



Annual Report 2021

QUAMED

QUALITY MEDICINES FOR ALL

17 RUE ROUCAYROL 81100 CASTRES FRANCE

www.quamed.org





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List of abbreviations

FTE	Full Time Equivalent
GMP	Good Manufacturing Practices
GSDP	Good Storage and Distribution Practices
IDC	Independent Decision Committee
MQAS	Model Quality Assurance System for Procurement Agencies
NGO	Non-Governmental Organisation
PESTLE	Political, Economic, Social, Technical, Legal, Environmental
QCP	Quality Certification Programme
SOP	Standard Operating Procedures
SWOT	Strength, Weakness, Opportunity, Threat

1 President's report

I am pleased to introduce this QUAMED Annual Report. This report is the last annual report for QUAMED France. As of the 1st of January 2022, all QUAMED's activities have been transferred to QUAMED asbl in Belgium. However, regarding our vision, our mission, our members, our partners, our SOPs, our board of directors and our commitment to contributing to access to quality medicines **nothing has changed**.



The year 2021 has been a successful year for QUAMED. From 1 single audit in 2020, the number of activities in 2021 has increased significantly: 8 MQAS audits, 10 GSDP audits and 76 GSDP technical visits in 11 different countries spread over 4 continents, and 1 product file review. In 2021 we also managed 3 technical assistance contracts for [ACAME](#), [ENABEL](#) and a large pharmaceutical wholesaler. We signed a contract with [PAHO](#) to develop a training course on GSDP for regulators in Latin-America.

Together with the ITM we published an article on remote GSDP technical visits. ITM has also funded a new research collaboration, which is still ongoing. Both Raffaella Ravinetto and Laurine Lavergne presented abstracts in three international conferences on behalf of QUAMED. We organised 9 webinars for our members. Despite that, we feel we should have been stronger in our advocacy.

Late in 2021, we finalized the QCP procedures and started their validation process. I am confident that we can launch the QCP in 2022.

We significantly increased our turnover, but we have not yet achieved financial sustainability. This will be a continuing objective in 2022.

We were fortunate enough to welcome new members, both individuals and organisations. At the end of 2021, we had 29 organisational members and 23 individual members. This makes our joint voice even broader and stronger.

Daniel Vandenberg,
Brussels, 28 February 2022

2 Executive Director's report

During the year 2021 the QUAMED operational team has continued to be pro-active in its communication with members and partners. We still have a way to go before we are as transparent and communicative as we would like to be. For example, we need to be clearer about the services we have to offer by presenting them in clear technical notes on our website. We have however seen a constructive positive development and we trust it will continue.



The board of directors has extended my contract until the end of 2022. My goals are still linked to the QCP, ISO certification, the move to Belgium and financial sustainability. For financial sustainability we must look further than our regular LMA activities. And although I am confident that the QCP will bring significant revenue it may take a few years to penetrate the market. Putting resources in training activities and technical assistance has already increased our financial sustainability. Targeting our technical assistance to regulatory authorities has the potential to make us one of the few not-for-profits with that type of expertise and subsequently will open markets for our experts.

The year 2021 was full of activities and we are thankful for the trust that our members and partners have put in the operational team and in our experts and auditors.

