



Annual Report 2022

QUAMED

23 Chemin Mont-Saint-Guibert
Ottignies, 1340, Belgium
www.quamed.org



Ottignies 23 January 2023

www

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List of abbreviations

AMRH	African Medicines Regulatory Harmonisation Programme
API	Annual Performance Indicators
CIP	Coalition of Interested Parties
FTE	Full Time Equivalent
GMP	Good Manufacturing Practices
GSDP	Good Storage and Distribution Practices
IDC	Independent Decision Committee
KPI	Key Performance Indicators
MQAS	Model Quality Assurance System for Procurement Agencies
NGO	Non-Governmental Organisation
PESTLE	Political, Economic, Social, Technical, Legal, Environmental
QUATC	QUAMED Technical Coordinator
QCC	Quality & Compliance Coordinator
QCP	Quality Certification Programme
SOP	Standard Operating Procedures
SWOT	Strength, Weakness, Opportunity, Threat
TV	Technical Visits

1 President's foreword

I am pleased to introduce this QUAMED Annual Report. Since the 1st of January 2022, all QUAMED's activities have been transferred to QUAMED asbl in Belgium. Our vision, our mission, our members, our partners, our SOPs, our board of directors and our commitment to contributing to access to quality medicines **has not changed**.

The year 2022 has seen a continued growth for QUAMED. In 2021, we organised 18 GSDP/MQAS audits, and 69 GSDP technical visits in 11 different countries and 1 product file review. In 2022, we have organised 21 GSDP/MQAS audits, 11 GMP audits, 6 CAPA follow up audits and 64 GSDP technical visits in 18 different countries.



In 2022 we managed 6 technical assistance contracts for ENABEL (2x), PAHO, USAID, Village Reach and an international procurement agency.

We organised 6 webinars for our members both in the English and French language.

The QCP procedures were validated and the QCP process organised. The QCP is active since October 2022 (4 applications received already) and I am confident that in 2023, we will conduct the first QCP audits.

We joined the WHO coalition of interested parties (CIP) and we were accepted as a ACAME COPED member.

We significantly increased our turnover from 317,000€ to more than 700,000€ and we have increased our financial reserves. That has brought us closer to financial sustainability.

We continue to welcome new members, both individuals and organisations. We start 2023 with 36 organisational members and 24 individual members (60) compared to 52 in early 2022.

I hope that you find our annual report useful and informative. In any case do not hesitate to contact me or any member of the operational team us in case you have a question, a comment, or a suggestion.

Daniel Vandenberg, Board President
Ottignies, 23 January 2023

2 Executive Director's foreword

In 2022, the QUAMED operational team continued to communicate with its members and partners through monthly newsletters, regular messages to the focal points and through its social media. The effects seem to be that our name is becoming more well-known and more organisations contact us for collaboration, assessments or to apply for membership.

The board of directors has extended my contract until the end of 2023. My goals are linked to the QCP, ISO17021 certification, and financial sustainability. To reinforce our identify as a not-for-profit technical agency, we will apply for charitable status in Belgium. For financial sustainability we continue to look how we can provide our knowledge and experience in exchange for financial compensation especially vis-à-vis regulatory authorities and private sector suppliers. We do not yet now whether the QCP will bring significant revenue but with its recent launch and a marketing campaign in early 2023, this may become clearer in 2023.

