its intended goals and objectives. The monitoring and evaluation process will provide actionable insights for decision-making, accountability, and continuous improvement.

4.4.1 DATA COLLECTION AND REPORTING PLAN

4.4.1.1 Data Collection Tools and Management

- A comprehensive **repository of historical data** will be created. This repository will include datasets such as training workshops conducted, trained professionals, audited/assessed facilities, mentorship reports, consultancy reports, and country reports. This resource will support performance indicators, baseline identification, target setting, longitudinal analysis, trend identification, and informed decision-making.
- A standardized **LQMS reporting template** will be developed and incorporated into the ASLM Data Management System platform. This will ensure uniform data collection and reporting on key performance indicators across all QMS activities across all ASLM projects, enabling efficient aggregation, analysis, and visualization of progress.
- The current EQA dashboard will be expanded and incorporated into ASLM Programs dashboard to monitor indicator performance effectively. This enhanced **LQMS Dashboard** will provide real-time visualization and tracking of LQMS-related indicators, enabling data-driven insights and decision-making.
- Periodic **stakeholder interviews and focus group discussions** will be conducted to collect qualitative insights on LQMS implementation. These engagements will provide valuable feedback to refine strategies and address implementation challenges.

4.4.1.2 Data Sources

The following data sources will provide comprehensive information to support monitoring and evaluation efforts:

- **ASLM LQMS Repository.** Consolidated datasets from previous LQMS activities, including training datasets, mentorship reports, EQA performance, accreditation and certification reports from accrediting bodies, and SLIPTA audits.
- **Training materials and records from the ASLM Academy.** Details on standardized or accredited curricula, data on the number and types of trainings conducted, including participant information and outcomes.
- **Financial records for a costed LQMS package.** The ASLM Finance team will routinely generate data on revenue realized from costed LQMS packages, technical agreements, and other financial activities supporting LQMS implementation.
- **National laboratory strategies and policies.** A detailed review of national laboratory strategies and policies will be conducted to ascertain the number of countries with valid strategies and policies. This review will be conducted routinely as countries revise/develop their strategies and will be used to evaluate whether these policies address LQMS and will support the tracking of Performance Indicator 5.13 “Number of AU Member States with institutionalized QMS at the national Level”.

4.4.1.3 Frequency of Reporting

- **Quarterly Reports:** Monitor progress on short-term objectives and outputs.
- **Annual Reports:** Provide a comprehensive evaluation of the strategy’s impact against its goals.
- **Ad Hoc Reports:** Generated in response to emerging challenges or requests from stakeholders.

4.4.1.4 Responsibilities

- **M&E Unit:** Oversee data management and visualization.
- **Project Teams:** Submit timely and accurate data reports.
- **Science team:**
 - i. Maintain a repository of national laboratory strategies and policies. Conduct reviews to document institutionalization of the LQMS.
 - ii. Maintain updated dataset of facilities accredited by the International Organisation for Standardisation (ISO) on the continent.
- **LQMS Coordination Structure:** Coordinate strategy implementation, review and validate reports, including performance dashboards, for accuracy and relevance.

4.5. EVALUATION PLAN

The evaluation plan outlines the systematic approach to assessing the progress, effectiveness, and impact of the ASLM LQMS Implementation Strategy.

4.5.1 Evaluation Timings

i. Mid-Term Evaluation

Purpose:

Assess the strategy's implementation progress, identify bottlenecks, and recommend mid-course corrections.

Focus Areas:

- Adoption and standardization of LQMS across projects.
- Progress in regional and national EQA program development.
- Effectiveness of advocacy and communication efforts.

Timing:

Conducted at the end of Year 2.

ii. End-Term Evaluation

Purpose:

Evaluate the overall effectiveness and impact of the LQMS strategy on improving laboratory services.

Focus Areas:

- Achievement of the goal and objectives.
- Sustainability of implemented programs and structures.
- Lessons learned for future strategy development.

Timing:

Conducted at the conclusion of the strategy period.

4.5.2 Evaluation Methods

- Comparative analysis of baseline and endline data.
- Key informant interviews with stakeholders.
- Case studies on selected LQMS activities

APPENDICES





APPENDIX 1:

High-level summary of the strengths, weaknesses, opportunities and threats analysis.