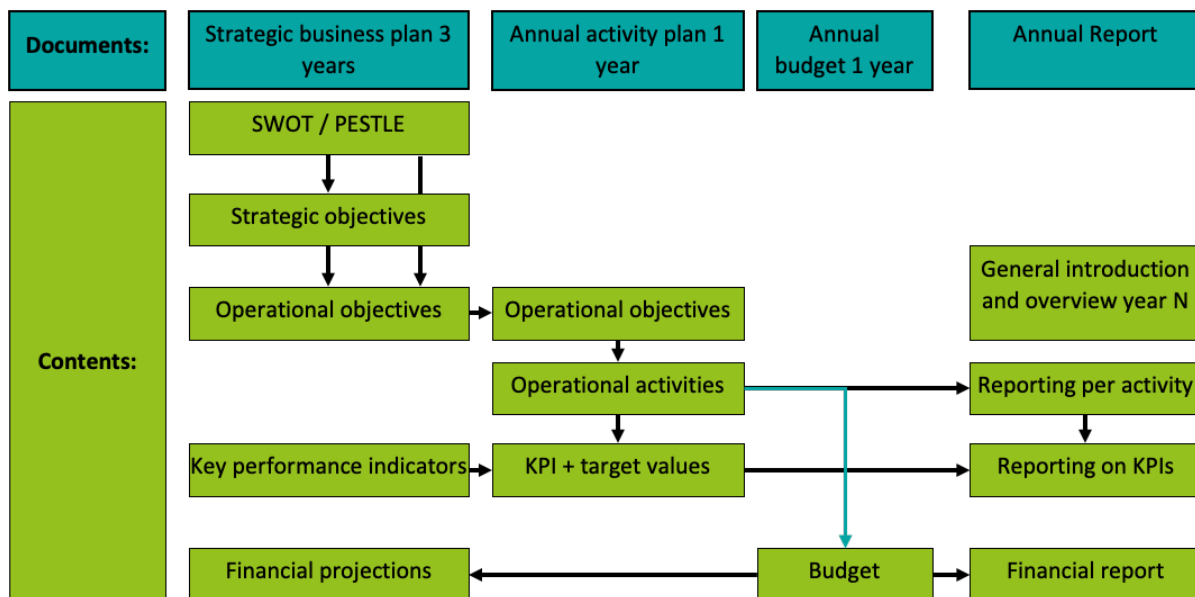
We continued working on the internal organisation of QUAMED and I believe that our QMS is significantly more robust than it was in early 2021. And although it took more time than we had foreseen, we can confidently say that the first ISO audit will finally take place before our 2022 Annual Meeting.

28 February 2022

3 Planning and reporting cycle

This annual report is the second one using our new format. The main difference with the 2020 annual report is that in this report we will be able to report on the key performance indicators and the budget that were adopted in the 2021 Annual Plan. The key performance indicators and their results are presented in Annex 2.

As a reminder, the figure below shows the planning and reporting documents and their linkages. They will be the ones that will be presented to the membership in the coming years. We trust that this approach will allow for a transparent monitoring of the executive team by the board of directors and the General Assembly.



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). QUAMED is registered at 17 rue Roucayrol, 81100, Castres, France. On the 23rd of December 2021, the members decided to dissolve the French association by the 1st of January 2022 and to appoint a liquidator to liquidate QUAMED France by the 1st of March 2022.

During the same meeting, they instructed the liquidator to transfer all the contracts, activities, and assets to QUAMED asbl (QUAMED Belgium). This not-for-profit organisation was constituted in December 2018 and is based at 23 Rue Mont-Saint-Guibert, Ottignies, 1340 in Belgium.