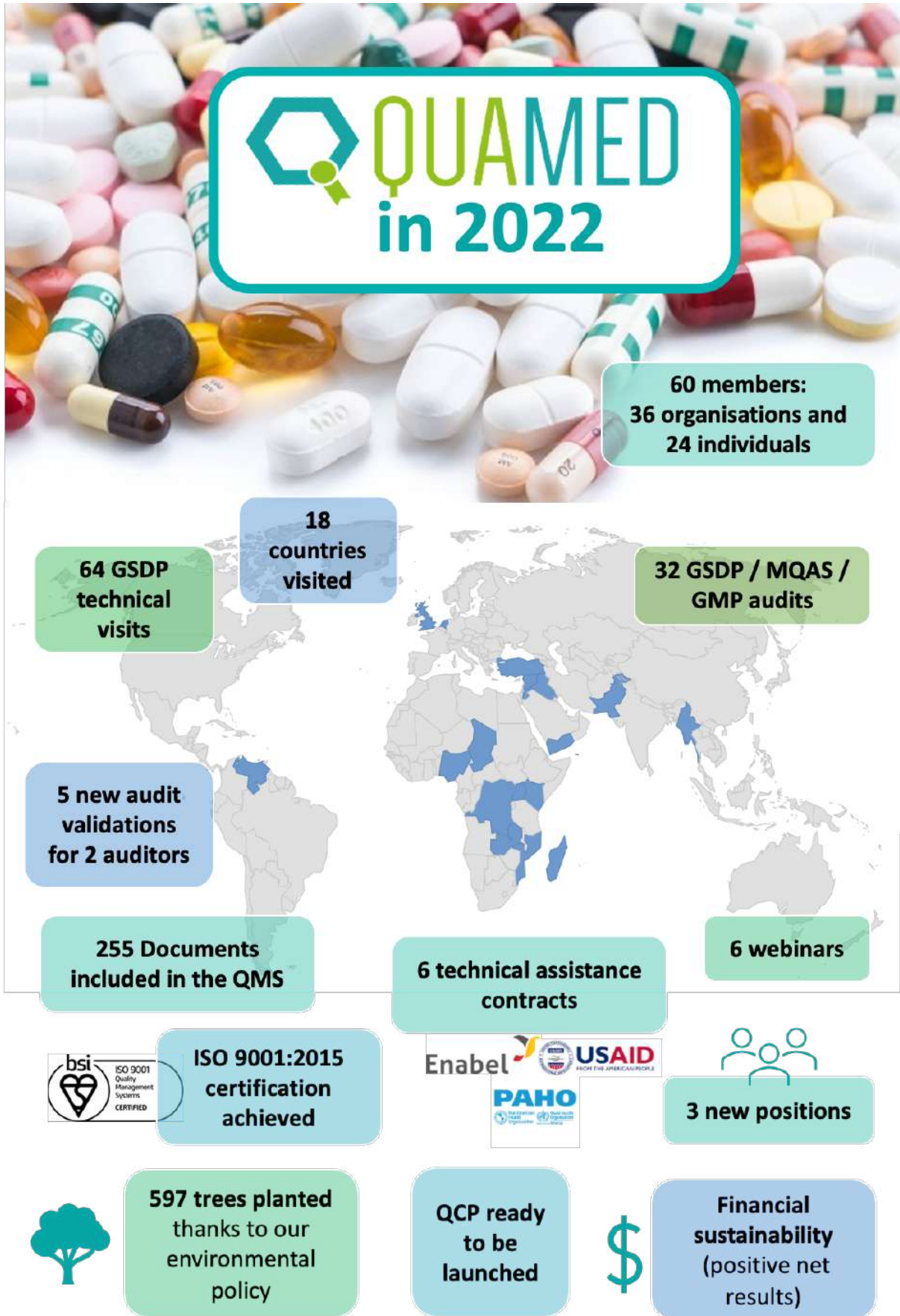


In terms of reinforcing our internal organisation, we have come a long way with our Quality Management System as evidenced by our ISO9001:2015 certification in late 2022. In 2023, we will introduce a Customers Relationship Management software which will make our communication and project management more robust and we will aim at obtaining ISO17065 to ensure the robustness of our QCP programme.

I would like to thank our members and partners for the trust that they have put in the operational team and in our experts and auditors. A special thanks to all the NGOs that have taken the lead in organising in-country local market assessments. It could not have been done without you! A big thanks also to our partners in Team Belgium who have been very supportive of our foray in the regulatory space. My heartfelt thanks to all the members who have volunteered their individual time and expertise at all levels of the organisation: the board, the board committees, and the operations. Without you we would not be able to grow the way we do. Finally, my gratitude to all my colleagues in the QUAMED secretariat who have been knowledgeable, patient and very hard working.

Ed Vreeke, Executive Director

Toronto, 23 January 2023,



3 Planning and reporting cycle

As a reminder, the figure below shows the planning and reporting documents and their linkages. We trust that this approach will allow for a transparent monitoring of the executive team by the board of directors and by the General Assembly. The Strategic Business Plan (SBP) has specific Key Performance Indicators (KPIs) and the annual report has specific and more detailed Annual Performance Indicators (APIs).



4 QUAMED's organisation

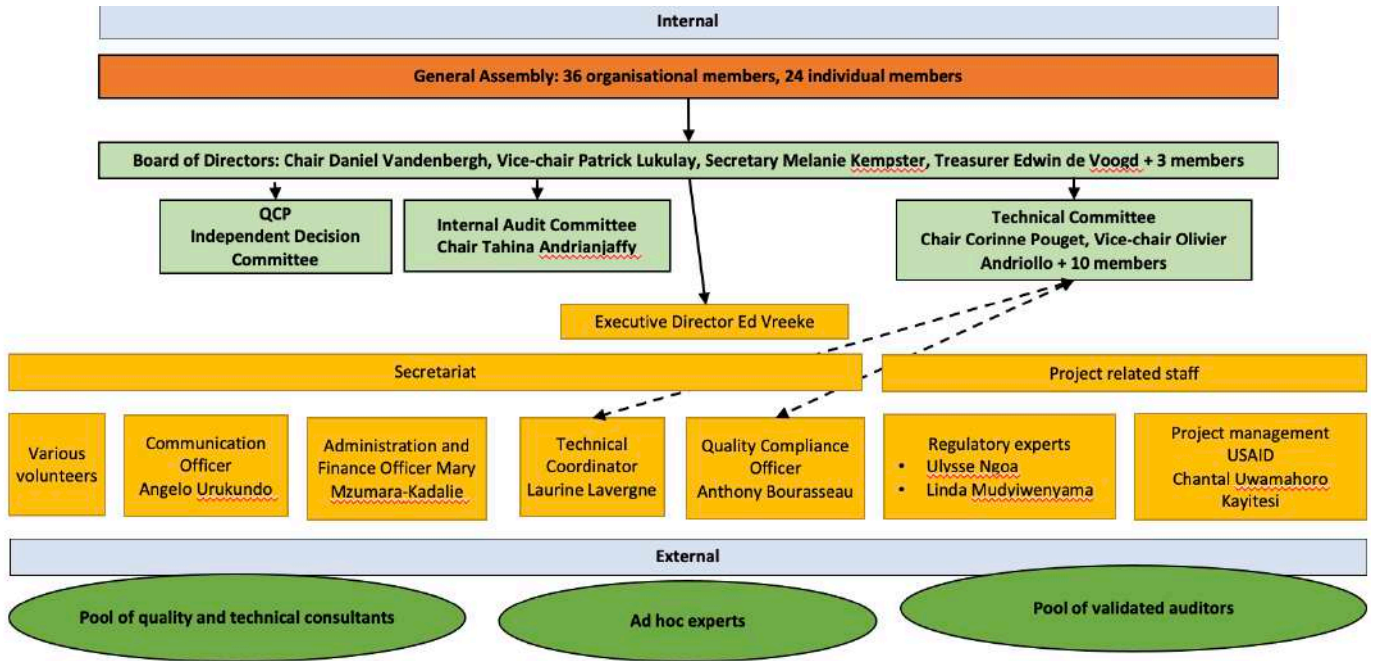
QUAMED was formed as a project in 2010 under the auspices of the Institute of Tropical Medicine in Antwerp. End of 2016, QUAMED became an independent, France-based, not-for-profit association (governed by the law of 1901). On the 23rd of December 2021, the members decided to dissolve the French association by the 28th of February 2022.

