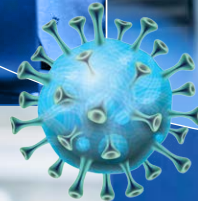




**ASLM**  
AFRICAN SOCIETY FOR LABORATORY MEDICINE

# Annual Report 2025/26

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# ASLM SPECIAL CONVENTION ON DIAGNOSTICS

Accelerating Diagnosis, Innovation and Collaboration to Combat  
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Annual Report  
2025 - 2026

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## List of Abbreviations

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AI	Artificial Intelligence
AJLM	African Journal of Laboratory Medicine
AMR	Antimicrobial Resistance
BSBS	Biosafety and Biosecurity Standards
CAPA	Corrective and Preventive Action
CDC	Centers for Disease Control and Prevention
COAG	Cooperative Agreement
COP	Community of Practice
EID	Early Infant Diagnosis
EQA	External Quality Assurance
EQuAFRICA	External Quality Assessment for AMR Testing in Africa
FRAC	Finance, Risk, and Audit Committee
FY	Financial Year
GIS	Geographic Information Systems
HRIS	Human Resource Information System

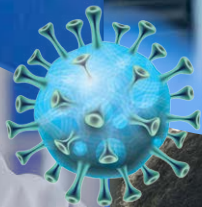
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IFRS for SMEs	International Financial Reporting Standard for Small and Medium-sized Entities
ISO	International Organization for Standardization
LQMS	Laboratory Quality Management System
MAAP	Mapping AMR and AMU Partnership
NLQF	National Laboratory Quality Framework
NPHI	National Public Health Institute / National Public Health Institutes
OH	One Health
PHIM	Public Health Institute of Malawi
PMDPro	Project Management for Development Professionals
PPE	Personal Protective Equipment
QMS	Quality Management System
QWARS	Qualifying the Workforce for Antimicrobial Resistance Surveillance
SLIPTA	Stepwise Laboratory Quality Improvement Process Towards Accreditation
SLMTA	Strengthening Laboratory Management Toward Accreditation
TADE	Technical Assistance for Data and Evidence Use
TWG	Technical Working Group
USD	United States Dollar
VL	Viral Load

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## Message from the Board Chair



**DR. PATRICK  
MATETA**

CHAIR OF ASLM  
BOARD OF DIRECTORS

The year under review marked a period of significant transition for ASLM, characterized by funding uncertainty among key donors and a rapidly evolving global health landscape. In the face of these challenges, ASLM demonstrated notable resilience.

The Board worked closely with the Secretariat to support **bold, fair, and transparent decision-making**, always guided by the dual responsibility of safeguarding the long-term sustainability of the organization, while acting with care and empathy toward our staff. These were not easy decisions, but they were necessary, principled, and taken in the best interests of ASLM and its people.

During the year, the Board was strengthened through the addition of new members who brought diverse

expertise, perspectives, and regional representation that further enhanced our oversight and advisory role.

We are pleased to have added **Mr. Davy Nsama (Zambia)**, **Prof. Placide Mbala-Kingebeni (Democratic Republic of Congo)**, **Dr. Judith Shang (Cameroon)**, **Dr. Christina Mwangi (Kenya)**, and **Ms. Bridget Mohale (South Africa)** to the ASLM Board. Their collective experience is invaluable as ASLM continues to grow in complexity and impact. At the same time, we announce the resignation of **Dr. Chikwe Ihekweazu**, who stepped down from the Board to concentrate on

his expanded responsibilities as **Assistant Director-General and Executive Director of the WHO Health Emergencies Programme**. We thank Dr. Ihekweazu sincerely for his contribution to ASLM and wish him every success in this critically important global role.

To strengthen governance, the Board developed and adopted a **comprehensive Board Manual**, which clarifies roles, responsibilities, and operating procedures. This milestone significantly enhanced the Board's ability to provide consistent oversight, strategic guidance, and support to the Secretariat, in line with good governance best practices. I would like to commend the Secretariat for its continued excellence in compliance management, as evidenced by clean audits, strong financial stewardship, successful diversification of funding sources, high-quality program delivery, and deliberate investment in people development. These achievements reflect professionalism, discipline, and a shared commitment to accountability and impact.

Looking ahead to 2026, institutional resilience will remain a central priority as ASLM operates in an increasingly dynamic and uncertain environment.

The Board reaffirmed its mandate for ASLM to achieve **ISO 9001:2015** certification, recognizing this as a critical step in strengthening systems, quality, and continuous improvement.

In parallel, the Board itself was committed to ongoing professional development to further enhance its effectiveness and contribution to ASLM's mission.

**Together with the Secretariat and staff, we remained confident in ASLM's ability to adapt, deliver, and continue advancing laboratory medicine and health security across Africa.**

# Message from FRAC Chair



**FELIX  
OFUNGWU**

CHAIR - FINANCE, RISK,  
AND AUDIT COMMITTEE  
(FRAC) ASLM

## The Board Finance, Risk Audit and Compliance (FRAC) Committee commended the ASLM Secretariat for its strong stewardship of organizational resources during the year under review.

The Secretariat successfully managed over **USD 28 million in total funding**, including more than **USD 25 million** in restricted donor funds, while navigating complex and diverse compliance requirements from multiple funders. The Committee recognizes the elevated level of financial discipline, internal controls, and coordination required to deliver programs at this scale, and notes with satisfaction that these efforts culminated in an **unqualified audit opinion** from the independent external auditors on ASLM's financial statements for the year ended 31 March 2025

FRAC further acknowledged management's continued emphasis on strengthening the organization's compliance culture. Through regular **"Policy Wednesday" staff education sessions**, The Secretariat ensured that staff remain familiar with both the content and practical application of ASLM policies, reinforcing consistency and accountability across operations. The Committee also notes the structured approach taken by management

to **track, address, and resolve both internal and external audit findings**, and emphasizes that the timely closure of audit issues must remain a sustained priority. In addition, FRAC confirmed that ASLM remained compliant with **host country statutory and regulatory requirements**, particularly in South Africa and Ethiopia, where the organization is registered and operates from.

Throughout the year, the FRAC Committee maintained close engagement with management through **bi-monthly joint meetings**, providing oversight, guidance, and timely support on financial management, risk mitigation, and audit matters. The Committee remained committed to continuing this collaborative approach in the coming year, recognizing that a strong partnership between the Board and Secretariat is essential to safeguarding ASLM's financial integrity, managing risk effectively, and sustaining institutional resilience in an increasingly complex operating environment.

# Message from the Programs Committee Chair



**PROF. ISATTA  
WURIE**

CHAIR OF PROGRAMS  
COMMITTEE

## The 2025-2026 financial year was marked by complexity and acceleration.

Operating in a constrained and shifting funding landscape, ASLM's programmatic portfolio demonstrated resilience, technical depth, and measurable impact across laboratory systems strengthening, pathogen genomics, workforce development, quality management, and knowledge translation. As Programs Committee Chair, I am pleased to report that despite

institutional transitions and resource pressures, implementation performance remained strong across multiple portfolios, with several initiatives exceeding annual targets.

A major highlight of the year was the continued expansion of Africa's pathogen genomics capacity.

Under the Saving Lives and Livelihoods (SLL) Phase 2.0 grant, 32,965 samples were sequenced—392% of the annual target, significantly exceeding expectations and reflecting rapid continental uptake.

Workforce development similarly surpassed expectations, with 129 professionals trained in Quality Management System (QMS), bioinformatics quality standards, and biobanking (108% of target).

Complementing this effort, the High-Speed Internet for Public Health Genomics (Starlink) project successfully operationalized connectivity across 30 pilot sites in nine countries, dramatically improving data transfer capacity and enabling real-time analytics in previously underserved settings.

In parallel, the HERA IGS project supported the generation of over 1,400 high-quality Antimicrobial Resistance (AMR) genomic sequences, while the Youth Bioinformatics Fellowship trained 113 fellows, achieving gender parity and an 87% pass rate—an encouraging indicator of sustainable workforce development.

## **Integration of genomics into national systems advanced significantly through the Africa CDC-IPG initiative**

Six countries formally launched national pathogen genomics strategies, while eleven others progressed toward finalization by embedding genomics into surveillance and outbreak preparedness frameworks.

Operationalization of multi-pathogen use cases, including mpox response (4,000+ genomes analyzed across 23 member states) and malaria molecular surveillance pilots in 10 countries, demonstrated the practical application of genomics for public health decision-making.

## **Laboratory systems strengthening efforts also delivered tangible outcomes**

Through the LabCoP platform, 24 countries benefited from structured peer learning, 28 ECHO sessions, and participation from over 9,000 attendees across 140 countries.

GIS LabMap expanded to 29 countries, with 5,558 laboratories mapped since inception and 198 personnel completing data utilization training—reinforcing the strategic shift toward country-led, data-driven laboratory planning.

The CIHEB-supported AMPLIFY 2.0 project in Malawi achieved 153% of its annual QMS-related training targets and strengthened genomics and referral capacity nationwide.

Meanwhile, HERA PAMTA contributed to outbreak preparedness through in-country trainings and rapid reagent procurement during Ebola and Marburg responses.

## The launch of ASLM's Science and Innovation Strategy marked a pivotal milestone

Institutionalization of SOPs for manuscript development and data governance, preparation of 10 manuscripts (three published), and expanded webinar platforms reaching participants in 101 countries collectively positioned ASLM as a continental thought leader in laboratory science.

The Diagnostics Special Convention further reinforced ASLM's convening power, drawing over 300 participants from 50 countries, and elevating the urgency of sustainable financing for AMR diagnostics. Notwithstanding these achievements, the year was not without challenges. Funding transitions led to workforce adjustments and required careful prioritization of program activities. Multi-donor compliance requirements increased operational complexity, while the sustainability of high-cost infrastructure initiatives—such as genomics platforms and connectivity solutions—remained dependent on diversified financing. In addition, ensuring that technical gains translate into durable domestic budget commitments continued to require sustained advocacy and policy engagement.

The Quality System Standards and Regulation (QSSR) Portfolio, led by ASLM and Africa CDC, achieved significant advancements in biosafety, biosecurity, and disease surveillance across Africa. Highlights include completion and adoption of new strategic plans, legal framework harmonization, and expansion of training for professionals. Key projects strengthened governance, workforce capacity, and early warning systems, enabling improved national certification and international accreditation. These measurable results position Africa for coordinated, resilient laboratory and health security systems and sustainable progress.

ASLM's Fleming Fund AMR portfolio delivered one of Africa's most comprehensive laboratory-based AMR surveillance strengthening efforts. Through five flagship initiatives, ASLM supported 14 African and 3 Asian countries, assessed 393 laboratories, trained over 536 microbiologists and epidemiologists, and reviewed more than 819,500 AMR records from 205 laboratories. These investments significantly improved the generation quality assured data, and use of AMR and AMU data for decision-making. Six countries produced their first integrated One Health AMR reports, while a six-country cost and outputs study generated critical evidence to guide AMR surveillance investments. Collectively, these achievements strengthened national action plans, treatment guidelines, and implementation of the Africa CDC AMRSNET framework.

## Programmatic Priorities for FY 2026/27

As we move into FY 2026/27, our focus must shift from expansion alone to consolidation, sustainability, and institutional maturity. To achieve this:

The Programs Committee recommends the following priorities for the coming fiscal year.

**1 Institutionalize Sustainability Mechanisms:**  
Transition from project-driven implementation to domestically anchored financing models, particularly for AMR surveillance, genomics platforms, and connectivity infrastructure. This includes supporting countries in establishing dedicated budget lines and costed sustainability plans.

**2 Scale Afri-EQA and Quality Systems Integration:**  
Expand access to affordable, regionally anchored EQA services and strengthen the integration of ISO-aligned quality management systems across national laboratory networks.

**3 Deepen Data-to-Policy Translation:**  
Strengthen structured mechanisms that translate laboratory, genomics, and GIS mapping data into actionable policy briefs, investment cases, and accountability frameworks to influence national and regional decision-making.

**4 Strengthen Workforce Pipelines and Leadership Development:**  
Consolidate gains from the Youth Bioinformatics Fellowship, Laboratory Leadership Blueprint, and QMS training initiatives into a coherent, scalable workforce strategy aligned with continental needs.

The Programs Committee remains committed to working closely with the Secretariat and Board to ensure that ASLM's technical excellence translates into durable, country-owned laboratory systems that advance health security and equitable access to diagnostics across Africa.

# Message from the Resource Mobilization and Partnerships Chair



**LUCY MARYOGO-ROBINSON**

RESOURCE  
MOBILIZATION AND  
PARTNERSHIPS CHAIR

## Across the global development sector, 2025 presented significant challenges across the global development sector.

For organizations working to advance public health, equity, and resilience, particularly in low- and middle-income countries - the funding environment grew increasingly constrained. Shifting donor priorities, global economic pressures, and heightened competition for limited resources affected not only ASLM, but every partner operating in the development and global health space. Against this backdrop, resource mobilization required more than technical excellence or compelling proposals; it demanded adaptability, trust, and deep collaboration. While these conditions tested our systems and stretched our teams, they also reaffirmed one of ASLM's greatest strengths: the power and resilience of our partnerships.

Throughout 2025, ASLM benefited from the unwavering commitment of a diverse and engaged partnership ecosystem.

Our long-standing relationships with bilateral and multilateral donors, philanthropic institutions, implementing partners, industry leaders, governments, and academic institutions proved essential in navigating uncertainty. These partnerships were not transactional; they were grounded in shared purpose, mutual accountability, and a collective belief in the importance of strong laboratory systems and diagnostics for global health security and equity.

At a time when many organizations were forced to scale back ambition, ASLM continued to deliver impact. This was made possible by partners

who remained willing to innovate with us, co-design solutions, and invest in approaches that strengthen health systems sustainably.

Equally important was the solidarity among peer implementers and regional institutions. In 2025, collaboration increasingly replaced competition, as organizations recognized the necessity of working together to maximize impact and reduce duplication. Through consortium-based models and coordinated engagement with funders and governments, ASLM contributed to a more aligned and efficient development response.

Our engagement with industry partners and manufacturers also deepened during this period through the successful launch of our Corporate Membership Program and the ASLM Industry Forum. These relationships enabled progress toward more adaptive diagnostic and laboratory supply chains and created an open and transparent environment where industry partners and national governments came together to discuss shared challenges and explore solutions. Academic partners continued to play a critical role in generating evidence, strengthening workforce capacity, and advancing innovation that informs policy and investment decisions.

None of this would have been possible without the dedication of ASLM's staff and leadership, who

approached 2025 with determination, creativity, and an unwavering commitment to our mission. Their ability to steward resources responsibly, maintain donor confidence, and deliver results under pressure reinforced ASLM's reputation as a trusted and capable partner.

As we look ahead, the lessons of 2025 are clear. Strong partnerships are not simply a complement to resource mobilization—they are its foundation. In an increasingly complex and uncertain world, it is collaboration, trust, and shared vision that enable organizations like ASLM to endure and to thrive.

On behalf of ASLM, I extend my sincere gratitude to all our partners who stood with us during this challenging year. Your confidence, flexibility, and collaboration allowed us not only to weather the storm, but to continue making meaningful progress toward equitable access to quality diagnostics and laboratory services across Africa and beyond.

**Together, we move forward—stronger,  
more connected, and resolute in our shared  
commitment to impact.**

# Message from the CEO



**NQOBILE  
NDLOVU, MPH**

CHIEF EXECUTIVE  
OFFICER, ASLM

Dear Colleagues, Partners, and Friends

**As I reflect on 2025, I invite you to consider the remarkable journey of the African Society for Laboratory Medicine (ASLM) over the past year. This was a pivotal year—one that reshaped the global public health landscape and called for new thinking, renewed resilience, and bold action.**

The decline in global funding for public health programs created uncertainty across the sector, and ASLM was among the many organizations affected. Yet, in the face of this challenge, we adapted, recalibrated, and remained steadfast in our vision of a healthier Africa through access to quality laboratory services for all.

Despite a complex operating environment, ASLM continued to make considerable progress toward strengthening laboratory systems, diagnostic leadership, workforce capacity, and quality assurance across the continent. Over 1,300 laboratories were strengthened through quality

assessments, proficiency testing, training, and accreditation support. Our workforce development initiatives equipped more than 3,500 laboratory professionals with critical skills in antimicrobial resistance, genomics, laboratory quality management, biosafety, and diagnostics. These investments helped build a sustainable and future-ready laboratory workforce for Africa.

We also launched the ASLM Ambassador Program, a strategic advocacy initiative designed to expand our reach, amplify our voice, and build a network of influential champions committed to advancing laboratory medicine across

Africa and globally. In addition, ASLM introduced its Corporate Membership Program, welcoming inaugural members including Roche, Informa, and Molbio Diagnostics. This program created new opportunities for collaboration between the private sector and ASLM to accelerate innovation and strengthen diagnostic ecosystems across Africa.