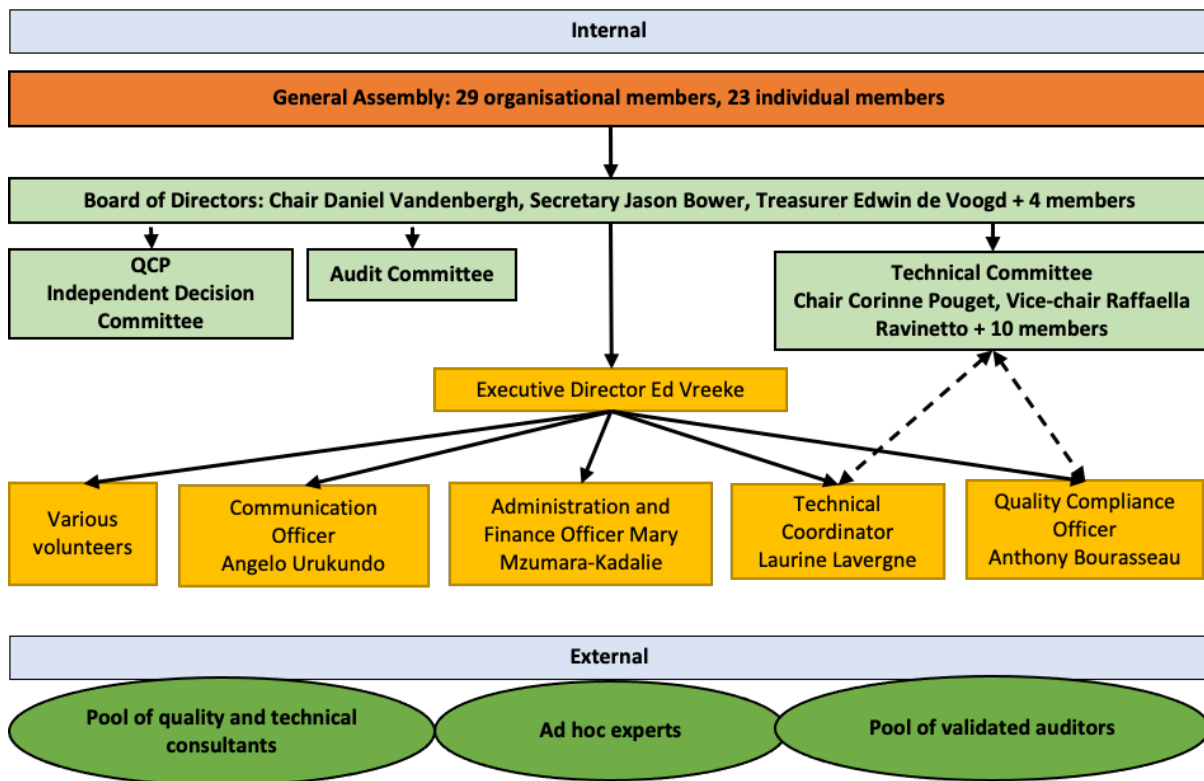
As a reminder, the main reasons why QUAMED asbl was created in 2018 has to do with our historical relationship with the Belgian government and other Belgian institutions. It is also because the Belgian government has spoken out clearly on access to quality medicines. The Belgian government has continued to support QUAMED. For example, early in 2021, QUAMED was invited by the Belgian Federal Minister of Development Cooperation to be part of Team Belgium.

Because the QUAMED operational team functions from a virtual office, our move has had no effect on our operations or on our organisational structure. We remain a global membership organisation. The board of directors of QUAMED Belgium has the same membership as the board of directors of QUAMED France. All QUAMED France members have been transferred to QUAMED Belgium.

International Non-Governmental Organisations (NGOs), national pharmaceutical procurement centres and engaged individuals constitute most of our members. At the end of

2021 we had 52 members: 29 organisations and 23 individuals. The governance and organisational structure are composed of the General Assembly, the Board of Directors, a Technical Committee, and the Operational Team. This has not changed.

In 2021, we added the position of Quality Compliance Coordinator to the operational team.



5 QUAMED's General Assembly

The regular General Annual Meeting of QUAMED was held on the 9th of June 2021. The meeting was held by videoconference (Zoom) due to the continuing restrictions on travel related to the Covid-19 pandemic. A total of 54 people participated. The narrative and financial reports were accepted without adaptations. The minutes of the meeting were shared with the members.

No new members of the board of directors were elected. The current members (see below) were elected with a mandate of 2 years that expires at the GA of 2022).

One Extra-ordinary General Assembly was organised on the 23rd of December 2021, to decide on the dissolution and liquidation of QUAMED France. The EGA approved the motions to move forward with the liquidation and appointed the Executive Director as the liquidator. The minutes of the meeting were shared with the members.

6 QUAMED's Board of Directors and its Committees

The current members of the board of Directors are: Mr. Daniel Vandenberg, Mr. Daniel Berman, Mr. Ed Vreeke, Ms. Corinne Pouget, Mr. Edwin de Voogd, Mr. Hugo Randé and Mr. Jason Bower.

Mr. Vandenberg is the president. Mr. Bower is the secretary and Mr. de Voogd is the treasurer.

The Board of Directors (BoD) had 5 meetings in 2021. The first 4 meetings were virtual. One board meeting was organised in person in the AEDES offices in Brussels. Minutes are available.

Prior to the board meeting in Brussels a get-together with the members based in Belgium was organised. In July, part of the board met in Paris for a one-day meeting on the QCP. Members present in France were invited for a get-together at the end of the day.

The BoD has one active standing committee: the Technical Committee. The Technical Committee had one formal meeting in 2021. Individual members' contributions were solicited on a regular basis by the QUAMED Technical Coordinator.

The full creation of two additional board committees (The Audit Committee and the QCP Independent Decision Committee) was moved to 2022.