All contracts, activities, and assets were moved from QUAMED France to QUAMED Belgium. QUAMED Belgium was constituted on the 8th of December 2018 and is based at 23 Rue Mont-Saint-Guibert, Ottignies, 1340 in Belgium.

The governance and organisational structure are composed of the General Assembly, the Board of Directors with three board committees, (i) Technical Committee, (ii) Internal Audit Committee, (iii) the QCP Independent Decision Committee, and the Operational Team.

In 2022, we added three positions to the operational team. All three positions are linked to a specific project (2 regulatory experts and 1 project manager).

We divide our team in project staff and secretariat staff. The project staff are fully associated with a particular project. The secretariat staff are associated with the direct or indirect management of all our activities as can be seen in the organogram.



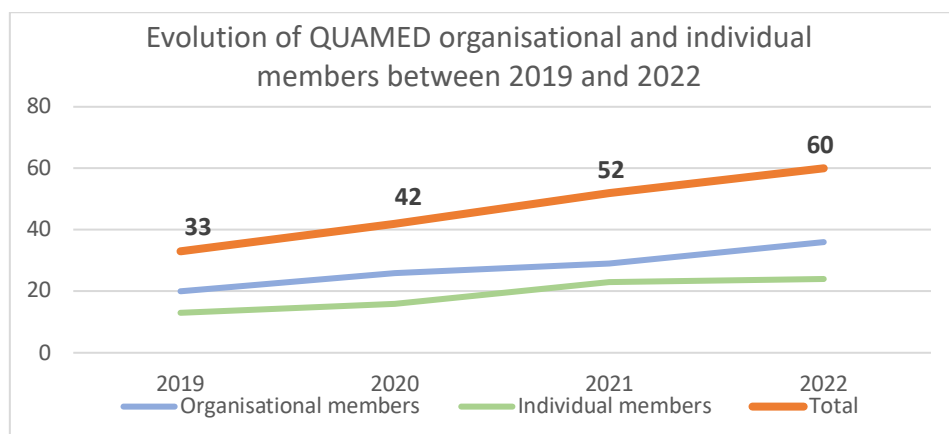
5 QUAMED’s General Assembly and membership

The regular General Annual Meeting of QUAMED was held on the 14th of June 2022. The meeting was held by videoconference (Teams). A total of 75 people participated. The 2021 narrative and 2021 financial reports were accepted without adaptations. The minutes of the meeting were shared with the members.

The annual meeting elected new members to the board of directors with a mandate of 2 years. Their mandate will expire at the General Annual Meeting of 2024.

The General Assembly consists of our members. They are International Non-Governmental Organisations (NGOs), national pharmaceutical procurement centres and engaged individuals. At the end of 2022 we had 60 members: 36 organisations and 24 individuals.

Figure 1: Members 2019 – 2022



At the end of 2022, we have a total of 60 members:

- 58 associative members (34 organisations and 24 individuals) and
- 2 adherent members (2 organisations).¹

A list with members can be found on our website: <https://quamed.org/members-partners/> and in the annex to this report.

We have 4 organisational members based in North America, 24 in Europe and 8 in sub-Saharan Africa. Among the individual members 5 are based in sub-Saharan Africa, 1 in North America and 18 in Europe.

6 QUAMED's Board of Directors and its Committees

The Board of Directors (BoD) is constituted of the following persons: Daniel Vandenberg (Chair), Patrick Lukulay (Vice-Chair), Melanie Kempster (Secretary), Edwin de Voogd (Treasurer), Cecile Macé (member), Arsène Ouedraogo (member) and Daniel Berman (member).

The BoD had 5 meetings in 2022 one of which was organised as an in-person meeting in the ENABEL offices in Brussels. Minutes of all meetings are available.

The BoD has three active standing committees:

- **The Technical Committee (TC).** The full Technical Committee had one formal meeting in 2022. The chair and the vice-chair meet monthly with the QUATC and the QCC. Individual members' contributions are solicited on an ad-hoc basis.
- **The Audit Committee (AC).** This committee is chaired by Tahina Andrianjafy and currently has no other members. Internal audits have taken place in 2022 covering the following subjects: general management, technical activities, human resources management, communication, and financial management).
- **The QCP Independent Decision Committee (IDC).** The IDC has not met in 2022.

The board meetings are attended by the members of the board, by the chairpersons of the board committees and the executive director. Also invited are other members of the operational team as well as regular volunteers.

7 QUAMED staff, experts, auditors and volunteers

¹ QUAMED has associative members (with voting rights) and adherent members (without voting rights).

Mr. Ed Vreeke’s tenure was extended by the Board of Directors until the 30th of December 2023. Mrs. Laurine Lavergne, Mrs. Mary Kadalie-Mzumara, Mr. Anthony Bourasseau and Mr. Angelo Urukundo were part of the operational team for the full year.