APPENDIX 2:

Monitoring and evaluation framework for the LQMS Implementation Strategy



APPENDIX 3:

Budget



ANNEX 1: Annex 1: High-level Summary of the Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths

Established Role: ASLM is a recognized leader in strengthening laboratory networks, quality improvement, and capacity building in Africa.

Standardized Tools: Deployment of widely recognized tools like SLIPTA, WHO LQMS toolkit, and SLMTA programs, which are well-integrated and donor-responsive.

Supportive Initiatives: Creation of LQMS Technical Working Group and QMS Portfolio to guide LQMS activities.

Mentorship & Training: Availability of structured training and mentorship programs.

Weaknesses

Lack of Standardization: No unified approach to implementing LQMS across projects, leading to inconsistencies.

Coordination Gaps: LQMS is siloed within projects, and coordination efforts are limited and volunteer-based.

Limited Investment: Income from LQMS activities is not reinvested into further LQMS development.

Undefined Implementation: SLIPTA 2.0 lacks a clear, structured implementation strategy.

Manager Training Deficit: Absence of a standard training package for project managers, leading to misalignment with ASLM strategies.

Opportunities

National-Level Institutionalization: Opportunity to align and institutionalize SLIPTA 2.0 and LQMS at national levels.

Strategic Alignment: Potential to develop standardized frameworks and approaches for consistency and strategic alignment.

Capacity Building: Expansion of mentorship and training programs, including induction for project managers.

Investment Strategies: Develop plans to reinvest training income into LQMS activities.

Threats

Limited Project Integration: Risk of LQMS efforts remaining fragmented and not fully standardized across ASLM programs.

Sustainability Challenges: Lack of a clear, sustainable approach for SLIPTA 2.0 and other key initiatives could hinder long-term impact.

Changing Funding Landscape: Lack of consistent funding may impact program effectiveness.

Reliance on Donor Expectations: Projects heavily tailored to donor requirements may compromise ASLM's strategic objectives.

Performance Objective	Indicator	Indicator Definition	Data Sources	Baseline	Targets					Frequency
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		<p>Calculation Numerator: This is a binary indicator as follows: Yes: The coordination structure is functional (meets all of the criteria) No: The coordination structure is not functional (does not meet all of the criteria) Denominator: Not applicable</p>								
Objective 2. Standardized approach to QMS implementation developed and adopted across all ASLM projects, ensuring consistent quality practices.	2.2. Availability of standardized ASLM LQMS packages	<p>This is a binary indicator that determines whether the ASLM standardized LQMS package(s) have been developed / updated and is / are available for use.</p>	LQMS coordination reports	0	Yes	Yes	Yes	Yes	Yes	Annually
		<p>Measurement Yes: The standardized LQMS packages have been fully developed/updated. No: The standardized LQMS packages are not yet developed or the available versions have not been updated.</p>								
	2.3. Proportion of LQMS packages translated and available for use	<p>This indicator measures the proportion of standardized LQMS packages that have been translated and are available for use.</p> <p>Criteria for Consideration: An LQMS package will be considered translated and available for use, if it meets the following conditions:</p> <ol style="list-style-type: none"> translated into at least three of the five official AU languages (English, French, Portuguese, Arabic, and Spanish); and accessible through designated dissemination platforms (e.g., ASLM website, training portals, or printed materials). 	Translation reports	0	50%	75%	100%	100%	100%	Annually