7 QUAMED staff, Experts and Auditors

Mr. Ed Vreeke's tenure was extended by the Board of Directors until the 30th of December 2022. Mrs. Laurine Lavergne, Mrs. Mary Kadalie-Mzumara and Mr. Angelo Urukundo were part of the team for the full year. In October, Mr. Anthony Bourasseau joined as the Quality Compliance Coordinator. This is a new position that was created to reinforce our internal organisation and our internal quality assurance. His is a 0.2FTE position.

Ms. Lavergne has an employment contract according to French law. The other staff members have consultancy contracts. This will be the same for QUAMED Belgium. 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 social security, pension, and health contributions. The aim is that the consultancy fees paid will cover these charges.

In 2021, we validated 3 additional auditors. All three are based in sub-Saharan Africa. We continue to identify potential auditors and invite them to participate in our auditor validation process.

8 QUAMED activities

8.1 GDP technical visits, GDP, MQAS and GMP audits

We have seen a significant increase in the number of activities compared to 2020. Although the Covid-19 pandemic continued, we were able to organise an in-person visits for most of our activities. We did organise 2 remote Local Market Assessments with GSDP technical visits in Ukraine and in Libya. Because of the safety and visa situation in Libya a remote assessment was the only possibility even if there would not have been a pandemic.

What	Number	Where
GSDP Technical visits	69	Democratic Republic of Congo (DRC), Kenya, Rwanda, Mauritania, Colombia, Iraq, Burundi, Ukraine, Libya
GSDP audits	10	DRC, Kenya, Mozambique
MQAS audits	9	DRC, Kenya, Rwanda, Mauritania, Burundi, Malawi

We have ongoing discussions about the value of GSDP technical visits as increasingly donor organisations prefer audits.

8.2 Training

We did not organise any training sessions. There was no demand for our training modules, nor did we have the resources to actively market them.

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. The development of the training started in 2021 and will be finalised in 2022.

We submitted a proposal to develop a QUAMED online learning platform to USAID. It is expected that a decision will be taken in 2022.

We organised 9 webinars for our members and selected organisations. All webinars were offered in both English and French. Overall, the attendance was good although the participation of our members based in sub-Saharan Africa was lower than we had anticipated.

	Topic
1	1.2021.WEB_QA Medical Devices_01.2021
2	2.2021.WEB_QUAMED and Quality Assessment_01.2021
3	4.2021.WEB_Remote QA assessment_03.2021
4	3.2021.WEB_Principles QA_03.2021
5	5.2021.WEB_Introduction Biologicals Products Part I_04.2021
6	6.2021.WEB_Introduction Biologicals Products Part II_04.2021
7	7.2021.WEB_QA policies at donors e.g. BHA USAID_05.2021
8	8.2021.WEB_Renaissance of the African Pharmaceutical Industry_06.2021
9	9.2021.WEB_USFDA database part 1_11.2021

8.3 Technical assistance

Our proposal submitted to the RCE-VIHSCM in Kigali, Rwanda for the **“Development of the master’s degree Programme in Pharmaceutical Quality Assurance and Quality Control”** in December 2021 was successful as we were selected. However, the RCE cancelled the tender because of lack of funds.

Two technical assistance contracts were completed in 2021.

1. We were successful in the tender for ACAME: **“Recruitment of 2 international experts in pharmaceutical QA to carry out final quality audits of 5 ACAME member National Procurement Centers, beneficiaries of the PERFAPPRO project”**. AO n° ACAME/2020/PERFAPPRO/01. The activity was executed in March/April 2021. For this project we recruited Mr. Jean Christophe Pélissier and Mr. Chiel Lijdsman. They conducted evaluations in 5 countries. ACAME and Expertise France were fully satisfied with the results of our work.
2. We were also successful in an ENABEL tender **“Service contract for the implementation of good pharmaceutical practices in Mauritania”**. Mr. Jean-Christophe Pélissier and Mr. Serge Antoine Amari were recruited for this project. They completed the tasks to the entire satisfaction of ENABEL and the DPM in Mauritania.
3. We assisted a pharmaceutical wholesaler in Europe to conduct a mock MQAS audit and identify gaps and possible ways to address these.

In all cases, the experts were supported, and their work quality assured, by QUAMED’s technical team.