In response to declining donor funding, ASLM introduced the Minimum Package for Sustainable Laboratory Systems—a practical blueprint to help countries prioritize and sustain essential laboratory services. We also partnered with Roche Diagnostics Africa to launch the Leadership Excellence for African Diagnostics (LEAD) program, a three-year initiative focused on strengthening leadership competencies among laboratory professionals. Through mentorship, leadership assessments, and regional collaboration, this program has cultivated a new generation of resilient diagnostic leaders.

Our collaboration with Africa Centres for Disease Control and Prevention and the Mastercard Foundation advanced the Pathogen Genomics Initiative Phase II, strengthening genomic surveillance and bioinformatics capacity across Africa. Under the Saving Lives and Livelihoods initiative, this work enhanced the continent's ability to detect, monitor, and respond rapidly to infectious disease threats and public health emergencies.

The results of these efforts are tangible and transformative. Eight regional biobanking hubs were established, and support was provided for local vaccine production in collaboration with South African Health Products Regulatory Authority.

A total of 171 professionals from 35 countries were trained as genomic surveillance leaders, while 577 laboratories participated in external PCR quality assurance programs, achieving an impressive 92.5% pass rate. These achievements represented meaningful progress toward a more self-reliant and resilient public health infrastructure for Africa.

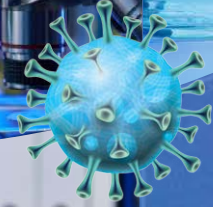
ASLM also convened critical regional platforms to address emerging challenges and opportunities. The 8th Laboratory Strengthening Community of Practice meeting in Nairobi and the ASLM Diagnostic Convention brought together policymakers, scientists, industry leaders, and partners to advance dialogue on diagnostics, antimicrobial resistance, and health security. These forums reinforced the importance of collaboration, innovation, and country-led solutions.

ASLM launched its first podcast, LabVoice Newsletter providing a platform for thought leadership and knowledge sharing. We also strengthened strategic partnerships, including joining the consortium led by PATH and funded by Unitaid under the Manufacturing to Accelerate Diagnostic Excellence (MADE) in Africa initiative, supporting regional manufacturing and equitable access to diagnostics.

**The accomplishments of 2025 demonstrated ASLM's resilience, adaptability, and unwavering commitment to advancing laboratory medicine in Africa.**

# ASLM 2026/27 Outlook: Meeting the Moment for Africa's Laboratory Systems

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## Meeting the Moment for Africa's Laboratory Systems

**As global health financing shifts and external funding becomes less predictable, ASLM remains steadfast in its commitment to Africa's laboratory systems and helping countries navigate this transition with confidence.**

Our 2026 outlook centers on ensuring countries have resilient, self-sustaining diagnostic networks that operate effectively, even in periods of constrained external support.

### High-Impact Partnerships and Sustainable Systems

ASLM will deepen and diversify multi-year partnerships with governments, regional institutions, donors, and technical partners to strengthen diagnostic leadership and national laboratory systems. In this global funding environment, diversification is essential to sustaining high-impact programs and building long-term resilience across Africa. ASLM will intensify support for comprehensive laboratory system strengthening, ensuring diagnostics are embedded within national health strategies and reform efforts. A priority is expanding genomic

and bioinformatics capacity across Africa and integrating these capabilities into national laboratory roadmaps to prepare for emerging threats and future pandemics. Additionally, ASLM will accelerate efforts toward local manufacturing of diagnostics to reduce dependency and strengthen continental self-reliance.

### Making the Investment Case for Diagnostics

Making the Investment Case for Diagnostics - Together with Africa CDC and partners, ASLM will conduct the first systematic review and meta-analysis quantifying the economic cost of diagnostic gaps across human and animal health sectors in Africa (2005-2025). By translating fragmented evidence into a consolidated macroeconomic perspective, this work will generate a credible investment case for diagnostics.

The findings will equip Ministries of Health and Finance with the economic justification to prioritize laboratory strengthening, guide donors and governments in restructuring funding, and inform integrated One Health diagnostic strategies—advancing stronger health security and more resilient, patient-centered systems.

### Leadership and Convening

Leadership and Convening - Central to ASLM's agenda is leadership and management development tailored to African health systems. The evolving health landscape demands capable, connected, and future-ready laboratory leaders. ASLM will continue equipping professionals with the strategic, technical, and managerial skills required to lead integrated, efficient, and accountable laboratory networks. Through high-visibility scientific platforms, including the upcoming ASLM2026 Conference themed ***"Integrated Diagnostics for Health Security: Investing in Sustainable Impact,"*** ASLM will continue shaping Africa's diagnostic transformation.





## Strategic Plan Year 3 Review

**ASLM has successfully developed and fully operationalized a strategic scorecard to track progress against the strategic plan.**

This initiative has institutionalized a recurring rhythm of performance reviews, culminating in the successful completion of our third annual strategic plan review. These reviews have embedded a culture of continuous performance monitoring, with the outcomes directly informing the coming year's strategic priorities, performance targets, and budget planning.

Over the past year, the organization has made significant strides across all four Strategic Priority (SP) areas, reinforcing its commitment to strengthening laboratory systems and the laboratory profession across Africa. The overall as well as SP specific performance is as shown in figure below.

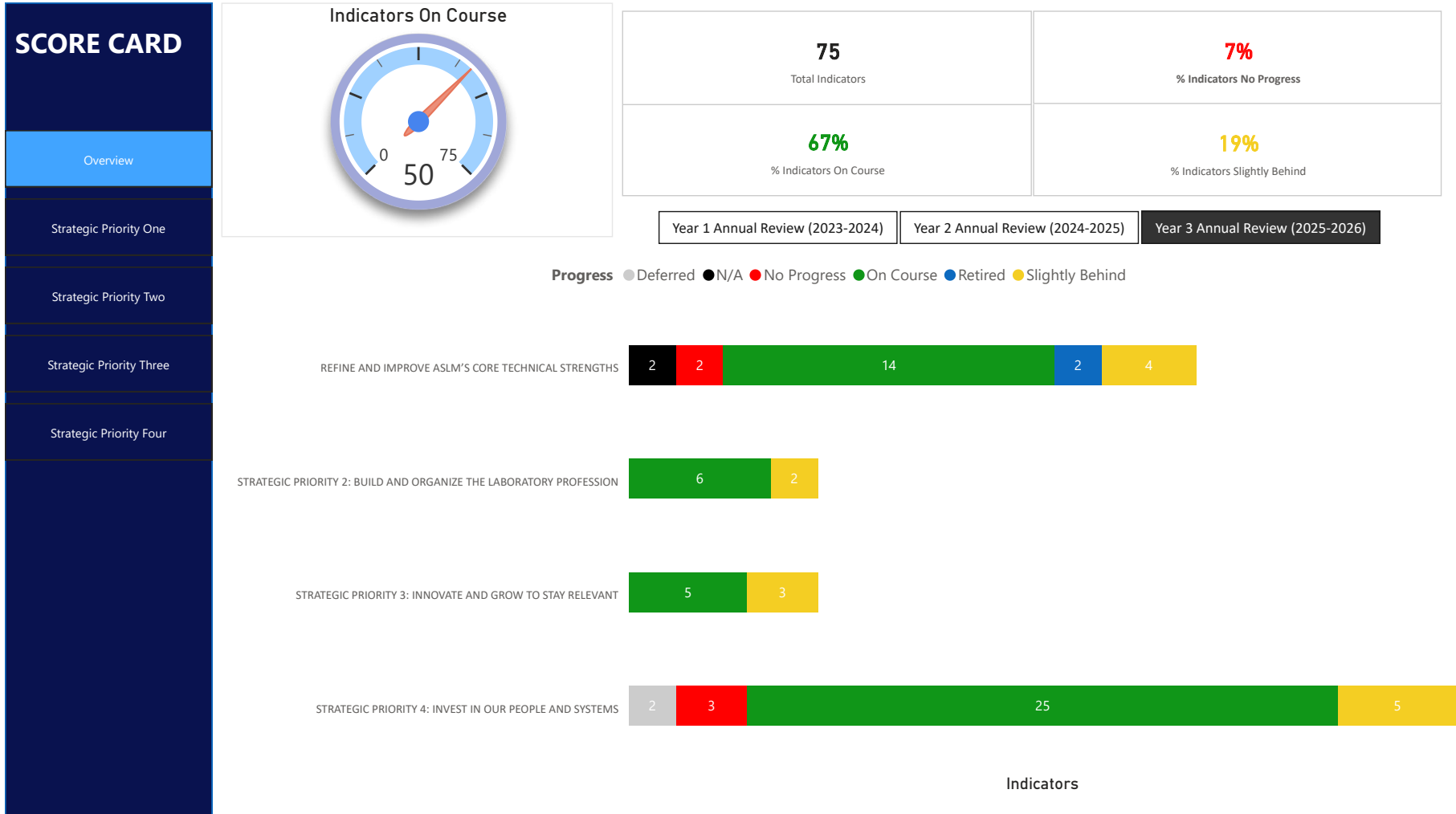


Figure 1: Performance against SP KPIs

# Strategic Priority 1: Refine and Improve ASLM's Core Technical Strengths



## Output 1: Education, Training & Knowledge Sharing

### Sub-Output 1: The ASLM Academy is established as a premier educational and training platform accessible to all laboratory professionals in Africa

During the 2025/2026 period, the team focused on operationalizing the Academy's strategic plan, developing robust systems and processes, and expanding its training offerings to meet the needs of the continent's laboratory workforce.

#### Key Achievements:



The ASLM Academy Business Strategy and Plan was initiated, with Year 1 of Horizon One progressing according to plan. Governance committees are being formally established to address human resource limitations that may affect implementation quality.



SOPs aligned with ISO 9001 and ISO 17024 were completed and are now under review for formal approval and endorsement.

## Key Achievements:



In-house Learning Management System (LMS), examination system, and mobile applications were completed, boosting internal capacity for course accessibility, quality assurance, accreditation, and certification.



Historical training data and documents were successfully transferred to the new ASLM Academy system, ensuring continuity and preservation of institutional knowledge.



Ongoing support, guidance, and facilitation have been provided to key projects, including EQAP, BSBS RTCP Certification (Africa CDC), SLIPTA, LABNET, LABMAP, Internship Program, AHD Training, QWArS, and QMS.







Research was completed on CPD accreditation, and assessment initiated in Q4 2025. Final stages are now underway with an international CPD accreditor to secure accreditation for the ASLM Academy.

## Sub-Output 2: Generate and disseminate contextualized scientific laboratory knowledge widely and effectively to a range of stakeholders to facilitate better diagnostics

Through the establishment of an Industry Forum, the development of a comprehensive science strategy, and the production of numerous scientific publications, the organization has strengthened its role as thought leader in the laboratory sector.

### Key Achievements:



-  The inaugural Industry Forum was held in November 2025, bringing together representatives from manufacturers, lab directors, national governments, and other key stakeholders. The next Forum is scheduled to take place during ASLM2026, though next steps from the initial meeting require follow-through.
-  A comprehensive strategy for harnessing and disseminating scientific knowledge was completed and launched as the Science and Innovation Strategy, providing a clear framework for ASLM's knowledge management and dissemination efforts.
-  Scientific Publications Ongoing: A robust pipeline of scientific publications and knowledge products are underway. Including reaching the 100 by 2027 target for universal access to rapid molecular diagnostic tests for TB in Africa.



## Output 2: Network & Laboratory Systems Strengthening

### Sub-Output 1: Systems to generate intelligence that informs diagnostic and laboratory network management and optimization are built

During the reporting period, the organization focused on developing tool repositories, creating value-add frameworks, building data management capacity, and continuously adapting tools to meet emerging needs in the evolving diagnostics landscape.

#### Key Achievements:



A repository of ASLM's available tools was completed and added to the ASLM website. LabNet and Integration Assessment Scorecards are now accessible as part of ASLM's online resources.



A "value add framework" for Tier 1 tools (SLIPTA, LabMap, LabNet, and Diagnostic Integration) was completed. Each tool now has accompanying SOPs and manuals to guide their use. Notably:

- LabNet and Integration tools have been combined into the continental Laboratory Mapping and Monitoring (LMM) tool by Africa CDC and WHO-AFRO.
- LabMap has a dedicated value-add framework developed.

## Key Achievements:



Internal and external capacity has been developed for LabMap and LabNet assessments, with work ongoing. Country capacity for LabMap data collection and management will be built as mapping activities proceed.



An annual assessment of emerging needs for new tools and innovations is ongoing. Tools are regularly reviewed based on new innovations and the changing landscape, including:

- Participation in the development of the continental LMM tool
- Ongoing updates to the LabMap tool to encompass One Health and Neglected Tropical Diseases (NTDs)

## Sub-Output 2: Effective bodies and collaboratives to govern laboratory networks at the national and regional level are established

During the reporting period, efforts focused on assessing leadership gaps, enhancing training programs, and creating platforms for laboratory leaders to collaborate and build capacity in laboratory governance.

### Key Achievements:



#### **Laboratory Leadership Structures Promoted:**

A comprehensive review of laboratory leadership status on the continent was completed, and a blueprint operational plan was developed to strengthen laboratory leadership, supporting the creation of needed structures such as Laboratory Technical Working Groups (TWGs) in countries that lack them.



#### **LabNetLead Training Assessment:**

An assessment to identify gaps in the existing LabNetLead Training was finalized, with the goal of updating the curriculum to be more comprehensive. A consultancy for this work has been advertised.



#### **Lab Directors Forum Deployment:**

Plans for the Lab Directors Forum as a platform for building capacity around laboratory governance are ongoing. Current activities are under the Roche-ASLM Public-Private Partnership, with curriculum review in progress, informed by the completed leadership status report.



#### **South-to-South Learning Program:**

A South-to-South learning program for laboratory leaders exists in the form of the Lab Directors Forum (LDF), though structured support mechanisms are yet to be fully defined.

## Sub-Output 3: LQMS in laboratory networks is institutionalized to ensure continuous improvement

During the reporting period, efforts focused on implementing the LQMS strategy, establishing coordination structures, and developing standardized training packages to ensure consistent application of quality management principles.

### Key Achievements:



**LQMS Strategy Implemented:** The strategy to advance LQMS in laboratory networks was completed, with three key outputs delivered:

- Developed a standardized training and induction package for ASLM Project Managers
- Developed a guidance document on the establishment of national certification programs
- Developed an ASLM LQMS training and capacity building framework



**LQMS Coordination Structure Established:** An ASLM LQMS coordination structure was successfully established to oversee and guide quality management initiatives across the organization.

- **Terms of Reference Development:** Terms of reference for the coordination structure have been developed and are awaiting finalization, with completion expected in Q4

# Strategic Priority 2: Build and Organize the Laboratory Profession



## Output 1:

### The reach and offering of ASLM's membership is expanded

During the reporting period, the organization focused on developing tool repositories, creating value-add frameworks, building data management capacity, and continuously adapting tools to meet emerging needs in the evolving diagnostics landscape.



## Output 2:

### Linkages are established, and laboratory professional associations & councils are organized to support laboratory professionals

Efforts focused on understanding the landscape, establishing formal partnerships, and identifying priority areas for support to strengthen the governance of the laboratory profession.

## Key Achievements:



**Association Mapping:** Associations from 24 out of 55 AU member states have been engaged to date. The mapping exercise reveals high diversity in legal status, with 80% of associations registered as NGOs, though many remain informal or lack legal recognition.

- ASLM has engaged 24 professional associations and signed Memoranda of Understanding (MoUs) with 21 to date. Associations have expressed strong interest in formal affiliation with ASLM to increase their local credibility and visibility.



**Council Engagement Prioritized:** Targeted outreach to QWARS countries is underway, with MoUs with professional councils signed as a starting point. MoUs with Zimbabwe (MLCSCZ) and Kenya (KMLTTB) have been signed, and more councils are being engaged.



**Membership Linkages Informed by Survey:** A survey was completed to understand the support and services associations are requesting. Results confirm a critical need for Continuing Professional Development (CPD) and Advocacy toolkits, which will inform planned engagement via the membership offering.



### Output 3:

## A clear advocacy agenda to support organizing the laboratory profession is developed and pushed

During the reporting period, efforts focused on identifying priority advocacy areas, establishing engagement channels, and laying the groundwork for consistent messaging and convening of professional associations and councils.

### Key Achievements:

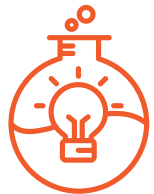


**Priority Advocacy Areas Identified:** Core advocacy pillars have been identified from survey findings, including Governance, Continuing Professional Development (CPD), and Advocacy tools. Notably, 90% of associations cited “Advocacy” as a top priority, though many lack a formal structure to effectively engage policymakers.