Ms. Lavergne and Mr. Bourasseau have employment contracts according to French law. The other staff members have consultancy contracts. To remain with a flexible human resource policy and to reduce management costs, we will as much as possible work with consultancy contracts where the individual staff is responsible for tax liabilities, social security, pension, and health contributions.

In 2022, we added three staff positions. They are associated with a particular project.

In 2022, we validated additional auditors (2 MQAS auditors, 2 GSDP auditors, 1 GMP auditor). We continue to identify potential auditors and invite them to participate in our auditor validation process.

Throughout the year, several members have continued to volunteer their services. Volunteer services were provided at the Board of Directors level, by the members of the Technical Committee and to the operational team in developing marketing and communication approach, IT support, the organisation of the webinars and overall general management support.

8 QUAMED activities

8.1 Assessments

In the table below the number of reports registered in our database. The number of assessments is slowly increasing. In various discussions, we seem to notice a growing preference among funders and other organisations for audits over GSDP technical visits. We have also seen a growth in the request of audits by a supplier itself. This was the case in DRC, Madagascar, and Chad.

Table 1: Number of assessments and reports 2019 - 2022

	2017	2018	2019	2020	2021	2022
GSDP Technical visits	NC	NC	NC	0	58	51
GSDP remote technical visits	NA	NA	NA	2	18	13
GSDP audits	NA	NA	NA	0	10	7
MQAS audits	1	4	12	2	9	14
GMP audits	0	2	6	0	0	11
CAPA visits	NA	NA	NA	NA	NA	6
LMA reports	2	4	6	1	8	4

** NA : Service not available; NC : Not counted*

Our activities were executed in 18 different countries up from 11 in 2021.

Table 2: Countries covered in 2022

What	2022	Where
GSDP Technical visits	51	Iraq, Chad, Turkey, Syria, DRC, Pakistan, Madagascar, Yemen, Venezuela
GSDP remote technical visits	13	Myanmar, Yemen, Chad
GSDP audits	7	Zambia, Chad, DRC, Madagascar
MQAS audits	14	Mozambique, DRC, Turkey, Jordan, Uganda, UK, Chad, Netherlands, Madagascar
GMP audits	11	Nigeria, Pakistan, DRC, Kenya
CAPA visits	6	DRC, Turkey
LMA reports	4	Iraq, Myanmar, Chad, Syria

8.2 Training

In 2021 we signed a contract with PAHO to develop a GSDP training course for the PAHO virtual campus. The target group for this training course are the regulators in Latin-America. We developed the training, and we facilitated the training for a group of Spanish speaking regulators from PAHO member states and a second training for a group of English-speaking regulators from PAHO members states. The project was finalised in September 2022.

In July 2022, we signed a contract with USAID to develop a QUAMED online learning platform. The objective of the platform is to offer pharmaceutical quality assurance related training in an accessible form to suppliers in the private and public sector. We started the project the end of October 2022 when we recruited the project manager.

8.3 Webinars

We organised 6 webinars for our members and selected organisations. The attendance varied but overall, the webinars were appreciated by the participants. The webinars were offered in both English and French usually on consecutive days.

Table 3: 2022 Webinars

	Topic
1	1.2022.WEB. EUDRA database and USFDA database part 2 (medical devices) _02.2022
2	2.2022.WEB.Cold chain management, example of EPI in Rwanda _EN_04.2022
3	3.2022.WEB.WHO NRA RSS Program_06.2022
4	4.2022.WEB.DG ECHO QA policy medical procurement_EN_09.2022
5	5.2022.WEB.BHA Quality assurance policy for medical procurement_11.2022
6	6.2022.WB.QCP Introduction to QCP and its marketing_EN_12.2022

8.4 Technical assistance

Five technical assistance contracts were signed in 2022.

1. ENABEL Senegal 2022-2024, 24 months
2. ENABEL Rwanda 2022-2024, 24 months
3. USAID online training platform 2022-2024, 18 months

4. Village Reach (DRC project) 2022, 11 days
5. Support to a pharmaceutical wholesaler in Europe to prepare for a MQAS audit, 6 days

In all cases, the contracted experts were supported, and quality assured, by QUAMED's technical team.

We formalised a collaboration with ENABEL as part of Team Belgium. Other members of Team Belgium are the ITM, Sciensano (Belgian national agency for public health and epidemiology) and the AFMPS (Belgian national medicine regulatory agency). The grant agreements were signed with ENABEL in March and June 2022 respectively. The contract with USAID was signed in July 2022. For QUAMED it is a new experience to manage multi-year contracts.

In December 2022, we signed a contract with Village Reach to design a certified suppliers' register for the DRC.

8.5 Research

Mid-2021, ITM and QUAMED started a research project (QUaPMED) that continued in 2022. Unfortunately, the LMAs from which we were to provide data were much delayed and we were not able to provide the required data. The data that was provided was not sufficient to lead to a publication.

8.6 QUAMED Quality Certification Programme (QCP)

The QCP procedures and processes have been finalised and a soft launch was done in October 2022. A limited number of applications were received in the last months of 2022, but no QCP audits were organised yet. Mid-December, two introductory QCP webinars were organised for our members and partners as part of our QCP marketing campaign. The next phase of the QCP marketing campaign is under preparation and will be launched for potential customers in early 2023.

We continued contacting bi- and multi-lateral organisations to seek recognition of QCP certificates but so far without result. As indicated in the 2021 annual report, we are moving ahead without formal recognition.

8.7 Other activities and achievements

We developed a proposal to update the WHO MQAS standards. The proposal was submitted to the Global Fund. No decision on funding had been made by the end of 2022. We successfully applied to become a member of the WHO Coalition of Interested Parties (CIP) and we applied for membership to the AMRH.² We have been working with ACAME and they asked us to be part of their pedagogical committee which we were happy to accept.