We started a collaboration with ENABEL as part of an initiative called 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 objective is to sign contracts to provide technical support to the pharmaceutical regulatory authority in Senegal and Rwanda to achieve WHO Global Benchmarking Tool Maturity Level 3. From April 2021, we invested resources in this initiative. It is expected that in the course of 2022, this will result in 2–4-year technical assistance contracts for each of the two countries.

Increasingly the focus of our technical assistance will move towards national regulatory authorities as that is where we have added value and it is a growing market where we will never have a conflict of interested between auditing an organisation and supporting an organisation technically.

8.4 Research

In 2021, we collaborated with the ITM on an **“Evaluation of quality systems of medical product procurement centres and distributors: challenges and opportunities of remote GDP technical visits and sourcing assessments in low- and middle-income countries hard-to**

reach during current COVID-19 pandemic". The results were published in the Journal of Pharmaceutical Practices and Policies.¹

Mid-2022, the ITM and QUAMED started a new research proposal (QUaPMED). ITM funded the principal investigator. QUAMED collected data through its experts and auditors. At the conclusion of 2021, the research is still on-going.

8.5 Other activities and achievements

We have continued contacting bi- and multi-lateral organisations to seek recognition of QCP certificates. No formal recognition was obtained during 2021. Subsequently, the recognition strategy was adapted. QCP certificates will be introduced with the recognition of most of our members but, in an initial phase, without formal recognition of donor agencies. We expect that once the certificates are awarded, we will see a growing number of organisations give de facto or tacit recognition.

9 QUAMED membership

We started the year 2021 with 40 associate members (24 organisations and 16 individuals) and 2 adherent members (both organisational). We are starting the year 2022 with 52 associate members (27 organisations and 23 individuals) and the same 2 adherent members. A list with members can be found on our website: <https://www.quamed.org/members-and-partners/>.

We have attracted one additional member from the Global South (CAMEBU in Burundi). We now have 4 organisational members based in North America, 19 in Europe and 7 in sub-Saharan Africa. Among the individual members 5 are based in sub-Saharan Africa, 1 in North America and 17 in Europe.²

10 QUAMED database

At the end of 2020, we had 24 subscribers to our database. At the end of 2021, we had 25 subscribers. We have moved to a new version of the database because the old version did not allow for the rating of GSDP audit report. This has caused reports in the database to be inaccessible for a period at the end of the year.

11 QUAMED internal organisation

We have continued working on the internal organisation of QUAMED to increase the quality of our SOPs. One significant development has been the further development of our auditor validation process. This process now includes 1-hour tests specific for GSDP and MQAS.

¹ <https://joppp.biomedcentral.com/articles/10.1186/s40545-021-00323-w>

² At the time of writing this report (February 2022) an additional 3 members had been accepted : CAAMENIHU, ACF Spain and Emergency.

The move from France to Belgium took more time than foreseen. We updated the statutes and the internal regulations for QUAMED Belgium with support from a law firm in Paris and one in Belgium.³ The statutes and internal regulations were adopted by the board of QUAMED Belgium in their December meeting.

We were not able to organise the planned ISO-9001 audit in 2021. That audit will now start in May 2022. Meeting. In addition, we have started exploring the possibility to be ISO-17021 certified before the end of the 2022. This ISO norm is for certification agencies and will reinforce the confidence in our QCP certificates.

We developed several organisational policies and manuals to complete our internal organisation. Having these policies and manuals is a necessity to be eligible for donor funding.

The following policies are available on our website (<https://www.quamed.org/quamed-plans-reports-and-policies/>):

- Anti-fraud policy
- Sexual Exploitation and Abuse Policy
- Statement of Impartiality
- Code of Conduct

We have developed the following manuals:

- Human Resources Manual
- Procurement Manual

11.1 QUAMED Quality Certification Programme (QCP)

It has taken us the full year to develop the develop the SOPs specific to the QCP processes. The SOPs were ready for validation by the end of the year. We have received legal advice on the legal and regulatory risks associated with the launching of a certification programme. We were informed that the QCP complies fully with the relevant legislation in the US and in the EU.

The original planning for the QCP launch has seen delays. The main reason is that the increase of our operational activities (audits, assessments, and technical assistance) did leave less time for the development of the QCP.