**Engagement Channels Established:** The Federation of Laboratory Professional Associations (FeLPA) has been established and is now operationalized to engage professional associations and spearhead priority advocacy areas.

# Strategic Priority 3: Innovate and Grow to Stay Relevant



## Output 1: Technical Innovations

### Sub-Output 1: ASLM's work is expanded to include additional laboratory diagnostic areas

ASLM focused on broadening the scope of existing tools and platforms to address priority diseases, integrate diagnostics, and incorporate advancements in technology and artificial intelligence.

#### Key Achievements:



The LabMap tool has been expanded to include assessments for Priority diseases as listed by Africa CDC, Antimicrobial Resistance (AMR), Neglected Tropical Diseases (NTDs) and Chemical laboratories



OneHealth laboratory-based surveillance is being introduced through LabMap dashboards, enabling a more holistic approach to disease detection and monitoring across human, animal, and environmental health sectors.





The scope of the African Journal of Laboratory Medicine (AJLM) has been expanded to include; Pathology and Machine Learning and Artificial Intelligence (AI) applications in laboratory medicine

## Sub-Output 2: ASLM stays abreast of and shapes the market for laboratory diagnostics


The organization successfully delivered science webinars, ECHO sessions, and internal brown bag events, fostering a culture of learning and collaboration across the institution and the broader laboratory community.

### Key Achievements:






Five out of seven planned Science Webinar Series sessions were held during the reporting period, achieving 1,847 total participants reached representing 101 countries



A total of 40 ECHO sessions were completed, providing an interactive platform for capacity building and peer-to-peer learning among laboratory professionals.



Three out of five planned Brown Bag webinars were conducted to date, promoting internal knowledge exchange and cross-team learning

# Strategic Priority 4: Invest in our People & Systems



## Output 1: Financial Management

ASLM has made strong progress in financial management during the reporting period, with regular project monitoring, significant overhead recovery, and positive budget performance across key metrics.

### Key Achievements:



**Quarterly Project Reviews:** Monthly meetings with project teams and finance analysts have been taking place as planned. Projects not performing well have been recommended for RRI (Review, Remediation, and Improvement), ensuring proactive financial oversight.



**Budget Variance on Overhead Budget:** The burn rate on the Overhead budget stands at 94% as of January 2026, higher than the time elapsed (83%) due to unbillable costs booked from PEPFAR and Fleming Fund Grants. Performance remains on course.




**Overall Burn Rate Achievement:** As of January 2026, the organizational burn rate stands at 88% of the \$26 million revised budget, exceeding the percentage time elapsed of 83% and keeping the 90% burn rate target on course.



# Strategic Priority 4: Invest in our People & Systems


During the reporting period, the organization successfully established comprehensive policies and strategies across finance, monitoring and evaluation, knowledge management, communications, advocacy, and human resources (under operations).

## Key Achievements:



### Operational Agility:

-  The organization is on course for ISO accreditation, with the following milestones achieved:
  - SOPs developed for all departments
  - Champions identified for all departments
  - QMS Auditors identified and trained
  - QMS Audits completed for all units
  - RFP issued for 3rd party provider for certification
-  Automated multiple modules
  - Procurement module fully automated - optimizing usage
  - Delegation module activated
  - Advances statements module
  - SharePoint - Financial system integration done



Implemented a comprehensive M&E strategy that integrated performance dashboards and KPIs into program reviews, driving evidence-based decision-making and measurable progress toward strategic goals.

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## Key Achievements:



ASLM has made significant progress in implementing its communications strategy, elevating brand visibility and strengthening engagement across traditional and digital media platforms. Achievements during the year included;

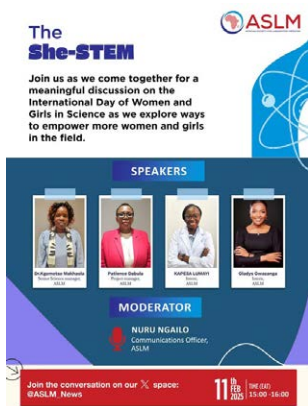
- Conducted both internal and external brand perception surveys to assess ASLM’s market positioning and reputation.
- Successfully redesigned and launched the new ASLM website, positioning it as the primary repository for official communications content. Ongoing monitoring includes regular website analytics reports.
- Elevated ASLM’s visibility with new branding applied consistently across all social media platforms. The ASLM story was amplified through both traditional and new media channels.
- Achieved exceptional subscriber growth of **54.13%**, adding **22,960** new followers across platforms.
- Established “ASLM via Engage” as an internal communication platform, now used regularly to keep staff informed on corporate and project updates.
- Enrolled 12 social media staff ambassadors to amplify ASLM’s reach and authenticity.
- The CEO engaged in various media interviews, speaking engagements, and high-level media appearances, raising ASLM’s profile regionally and globally.

# ASLM 2025 Highlights

## FEBRUARY:

### ASLM hosted its First X space.

In February, ASLM hosted its first X space to commemorate the International Day of Women and Girls in Science.



## MARCH:

### Status Report on Laboratory Leadership in Africa was Launched

The report highlighted both the progress and the challenges in building strong diagnostics Systems across the continent.



### Issue Brief on Laboratory Leadership in Africa

This explores the critical roles, responsibilities, and skills needed within laboratory directorates to enhance planning, resource mobilization, and system strengthening



### Mastercard Saving Lives and Livelihood Phase 2 Kickoffs

This phase aims to boost genomic surveillance and bioinformatics capabilities across Africa.



**APRIL:**

**ASLM welcomes Molbio Diagnostics**

Molbio Diagnostics Limited is ASLM's first-ever Corporate Platinum Member



**Laboratory QMS Implementation Strategy**

ASLM has developed a comprehensive new strategy to drive the coordinated implementation of Laboratory QMS across the continent.



**ASLM Unveils first Annual Report**

This landmark publication captures our journey in advancing laboratory medicine, strengthening health systems, and driving collaboration across Africa.



**Report of the Impact of the USG funding freeze**

The findings reveal critical vulnerabilities in laboratory operations, including disruptions in access to reagents and reduced diagnostic services.



**Blueprint Document on Laboratory Leaders of the Future**

Built on the findings of the Status Report on Laboratory Leadership in Africa, this forward-looking document offers evidence-based recommendations to foster collaboration, drive investment and structural development.



**MAY:**

**Consultative Meeting to define strategic priorities for the 2025-2030 BSBS phase in Addis Ababa.**

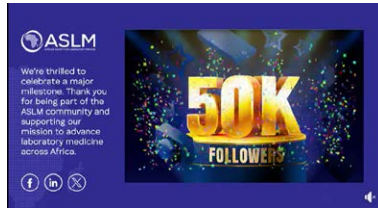
This two-day meeting provides an opportunity to reflect on the progress of the 2021-2025 Africa CDC Biosafety and Biosecurity Strategy, evaluate its impact, and define strategic priorities for 2025-2030.



**JUNE:**

**50,000 followers across our social media pages**

We have hit 50,000 followers across our social media pages, and it's all thanks to YOU!



**Consultative Meeting in Tunis**

Representatives from Algeria, Libya, Mauritania, Morocco, and Tunisia contributed national insights towards a stronger continental framework for responding to biological threats



**Southern Africa Regional meeting in Lilongwe**

This meeting will shape the region's priorities for the 2025-2030 Biosafety & Biosecurity Strategy.



**Graduation of the First Cohort of Intern**

ASLM held a virtual graduation ceremony to celebrate the successful completion of its inaugural internship program



**JULY:**

**High Speed Internet launch in NPHL Malawi**

Supported by the Gates Foundation, under the Africa PGI initiative, this upgrade included powerful data servers for process data sets, critical for tackling diseases.



**LabVoice - Southern Africa Regional Newsletter**

The latest edition highlights major strides in biosafety, biosecurity, and health security preparedness across the region.



**ASLM and ROCHE launch LEAD Project**

Leadership Excellence for African Diagnostics Programme (LEAD), will empower Africa's lab leaders through structured mentorship, capacity building, and professional development.



### Premiere Episode of the ASLM Podcast

In this premiere episode, our host Nelly Rwenji leads a discussion on biosafety and biosecurity: A Global View with an African Perspective.



### ASLM Partner with Biomed Connect

ASLM and Biomed Connect have partnered to empower Africa's next generation of laboratory leaders through mentorship, training, innovation, and collaboration.



### ASLM Joins Launch of the PAMTA Project

ASLM participated in the launch of the Partnership to Accelerate Mpox and Other Outbreaks Testing and Sequencing in Africa (PAMTA).



## AUGUST:

### ASLM Welcomes Informa as Newest Corporate Member

We are proud to have Informa as a new ASLM Corporate Member



### ASLM Launches First Edition of the LabVoice Newsletter

The first edition of the LabVoice Newsletter, spotlighting Africa's diagnostic innovations, and community impact



### Documentary on Strengthening Malawi's Health Frontiers

This documentary showcases Malawi's journey to redefining public health readiness through science, collaboration, and capacity building.



**SEPTEMBER:**

**ASLM launched the for Sustainable Laboratory Systems**

This framework to help African countries safeguard critical diagnostic services amid declining external funding.



**LabVoice Regional Edition**

This edition highlights the role of environmental sampling in strengthening waste safety practices.



**ASLM and SynBio Africa Partner to Africa's diagnostics Landscape**

This Partnership will Advance Synthetic-enabled diagnostics, strengthen biosafety and biosecurity practices and build laboratory capacity



**ASLM Officially Launch the ASLM Ambassador Programs**

As an ASLM Ambassador, you gain access to Influential networks that shape health policy and drive innovation in diagnostics across Africa



**OCTOBER:**

**Biosafety and Biosecurity Initiative (BBI) Strategy 2026-2030**

ASLM joins the Africa CDC and partners in Accra, Ghana, for a pivotal workshop to develop the Biosafety and Biosecurity Initiative (BBI) Strategy 2026-2030



**ASLM held the LabCoP Annual Meeting in Nairobi Kenya!**

This year's gathering brought together health leaders & policymakers to reflect on progress, share innovations, & strengthen collaboration for resilient laboratory systems



**NOVEMBER:**

**ASLM held ASLM Special Convention from 25-27 November 2025, at Radisson Blu, Upper Hill Nairobi, Kenya.**



### Mastercard Foundation SLL Pathogen Genomics Phase II Close-Out Meeting

ASLM and Africa CDC hosted a close-out session for the Mastercard Foundation Saving Lives and Livelihood Pathogen Genomics Phase II



### Integrated Genomic Surveillance (IGS) Annual Meeting

ASLM and Africa CDC held the Integrated. Genomic Surveillance (IGS) held the Annual Meeting in Nairobi

## DECEMBER:

### ASLM officially launched the Afri-EQA Program

This is a major milestone in strengthening sustainable, Africa-led External Quality Assessment (EQA) across the continent.

**Introduction**  
TREQAP is a standardised program to formally recognise EQA Practitioners in the African Continent

**Who developed it**  
The African Society for Laboratory Medicine (ASLM) developed TREQAP with its global and regional experts in EQA

**Who funded it**  
The program was designed with the support from Fleming Fund through the ASLM EquAFRICA project.

**Who offers the training program**  
The TREQAP training program is available and offered through the ASLM Academy

### Regional Training and Certification Program

for Biosafety and Biosecurity ASLM joined Africa CDC and partners in Tanzania for the Regional Training and Certification Program for Biosafety and Biosecurity Professionals.



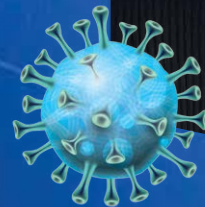
### LabCoP release its annual meeting report

We are excited to announce the release of the 8th Laboratory Community of Practice (LabCoP) annual meeting report



# ASLM Operations

[www.aslm.org](http://www.aslm.org)



## Procurement Overview

**During the year under review, ASLM processed over 1,100 procurement requests supporting programmatic implementation in multiple countries and thematic areas.**

The total estimated procurement value managed amounted to USD 18 million, funded through 30 distinct funding sources, reflecting the complexity and scale of ASLM's multi-donor operating environment. Procurement activities covered 5 request categories, including medical supplies and equipment (38% of total procurement value), professional services (27%), conferencing (16%), travel related (16%), and other services (2%). Throughout the year, procurement processes remained fully aligned with ASLM's policies

and competitive bidding standards (98% of all procurement requests were competitively sourced), supported by automated workflows integrated within the SharePoint platform and linked to the financial management system. These measures strengthened transparency, efficiency, audit traceability, and value-for-money oversight across the organization. From an efficiency perspective, complex and high value procurements had an average lead time of 30 days, while simple/routine procurements had an average lead time of 5 days.

## Workforce Overview

During the period under review, the organization successfully filled all vacant positions, maintained competitive recruitment turnaround times, and implemented multiple staff engagement initiatives despite budget

constraints. Successfully filled 100% of vacant positions in line with budget availability, ensuring optimal staffing levels across the organization.

**USD 18M,  
funded  
through  
30 distinct  
funding  
sources**

ASLM employed 60 core staff members, compared to 71 core staff members on 31 December 2024, reflecting strategic realignment during a period of funding transition. In addition, 18 seconded staff continued to support programmatic delivery, maintaining stable technical capacity. The core workforce comprised 60% male and 40% female staff.

During the year, ASLM recorded an overall turnover rate of 36.6% (24 employees), This increase reflects project-based contract completions associated with funding transitions rather than systemic retention challenges. Voluntary turnover remained low at 6.1%, while 72% of staff were retained during project close-outs, underscoring institutional resilience. The average tenure of staff was approximately 4 years, reflecting a balance between continuity and renewal. Recruitment processes remained efficient, with an average time-to-hire of 57 days and 91% of roles filled within KPI timelines.

Performance management remained strong, with 100% of employees incorporating QMS-related KPIs into their performance targets during the 2025-2026 cycle.

Investment in staff development and well-being continued, with an average of 11.6 training hours per staff member, composing development sessions related to QMS, Ethics and Fraud Prevention, and Financial Wellness in periods of funding transition.

## Sub-Recipient Management

A total of 17 sub-grantees were supported throughout the period, contributing to the organization's goal of fostering sustainable development and enhancing capacity across various sectors. These sub-grantees represent diverse organizations with unique initiatives; all aligned with the overall mission of the program.

Over the course of the year, a total of 1.2 million USD was disbursed to sub-grantees for 17 Sub-grantees. These funds were allocated to support a wide range of activities, from capacity building to project implementation. The financial support provided helped to accelerate progress in critical areas such as healthcare infrastructure, and disease prevention.

To ensure that all sub-grantees were operating in alignment with the program's goals and regulations, a total of 2 support and compliance visits were conducted. These visits serve to reinforce accountability, provide technical assistance, and address any challenges encountered by sub-grantees. By maintaining a proactive approach to oversight, the organization was able to strengthen the effectiveness of its interventions.

During this period, 10 sub-grant closeouts were completed, marking the successful conclusion of various projects. Each closeout followed a comprehensive review process to ensure that all programmatic and financial obligations were met. This process not only facilitated a smooth transition for

sub-grantees but also provided valuable insights for future program cycles.

A total of four sub-recipients were audited during the reporting period. Five audit findings were identified across all sub-recipients. Of these, three findings were resolved within the required timelines, while the remaining two are not yet due for closure and are scheduled to be addressed by June 2026.

## **Information, Communication & Technology (ICT) & Digital Systems**

ASLM continued to strengthen its digital infrastructure and service reliability during the year under review, supporting 34 operational systems serving 70 active users across the organization. System availability remained strong, with an average uptime of 98% (ranging between 97% and 100%), ensuring operational continuity across programmatic and corporate functions. A total of 416 support tickets were

logged and resolved, with an estimated average resolution time of 3–4 hours, reflecting responsive service delivery. Approximately 69% of tickets were resolved within agreed Service Level Agreement (SLA) timelines, while 33% of recurring issues were primarily associated with enhancements and refinements to newly developed SharePoint modules.

Cybersecurity and data protection remained a priority, with three recorded cybersecurity incidents managed without major disruption. Access governance was strengthened through regular user access reviews, with 85% of staff accounts reviewed and updated, and 83% of systems (28 out of 34) maintained active backup protocols to safeguard institutional data. As part of ASLM's digital transformation agenda, 10 processes were automated, six systems were integrated, and manual processes were reduced by an estimated 30–35%, enhancing efficiency, traceability, and operational resilience.

# Internal Audit and Compliance

**ASLM’s Internal Audit function continues to provide independent and objective assurance and advisory services designed to add value and strengthen operations.**

## Internal Audit

It’s mandate remains focused on enhancing and protecting organisational value through the provision of risk-based assurance, advice, and insight.