² <https://www.who.int/teams/regulation-prequalification/regulation-and-safety/rss/cip> and <https://amrh.nepad.org/>

9 QUAMED database

By December 2022, the database contains over 240 reports covering almost 200 suppliers (wholesalers and manufacturers). At the end of 2021, we had 25 subscribers. At the end of 2022, we have 28 subscribers. We have received 3 requests from for-profit pharmaceutical wholesalers to become subscribers.

The database is being reconfigured to allow for-profit pharmaceutical wholesalers (mainly International Procurement Agencies) to access the database while not giving them access to the audit reports that cover their competitors.

10 QUAMED internal organisation

10.1 QUAMED Quality Management System

We achieved ISO 9001:2015 certification. BSI conducted 2 one-day audits (July and October) and awarded the ISO 9001:2015 certificate on the 25th of October 2022. The certification is a confirmation that the QUAMED team has succeeded in building a robust Quality Management System.

The Quality Management System (QMS) has been upgraded by developing a QMS manual, conceive policies and adopt an extensive list of Standard Operating Procedures (SOPs) that together describe to a large extent the operations of our organisation. A QMS is essential to maintain standards within an organisation.

An equally important and essential element is the quality of the implementation of the QMS. The implementation of the policies and the application of the SOPs needs to be done consistently. The current operational team is quality conscious and has integrated this quality awareness in their daily practices. This has resulted in improved quality of our services, of our activities and of our outputs (reports).

QUAMED operational team started a gap analysis in preparation for a ISO17065 audit in 2023. That ISO standard will confirm that our internal organisation is sufficiently robust to issue certificates.³

10.2 QUAMED technical issues

The auditor validation process has been upgraded and has been used several times. The process includes CV analysis, interviews, online tests, and an audit under supervision of a

³ ISO/IEC 17021-1:2015 contains principles and requirements for the competence, consistency and impartiality of bodies providing audit and certification of all types of management systems.

validated auditor. The board of directors has requested the operational team to communicate our validation process through our website.

The first annual meeting for the QUAMED validated auditors was organised in November 2022. The objective of the meeting is to ensure that the auditors are aware of relevant changes and developments that have taken place and that may affect their field of competence and to update them on the QUAMED QMS. The annual meetings also function as a forum to share practices and difficulties when conducting QUAMED audits.

10.3 QUAMED administration

The administrative work increased with the number of contracts and agreements that we signed. For three of the technical assistance contracts (ENABEL and USAID), we submit regular progress reports (technical and financial).

Throughout 2022, we managed 57 activities of which 41 were newly created in 2022. A new activity can be an LMA, a technical assistance project, a consultancy or evaluation but also an internal activity such as the ISO9001 preparation. Since 2018, we have created and managed 122 distinct activities.

Table 4: Agreements, contracts and invoices 2019 - 2022

	2019	2020	2021	2022
Activities	10	16	39	41
Service agreements	23	8	39	57
Consultancy agreements	15	12	32	39
Sales invoices	NA	NA	99	105
Purchase invoices	NA	NA	NA	232
Bank transactions	NA	NA	NA	510

* NA : Data not available

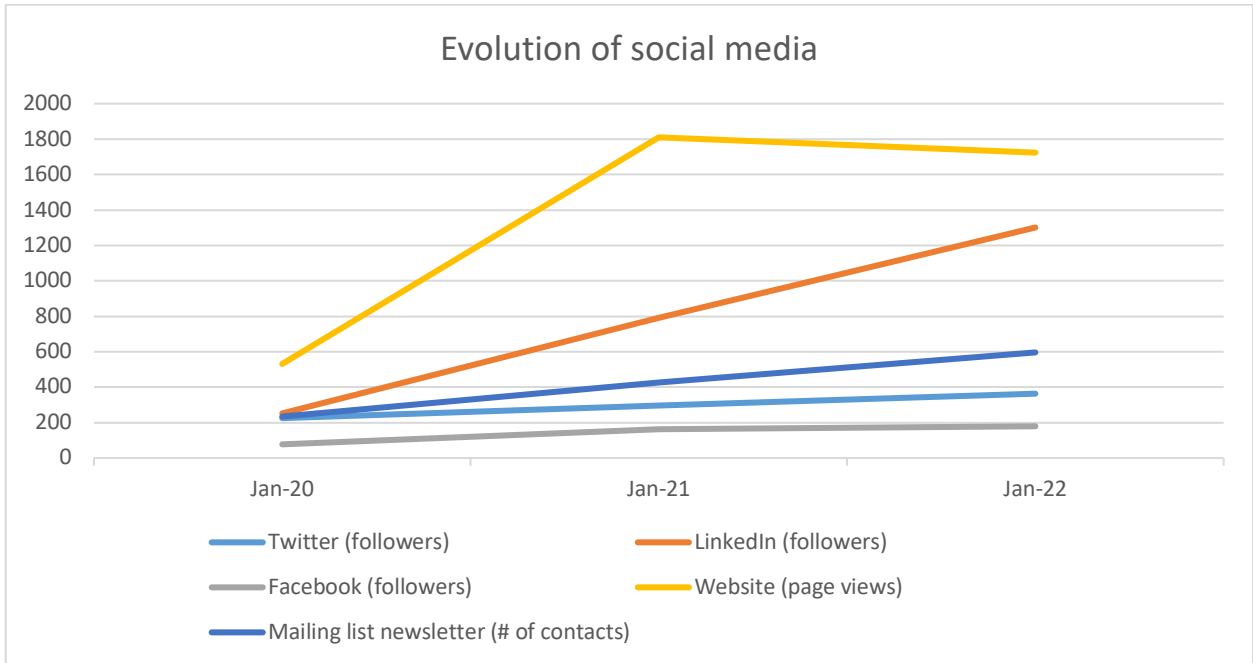
To ensure cohesive and accurate management and monitoring of our activities, we have started the process to select a Customer Relationship Management software in late 2022.