11.2 QUAMED communication policy

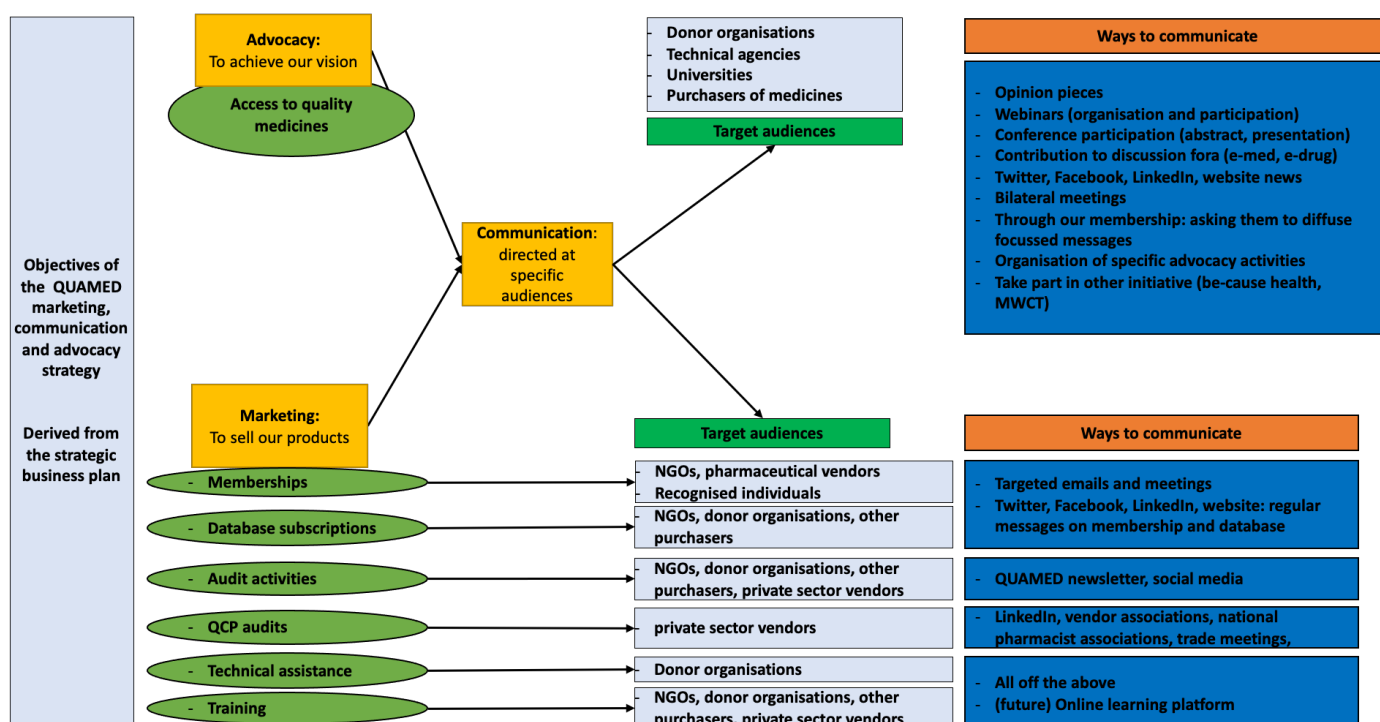
Thanks to the newly engaged dedicated communication officer (0.2FTE) we have been able to regularly post on our social media and on our website. That has resulted in a significant increase in the number of persons that follow us on the different channels. Throughout the

³ Through Aid4ID, we have an agreement with 2 law firms who provide us with legal advise on a pro bono basis.

year, we have actively solicited people for our mailing list. We have sent 15 messages through our mailing list, 9 of which were monthly newsletters.

	December 2021	December 2020	% Growth
Twitter (followers)	296	225	32%
LinkedIn (followers)	791	252	214%
Facebook (followers)	161	77	109%
Website (page views)	1810	531	240%
Mailing list newsletter (# of contacts)	426	234	82%

Throughout the year we have expanded our communication policy to include marketing and advocacy. The visual below gives a general overview of our approach based on our policy.



12 QUAMED financial and administration report

The income for the year 2021 consisted of the membership fees, the data base subscription fees, payments for audit and assessment activities and our technical assistance activities.

Our main clients in terms of turnover were FHI360, ENABEL, UNHCR, ACAME and the French Red Cross (in that order).

