



REQUEST FOR PROPOSAL
FOR CONSULTANCY FOR TRAINING OF ASLM BOARD OF DIRECTORS
RFP No. ASLM/TRI/BoD/08/21/26

CLOSING DATE: 30 SEPTEMBER 2026

When responding to this RFP Mention the RFP No. in the subject line

1.0 INTRODUCTION

The African Society for Laboratory Medicine (ASLM) is a Pan-African professional body, working to advocate for the critical role and needs of laboratory medicine and networks throughout Africa. For more information, please visit our website at <https://aslm.org>.

2.0 OBJECTIVE OF THE ASSIGNMENT | SCOPE OF WORK | EXPECTED DELIVERABLES

Background and Context

The African Society for Laboratory Medicine (ASLM) is a pan-African professional body and non-governmental organization operating across multiple African countries and registered in South Africa, Mauritius, and Ethiopia. ASLM leadership includes a well-governed, and appropriately empowered Board of Directors to provide strategic oversight, fiduciary stewardship, and organizational accountability. As the custodians of institutional vision and accountability, Board members must be equipped with up-to-date knowledge, contemporary governance practices, and the skills required to navigate an increasingly complex operating environment. Ongoing and structured training ensures that Board members are empowered to make informed decisions, uphold fiduciary responsibilities, anticipate risks, and drive organisational performance with confidence and clarity. By investing in continuous Board development, ASLM reinforces its commitment to excellence, transparency, and long-term sustainability benefit from a structured, professional training.

To this end, ASLM intends to engage a qualified external governance training facilitator to deliver a half-day Board Member Induction and Governance Training during its in-person Board meeting on **13 December 2026** in Cape Town, South Africa.

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Purpose and Objectives

The overall purpose of the assignment is to equip ASLM Board members — both newly appointed and continuing — with a shared, world-class understanding of their roles, responsibilities, and limits, and to strengthen the collective effectiveness of the Board as a governing body.

Specific Objectives

- Clarify what it means to be a Board member —and the standard of conduct expected of a Director.
- Define the roles, powers, and limits of the Board and of individual Directors, including matters reserved to the Board and matters delegated to management.
- Provide clarity on the boundary between governance oversight and operational management.
- Explain the separation of the various roles on the Board and the respective responsibilities of the Chairperson, the Secretary, the Chief Executive, and individual Directors.
- Build understanding of fiduciary duties, conflicts of interest, confidentiality, and Directors' legal exposure and protections.
- Strengthen the Board's capacity for effective decision-making, oversight of strategy, risk and compliance, and constructive engagement with management.
- Promote a culture of ethical, accountable, and high-performing governance aligned with ASLM's values and quality management commitments.

Scope of Training Contents

The facilitator shall deliver a comprehensive, practically oriented curriculum covering the modules set out below. The indicative modules are:

- Foundations of Governance
- What it means to be a board member
- Roles, Powers, and Limits
- Role Separation – Secretary, Chair, etc.
- Fiduciary duties and legal responsibilities
- Strategy, risk, and oversight
- Board effectiveness and committees.
- Ethics, culture and stakeholder management
- Any other relevant modules

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Approach and Methodology

The training shall be highly interactive, practical, and grounded in ASLM's real governance context. The facilitator is expected to use a blend of methods; some illustrative methods include:

- Facilitated presentation and plenary discussion drawing on adult-learning principles.
- Real-world case studies and governance scenarios relevant to NGOs and professional bodies.
- Interactive exercises, self-assessment, and small-group work.
- A boardroom scenario or simulation to apply the day's learning to a realistic situation.
- A structured question-and-answer session addressing Directors' specific questions.

Deliverables

The facilitator will provide the following deliverables:

- **Pre-training:** a proposed detailed programme, learning objectives and a brief pre-reading or self-assessment for Board members
- **Training materials:** a professionally produced participant handbook or slide pack and any exercise materials, provided in editable and PDF format.
- **Delivery:** facilitation of the half-day session on the agreed date.
- **Board reference pack:** a concise "Board member essentials" reference guide summarizing roles, and duties, for ongoing use.
- **Post-training report:** a short report summarizing delivery, participation, key themes raised, and recommendations for strengthening ASLM's governance and future development needs, submitted within *[two] weeks* of the session.