The Internal Audit Unit supports the achievement of organisational objectives by applying a systematic and disciplined approach to assessing and improving the effectiveness of governance, risk management, internal controls, and operational processes across all departments. During the reporting period, the overall internal audit assessment of the Organisation’s processes remained *Generally Satisfactory*, indicating that key controls are in place and operating effectively.

## Compliance

ASLM remains committed to the highest standards of integrity, transparency, and accountability. Throughout the year, regular training and awareness sessions were conducted for staff on key compliance

and ethics-related areas, including risk management, whistleblowing, fraud prevention, and other relevant policies.



**Deloitte.**

 **ASLM**  
AFRICAN SOCIETY FOR LABORATORY MEDICINE

**ZERO TOLERANCE TO FRAUD AND UNETHICAL PRACTICES**

**Don't support it. Report it.**

 **+27 31 571 5307**  
**0800 331 666**

 [www.tip-offs.com](http://www.tip-offs.com)  [ASLM@tip-offs.com](mailto:ASLM@tip-offs.com)

# Strategic Partnerships

## LEAD Initiative & Corporate Membership

In 2025, ASLM launched its **Corporate Membership Program** — a new, strategic public-private engagement platform designed to expand collaboration with the private sector in strengthening laboratory systems and diagnostics across Africa. ASLM recognizes that robust laboratory networks are essential to effective health systems, and that private sector partners play a vital role in manufacturing, delivering, training, financing, and innovating diagnostic services on the continent. By combining ASLM’s technical expertise with industry partners’ essential role on the continent, the program aims to advance diagnostics, elevate African priorities on the global stage, and improve access to quality, equitable laboratory services for all.

The Corporate Membership Program offers structured opportunities for participation and influence. Members contribute to shared dialogue and decision-making through the annual **Industry Forum**, which had its inaugural convening in November 2025 during the ASLM Special Convention on Diagnostics in Nairobi, Kenya. Through this forum, industry and government representatives exchanged insights, discussed challenges, and co-created solutions related to diagnostic needs, regulatory processes, and emerging technologies. Our first forum had more than 45 representatives from across Africa and beyond, and we look

forward to the next Industry Forum meeting - scheduled to take place during the ASLM 2026 conference.

Membership also supports improved standards of practice by connecting country experiences with industry tools; strengthens workforce development through the **ASLM Academy**; and facilitates data-driven decision-making, including laboratory mapping and evidence-based analyses.

**ASLM warmly thanks the inaugural Corporate Members - Roche, Molbio, and Informa** - who stepped forward as the first partners to join this momentous initiative. By joining the program’s inception, these partners have demonstrated confidence in ASLM’s vision and a shared commitment to strengthening laboratory systems. Their early participation has helped shape the program’s direction, reinforcing the value of collaborative engagement, and providing a solid foundation for future growth and impact.

A key example of collaboration between ASLM and the private sector is the **ASLM-Roche LEAD Project** — *Leadership Excellence for African Diagnostics*. Launched in 2025 as a three-year partnership with Roche Diagnostics Africa, LEAD aims to strengthen leadership capacity within laboratory systems across Africa. This initiative brings together national health ministries, laboratory directors, academic institutions, and technical experts to develop a cadre of emerging leaders

equipped to navigate complex health systems, influence policy, and drive strategic improvements in diagnostic services. Together, the LEAD Project and the Corporate Membership Program exemplify how trusted partnerships can

build stronger leadership, enhance workforce capacity, and contribute to more resilient, self-sustaining health systems that deliver timely, quality diagnostics across Africa.

## Our Expertise

ASLM's technical expertise is anchored in strengthening laboratory systems as a foundation for strengthened health systems and health security across Africa. Our work spans the full continuum of laboratory system development—from network optimization, quality management systems, pathogen genomics, workforce capacity building, digital transformation, and data utilization to policy translation and innovation. This integrated expertise directly advances ASLM's mission to promote excellence in laboratory medicine for better health outcomes in Africa and aligns with our vision of a continent where strong, sustainable, and well-coordinated laboratory systems support universal health coverage, outbreak preparedness, and equitable access to diagnostics. Guided by our Theory of Change, ASLM operates on the premise that strategic investments in systems, people, quality, partnerships, and data-driven decision-making produce measurable improvements in diagnostic access, reliability, and impact. During the 2025-2026 reporting period, this expertise was operationalized through targeted portfolio-based

implementation that combined technical assistance, infrastructure strengthening, workforce development, knowledge co-creation, and policy engagement. Across countries and thematic areas, ASLM translated strategy into action—scaling genomics capacity, strengthening laboratory networks, expanding quality management systems, institutionalizing data use, and fostering innovation ecosystems. The results reflected in the portfolios that follow demonstrate how coordinated, multi-country interventions—grounded in technical rigor and partnership—are driving sustainable laboratory system transformation. Collectively, these efforts embody ASLM's commitment to delivering impact at scale while reinforcing country ownership, continental collaboration, and long-term system resilience.

### Laboratory Network and Systems Portfolio

**The Laboratory Network and Systems portfolio aims to;** strengthen and enhance Africa's public health laboratory capacity. This is achieved through innovative and impactful

projects designed to, strengthen the national laboratory network.

**Projects under this Portfolio included:** The Mastercard Foundation's Saving Lives and Livelihoods (SLL) grant for strengthening member states genomics capacities and infrastructure, Gates Foundation-supported Starlink high-speed internet access and connectivity of National Public Health Institutes (NPHIs) for genomic data analysis and storage, HERA IGS for AMR genomic surveillance, and the Africa CDC-IPG initiative for integrating pathogen genomics

into public health systems. **HERA PAMTA (EU HERA-funded)** project strengthens Africa's emergency preparedness by improving sample management, referral systems, and verification capacity for locally manufactured diagnostics. CIHEB Initiative project strengthens Malawi's public health laboratory system by expanding multi-disease diagnostics, enhancing genomic sequencing capacity at PHIM, strengthening laboratory quality management through a national certification programme, and establishing an ISO/IEC 17025-accredited equipment calibration centre.

## Program Strategic Priorities

**The Saving Lives and Livelihoods (SLL)** Grant funded by the Mastercard Foundation focuses on strengthening Africa's pathogen genomics infrastructure to address public health threats.

In 2025, SLL Phase 2.0, program implementation included procurement for data server in 26 countries, biobanking equipment (11 countries), sample referral materials (12 countries), sequencing reagents in 18 countries, sequencing equipment (5 countries), continental consultancy for upgrading Africa CDC's Network Information Management System and development and launch of the AGARI platform (Africa Genome Archiving for Response and Insight), a continent-wide tool designed to centralize, standardize,

and contextualize genomic and metadata from multiple countries.

The program's impact is clearly reflected in its sequencing and capacity-building outcomes. Sequencing performance has been exceptional, with 32,965 samples processed (392% of the annual target), highlighting the rapid scale-up of genomic surveillance across the continent. Similarly, capacity-building efforts are exceeding expectations, with 129 professionals trained in Quality Management systems, Quality Standards for Bioinformatics and ISO20387 for Biobanking, achieving 108% of the annual training target and strengthening the workforce needed to sustain these gains.

**SAVING LIVES AND LIVELIHOODS DASHBOARD**

Overview

Reporting

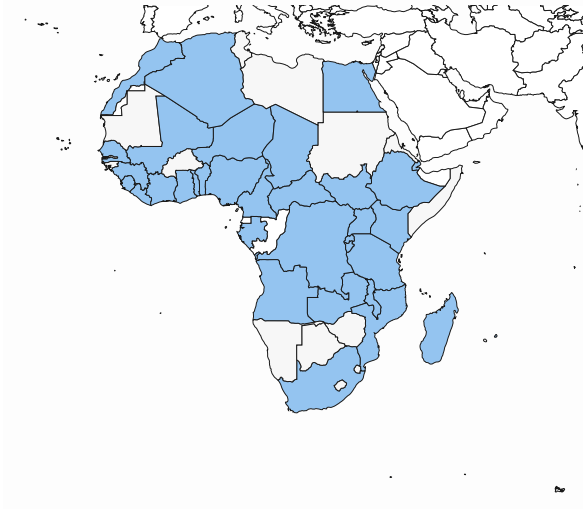
Sequencing

Training

Procurement

Project Performance

Saving Lives & Livelihoods Foot Print



Regions

- Central Region
- Eastern Region
- Northern Region
- Southern Region
- Western Region

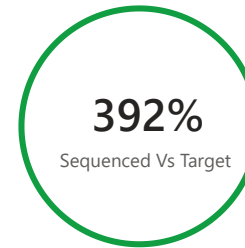
**Reporting Rates**

**19** Countries That Have Reported To date (n=18)

**100%** Reporting Rate



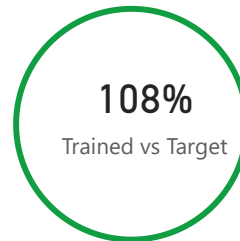
**Sequencing**



**32,965** Samples Sequenced

**8400** Annual Targets

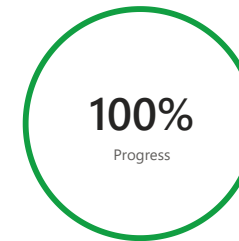
**Trainings**



**129** Participants Trained

**120** Targeted Number Of Participants To Train

**Procurement Support To Countries**



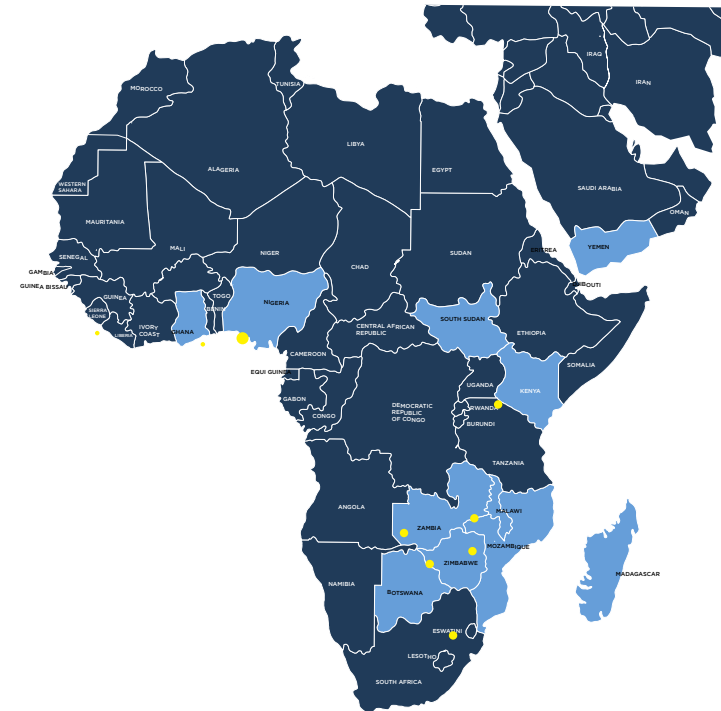
**39** Countries With Confirmed Deliveries

**39** Number Of Countries With Planned Support

**The High-Speed Internet Access for Public Health Genomics Surveillance- Starlink** Project funded by the Gates Foundation, is enhancing internet infrastructure to support genomic data management across Africa. Building on progress made in 2023 and 2024, installations in 2025 expanded connectivity to five additional sites. By the project’s completion, high-speed satellite internet was operational in 30 pilot sites across urban, peri-urban, and rural settings in nine countries: Nigeria, Mozambique, Kenya, Malawi, Zambia, Sierra Leone, Eswatini, Burundi, and Zimbabwe. The project delivered stable connectivity suitable for real-time analytics, achieving a median upload speed of 9.37 Mbps and a median download speed of 51 Mbps. This represents a significant improvement for several sites previously affected by poor or unstable connectivity, enabling faster genomic data transfers and strengthening surveillance capacity. In Malawi, for example, internet speeds improved by over 100-fold following installation, dramatically enhancing the ability of laboratories to upload genomic data, access remote training, and receive technical support.

Insights, best practices, and lessons learned from this pilot implementation will inform future scalability and initiatives, emphasizing targeted deployment to the most underserved sites. With Starlink officially available in more than 20 African countries by December 2025, it will be important to mobilize new funding (domestic and external) to extend high-speed internet connectivity to other genomics laboratories in more countries. Prioritizing facilities with chronic Internet outages and with proven connectivity needs will ensure effective deployment. High-speed internet has the potential to sustainably bridge key gaps in pathogen genomics and health data exchange across Africa, strengthening health systems and disease surveillance capabilities.

**Project Pilot Sites**



- NIGERIA**
- ACEGID
  - NCDC
  - UI

- SIERRA LEONE**
- CPHRL

- BENIN**
- BVHFL

- ESWATINI**
- NPHL

- MOZAMBIQUE**
- INS

- ZAMBIA**
- ZNPFI

- ZIMBABWE**
- NMRL

- KENYA**
- KNPHL
  - KWTRP
  - UON

- BURUNDI**
- INSP/LNR

- MALAWI**
- PHIM
  - KUHeS



Starlink installation in Eswatini

The European Health Emergency Response Authority (HERA) Integrated Genomics Surveillance (IGS) - HERA IGS project seeks to support integration of genomic surveillance of key Antimicrobial Resistance (AMR) pathogens with epidemiological significance through the timely sharing of high-quality sequencing data on the Africa CDC data-sharing platform in five

countries (Sierra Leone, Ethiopia, Zimbabwe, Chad and Morocco). This includes strengthening the capacity of the Africa CDC laboratory network to conduct integrated genomic surveillance of AMR pathogens, notably *Klebsiella pneumoniae* and *Escherichia coli*; and supporting the development and piloting of the Africa CDC data platform to ensure prompt sharing of high-quality sequencing

data related to AMR and other priority pathogens. To date the project has aided the generation of +1400 high quality sequences.

In 2025, workforce development efforts were strengthened through the Youth Bioinformatics Fellowship, designed to build the next generation of bioinformatics experts for public health in Africa. The program provides intensive short courses that equip young practitioners with the skills needed to analyze and interpret AMR genomic data for evidence-based decision-making.

To date, 113 Fellows have been trained from priority IGS-participating countries, achieving an impressive 50/50 gender balance and an 87% pass rate. The initiative has successfully cultivated a growing community of African youth bioinformaticians, contributing to a sustainable and skilled workforce for the continent’s genomic surveillance agenda.



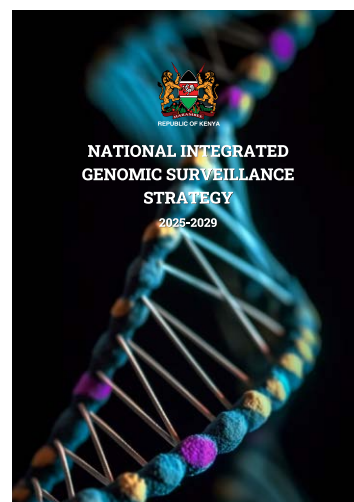
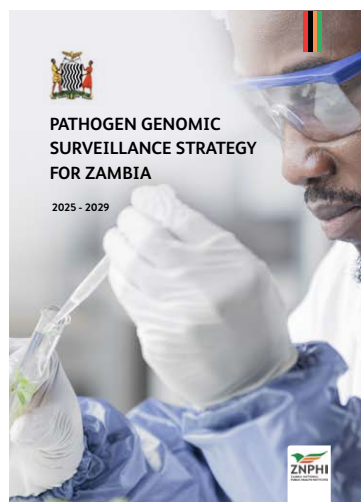
Youth Bioinformatics Fellowship

The Africa CDC-IPG initiative, funded by the Gates Foundation, is a strategic effort to integrate pathogen genomics and bioinformatics into public health across Africa, guiding genomic pathogen surveillance and supporting member states in outbreak response and disease control. Post-COVID-19, in 2025, the focus has shifted toward strengthening malaria molecular surveillance, mpox response, and other core activities, emphasizing local capacity,

regional collaboration, and genomic data use to develop targeted interventions. The project has played a vital role in outbreak responses for mpox and Marburg, promoting the integration of genomics into health systems for improved preparedness. Furthermore, the project has supported the development of one health-oriented national strategies for genomic surveillance of high-priority and emerging pathogens, fostering multi-pathogen sequencing capabilities

and ensuring the optimal use of genomic data for effective disease management in the member states.

Africa PGI, through the IPG grant, has been instrumental in institutionalizing genomics within national health systems by supporting the development of pathogen genomics strategies. Six countries—Malawi, Ghana, Ethiopia, Zambia, Mozambique, and Nigeria—have successfully launched their strategies, while 11 others, including Kenya, Togo, DRC, Uganda, Rwanda, Tanzania, Congo, Zimbabwe, Namibia, Cameroon, and Morocco, are finalizing theirs. These efforts are aligned with the Africa CDC’s Continental Strategy for Pathogen Genomics, ensuring coherence, sustainability, and long-term integration of genomics into disease surveillance and response, which is vital for embedding genomics into national health priorities and securing local ownership and funding.