Overall, the turnover fell short of the budgeted turnover. One of the reasons is that approximately 90,000€ of activities for which contracts have been signed in 2021, were moved to 2022. Specifically, more than 80% of the value of the PAHO contract was moved to

the 2022 accounts. At the same time, some of the costs that were made in 2021, could only be invoiced in 2022.

All the individual remunerative activities (audits, technical visits, technical assistance projects) that were executed showed a positive financial result. We did end up with a loss because of ongoing investments in resources required to make our organisation more robust and because some of the costs were paid in 2021 but invoiced in 2022.

Financial report QUAMED 2021 - SUMMARY - In EUR							
	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Actual 2021	%
Sales							
Annual Income	105,152	173,748	318,963	113,798	448,850	317,174	71%
Exceptional Income	164,731	6,115	0	0	0	0	0
Total Sales	269,883	179,863	318,963	113,798	448,850	317,174	71%
Cost of Sales							
Direct Costs	268,243	145,807	159,785	46,931	244,500	210,274	86%
Other costs							
Total Cost of Sales	268243	145807	159,785	46,931	244,500	210,517	86%
Expenditure for Running Costs							
Administration Costs			18,415	16,319	33,664	18,395	55%
Personnel Costs			134,117	72,007	134,655	128,508	
Total Running Costs (RC)	0	0	152,532	88,326	168,319	146,903	87%
Investments & Replacements							
Investments & Replacements	0	0	0	0	0	0	
Total expenditure (B+C+D)	268243	145807	312,317	135,257	412,819	357,420	87%
Operating result (A-(B+C+D))	1,640	34,056	6,646	-21,459	36,031	-40,246	-112%

We did not monetise the contribution of our volunteers in the 2021 accounts, but it is estimated at 1.5 FTE. As indicated earlier, the ITM has again funded the entire budget of our joint research.

We signed 39 service agreements with customers in 2021. This is up from 23 in 2019 and 8 in 2020. We signed 32 consultancy contracts (auditors and experts). This is up from 12 in 2020 and 15 in 2019.

13 Annex 1: List of Members

	NGO members:	Adherent member		
1	Action Medeor	Adherent member		
2	PFSCM	Adherent member		
		Associative member		
1	Action Contre la Faim (France)	Associative member		Individual members
2	Action Damien	Associative member	1	Arsène Ouedragogo
3	Alima	Associative member	2	Benedetta Schiavetti
4	Asrames	Associative member	3	Cecile Macé
5	CAMEBU	Associative member	4	Christophe Perrin
6	Croix Rouge Français	Associative member	5	Corinne Pouget
7	Enabel	Associative member	6	Daniel Berman
8	Fedecame	Associative member	7	Daniel Vandenberg
9	FHI360	Associative member	8	Ed Vreeke
10	International Rescue Committee	Associative member	9	Edwin de Voogd
11	Intersos	Associative member	10	Gamaleldin Khalafalla Mohamed Ali
12	La Chaîne de l'Espoir	Associative member	11	Hitesh Hurkchand
13	Light for the World	Associative member	12	Jason Bower
14	Médecins du Monde Spain	Associative member	13	Joëlle Daviaud
15	Medair	Associative member	14	Kashi Carasso
16	Médecins du Monde Belgique	Associative member	15	Laura Laughlin
17	Médecins du Monde France	Associative member	16	Olivier Andriolo
18	Médecins Sans Vacances	Associative member	17	Patrick Lukulay
19	Medical Teams	Associative member	18	Prosper Hiag
20	Memisa	Associative member	19	Raffaella Ravinetto
21	MSI Reproductive Choices	Associative member	20	Sandrine Cloez
22	NPSP	Associative member	21	Tahina Andrianjafy
23	Première Urgence Internationale	Associative member	22	Thomas Chattaway
24	Relief International	Associative member	23	Wilbert Bannenberg
25	Salama	Associative member		
26	Save the Children	Associative member		
27	Solthis	Associative member		