Facilitator Qualifications and Experience

The engagement is open to an individual consultant or a firm assigning suitably qualified personnel. The facilitator shall demonstrate the following:

- An advanced qualification in law, governance, business, or a related field; a recognized corporate governance credential (e.g., chartered secretary / governance professional, or equivalent) is strongly preferred.
- Demonstrable expertise in corporate governance and Board development, with a minimum of **10** years' relevant experience.
- A proven track record of delivering Board induction or governance training, ideally for NGOs, non-profits, or professional bodies.

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- Sound knowledge of governance standards (e.g., King IV) and of company, NGO and charity law relevant to ASLM's jurisdictions (South Africa, Ethiopia, Mauritius); pan-African or multi-jurisdictional experience is an advantage.
- Strong facilitation skills and the ability to engage experienced, senior professionals effectively.
- Excellent command of English; verifiable references from comparable assignments.

PERIOD OF PERFORMANCE AND OPTIONAL PERIODS:

The period of performance of the consultancy shall be on the 13th December 2026 (half-day).

ASLM may exercise its right to extend the contract subject to need, performance of the consultant and availability of funding.

3.0 MANDATORY REQUIREMENTS

- Company profile with Certificate of Incorporation, Tax Clearance and all other applicable licenses, permit, authorizations, affiliations and certifications required per applicable laws and regulations. The company profile should provide additional information such as Registration name and trading name if applicable, physical address, telephone, contact person, period in business, key personnel/management and line of business.
- Individual consultants can also participate, and the above requirements may not be applicable but should conform to in-country tax requirements.

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4.0 EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

ASLM will accept proposals from bidders that provide Best Value and satisfy the requirements stipulated in the solicitation. All submissions/proposals will be evaluated against the set Evaluation Criteria provided below. Each proposal should contain the items listed in the Submission Requirements column in the following table.

Evaluation Criteria	Submission Requirements	Weight
Past Performance, Qualifications & Skills	• An advanced qualification in law, governance, business, or a related field; a recognized corporate governance credential (e.g., chartered secretary / governance professional, or equivalent) is strongly preferred. • Demonstrable expertise in corporate governance and Board development, with a minimum of 10 years' relevant experience. • A proven track record of delivering Board induction or governance training, ideally for NGOs, non-profits, or professional bodies. Submit curriculum vitae/company profile evidencing the qualifications and experience above, and at least [two] references from comparable governance training assignments. • Sound knowledge of governance standards (e.g., King IV) and of company, NGO and charity law relevant to ASLM's jurisdictions (South Africa, Ethiopia, Mauritius); pan-African or multi-jurisdictional experience is an advantage. • Strong facilitation skills and the ability to engage experienced, senior professionals effectively. • Excellent command of English; verifiable references from comparable assignments.	40%

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2. Technical Approach & Methodology & Timelines	A technical proposal setting out understanding of the assignment, proposed approach, draft Programme and sample materials or outline.	30%
3. Price	Provide the consultancy fees for the work. A clear cost breakdown will be necessary.	30%
Total		100%

5.0 CONTRACT TYPE

For this procurement, ASLM will issue out a Firm Fixed Price Contract on its terms and conditions indicating the consultant's quoted firm fixed price, scope of work, deliverables, timelines duration of contract and other instructions.

6.0 SUBMISSION REQUIREMENTS

Completed proposals must be addressed to the Procurement Committee and send electronically on or before the closing date and time to rfpsubmission@aslm.org **ONLY**.

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7.0 PROPOSED TIMELINES

Date	Activity
21 August 2026	Release of RFP and publicly posted on ASLM website:
15 September 2026	Deadline for submission of inquiries related to this RFP directed to Email to: JShonhe@aslm.org , SMate@aslm.org ,and all questions must clearly identified with the solicitation #
	Indicate the RFP number indicated at the top of this RFP (i.e. RFQ #) in your proposals.
17 September 2026	Response to all inquiries released and posted publicly on ASLM website
30 September 2026	Deadline for Proposal Submission.
10 October 2026	Final decision announced and Bidders receive feedback
10 October 2026	Contract confirmed & issued out.