Launch of the Pathogen Genomic Surveillance Strategy for Zambia, 9 February 2025

Africa PGI has operationalized genomics across a wide range of priority use-cases, including outbreak detection and response (e.g., Ebola, Marburg), endemic disease surveillance, foodborne and vaccine-preventable diseases, antimicrobial resistance (AMR), and malaria drug resistance. These use-cases have demonstrated the practical value of genomics in enhancing disease surveillance, informing public health interventions, and guiding policy decisions. By applying a multi-pathogen, multi-use-case approach, Africa PGI has shown how genomics can be integrated into vertical programs and routine surveillance, thereby maximizing its impact on public health outcomes.

### **i. Malaria antimalarial drug resistance:**

The project supported the development of consensus-based Target Product Profiles (TPPs) for malaria molecular surveillance, focusing on public health laboratories and institutions in Africa. Furthermore, 10 target member states were enrolled in a malaria genomics surveillance pilot, provided with essential laboratory reagents and supplies to strengthen their capacity to generate malaria genomic data



Regional Consultative Workshop on Malaria Molecular Surveillance Data Standards, Analysis Tools and Sharing for Public Health, Kampala, Uganda, 10-12 June 2025

### **ii. Mpox response:**

Through the project, Africa CDC provided robust technical support including laboratory reagents and test kits to member states, strengthening their diagnostic and genomics capacity and offering critical assistance during Mpox outbreak responses, thereby improving regional preparedness; this

included enhanced Mpox testing and sequencing in 23 member states, with over 4,000 genomes analyzed across Clades Ia, Ib, and IIb. Through the Afri-EQA initiative and close collaboration with EQA providers i.e. NICD and Oneworld Accuracy, the project is supporting Mpox EQA for RT-PCR, sequencing & bioinformatics

**HERA PAMTA (EU HERA-funded)**

strengthens Africa’s emergency preparedness by improving sample management, referral systems, and verification capacity for locally manufactured diagnostics.

In 2025/26, the programme delivered two in-country trainings on sample management and referral (Guinea–Conakry and Liberia–Monrovia); engaged CPHL and UVRI (Uganda) and the Botswana Harvard AIDS Institute Partnership to co-develop a validation protocol for Mpox diagnostic kits to be verified at centres of excellence; and supported outbreak response through rapid procurement of critical reagents for DRC (Ebola virus outbreak, 2025) and Ethiopia (Marburg virus outbreak, 2026), enabling faster case confirmation and public-health action in-country and in neighbouring states.

The programme is also scheduled to deliver an in-country Marburg training in South Sudan (Juba) covering sample collection, referral, biosecurity, PPE use, and waste management.



## CIHEB Project

ASLM sub-awardee to CIHEB Initiative, is implementing a CDC-PEPFAR-funded Cooperative Agreement (COAG) in Malawi titled “Accelerating Malawi’s PEPFAR Laboratory Logistics and Infrastructure for Quality (AMPLIFY)” 2.0 lab strengthening project. This is a five-year COAG from October 2024 to September 2029. The sub-award was signed in April 2025, and the implementation of activities started in June 2025 after the disbursement of funds.

The sub-award has four major objectives:

- To scale up multi-disease and integrated diagnosis and treatment monitoring services across the country.
- To enhance and expand the genomic sequencing capacity in the Public Health Institute of Malawi (PHIM).
- To strengthen the laboratory quality management systems (LQMS) through the establishment of a National Laboratory Certification Program.
- Establishment and Capacitation of Laboratory Equipment Calibration Centre to achieve ISO17025 accreditation.

During the reporting period, ASLM conducted the ISO15189 (24 participants), SLIPTA auditors (22 participants), and ISO/IEC 17025 (15 participants) trainings to enhance the LQMS at the PHIM and public hospital labs, achieving a 153% annual target. As part of building capacity for the PHIM in genomic sequencing and bioinformatics, ASLM trained 38 lab officers in genomics and bioinformatics, achieving 95% of the annual target. ASLM also supported mentorships in genomics sample collection, handling, and management across 30 district labs that refer samples to the PHIM, achieving a 100% annual target; this was aimed at ensuring the quality of genomic sequence data generated by the PHIM

## Knowledge co-creation, sharing and facilitated adoption

Through the Gates Foundation funded Laboratory Systems Strengthening Community of Practice (LabCoP), ASLM continues to work with 24 countries from Anglophone, francophone, and Lusophone Africa to support the strengthening of HIV-viral load, Early infant diagnosis, Tuberculosis, and other essential diagnostics in Africa. During the reporting period, some key initiatives planned and implemented through the LabCoP project included;

1. **Standardized evaluation and assessment of the national laboratory network in each of the 24 supported countries to identify strengths and opportunities for improvements.** Results from these evaluations are used to guide evidence-based priorities for implementation as well as best practices for sharing through our sharing platforms including

webinars, south to south learning visits, moderated WhatsApp discussions, and development of guidance documents.

## 2. The 8th annual LabCoP meeting

This year, we convened the 8th annual LabCoP meeting to facilitate peer learning, interactions with global experts and guide planning for the next implementation period.

The meeting, here, was convened under the theme “sustaining laboratory gains in challenging times. Attended by 151 physical and 79 virtual attendees, and delivered through plenary presentations, panel discussions, and country group deliberations, the meeting attracted global health experts, funders, collaborating partners, and representatives from each of the 24 project supported country teams.



The meeting was concluded with 6 outcomes summarized in the chart below.

Agreed list of priority HIV, TB, and other essential laboratory services for sustainability planning.



Documented country best practices for replication and cross-learning.



Near-finalized roadmaps for scaling TB molecular testing coverage to meet WHO targets in the context of current financial constraints.



Innovative service delivery and workforce optimization models identified.



Strengthened partnerships and resource mobilization opportunities.



Reinforced the role of national civil society representatives and organizations in advocating for diagnostics and domestic funding.

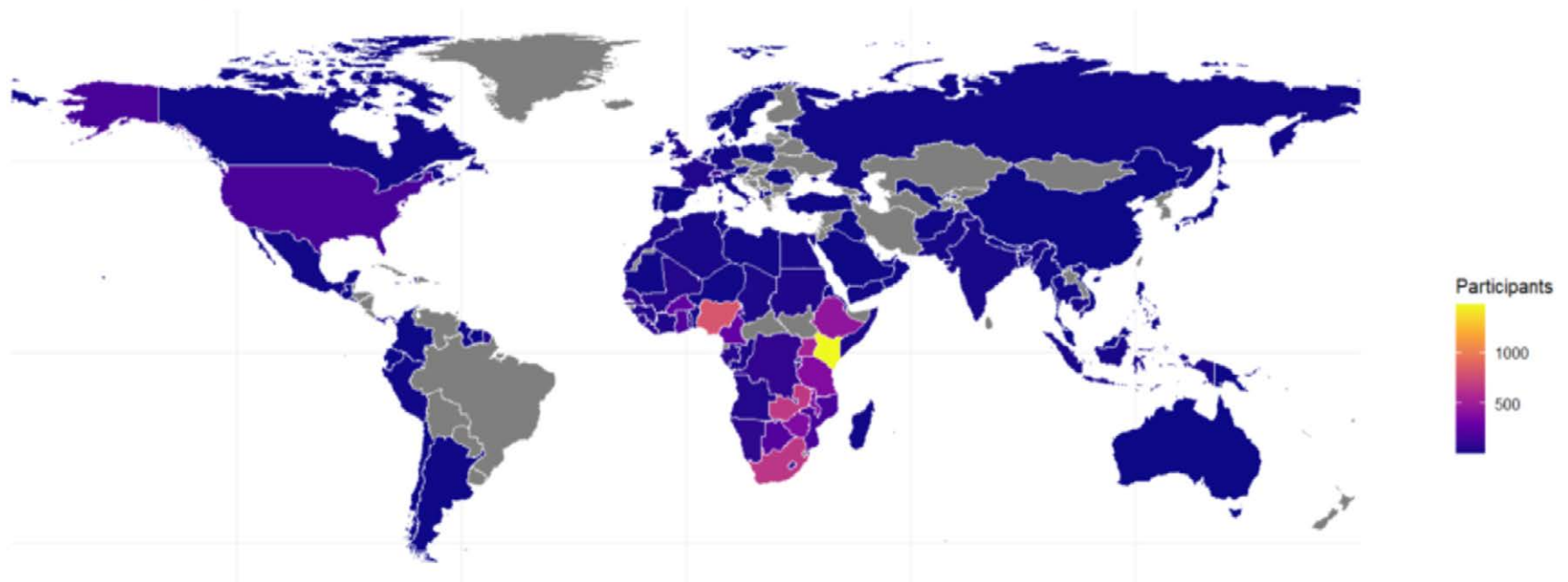


### 3. Cross learning and adoption of best practices

To facilitate cross learning and fast adoption of best practices among countries/disease programs, ASLM, in collaboration with country teams and partners convened 28 webinar sessions, developed manuscripts for publication, newsletters and recipes during the year.

A total of 28 ECHO sessions were convened covering key areas in diagnostics, implementation strategies and developing experiences in handling disruptions in external funding assistance. Up to 9,192 participants (4,525 unique) from 140 countries attended the 28 sessions with most attendees joining from LabCoP project supported countries (Map below).

Number of Participants by Country



#### 4. Laboratory leaders of the future Blueprint

Following the publication of the *Status Report on Laboratory Leadership in Africa in 2024*, [here](#), ASLM worked on a *Blueprint* document [here](#) that provides concrete recommendations to countries, regional entities, and global organizations involved in building the future of laboratory leadership on the continent. The Blueprint is structured into 5 categories (Chart below) and multiple elements under each category that provide a guide to teams as they work towards establishing a common framework for action based on their country and regional contexts.

### Categories themed from the status report to guide systematic approach in dealing with laboratory leadership in Africa

#### GIS-Based Mapping of Laboratory Capacity in Africa

The GIS LabMap programme continued to expand and strengthen its presence across the African region during the reporting period. Led by ASLM and supported by Africa CDC and other strategic partners, the initiative focuses on enhancing laboratory systems through comprehensive mapping of capacities, improved data utilisation, workforce development, and promotion of sustainable, country-led approaches.

#### Dissemination of the Framework for GIS Mapping of Laboratory Systems and Network Capacities in Africa

On 5th November 2025, ASLM and Africa CDC launched and disseminated the Framework for GIS Mapping of Laboratory Systems and Network Capacities in Africa through LabCop ECHO session. The main Framework provides guidance for implementation of the GIS LabMap programme's core objectives. The aim of GIS LabMap is to standardise laboratory data collection, enhance data utilisation, and enable countries to strategically expand access to diagnostics. It emphasises that GIS driven mapping is central to shifting Africa from partner driven to fully country-led laboratory system strengthening, with leaders underscoring that “data is a strategic asset” for achieving health sovereignty.

#### Programme Expansion and Utilisation

The LabMap programme grew significantly this year, with geographical expansion and strengthened technical engagement. Since April 2018, a total of 5,558 laboratories in 29 countries were mapped; 370 personnel were trained on data collection, and 198 personnel completing data utilisation training across multiple countries. Countries such as Mozambique, Malawi, Zambia, Zimbabwe, Burundi, and Sierra Leone showed strong participation in both mapping and utilisation phases, while others like DR Congo and Cameroon demonstrated high mapping volumes. In the reporting period the programme expanded to Ghana and Tunisia, bringing the total number of participating countries to 29.

### Data utilisation training in Cameroon

Strengthening capacity to interpret and apply mapping data in decision making for their Laboratory strategic planning in Cameroon. In a meeting that was convened in Addis Ababa, Ethiopia from in 8-12th September 2025, Africa CDC supported several countries including Cameroon, Ghana, Uganda, Zambia, Tunisia, Ethiopia, and Mozambique on the utilization of GIS LabMap data to strengthen the disease surveillance and response. Findings from GIS LabMap highlight several core surveillance weaknesses—fragmented and siloed systems, weak data management, lack of standardised protocols, inadequate equipment and maintenance, limited workforce capacity, and gaps in specimen referral networks. To mitigate the identified gaps, countries together with partners are working on interventions that include strengthening multisectoral coordination, establishing interoperable information systems, standardising surveillance protocols, improving equipment management, expanding workforce training, enhancing governance and data sharing practices, and building integrated, digitally enabled referral systems supported by sustainable financing.

Further to this ASLM continued to strengthen laboratory systems through GIS-based capacity mapping, with Mozambique mapping 511 laboratories to inform its 2026–2035 National Laboratory Strategic Plan, Cameroon mapping 548 laboratories using cost-saving remote trainings to guide

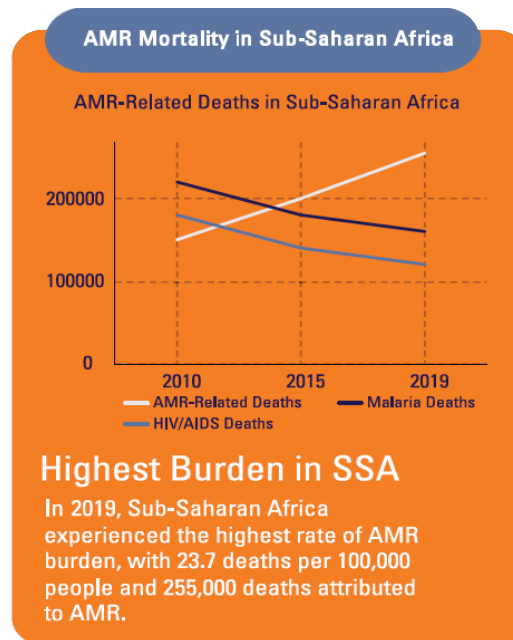
its 2026–2030 plan, and Zambia mapping over 678 labs in 2024 with validation by the One Health Technical Working Group. Together, these efforts reflect a continental shift toward data-driven diagnostic planning aligned with the Africa CDC GIS Mapping Framework launched in November 2025.

### Adoption of Sustainable Data Collection Solutions

In the 2025, ASLM introduced sustainable data training and self-assessment data collection models in alignment with its newly launched strategic framework. The Ministry of Health in Cameroon was one of the first countries to adopt the model. Cameroon’s journey toward sustainable data collection systems has been steady and increasingly innovative, beginning in 2018 with the mapping of only 13 laboratories—an initial but important foundation for long-term laboratory system strengthening—and expanding to 360 mapped laboratories by 2020 as national commitment and capacity grew. This progress laid the groundwork for more advanced approaches, culminating in a major shift in January 2025 when ASLM and Africa CDC launched the second phase of the LabMap initiative in the country. During this phase, Cameroon adopted a virtual training model through the ASLM Academy, enabling data collectors to access comprehensive training, expert guidance, and self-assessment tools that enhanced readiness, reduced training costs, and established a scalable, sustainable capacity building model for the future.

## Antimicrobial Resistance Portfolio

ASLM’s AMR portfolio under the Fleming Fund represents one of Africa’s most comprehensive and integrated efforts to strengthen laboratory-based AMR surveillance. Across five flagship initiatives - **MAAP (Mapping Antimicrobial Resistance and Antimicrobial Use Partnership)**, **EquAFRICA (External Quality Assessment for Africa)**, **QWArS (Qualifying the Workforce for AMR Surveillance)**, **TADE (Technical Assistance for Data and Evidence Use)**, and the **Fleming Fund Tanzania Fellowship Scheme** - ASLM reached 14 African and 3 Asian countries, assessed 393 laboratories, trained more than 536 microbiologists and epidemiologists, reviewed over 819,500 AMR records from 205 laboratories, and directly contributed to national AMR action plans, treatment guidelines, and investment decisions across the continent.



To respond to the growing burden of antimicrobial resistance in Africa, ASLM implemented a comprehensive Fleming Fund portfolio designed to strengthen surveillance systems, laboratory quality, workforce capacity, and data use.

**Murray CJL et al., 2022, *Global burden of bacterial antimicrobial resistance in 2019: a systematic analysis***

### MAAP: Building the Evidence Base for AMR and AMU in Africa

ASLM’s Fleming Fund-supported MAAP initiative has delivered a transformative step-change in Africa’s AMR surveillance landscape by establishing the evidence base and technical infrastructure needed for modern, data-driven action. Expanding from 12 to 14 countries, MAAP assessed 393 laboratories and exposed major diagnostic system gaps, with only 1.3% of laboratories in participating countries conducting bacteriological testing, critical evidence that has shaped priorities for surveillance investment. The initiative generated the largest retrospective AMR study ever conducted in Africa, analyzing more than 187,000 bacterial samples from 205 laboratories across 14 countries and producing 14 national reports, a regional policy brief, and key evidence for the African Union AMR Landmark Report, the first

comprehensive regional picture of resistance patterns. MAAP also advanced standardization by developing the Antimicrobial Resistance Surveillance Guidance for the African Region and rolling out training on the framework in 12 countries. Through AMDataNet, ASLM introduced a practical, automated R-based “plug-and-play” toolkit hosted on GitHub that streamlines data cleaning, analysis, and visualization, reducing manual workload while improving comparability across countries. Combined with hands-on support for national AMR surveillance reports and training of Trainers-of-Trainers in automated analytics, MAAP has laid the foundation for sustainable, continent-wide AMR surveillance systems.