Performance Objective	Indicator	Indicator Definition	Data Sources	Baseline	Targets					Frequency
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		<p>Calculation Numerator: Number of LQMS packages that meet criteria Denominator: Total number of LQMS packages developed</p>								
<p>Objective 3. Resources for LQMS activities generated and optimized to ensure sustainability and scalability of implementation efforts.</p>	3.1. Proportion of LQMS packages that have been costed	<p>This indicator measures the proportion of LQMS packages that are both costed and made publicly available on the ASLM website, ensuring accessibility.</p> <p>Criteria for Consideration: An LQMS package will be considered costed and published, if it meets the following criteria: 1. includes a detailed cost structure for training, consultancy, or technical assistance; and 2. is published and accessible to stakeholders on the ASLM website or other relevant dissemination platforms.</p> <p>Calculation Numerator: Number of LQMS packages that have been costed and published on the ASLM website Denominator: Total number of LQMS packages developed</p>	ASLM website analytics; Training package reports	0	20%	50%	75%	100%	100%	Quarterly
	3.2. Proportion of existing ASLM projects supporting the Priorities of the LQMS strategy	<p>Proportion of ASLM-funded projects that support the Priorities of the LQMS strategy.</p> <p>A project will be considered to support the LQMS Priorities, if it explicitly contributes to one or more of the priorities outlined in this strategy.</p>	Project reports; Funding agreements	0	20%	50%	75%	100%	100%	Annually

Performance Objective	Indicator	Indicator Definition	Data Sources	Baseline	Targets					Frequency
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		<p>Calculation Numerator: Number of ASLM projects that explicitly contribute to at least one of the Priorities of the LQMS strategy. Denominator: Total number of ASLM projects</p>								
	3.3 Revenue generated from costed LQMS packages	<p>Measures the total income generated from LQMS packages that have been costed and utilized for training, consultancy, or technical assistance services.</p> <p>Calculation Revenue generated = Total income from costed LQMS packages (in USD)</p>	Financial records							Annually
Objective 4. Comprehensive training, capacity building, and mentorship programs developed and rolled out to strengthen human resources for QMS.	4.1. Number of standardized LQMS training programs developed and made available	<p>This indicator tracks the total number of standardized LQMS training programs that have been developed, finalized, and made accessible to stakeholders for capacity-building purposes.</p> <p>Calculation Numerator: Number of standardized LQMS training programs that are developed and made available Denominator: N/A</p>	Training program records; ASLM Academy reports							Quarterly
	4.2. Percentage of project managers and contractors trained using standardized induction packages	<p>Measures the percentage of project managers and contractors who have been trained using standardized induction packages specifically developed for implementing LQMS approaches. A project manager or contractor will be considered trained using standardized induction packages if they:</p> <ol style="list-style-type: none"> participate in a formal training session conducted by ASLM or an authorized partner; 	Training records; ASLM Academy reports	0	20%	50%	75%	100%	100%	Annually

Performance Objective	Indicator	Indicator Definition	Data Sources	Baseline	Targets					Frequency
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		<p>2. use the standardized induction package that covers key aspects of LQMS implementation, such as objectives, methodologies, tools, and reporting frameworks]; and</p> <p>3. Successfully complete the training, as evidenced by attendance records or certification.</p> <p>Disaggregation: ASLM project managers, contractors</p> <p>Calculation Numerator: Number of project managers and contractors trained using the standardized induction packages</p> <p>Denominator: Total number of project managers and contractors involved in implementing ASLM projects requiring LQMS training</p>								
	4.3. Percent increase in number of personnel trained and certified in QMS (e.g., implementers, auditors/ assessors, mentors, trainers)	<p>This indicator measures the percentage of growth in the number of individuals trained and certified in QMS compared to the baseline. The indicator tracks personnel in key roles such as implementers, auditors/assessors, mentors, and trainers.</p> <p>Calculation Numerator: Increase in the number of personnel trained and certified in QMS during the current reporting period compared to the baseline Denominator: Baseline number of personnel trained and certified QMS at the start of the reporting period</p>	Training records from national LQMS coordination mechanism; ASLM Academy reports						Annually	