We started a collaboration with payroll company to manage the payroll for our 2 French staff. However, their service level and communication were not satisfactory and in 2023 we are moving to a different company. In 2022, we also replaced our accountant, and we moved our finances to a different bank because of disappointing service levels.

10.4 QUAMED communication activities

We continue to regularly post on our social media and on our website. The number of followers continues to increase for our channels.

Figure 2: Evolution of # of followers and contacts



Visits to our website have not increased. In December 2022, we have engaged a professional website designer to address the issues on our website. We expect that will have a positive impact on the number of visits to our website in 2023.

We have sent out 12 monthly newsletters and we have started sending regulars mid-months messages to our members and their focal points.

10.5 QUAMED environmental policy

In the course of 2022, QUAMED started invoicing CO2 compensation for the international flights of its consultants. Once per quarter, CO2 compensation is purchased from Ecologi.⁴ We also invest in the planting of additional trees through Ecologi. In 2022, we paid compensation for 10 tonnes of CO2 compensation through an investment in Peatland restoration and conservation in Indonesia and a second investment in Generating electricity from landfill gas in Brazil and we funded the planting of 597 trees.

As much as possible, we organise our internal meetings virtually to reduce international travel. We organised our General Assembly virtually for the 3rd year in a row saving significant CO2 emissions.

QUAMED financial report

The income for the year 2022 consisted of the membership fees, the data base subscription fees, payments for assessment activities, our technical assistance activities, and donations. The income fell slightly short of the budgeted income. All the individual remunerative

⁴ <https://ecologi.com/>

activities (audits, technical visits, technical assistance projects) that were executed produced a positive financial result.

The operating result is 18% of the income (€136,536) which is very high. The main reason is the higher-than-expected exceptional income. This exceptional income is constituted of the transfer from the QUAMED France reserves to QUAMED Belgium and one private donation. Without the exceptional income the net result would have been slightly less than 7% of the income (€47,075).

Our top clients in terms of turnover were FHI360, ENABEL Senegal, PAHO, ENABEL Rwanda, ACF, IRC and RTSL (in that order).

Figure 3: Financial report 2017 – 2022, in €

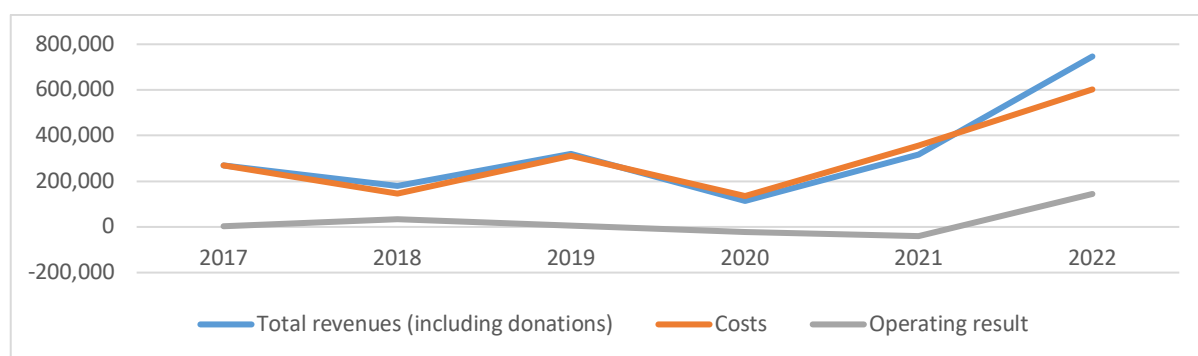


Table 5: Financial figures 2017 - 2022

Financial report QUAMED 2022 - In EUR									
		Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	% actual / budget
	Sales								
	Annual Income	105,152	173,748	318,963	113,798	317,174	723,087	652,633	90%
	Exceptional Income	164,731	6,115	0	0	0	22,343	89,461	400%
A	Total Revenue	269,883	179,863	318,963	113,798	317,174	745,430	742,094	100%
	Cost of Sales								
B	Direct Costs	268,243	145,807	159,785	46,931	210,274	480,623	428,874	89%
	Total Cost of Sales	268243	145807	159,785	46,931	210,517	480,623	428,874	89%
	Expenditure for Running Costs								
C	Operation and Management Costs			18,415	16,319	18,395		59,479	
	Personnel Costs (secretariat)			134,117	72,007	128,508		117,205	
	Total Running Costs	0	0	152,532	88,326	146,903	247,375	176,684	71%
D	Investments & Replacements	0	0	0	0	0	0	0	
	Total expenditure (B+C+D)	268,243	145,807	312,317	135,257	357,420	727,998	605,558	83%
	Operating result (A-(B+C+D))	1,640	34,056	6,646	-21,459	-40,246	17,432	136,536	



We did not monetise the contribution of our volunteers in the 2021 accounts, but it is estimated at 1 FTE.