Country	AMR		AMC/U	
	Turnaround time (TAT) without Tool (before TOT)	TAT with Tool (After TOT)	TAT without Tool (before TOT)	TAT with Tool (After TOT)
Kenya	Up to a month for Data Interpretation	15 - 30 mins	1 - 2 Weeks	10 - 14 mins
Uganda	1 - 2 weeks	15 - 30 mins	1 - 2 Weeks	10 - 14 mins
Zambia	1 - 2 weeks	15 - 30 mins	3 - 5 Days	<10 mins

Through MAAP, ASLM has therefore moved AMR surveillance in Africa from sparse, disconnected records toward a more systematic evidence platform capable of informing national policy, treatment guidelines, and regional investment decisions.

**EQuAFRICA: Strengthening Quality Assurance for Reliable AMR Testing**

ASLM’s Fleming Fund-supported EQuAFRICA initiative has significantly strengthened the quality foundation of AMR surveillance by expanding and institutionalizing external quality assessment (EQA) systems for bacteriology and antimicrobial susceptibility testing across

Africa. Recognizing that reliable surveillance depends on high-performing laboratories, EQuAFRICA established regional coordination and built capacity to prepare, procure, distribute, and manage proficiency testing panels in 14 priority countries, later expanding to Cameroon and Gabon to improve equity and reach in Central Africa. The programme substantially increased One Health bacteriology EQA participation to 287 sites and successfully completed eight EQA cycles, strengthening routine quality assurance and laboratory performance monitoring across the region. To reinforce sustainability, 52 participants from six countries were trained on ISO/IEC 17043:2023,

strengthening competencies in internationally recognized standards for proficiency testing. Baseline assessments were also conducted in six EQA provider institutions, informing targeted improvements, while a dedicated Training and Certification Programme for EQA Providers (TrEQAP) was developed to professionalize and standardize EQA delivery. Beyond implementation, EQuAFRICA contributed

a major continental public good through development of the Continental National Laboratory Quality Framework, which supports countries to institutionalize national quality management systems. A complementary training package hosted on the ASLM Academy further ensures scalable adoption and long-term impact across Africa’s laboratory networks.



National Laboratory Quality Framework Edition 2



Trainers and Participants during Nigeria NLQF

**EQuAFRICA has been strategically important because it addresses a recurrent structural weakness in African AMR surveillance:** many laboratories may generate culture and susceptibility results, but without standardized EQA and

corrective action systems, data comparability and trust remain limited. By investing in EQA systems, ASLM has helped improve the credibility, standardization, and policy utility of bacteriology and AST data across countries.

## QWArS: Developing the AMR Surveillance Workforce

ASLM successfully delivered the Fleming Fund-supported QWArS initiative to address critical workforce gaps limiting effective AMR surveillance across human and animal health systems. Through a strong consortium of global and regional partners, QWArS strengthened sustainable national capacity in 14 African and 3 Asian countries by establishing a robust Master Trainer model for long-term workforce development. Across Phases 1 and 2, the programme trained 536 microbiology and epidemiology professionals using a One Health approach, significantly expanding the pool of skilled personnel able to support AMR surveillance. Of

these, 301 participants successfully passed the professional qualification examination, demonstrating measurable gains in technical competency. In addition, 58 Master Trainers were developed to cascade training nationally, while 90 subject matter experts were equipped to serve as trainers, mentors, and supervisors, creating a strong foundation for continued capacity strengthening. The initiative also fostered broad institutional ownership and collaboration, engaging more than 265 institutions across public health, agriculture, academia, veterinary, environmental, and private laboratory sectors. Collectively, QWArS has strengthened the AMR workforce pipeline, enhanced national surveillance readiness, and advanced sustainable implementation of integrated One Health AMR surveillance systems across two regions.

### Key Phase 1 and 2



#### Skills-based qualification framework for AMR professionals launched across Africa & Asia

Phase 1

335 Laboratory & Epidemiology professionals trained in 17 countries across the One Health Sectors

200 professionals qualified as ASLM registered AMR Surveillance Experts



201 additional Laboratory & Epidemiology professionals trained in 17 countries across the One Health sectors



101 additional professionals qualified as ASLM registered AMR Surveillance Experts

Phase 2



58 master trainers were developed, boosting in-region training capacity



90 SMEs empowered as trainers, mentors & supervisors



AMR Community of Practice (CoP) platform established for One Health cross-learning

QWArS is especially valuable because it supports the transition from externally dependent technical assistance to in-country, institutionalized expertise. It complements MAAP and EQUAFRICA by ensuring that countries not only have data systems and quality frameworks, but also a qualified workforce able to generate, analyze, and use AMR evidence.

### **Tanzania Fellowship Scheme: Leadership and One Health Demonstration**

ASLM's Fleming Fund Tanzania Fellowship Scheme has delivered a high-impact model for strengthening One Health AMR leadership and implementation at country level. Through a blend of targeted training, mentorship, networking, and practical implementation support, the programme has built a strong national cadre of AMR champions across human, animal, and aquaculture sectors. To date, 17 fellows (8 in Phase I and 9 in Phase II) from key national institutions have been equipped to lead AMR action in Tanzania. In Phase I, fellows designed and implemented a One Health pilot study on antimicrobial resistance and use of fluoroquinolones and cephalosporins in Mwanza, generating practical evidence for integrated surveillance. Fellows have directly influenced major national priorities, including the 2023–2028 National Action Plan on AMR, the National Multi-Hazard Emergency Response Plan, the National Action Plan for Health Security, treatment guideline reviews, and essential medicines list development.

The fellowship has also generated important scientific and policy outputs, including published and pipeline research, diagnostic stewardship and antimicrobial consumption



Hosting of the Continental AMR Awareness Week (2–6 December 2025) in Dar es Salaam

audits, policy briefs, and international conference abstracts. Importantly, it has established a sustainable alumni network of AMR leaders who continue to mentor peers, lead stewardship programmes, and shape national AMR coordination and technical working groups.

The Fleming Fund Fellowship Scheme in Tanzania has successfully cultivated a critical mass of skilled professionals equipped to lead the national fight against Antimicrobial Resistance (AMR). To protect this strategic investment and prevent a reversal of gains, continued funding is essential to sustain and expand this proven fellowship model beyond December 2025.

### TADE: Technical Assistance for Data and Evidence Use

ASLM’s Fleming Fund-supported TADE project has turned AMR surveillance data into action by strengthening how countries use One Health AMR and AMU evidence to shape policy, regulation, stewardship, and investment decisions. As the “data-to-policy” arm of ASLM’s AMR portfolio, TADE builds on strong evidence base generated through broader Fleming Fund work, including review of over 819,500 AMR records from 205 laboratories in 14 African countries, data from 326 pharmacies, and 16 national antimicrobial consumption datasets. A major result of this work is that six countries produced their first integrated One Health AMR reports, creating a new standard for cross-sector evidence

use. TADE also developed and deployed practical digital tools to operationalize surveillance and decision-making, including ecosystem mapping and political economy analysis toolkits, a standardized Data-for-Decision Survey implemented in 11 countries, and hands-on support for integrated annual AMR, AMU, and antimicrobial consumption reporting tailored for policymakers. To strengthen sustainability and financing, TADE introduced surveillance costing and economic toolkits that help countries identify cost drivers, efficiency gains, and investment priorities. These tools have already been applied in Zambia, Ghana, Cameroon, Malawi, Zimbabwe, and Tanzania. Collectively, TADE has accelerated the translation of surveillance data into stronger governance, smarter investments, and more effective national AMR responses.

### The “Investment Case” Approach



## Quality Systems, Standards, and Regulation (QSSR) Portfolio

The Quality Systems, Standards, and Regulation (QSSR) portfolio is led by the African Society for Laboratory Medicine (ASLM) in collaboration with Africa CDC and other partners. It details initiatives aimed at strengthening laboratory quality management systems, biosecurity, disease surveillance, and diagnostic capacities across African Union Member States to enhance health security and laboratory accreditation readiness.

### **Sustainable Biosecurity and Biosafety in Africa (Phase III)**

This project aims to strengthen biosecurity and biosafety systems across African Union Member States, ensuring compliance with international regulations such as the International Health Regulations (IHR 2005) and Biological Weapons Convention (BWC). In 2025, significant milestones included the completion of the 2021–2025 Biosafety and Biosecurity Initiative (BBI) Strategic Plan evaluation and the development of the new 2026–2030 BBI Strategic Plan focused on seven strategic pillars including innovation and sustainable financing. Legal mapping and domestication efforts were completed in Zimbabwe and Eswatini, with targeted national support in other Member States.

**The Regional Training and Certification Program for Biosafety and Biosecurity Professionals (RTCP-BBP) onboarded 13 subject matter experts and trained over 135 professionals**

**across 37 countries** in critical biosafety areas such as Biological Waste Management, Biorisk Management, and Biosafety Cabinet Certification. Additionally, two new Regional Centres of Excellence for Biosafety and Biosecurity are being established in Central and North Africa. Africa CDC also enhanced regional governance through technical working groups and strengthened internal capacity by recruiting technical officers.

**The initiative elevated Africa’s engagement in global biological threat reduction platforms, positioning the continent for coordinated and resilient biosafety and biosecurity systems.**



### **Health Security Partnership to Strengthen Disease Surveillance in Africa (HSPA) Phase II**

The HSPA Phase II project focuses on enhancing disease surveillance and epidemic intelligence across Africa to enable early detection and response to health emergencies. Between April 2025 and January 2026, the initiative expanded to seven AU Member States, including Rwanda, and reinforced political commitment through a high-level launch in Addis Ababa. Technical support facilitated the domestication of the High Consequence Agents and Toxins (HCAT) Management

Guidance Framework in South Africa and The Gambia, validation of national HCAT guidelines in Mali and Tunisia, and assessments of institutions handling HCATs in Namibia, Mali, and Tunisia. Event-Based Surveillance (EBS) systems were strengthened in Namibia, Rwanda, South Africa, and The Gambia through establishment of technical working groups,



guideline launches, and training of frontline personnel including Call Centre operators and health workers. **These efforts improved multisectoral coordination, early warning systems, and biosurveillance capabilities across the continent.**

### Enhanced Security and Sustainability for the Biobank in Sierra Leone

This project aims to build sustainable capacity in Sierra Leone for preventing, detecting, and responding to biological threats.



In 2025, key achievements included completion of electrical supply installations for the biobank and recruitment of nine employees to staff the facility, thereby strengthening the regional capacity to manage high-risk pathogens securely.

### US CDC PEPFAR Laboratory Systems Strengthening Program Project

Implemented from 2020 to 2025 across 27 African and 4 Southeast Asian countries, this program focused on expanding access to quality-assured diagnostics and strengthening

laboratory systems. Major accomplishments included ISO 15189 accreditation of six HIV viral load and early infant diagnosis laboratories in Ethiopia, proficiency testing for over 1,000 HIV testing sites, deployment of open-source Laboratory Information Systems (LIS) in 22 facilities across seven countries, and training of 56 biomedical engineers from 15 countries.

The program also established two regional equipment calibration centers of excellence in Nigeria and Uganda, enhancing sustainable diagnostic quality and maintenance capacity. Biosafety and environmental sustainability were addressed through development of waste management guidance, training of 70 professionals, and provision of supplies for safe hazardous waste treatment.

**Despite challenges such as COVID-19 disruptions, funding delays and Stop Work Order, the program achieved a 92.3% budget utilization rate and contributed significantly to advancing UNAIDS 95-95-95 targets and health security goals.**



### Resolve to Save Life: Strengthening Laboratory Readiness for Outbreak Detection

From 2023 to 2025, ASLM and partners enhanced laboratory systems in Burkina Faso, Cameroon, Gabon, and São Tomé & Príncipe to improve outbreak detection and response. Key interventions addressed specimen referral and transport systems, diagnostic capacity, and national laboratory network

coordination aligned with Joint External Evaluation (JEE) “Detect” indicators. Achievements include operationalizing São Tomé’s specimen transport system, training 25 laboratory personnel in molecular diagnostics, conducting 371 SPI-RT site assessments, and developing National Essential Diagnostics Lists (NEDLs) in three countries. The initiative also strengthened quality assurance for decentralized testing and fostered multisectoral collaboration and sustainability through integration with national structures and regional platforms.



**Despite implementation challenges, the project achieved a 92.9% budget execution rate and laid a strong foundation for resilient, outbreak-ready laboratory networks supporting health security and universal health coverage.**

### **US CDC-supported Global Health Security Agenda (GHSA) Project: Meningitis Diagnostic Capacity**

In partnership with Mali’s National Institute of Public Health (INSP), ASLM strengthened bacterial meningitis diagnostic capacity and decentralization during 2024–2025.

The project delivered essential reagents, consumables, biosafety materials, and diagnostic supplies to the national reference laboratory and conducted supervisory visits across key regions and Bamako districts to assess readiness and adherence to protocols. Standardized supervision tools were developed to institutionalize quality oversight. In Ethiopia, targeted supervision of seven laboratories enhanced

**microbiology diagnostic capacity for meningitis surveillance, improving readiness and quality testing essential for early outbreak detection and response.**



### **ASLM’s Laboratory Quality Management System (LQMS) and SLIPTA Program**

ASLM’s LQMS and Strengthening Laboratory Improvement Process Towards Accreditation (SLIPTA) initiatives have significantly improved laboratory quality, performance, and accreditation readiness across Africa.

The SLIPTA framework provides a structured 0–5 star rating system to guide laboratories toward international accreditation, resulting in a 75% increase in accredited laboratories from 2013 to 2020 and 681 laboratories certified across 30 countries by 2025. In 2025, ASLM focused on expanding the SLIPTA program, enrolling new countries, increasing certified auditors, and conducting audits and refresher trainings. The LQMS Implementation Strategy was developed to standardize and scale ASLM’s leadership in laboratory quality systems, with six strategic priorities including coordination, sustainable resourcing, training expansion, and advocacy.

**Key milestones in 2025 included development of training packages, guidance for National Certification Programs, and establishment of LQMS coordination structures.**



### WAHO/PROALAB Project for ECOWAS Countries

Between April 2025 and March 2026, the WAHO/PROALAB program advanced laboratory quality systems in 15 ECOWAS countries by building capacity in ISO 15189:2022 standards, risk assessment, and SLIPTA auditing. During this period, 47 SLIPTA auditors from both Francophone and Anglophone countries were trained, enhancing regional accreditation readiness. ASLM's involvement in the WAHO Annual Planning Meeting strengthened strategic collaboration.



The program plans to accelerate implementation to deepen senior management commitment and improve resource utilization for effective QMS implementation, thereby supporting sustainable laboratory quality improvement across West Africa.

### Roche-CDC International Laboratory Branch Public-Private Partnership (ILB PPP) Digital Tools Initiative

ASLM implemented a strategic initiative under a service agreement with Roche Kenya Limited to enhance access and utilization of key web-based laboratory tools developed through the Roche-CDC/ILB partnership. The project revamped the utilization dashboard for improved data visualization and analytics, hosted the HIV Laboratory Waste Cost Analysis Framework (WCAF) v2.0, and conducted orientation sessions for nine countries involving over 50 participants. Despite challenges including funding delays and

platform disruptions, the initiative delivered all core outputs and laid the foundation for broader digital tool adoption and improved laboratory performance monitoring across Africa.

Overall, the QSSR portfolio demonstrates measurable progress in strengthening laboratory quality management systems, biosafety and biosecurity, disease surveillance, diagnostic capacity, and digital tool accessibility across Africa.

The collaborative efforts of ASLM, Africa CDC, member states, and global partners have enhanced laboratory accreditation readiness, outbreak preparedness, and health security, positioning the continent for sustainable and resilient laboratory networks.



## Science and Innovation

### Science and Innovation Strategy

The ASLM four year Science and Innovation strategy launched in August 2025 goal is to strengthen laboratory medicine in Africa by: building capacity for ethical generation, analysis and application of scientific evidence, informs policy, drive innovation and enhance health systems. The strategy defines five priorities of; building capacity for research and data management; leveraging existing opportunities for knowledge sharing; establishing and enhancing partnerships; mobilization of resources and alignment of policies and evidence; and supporting ethical integration of artificial intelligence in diagnostics.