Performance Objective	Indicator	Indicator Definition	Data Sources	Baseline	Targets					Frequency
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Objective 5. Standardized and sustainable QMS implemented to ensure equitable access to quality laboratory services across Africa and beyond.	5.1. Number of AU Member States with institutionalized QMS at the national level	Tracks the number of AU Member States with standardized QMS integrated into national health systems. Criteria for Institutionalization Member states will be considered to have institutionalized QMS, if they have valid national laboratory strategies or policies that explicitly address QMS. Calculation Numerator: Number of AU Member States that meet the criteria for having institutionalized QMS Denominator: N/A	National laboratory strategies; Review reports	xxx	10	5	5	5	5	Annually
	5.2. Percent increase in number of ISO-accredited facilities	Measures the percent increase in laboratories achieving accreditation to ISO 15189 (medical laboratories) or ISO/IEC 17025 (testing/calibration laboratories), or ISO/IEC 17043 for proficiency testing schemes. Calculation Numerator: Increase in number of ISO-accredited facilities during the reporting period compared to the baseline Denominator: Number of ISO-accredited facilities at baseline	Accreditation body reports / databases; National LQMS coordination structures	1026 (Nov. 2023)	7% (1100)	14% (1250)	16% (1450)	10% (1600)	13% (1800)	
	5.3. Number of LQMS-related curricula accredited	Tracks the number of LQMS-related curricula offered by ASLM that have received accreditation or allocation of Continuing Professional Development points by national councils and professional associations.	ASLM Academy reports; Accreditation documentation	1		2		4	5	Annually

Performance Objective	Indicator	Indicator Definition	Data Sources	Baseline	Targets					Frequency
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		<p>Criteria for Inclusion An LQMS-related curriculum will be considered accredited if:</p> <ol style="list-style-type: none"> 1. It has been reviewed and formally approved by a recognized accreditation body, such as a national professional council, ministry of health, or an international certifying organization; and 2. accreditation or Continuing Professional Development points have been officially granted and documented. <p>Calculation Numerator: Number of LQMS training curricula that have received accreditation Denominator: Not applicable</p>								
Objective 6. Institutionalization of LQMS into national systems to ensure long-term sustainability and integration within healthcare structures.	6.1. Proportion of countries using SLIPTA tool	<p>This indicator measures the proportion of AU Member States that have formally adopted the SLIPTA tool in their national laboratory frameworks, as evidenced by national documents such as policies, strategies, or guidelines.</p> <p>Criteria for Inclusion A country will be considered as having adopted the SLIPTA tool if any of the following applies:</p> <ol style="list-style-type: none"> 1. the national laboratory policy, strategy, or guidelines explicitly reference the SLIPTA tool; or 2. the tool is included as part of the official framework for laboratory quality improvement; or 3. evidence of adoption is documented in approved government or ministry-level documents. 	SLIPTA 2.0 reports; Country strategies	0	20%	40%	60%	80%	100%	Annually



Appendix 3: ASLM LQMS Implementation Strategy Budget

Budget Summary

Budget Category	Amount (USD)
Salaries & Benefits	\$156,154
Supplies	\$0.00
Equipment	\$0.00
Consultant	\$40,000
Contractual	\$0.00
Other Direct Costs	\$139,376
Other Programmatic Costs	\$139,376
Administrative Costs	\$0.00
Total Budget	\$335,529

Annex 3: Budget Notes

Yearly Budget Summary

Salaries & Benefits	Totals	Year 1 (2025)	Year 2(2026)	Year 3(2027)
Travel	\$156 154	\$52 051	\$52 051	\$52 051
Supplies	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00
Consultants	\$40,000	\$40,000	\$0.00	\$0.00
Contractual	\$0.00	\$0.00	\$0.00	\$0.00
Other Direct Costs	\$139 376	\$139 376	\$0.00	\$0.00
Total	\$335 529	\$231 427	\$52 051	\$52 051

Priority 1

Objective 1 : To establish structure within ASLM to coordinate internal and external LQMS activities

Activity	Unit Price	Qty	No. Events	Amount
Define membership and terms of reference for the coordination structure	\$0.00	0	0	\$0.00
Assign mandate to review and approve all LQMS components of projects and proposals	\$0.00	0	0	\$0.00
Schedule regular structured meetings for coordination structure to enhance effectiveness	\$0.00	0	0	\$0.00
Sub-Total Priority 5				\$0.00

Priority 2

Objective 1 : Develop a Standardised Approach to LQMS Implementation Across Projects.