11 Annex 1: List of Members on 01/01/2023

	NGO members:	Type of membership
1	Action Medeor	Adherent member
2	PFSCM	Adherent member
1	Action Contre la Faim (France)	Associate member
2	Accion contre el Hambre (Spain)	Associate member
3	Action Damien	Associate member
4	Alima	Associate member
5	Asrames	Associate member
6	CAAMENIHU asbl	Associate member
7	CADIMEBU	Associate member
8	CAMEBU	Associate member
9	Croix Rouge Français	Associate member
10	Enabel	Associate member
11	EMERGENCY	Associate member
12	Fedecame	Associate member
13	FHI360	Associate member
14	GOAL	Associate member
15	International Rescue Committee	Associate member
16	Interos	Associate member
17	La Chaîne de l'Espoir	Associate member
18	Light for the World	Associate member
19	MSI Reproductive Choices	Associate member
20	Medair	Associate member
21	Médecins du Monde Belgique	Associate member
22	Médecins du Monde France	Associate member
23	Medical Teams	Associate member
24	Médicus del Mundo Spain	Associate member
25	Médecins Sans Vacances	Associate member
26	Memisa België	Associate member
27	Nouvelle Pharmacie de la Santé Publique CI	Associate member
28	Première Urgence Internationale	Associate member
29	Relief International	Associate member
30	Salama	Associate member
31	Save the Children	Associate member
32	Solthis	Associate member
33	Terre des Hommes	Associate member
34	World Vision International	Associate member

	Individual members	Type of membership
1	Arsène Ouedragogo	Associate member
2	Belén Tarrafeto	Associate member
3	Benedetta Schiavetti	Associate member
4	Cecile Macé	Associate member
5	Christophe Perrin	Associate member
6	Corinne Pouget	Associate member
7	Daniel Berman	Associate member
8	Daniel Vandenberg	Associate member
9	Ed Vreeke	Associate member
10	Edwin de Voogd	Associate member
11	Gamaleldin Khalafalla Mohamed Ali	Associate member
12	Hitesh Hurkchand	Associate member
13	Jason Bower	Associate member
14	Joëlle Daviaud	Associate member
15	Kashi Carasso	Associate member
16	Laura Laughlin	Associate member
17	Olivier Andriolo	Associate member
18	Patrick Lukulay	Associate member
19	Prosper Hiag	Associate member
20	Raffaella Ravinetto	Associate member
21	Sandrine Cloez	Associate member
22	Tahina Andrianjafy	Associate member
23	Thomas Chattaway	Associate member
24	Wilbert Bannenberg	Associate member

12 Annex 2: Key Performance Indicators

The Key Performance Indicators (KPIs) are monitored by the board of directors. In 2022, it was decided that moving forward, we would have KPIs specifically for the Strategic Business Plan (SBP) and separate KPIs for the Annual Activity Plans. The table below shows the progress of the SBP KPIs.

#	Strategic Objectives		Operational Objectives		Activities 2022 annual plan	KPI 2022	Results 2022
1	To achieve financial sustainability through our income generating activities	1	To continue the 2017-2019 growth in the number of assessment and audits	1	To pro-actively communicate with the members and other interested stakeholders on potential assessments and audits: at least one communication per month dedicated to soliciting these kinds of activities.	Conduct at least 20 audit activities in 2022 In 2022, at least 11 newsletters are sent out	More than 20 audits activities conducted 12 newsletters
				2	To have positive financial outcomes on our budgeted activities	90% of our budgeted activities have positive financial outcomes	Achieved
				3	To establish collaboration with QA organisations to jointly execute audits or to execute audits on their behalf.	At least one memorandum of understanding signed with another organisation that conducts QA audits	No contract signed
				4	To execute at least 3 technical assistance contracts with a margin of at least 25%	3 TA contracts signed	2 x ENABEL, 1x USAID

#	Strategic Objectives	Operational Objectives	Activities 2022 annual plan	KPI 2022	Results 2022			
			5	To increase the number of validated expert and auditors	At least 6 validated auditors added to our auditor pool of which at least 2 validated auditors from our partners in sub-Saharan Africa and Asia.	5 auditors validated		
			6	To market and promote the “product dossier review” activity	At least 2 product review contracts signed	1 contract signed and executed		
			7	To develop and organise training sessions on GSDP application for procurement agencies.	A GSDP inspection training available and to conduct at least 1 training session	2 training sessions conducted		
			8	To design and implement a marketing and communication campaign targeting national procurement agencies in sub-Saharan African countries to entice them to use QUAMED for GSDP and GMP audits.	At least 2 contracts with national procurement agencies to conduct audits	1 GMP audit contract signed		
			2	To structurally provide quality assurance services to several organisations through service agreements, with a focus on MQAS and GMP audits	9	Manage relationship with FHI360, UNHCR and others to ensure quality services are offered	Sign at least 1 service or framework agreement with a third party.	No contract signed
					10	Communicate willingness to enter into long-term agreements to potential partners	At least one more long term framework agreement or MOU signed	Nothing signed
			3	To limit the cost of management and operations and the staff	11	Produce monthly analytical financial reports	Over the year 2022, at least 11 financial reports will have been produced and shared with the board of directors	12 reports submitted to the board