Achievements in the implementation of the strategy include:

- **Institutionalization of scientific and data management standards for ASLM projects**, where standard operating procedures on report writing, manuscript preparation and conceptualization of survey have been developed and rolled out.
- **Generation of Scientific evidence:** In the current reporting period, data from ASLM projects were utilized to prepare 10 Manuscripts 3 of which have been published in peer reviewed journals while the rest are at different stages of publication. ASLM Science Unit also supported implementation of surveys aimed at strengthening laboratory systems and networks in Africa including the

Minimum package for sustainable Laboratory Systems, Evaluation of the ASLM Internship program and review of the Laboratory Management Training Curriculum.

- **Influence on policy.** Following the publishing of “**The impact of a temporary suspension of United States Government (USG) funding on laboratory services in African partner countries**” survey that was conducted by ASLM in March 2025, several initiatives linked with the findings were implemented to strengthen laboratory governance and operations including [Minimum package for Sustainable Laboratory Systems](#).
- **Establishment of knowledge sharing platforms to position ASLM as a thought leader in laboratory medicine.** The ASLM Science Webinar Series, that draws speakers across different African countries continues to shape the future of laboratory medicine by delivering forward-looking practice-shifting content that equips professionals across Africa with the knowledge needed to navigate an evolving diagnostic landscape.

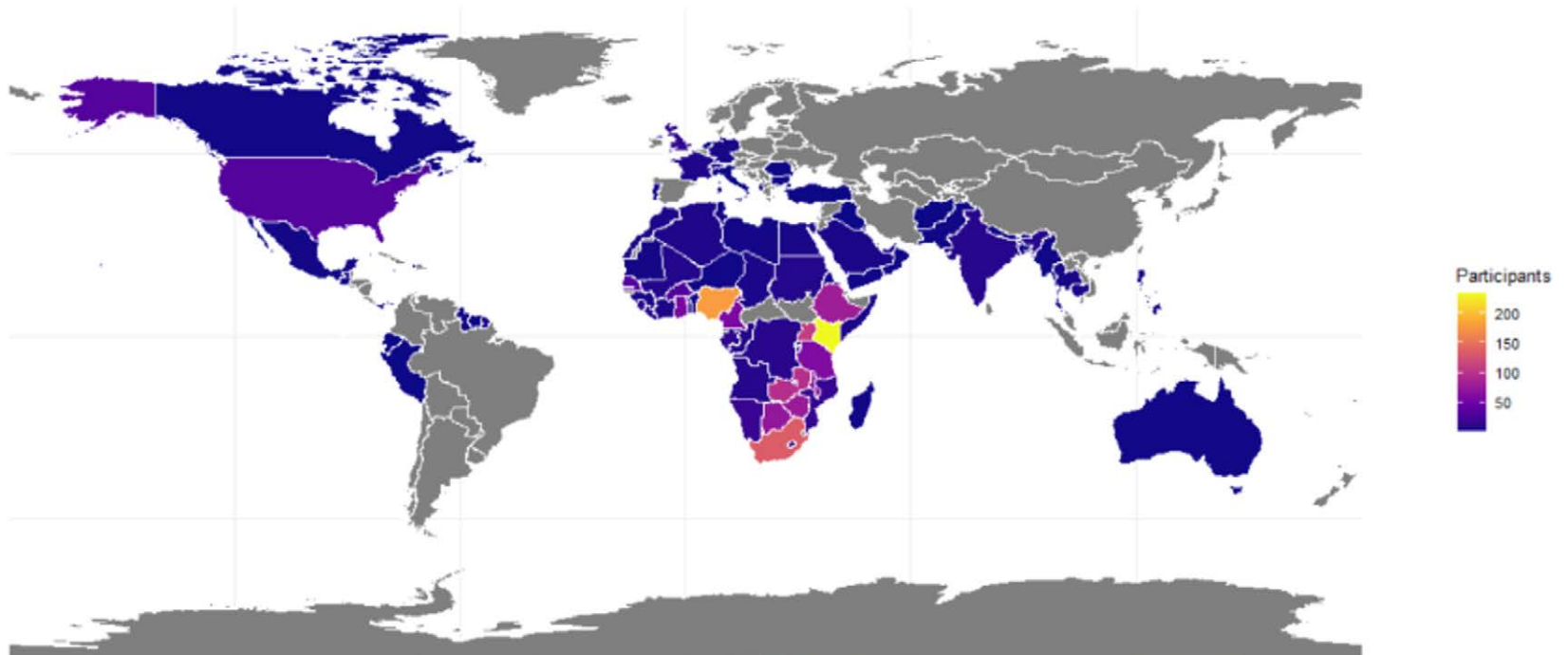
**Sessions such as Artificial Intelligence in Medical Diagnostics:** Use Case for Routine Genomics have expanded practitioners’ understanding of how AI can enhance accuracy, accelerate data interpretation, and democratize access to advanced genomic tools.

**Webinars like From the Lab to the Marketplace:** ABCs of Diagnostic Product Development have demystified the

innovation pipeline—empowering scientists, entrepreneurs, and laboratory leaders to translate ideas into scalable, quality-assured diagnostic solutions that meet regional needs. Meanwhile, the focus on Molecular and Precision Medicine has deepened capacity for individualized patient care, strengthening the continent’s readiness for targeted therapies and advanced disease management.

Collectively, these topics have not only elevated technical competencies but also fostered a culture of innovation, collaboration, and evidence-driven practice that is transforming laboratory systems across Africa. In 2025, we reached 1,847 participants of whom 1,573 were unique participants, across 101 countries.

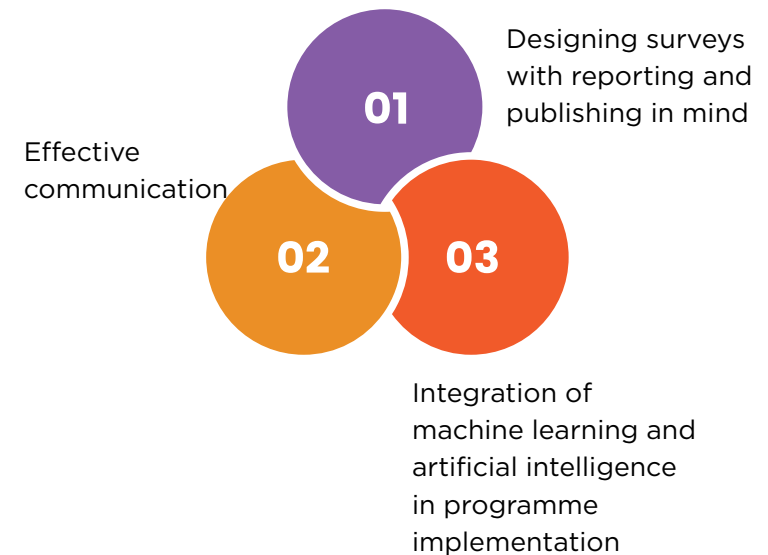
Number of Participants by Country



“It’s exciting to think about the transformative impact AI can have on our lab operations, from faster TAT to the development of much needed diagnostics”

The Science and Innovation Unit, in collaboration with the Communications team, successfully delivered the quarterly Brown Bag Lunch Webinar Series. The initiative provided an accessible platform for staff to strengthen their technical and professional competencies during the lunch hour. This activity directly contributed to ASLM’s strategic priority to innovate and remain relevant.

During the reporting period, three webinars were conducted, covering:



These sessions enhanced staff capacity across multiple functional areas and promoted a culture of continuous learning within the organisation.



**Participation in Scientific Fora:**

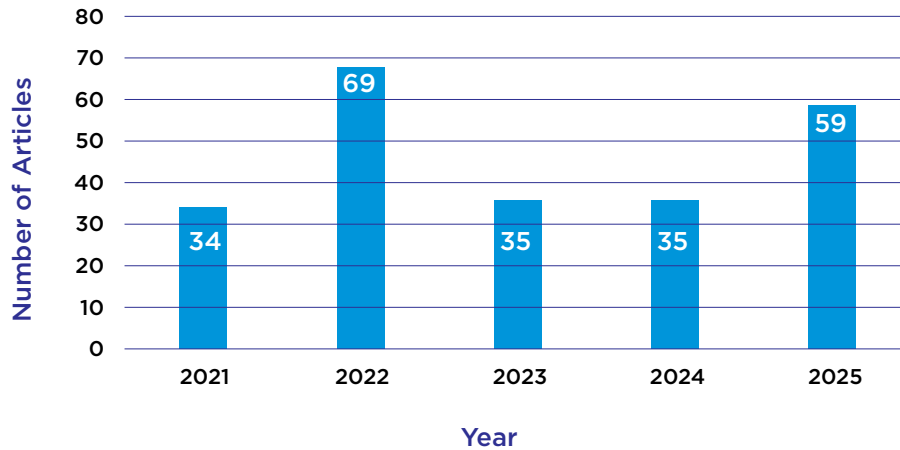
ASLM's participation in the inaugural International Cancer Genomics Conference strengthened the organisation's visibility and credibility within the global scientific community. Engagement in this high-level forum provided an opportunity to showcase ASLM's contributions to advancing laboratory systems and genomic research in Africa. The conference theme—focused on functional genomics for improved diagnosis and treatment—aligns closely with ASLM's mandate to promote innovation and strengthen laboratory capacity across the continent. By contributing to discussions alongside leading academic and research institutions, ASLM reinforced strategic partnerships, expanded its scientific networks, and positioned itself to influence emerging priorities in cancer genomics and related public health interventions.



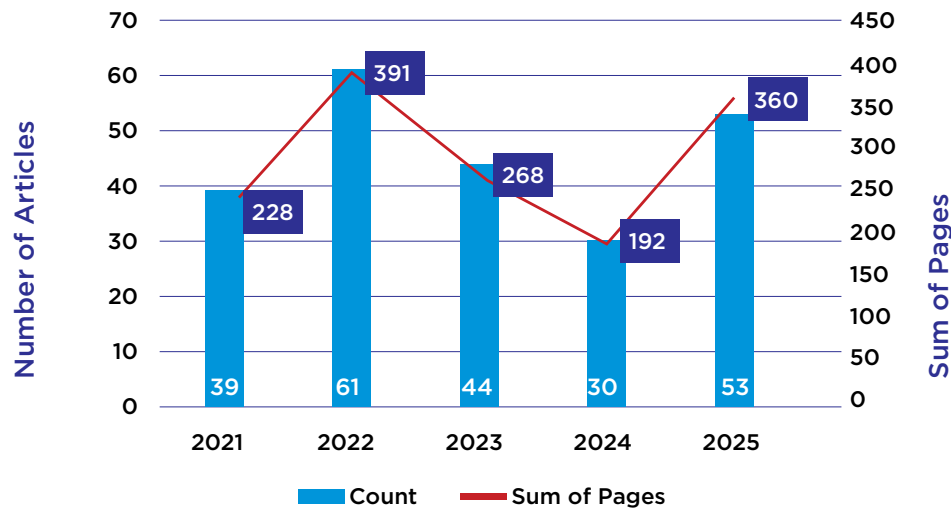
**African Journal of Laboratory Medicine (AJLM):**

The African Journal of Laboratory Medicine (AJLM) continues to be a leading peer-reviewed platform that advances laboratory science, policy, and practice across Africa by showcasing high quality research and innovations that strengthen health systems. In 2025, interventions were put in place to increase its performance metrics like turnaround time, impact factor and citation scores. The initiatives include recruiting expanding its scope to include artificial intelligence; recruitment of 9 new section editors and Editorial board members, increase in both review and editorial articles from 30 in 2024 to 53 in 2025. AJLM also saw growth in the number of submitted articles together with the number of published articles from reviewed platform that advances laboratory science, policy, and practice across Africa by showcasing high-quality research and innovations that strengthen health systems.

Number of Accepted Articles 2021 - 2025



Published Articles per year 2021 - 2025



### Data Analysis for Program Improvements

Several projects received data analysis support to identify insights and develop interventions to address gaps. These projects included LabMaP data from 8 countries, LabCoP assessments for 22 countries, EQuAfrica for 14 countries across 2 cycles (7 and 8), 40ECHO sessions, MPLS survey, the TB WRD survey, SPI RT analysis, and Resolve to Save Lives.



## Membership & Ambassador Program

In 2025, the African Society for Laboratory Medicine (ASLM) recorded a 50% increase in overall membership, reflecting growing recognition of ASLM as a leading professional home for the laboratory medicine community across Africa and beyond. By the end of the year, ASLM's membership included approximately 8,000 Friends of ASLM, 55 student members, 115 professional members, one institutional member, and three corporate members, spanning multiple countries and professional backgrounds.

Membership growth was supported by targeted outreach, improved visibility, and strengthened engagement through digital platforms and partner interactions. Throughout the year, ASLM met with numerous partners and prospective members across all membership categories, building a strong pipeline of individuals and institutions committed to joining in 2026. In parallel, enhancements to the membership portal, including the introduction of new features and improved functionality, contributed to increased member interaction and higher engagement within the online forums, supporting peer-to-peer exchange and knowledge sharing.

The ASLM Ambassador Programme, launched in summer 2025, played a significant role in expanding visibility and

engagement. By the end of the year, the programme comprised approximately 130 ambassadors, including 80 professionals and 50 students, representing countries across Africa and beyond with balanced geographic distribution. Ambassadors actively promoted ASLM's mission, supported membership outreach, and facilitated engagement within their networks, contributing to increased awareness and participation across regions.

To strengthen the value of membership, ASLM implemented a range of new member benefits in 2025, including mentorship programmes, webinars, roundtables, and ambassador-led engagement activities, which will be fully operational in 2026. These initiatives create additional opportunities for professional development, leadership, and connection, particularly for early-career professionals and students.

Collectively, these efforts laid a sturdy foundation for further expansion of the ASLM membership Programme in 2026. Through sustained membership growth, the successful launch of the Ambassador Programme, and the introduction of tangible benefits and digital engagement tools, ASLM significantly strengthened its membership community in 2025 and positioned itself for continued growth and impact in the year ahead.

ASLM ISO 9001:2015 Certification Milestones

# ASLM ISO 9001:2015 CERTIFICATION ROADMAP

## PHASE 1 PREPARATION & PLANNING

- Top management commitment
- Appoint QMS Implementation Team (QMT- Depart, Focal Points, etc.
- Awareness Sessions for Staff & Board
- Develop OMS Implementation plan & Budget



## PHASE 2 SYSTEM DEVELOPMENT

- Develop Quality Manual, Procedures, Policies (HR, Procurement SRM, Finance, etc.)
- Define Processes, Interactions and
- Automate Core Workflows in SharePoint



## PHASE 3 SYSTEM IMPLEMENTATION

- Train Internal Auditors
- Conduct Internal Audits (all departments)
- Management Review mentoring
- Corrective Actions implement



## PHASE 5 CERTIFICATION AUDIT

- Submit application to certification body
- Stage 1 Audit (Document review)
- Stage 2 Audit (Onsite/Virtual Implementation review)
- Address Nonconformities



## PHASE 6 POST-CERTIFICATION

- Continuous Improvement (PDCA)
- Annual surveillance audits
- Strengthen QMS Culture & Staff Ownership
- Link QMS to MEL Risk, Donor Compliance



In 2025, ASLM made significant progress in our QMS journey in line with the ISO 9001:2015 standard. Departmental QMS champions were identified and supported through regular monthly engagements, strengthening ownership and consistency across the organization. Quality objectives were developed for all departments and systematically linked to individual performance targets, embedding quality accountability into day-to-day operations. In parallel, ASLM developed and standardized key policies, standard operating procedures (SOPs), and process maps, ensuring clarity, consistency, and alignment with the organization’s strategic objectives.

To validate implementation and drive continuous improvement, ASLM identified and trained internal QMS auditors and successfully conducted the first round of departmental internal audits. These audits informed a formal management review

meeting, during which key findings, risks, and improvement actions were assessed. A Corrective and Preventive Action (CAPA) tracker was subsequently developed and implemented to ensure systematic follow-up and closure of identified gaps. In preparation for external validation, ASLM contracted a third-party ISO certification service provider, with the objective of completing Phase 5 activities in 2026.

### Diagnostics Convention Overview

The 2025 ASLM Special Convention on diagnostics under the theme: Accelerating Diagnostic Innovation and Collaboration to Combat AMR and Advance Health Security in Africa brought together leaders and experts to confront the urgent challenge of antimicrobial resistance (AMR) and the role of diagnostics in Africa’s health security, equity and universal health coverage



## Strategic Takeaways

AMR is rising health and economic crisis



One Health integration is essential for effective AMR control.

Diagnostics must become the standard of care to end presumptive treatment.



Africa's diagnostic future will be digital, decentralized, and data driven.