While ASLM is desirous of maintaining the proposed timelines, delays necessitated by unforeseen circumstances.

8.0 ASLM TERMS AND CONDITIONS

The following are the terms and conditions of ASLM and any exceptions to these should be noted in writing at submission:

8.1. This RFP is not an offer to enter into agreement with any party, but rather a request to receive proposals from companies interested in providing the goods or services outlined in this RFP.

8.2. The specifications prescribed are not in any way limited to any specific tenderer as they are based on generally achievable requirements and thus, participation in this solicitation is open to all legal vendors that are registered and comply with the laws of doing business in the applicable country(ies) where services will be rendered. The necessary legal, commercial, technical and financial requirements should be satisfied.

8.3. ASLM does not bind itself to accept the lowest tender price and reserves the right to reject all submissions, in whole or in part, enter into negotiations with any party, and/or award multiple contracts.

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8.4. ASLM reserves the right (but is not under obligation to do so) to enter into discussions with one or more respondents in order to obtain clarifications or additional details, to suggest service delivery refinements in the proposal or other aspects of the proposal, or to negotiate the cost quotation.

8.5. All quotations **MUST** be typed, on company official letterhead with full contact details including physical address, contact phone, email. Submissions **MUST** be received on or before the **closing date and time** and all bids received after the closing date and time may not be considered.

8.6. ASLM shall NOT be responsible for any costs involved in the preparation and submission of bids or proposals. All costs to be borne by the bidder and this is irrespective of the outcome.

8.7. Bid validity of quotation/proposals shall be 90 days.

8.8. Unless otherwise specified in the final contract, full payment will be made by ASLM to the Vendor within 30 days of receipt of invoice from the Vendor and either delivery of goods or completion of required deliverable.

8.9 ASLM provides an equal opportunity for any vendor/supplier to participate irrespective of race, colour, religion, sex, or national origin and will receive equal treatment.

8.10. By participating, preparation and submitting this quotation or proposal, you represent that none from your organization has any conflict of interests.

8.11. To the maximum extent practical and possible, ASLM will strive to ensure that the finances provided in this procurement do not support organisations, companies and individuals associated with acts of terrorism, prostitution and drug trafficking.

8.12. ASLM reserves the right to delay, amend, reissue, or cancel all or part of this RFP at any time but feedback will be provided to the vendors who participated. Additionally, ASLM will be under no obligation to reveal, or discuss with any bidder how a quotation/proposal was assessed, or to provide any other information relative to the selection process. Respondents whose quotations are not selected will be notified in writing and shall have no claim whatsoever for any kind of compensation.

8.13. ASLM reserves the right to waive or permit cure of non-material variances in the bid proposal if, in the judgment of ASLM, it is in ASLM's best interest to do so. Non-material variances include minor informalities that do not affect responsiveness; that are merely a matter of form or format; that do not change the relative standing or otherwise prejudice other vendors; that do not change the meaning or scope of the RFP; or that do not reflect a material change in the services. In the event ASLM waives or permits cure of nonmaterial variances, such waiver or cure will not modify the RFP requirements or excuse the vendor from full compliance with RFP specifications or other contract requirements if the vendor is awarded the contract. The determination of materiality is in the sole discretion of ASLM.

8.14. Failure to provide any of the above specifications and requirements may be considered

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non-responsive and disqualify the bidder from final selection.

8.15. As part of its commitment to engrain a culture of honesty and integrity in all its business processes, unethical conduct such as undisclosed conflict of interests, bribes and kickbacks and other corrupt activities are strictly prohibited and denounced. No employees at ASLM are allowed to use their position to pursue personal and unethical gain. In the same vein, bidders or potential suppliers and contractors are proscribed from offering bribes aimed at influencing the process and the outcome(s). ASLM implore vendors to embrace this culture in their interactions with us. Violation of this ethical principle and requirement will result in the supplier or service provider disqualified and ASLM will not solicit or accept bids in the future from the same. Should you experience or suspect unethical behaviour by an ASLM employee, please reach out to via email: ASLM@tips-offs.com or through the website: <http://www.tip-offs.com/>.

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