Activity	Unit Price	Qty	No. Events	Amount
Consultancy	\$10,000	1	1	\$10,000
Travel - Participants DSA (15 Participants, 5 Days Validation meeting)	\$237	\$60	1	\$14,220
Conference Facilities	\$18.82	45	1	\$847
Airtickets	\$1,200	15	1	\$18,000
Visa	\$50	15	1	\$750
Ground Transportation	\$20	30	1	\$600
Translation Fees	\$2,000	3	1	\$6,000
Sub-Total Priority 5				\$50,417

Objective 2 : Creating a Standardised Training Package

Activity	Unit Price	Qty	No. Events	Amount
Consultancy	\$5,000	1	1	\$5,000
Travel - Participants DSA (10 Participants, 4 Days Validation meeting)	\$237	30	1	\$7,110
Conference Facilities	\$18.82	20	1	\$376
Airtickets	\$1,200	10	1	\$12,000
Visa	\$100	10	1	\$1,000
Ground Transportation	\$20	20	1	\$400
Basic mandatory Training & Orientation- Virtual	\$0.00	0	0	\$0.00
Engage Councils & Associations - no cost	\$0.00	0	0	\$0.00
Sub-Total				\$25,886
Sub-total Priority 1				\$76,303

Priority 3**Objective 1: Develop ASLM Website costed training, technical assistance, consultancy package**

Activity	Unit Price	Qty	No. Events	Amount
Consultancy	\$5,000	1	1	\$5,000
			Sub-Total	\$5,000

Objective 2 : Allocate LOEs from funded Projects that have LQMS activities

Activity	Unit Price	Qty	No. Events	Amount
LQMS Focal Person - 80%	\$4,338	1	36	\$156,154
			Sub-Total Priority 2	\$161,154

Priority 4**Objective 1 : To develop ASLM LQMS Training and Capacity Building framework**

Activity	Unit Price	Qty	No. Events	Amount
Consultancy	\$10,000	1	1	\$10,000
Travel - Participants DSA (10 Participants, 4 Days Validation meeting)	\$237	30	1	\$7,110
Conference Facilities	\$18.32	20	1	\$376
Airtickets	\$1,200	10	1	\$12,000
Visa	\$50	10	1	\$500
Ground Transportation	\$20	20	1	\$400
			Sub-Total	\$30,386

Objective 2: Train, certify laboratory professionals as LQMS Experts

Activity	Unit Price	Qty	No. Events	Amount
Conduct LQMS Training through the ASLM Academy	\$0.00	0	0	\$0.00
Certify Laboratory professionals and LQMS Experts based on the competency framework	\$500	75	1	\$37,500
Attain recognition and accreditation of LQMS Certification Programs by National regulatory councils	\$0.00	0	0	\$0.00
			Sub-Total	\$37,500

Objective 3 : To develop a standardised mentorship program for implementation of LQMS towards National certification and international accreditation

Activity	Unit Price	Qty	No. Events	Amount
Consultancy	\$10,000	1	1	\$10,000
Travel - Participants DSA (10 Participants, 4 Days Validation meeting)	\$237	30	1	\$7,110
Conference Facilities	\$18.32	20	1	\$376
Airtickets	\$1,200	10	1	\$12,000
Visa	\$50	10	1	\$500
Ground Transportation	\$20	20	1	\$400
Sub-Total				\$30,386
Priority 3 Totals				\$98,273

Priority 5

Objective 1 : To define implementation strategy for SLIPTA 2.0

Activity	Unit Price	Qty	No. Events	Amount
Consultancy	\$10,000	1	1	\$10,000

Objective 2 : To promote establishment and implementation of National Certification Program

Provide guidance to countries on establishment and implementation of National certification program	\$0.00	0	0	\$0.00
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Objective 3: To support establishment of regional national EQA

Provide guidance to countries on establishment and implementation of national EQA	\$0.00	0	0	\$0.00
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Sub-Total Priority 4 **\$0.00**

Priority 6**Objective 1 : To develop an advocacy and communication strategy for ASLM LQMS Program**

Activity	Unit Price	Qty	No. Events	Amount
Establish procedures for engaging countries to be used across all projects	\$0.00	0	0	\$0.00
Adopt established ASLM branding guidelines	\$0.00	0	0	\$0.00
Sub-Total Priority 6				\$0.00





ASLM
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