AMR testing and surveillance must be nationally funded, predictable, and long-term.



Regional manufacturing and harmonised regulation is a strategic priority for health security that can build diagnostic sovereignty and reduce dependence on imports.







## ASLM 2025 Special Convention in Numbers



**300+** attendees  
from over 50  
countries



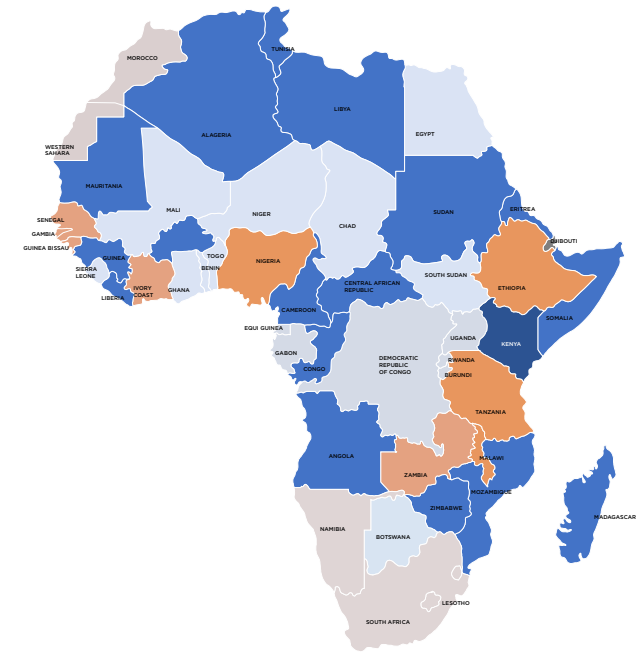
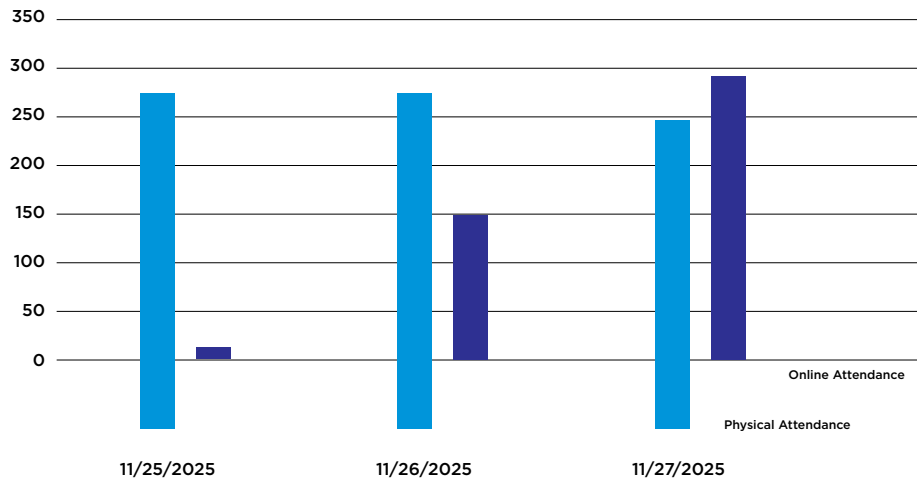
**39%** (98/150) of  
delegates were  
females



**15** exhibitors  
with 4 countries  
represented



**14**  breakout  
rooms



**A total of 206 abstracts were received,  
of which 200 underwent review**

**25 Abstracts were selected  
for either oral or poster presentation**

# Financial Outlook

[www.aslm.org](http://www.aslm.org)



## Risk Management and Independent Audit Assurance

The African Society of Laboratory Medicine (ASLM) recognizes the importance of effective risk management and internal controls in safeguarding assets, ensuring the reliability of financial reporting, and supporting the achievement of its strategic objectives.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs) and for maintaining such internal controls as management determines are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

These internal controls form part of the Organization's broader risk management framework and are designed to provide reasonable, though not absolute, assurance against material financial and operational risks.

The financial statements of ASLM for the year ended 31 March 2025 were audited by Ernst & Young LLP, Certified Public Accountants.

In their Report of the Independent Auditors to the Directors of the African Society of Laboratory Medicine, the auditors

state that they have audited the accompanying financial statements, which comprise:

- the statement of financial position as at 31 March 2025;
- the statement of comprehensive income;
- the statement of changes in fund balances;
- the statement of cash flows for the year then ended; and
- Notes to the financial statements, including a summary of material accounting policies.

The auditors issued an unmodified opinion, concluding that the financial statements present fairly, in all material respects, the financial position of the African Society of Laboratory Medicine as at 31 March 2025, and its financial performance and cash flows for the year then ended, in accordance with IFRS for SMEs Accounting Standards as issued by the International Accounting Standards Board.

The independent audit provides additional assurance to the Board and stakeholders regarding the adequacy of ASLM's financial reporting processes and the effectiveness of key financial controls. While the external audit does not eliminate risk, it supports the Organisation's risk management framework by providing independent verification of financial information and compliance with applicable accounting standards.



**Ernst & Young LLP**  
Certified Public Accountants  
Kenya Re Towers  
Upper Hill  
Off Ragati Road  
P.O. Box 44286 - 00100  
Nairobi GPO, Kenya

Tel: +254 20 2886000  
Email: info@ke.ey.com  
www.ey.com  
LLP/2015/52

**REPORT OF THE INDEPENDENT AUDITORS**

To the Directors of African Society of Laboratory Medicine  
Addis Ababa, Ethiopia

**Opinion**

We have audited the accompanying financial statements of African Society of Laboratory Medicine ("ASLM" or "the Organisation") set out on pages 8 to 25, which comprise the statement of financial position as at 31 March 2025, and the statement of comprehensive income, the statement of changes in fund balances and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policy information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of African Society of Laboratory Medicine as at 31 March 2025, and of its financial performance and cash flows for the year then ended in accordance with IFRS for SMEs Accounting Standards as issued by the International Accounting Standards Board.

The engagement partner responsible for the audit resulting in the independent auditor's report is CPA Tom Nyakoe - Practising Certificate No. 2283.

For and on behalf of Ernst & Young LLP  
Certified Public Accountants  
Nairobi, Kenya

22 January, 2026



UNIQUE CODE: 12201200122

## STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted 2025 USD	Restricted 2025 USD	TOTAL 2025 USD	Unrestricted 2024 USD	Restricted 2024 USD	TOTAL 2024 USD
Income							
Donor Income	3	2,016,731	25,251,424	27,268,155	2,428,770	31,188,444	33,617,214
Sponsorship income	4	206,936	-	206,936	206,264	-	206,264
Other income	5	785,797	-	785,797	50,487	-	50,487
<b>Total Income</b>		<b>3,009,464</b>	<b>25,251,424</b>	<b>28,260,888</b>	<b>2,685,521</b>	<b>31,188,444</b>	<b>33,873,965</b>
Expenditure							
Personnel costs	6	2,061,164	6,016,917	8,078,081	1,464,847	7,438,852	8,903,699
Equipment costs	7	15,515	793,144	808,659	(8,169)	3,752,320	3,744,151
Supplies	8	70,509	3,532,707	3,603,216	102,311	3,169,849	3,272,160
Travel costs	9	81,088	244,995	326,083	356,874	809,833	1,166,707
Consultancy costs	10	222,293	939,378	1,161,671	188,425	1,390,993	1,579,418
Contractual costs	11	177,439	2,851,341	3,028,780	129,123	5,406,243	5,535,366
Other direct costs	12	618,831	10,872,942	11,491,773	980,426	9,220,354	10,200,780
Depreciation on unrestricted assets	13	28,775	-	28,775	27,512	-	27,512
<b>Total expenditure</b>		<b>3,275,614</b>	<b>25,251,424</b>	<b>28,527,038</b>	<b>3,241,349</b>	<b>31,188,444</b>	<b>34,429,793</b>
<b>Deficit for the year</b>		<b>(266,150)</b>	<b>-</b>	<b>(266,150)</b>	<b>(555,828)</b>	<b>-</b>	<b>(555,828)</b>

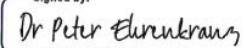
## STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 USD	2024 USD
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment (Unrestricted)	14	48,958	73,944
<b>Sub-total non - current assets</b>		<b>48,958</b>	<b>73,944</b>
<b>Current assets</b>			
Cash and bank balances	15	6,641,438	7,830,137
Receivables and prepayments	16	3,502,759	1,874,984
Grants receivable	19	3,979,347	2,214,996
Subtotal current assets		14,123,544	11,920,117
<b>TOTAL ASSETS</b>		<b>14,172,502</b>	<b>11,994,061</b>
<b>FUND BALANCES AND LIABILITIES</b>			
Fund balances			
Accumulated funds	17	2,281,772	2,504,303
<b>Sub-total accumulated funds</b>		<b>2,281,772</b>	<b>2,504,303</b>
<b>Current liabilities</b>			
Accounts payables and accruals	18	3,533,572	2,434,868
Deferred Income	19	8,357,158	7,054,890
<b>Sub-total current liabilities</b>		<b>11,890,730</b>	<b>9,489,758</b>
<b>TOTAL FUND BALANCES AND LIABILITIES</b>		<b>14,172,502</b>	<b>11,994,061</b>

The financial statements were approved by the board of directors on 22/01/2026  
and signed on its behalf by:

Signed by:  
  
D89C817EAF804A0  
Dr. Patrick Mateta  
Board Chairman

Signed by:  
  
70C0C7AC1021444  
Dr. Peter Ehrenkranz  
Board Secretary

# Industry Overview

The 2025/2026 financial year stood out as one of the most challenging periods for the international development sector.

According to OECD, Official Development Assistance (ODA) contracted sharply, with global estimates indicating a reduction of approximately \$60 billion.

**Global health financing was particularly affected:**  
Development Assistance for Health (DAH) declined by US\$

 39

**billion**  
(Anderson, 2025).

The volatility in funding, coupled with an inflationary cost environment and geopolitical instability, exerted considerable pressure on international NGOs' operations. In order to remain resilient, INGOs had to adapt quickly to changing realities. In response, ASLM reduced its workforce size, restructured systems, and introduced innovative financing models, such as the corporate membership scheme, to remain operational.

The evolving funding landscape underscores the urgent need to reinforce resilience, diversify funding streams, and continuously improve indirect cost recovery mechanisms.

# ASLM Financial Performance 2025/2026

Despite intense fiscal pressures, ASLM demonstrated strong financial stewardship and operational resilience throughout FY2025/2026.

The organisation was projected to close the year with total expenditures of **US\$ 26 million** against an adjusted budget of **US\$27 million**.

This represented an 8% reduction compared to the prior year's **US\$28 million**, which had been delivered under a higher budget of **US\$33 million**.

ASLM achieved a **96%**

budget absorption rate, surpassing the institutional target of 90% and significantly improving from the 85% achieved in FY2024/2025.

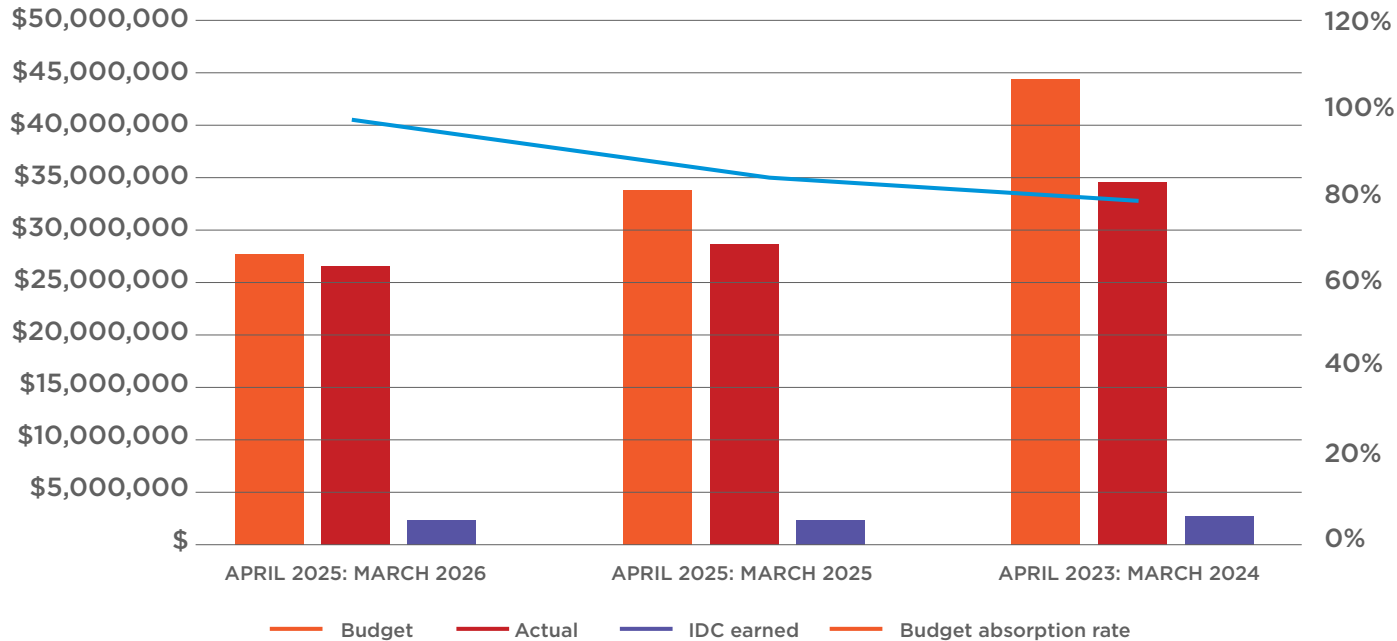
This performance reflected enhanced cross-functional coordination between the Finance and Programmes departments.

Indirect Cost (IDC) recovery for the period totalled US\$2 million, consistent with the previous year despite the smaller overall budget envelope. This was attributed to improved burn-rate performance and effective cost-recovery processes.

The graph below illustrates ASLM's financial performance over the last three years.



## Financial performance 2024 - 2026



Strong financial performance was achieved through disciplined cost controls, strengthened monthly and quarterly financial review processes, enhanced integration between financial and programme operations, and the successful implementation of corrective actions for budget adherence.

Building on this performance, ASLM also recorded significant cross-departmental achievements that contributed to organisational stability and operational efficiency.

## Key Achievements

### 1 Finance, Accounting and Reporting

- Successfully transitioned from modified GAAP to IFRS for SMEs as of March 2025, strengthening transparency, comparability, and alignment with global non-profit accounting standards.
- Completed the full integration of SharePoint and QuickBooks accounting systems, enabling automated financial transaction posting, resulting in fewer errors and faster month-end closing cycles.
- Strengthened receivables and advance management through:
  - o Biweekly receivables review meetings,
  - o SharePoint automated advance tracking, and
  - o Enforcement of payroll deductions for long-outstanding advances.

### 2 Programmes and Operations

Achieved the highest organisational burn rate to date **(96%)**

due to diligent project management, including the implementation of the RRI (Review, Remediation, and Improvement) process for underperforming projects.

## Operational and financial challenges:

### **Stop-work orders and donor budget reductions**

These resulted in significant unbillable costs across projects, thereby exerting pressure on unrestricted operational reserves.

### **Unbillable Level of Effort (LoE)**

Donor budget reductions resulted in unavoidable unbillable LoE, further aggravated by legal notice period requirements under labour laws.

### **Grant closures and staff impacts**

The conclusion of major awards, including the Fleming Fund Regional Programmes, Mastercard Foundation Phase II, and the US CDC PEPFAR project, necessitated reductions in staffing levels across both programme and operational teams.

## Outlook for FY 2026 - 2027

ASLM anticipates entering FY2026/2027 with a contracted project portfolio of approximately US\$18 million, representing a 24% reduction from FY2025/2026 due to the closure of several major grants. Nevertheless, a healthy pipeline of funding opportunities is under negotiation, and management remains optimistic that portions of this pipeline will materialise during the year.

To navigate this transitional period, ASLM will focus on:



Diversification of funding streams to reduce over-reliance on single donors.



Strengthening IDC recovery by leveraging audited indirect cost rates to negotiate more realistic overhead rates.



Tighter LoE management, aligning employment contracts with project timelines to limit unbillable personnel costs.



Increased unrestricted revenue generation, including from the ASLM 2026 Conference scheduled for December, which is expected to generate a meaningful surplus.



Enhanced cost-allocation processes to minimise unbillable expenditures.

ASLM remains a trusted continental leader in laboratory system strengthening. Through disciplined financial management, operational agility, and strategic foresight, the organisation is well positioned to navigate current funding volatility and continue advancing diagnostic access and health security across Africa.



**ASLM**  
AFRICAN SOCIETY FOR LABORATORY MEDICINE

African Society for Laboratory Medicine  
(ASLM)

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