#	Strategic Objectives	Operational Objectives	Activities 2022 annual plan	KPI 2022	Results 2022
		costs to 20% of the generated income	12 Organise meetings with the operational team and the treasurer to analyse costs	At least 2 meetings have been held and minuted	Achieved
2	To have our assessment and audit results formally recognized by stakeholders in the humanitarian and development sectors	4 To offer pharmaceutical auditing services that are outstanding and are recognized as top of their class in the humanitarian and development sector	13 Continue to upgrade our Quality Management System to ensure its continuous improvement	All SOPs will have been reviewed and updated according to the schedule (validity 3 years, and according to the specific date of each SOP)	More than 80 percent of our SOPs have been reviewed
			14 Continue to invite external parties to audit our assessment and audit approach	At least 1 external audit will have been conducted, with resulting CAPAs implemented	ISO9001:2015 certification achieved
			15 Organise review meetings with the ED, the QCC and the QATC to review the performance of the Quality Management System	At least 2 meetings have been held in 2022 and the meeting minutes are available.	Achieved
		5 Have the QCP recognised by multi or bilateral donor agencies as well as relevant technical and other agencies	16 Continue to contact bi- and multilateral agencies (donor, technical or otherwise) and request to start a process of recognition. Target specifically USAID/OFDA, UK, UNHCR, ECHO, Sweden, Switzerland, and the World Bank	Having QUAMED's audit outcomes formally recognized by at least 2 bi- or multilateral organisations	Ongoing
		6 To achieve ISO9001-2015 certification	17 Invite an ISO certification auditing firm to conduct the ISO 9001:2015 certification process	ISO9001-2015 certification awarded	Achieved
			18 Invite an ISO certification auditing firm to conduct the ISO 17021:2015 certification process	ISO17021-2015 certification awarded	Ongoing

#	Strategic Objectives	Operational Objectives	Activities 2022 annual plan	KPI 2022	Results 2022
		7 Ensure that our IT system securely guards our data and ensures that data is securely available to our stakeholders.	19 - Have an upgraded QUAMED's IT system - Have an implemented data protection policy	- IT system upgraded: Sharepoint environment operational for operational team and members - Data protection strategy available and implemented before the end of 2022 - None of the possible data security issues will have had an effect on the QUAMED database.	Ongoing
		8 To maintain a high level of customer satisfaction with our services	20 To produce quality deliverables (reports) to our customers within the agreed deadlines.	- No more than 2 assessment related complaints are received per year - The satisfaction rate from the annual 2022 customers survey is at least 70% - 90% of the planned deadlines agreed on during the 2022 calendar year are respected - 100% of our audit reports that are produced during the 2022 calendar year are accepted by our customers	- no complaints received yet - Satisfaction rate over 70% - 90% of deadlines achieved - 100% of audits reports have been accepted
		9 To grow the number of subscribers to our database	21 To pro-actively communicate with current and potential subscribers and customers	- Send out at least 11 newsletters in 2022 - In 2022, we add at least 2 new database subscribers. - The # of LinkedIn followers will have increased by 50% from benchmark January 2022	- 12 newsletter sent - 4 new subscribers - Increased by more than 50%
		10 To ensure that our members and customers are satisfied with the way QUAMED communicates	22 Send out a survey to our members and customers with a question about the way QUAMED communicates	At least 70% of the respondents are satisfied with the way QUAMED has communicated with them over a 12-month period	Satisfaction rate is higher than 70%

#	Strategic Objectives		Operational Objectives		Activities 2022 annual plan	KPI 2022	Results 2022
		11	Our members and customers formally recognise the audit results that we produce	23	Approach all our members in writing and ask them to formally recognise the results of our audits.	At least 80% of our members formally recognise (in writing) the results of our audits.	All our members have recognised in writing (email) the results of our audits
3	To increase and diversify our membership so that it reflects to an increasing extent the geographical markets that we are active in.	12	Recruit new organisational members with at least half of the coming from the Global South	24	Develop and execute a campaign to contact all national level procurement agencies in sub-Saharan Africa to convince them to become member of QUAMED	Recruit at least 4 new organisational members of which at least 2 from the Global South	4 new members of which 1 from DRC
				25	Continue to invite potential or former members to member only events to entice them to apply for membership	At least 6 members-only events will have been organised	Achieved
				26	Organise at least 1 webinar open to public where we present our audit tools	1 webinar organised with at least 20 non-member participants	Not achieved
4	Through our audit program we will contribute to a growing list of QUAMED certified suppliers	13	Launch and market the Quality Certification Programme (QCP)	27	Implement the QCP	At least 4 QCP certificates have been issued	Not achieved
				28	Develop a 'soft' launch of the QCP	- Information on the QCP is available on our website - QCP terms and conditions are available on our website	Information available
				29	Develop a marketing and communication campaign for the QCP targeting wholesalers in the private sector both in HICs as in LMICs	At least two QCP GSDP audit have been conducted	Not achieved

#	Strategic Objectives	Operational Objectives	Activities 2022 annual plan	KPI 2022	Results 2022		
		14	Develop a communication strategy for the QUAMED list of certified suppliers	30	Develop a strategy as how to communicate QUAMED QCP process outcomes results over and above the existing database	The list of the QUAMED QCP certified suppliers is available for the public through our website.	Achieved
				31	Develop a website page dedicated to QUAMED QCP process outcomes that lists all the suppliers that have been positively evaluated by QUAMED	QCP-certified suppliers' information is freely accessible through our website	Achieved
				32	Develop and implement an approach to communicate certified suppliers' audit results through different communication channels over and above the inclusion of the information in the database	Access to information on certified suppliers provided on our website	Achieved
				33	Continue the members' webinars on quality assurance topics and expand it to attract a larger audience	Having organised at least 6 members' webinars with an average of 15 participants	6 webinars organised
				34	To develop and organise GSDP, MQAS and GMP audit training sessions for our own auditors	The audit training materials available, and at least 1 training session conducted	Ongoing
				35	To continuously improve communication through our website, social media and other means.	The website visits, Facebook likes, LinkedIn and Twitter followers will all have increased by at least 50% in December 2022. Baseline January 2022	Achieved
				16	Continue the research collaboration with the ITM	36	Decide on a topic of research that has added value for our members