14 Annex 2: Key Performance Indicators

A	B	C	D	E	F	G	H	I	J
#	Strategic Objectives		Operational Objectives		Activities	Key Performance Indicators	Results		Comments
1	To achieve financial sustainability through our income generating activities	1	To continue the 2017-2019 growth in the number of assessment and audits	1.1	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 12 assessment or audit activities in 2021	8 MQAS, 10 GSDP audit, 76 GSDP TV including 7 LMA		
						Generate a financial surplus at the end of the fiscal year	-20,322 €		
				1.2	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	None signed		
				1.3	To execute at least 3 technical assistance contracts with a margin of at least 25%	3 TA contracts signed	3 TA contracts signed. In addition, the PAHO contract can also be taken as a TA contract		2 longer term TA contracts in preparation.
				1.4	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.	3 auditors validated (1 from Kenya and 2 from Nigeria)		The tests for GSDP and MQAS auditors have been validated on September, but due to a lack of time to follow all the validation process with the candidates, the process has been postponed.
				1.5	To market and promote the "product dossier review" activity	Product review SOPs available and at least 2 product review contracts signed	Product review SOPs available and 1 product review contracts signed		
				1.6	To develop and organise MQAS audit training sessions for our own auditors	The MQAS audit training available and to conduct at least 2 training sessions	Training not available		Lack of time and resources
				1.7	To develop and organise training sessions on MQAS application for procurement agencies.	The MQAS application training available and to conduct at least 1 training session	Training not available		No requests for MQAS training. Discussion whether MQAS should be limited to international distributors and procurement agencies
				1.8	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 MQAS and GMP audits.	Contracts with national procurement agencies to conduct 2 MQAS audits and 2 GMP audits	1 MQAS contract signed with CAMEBU + 1 MQAS contract still in discussion with SALAMA + 2 GMP audits for Asrames (postponed to 2022)		
		2	To structurally provide quality assurance services to several organisations through service agreements, with a focus on MQAS and GMP audits	2.1	Manage relationship with at least one bi-lateral or multi-lateral donor organisation to obtain long-term QA contract	Contract signed	Contract signed		
				2.2	Communicate willingness to enter into long-term agreements to potential partners	At least one more long term framework agreement or MOU signed	At least one more long term framework agreement or MOU signed		
		3	To limit the cost of management and operations and the staff costs to 20% of the generated income	3.1	Produce monthly analytical financial reports	12 financial reports available	12 reports available		
				3.2	Organise monthly meetings with the operational team and the treasurer to analyse costs	12 meetings have been held and recorded	Weekly team meetings were held but not minuted		
				3.3	Solicit as much as possible contributions in kind from individual members	A financial surplus has been generated at the end of the fiscal year			Member volunteers such as the members of the board but also regular members such as Laura Laughlin and Kashi Carasso have contributed significantly

#	Strategic Objectives	Operational Objectives	Activities	Key Performance Indicators	Results		Comments	
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	4.1 Continue to work on our procedures and tools to ensure that even when we are recognized we will continuously improve where and when possible	Internal and external audit results will be positive	no internal or external audits have been conducted			
			4.2 Continue to invite external parties to audit our assessment and audit approach	Two external audits will have been conducted	no external audit have been conducted		Internally many resources have been invested in our QMS	
		5 Have the QCP recognised by multi or bilateral donor agencies as well as relevant technical and other agencies	5.1 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 but without excluding any other organisations	Having QUAMED's audit outcomes formally recognized by at least 3 bi- or multilateral organisations				Many exchanges and continuing communication. All reactions positive but no formal recognition yet.
			5.2 Use existing recognition to market QUAMED through various communication channels	Communication messages available on various channels				
			5.3 Continue to pursue NSA status at the WHO	Having obtained NSA status				WHO has proposed a MOU
		6 To achieve ISO9001-2015 certification	6.1 Invite an ISO certification auditing firm to do an ISO certification audit	ISO9001-2015 certification awarded				Postponed to 2022

#	Strategic Objectives	Operational Objectives	Activities	Key Performance Indicators	Results	
3	To increase and diversify our membership so that it reflects to an increasing extent the geographical markets that we are active in.	7 Recruit new organisational members with at least half of the coming from the Global South	7.1 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	3 new organisational members of which 1 from the Global South	
			7.2 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	9 webinars have been organized	
4	Through our audit program we will contribute to a growing list of QUAMED certified suppliers	8 Launch and market the Quality Certification Programme (QCP)	8.1 Define and develop the SOPs required to make the QCP operational	QCP related SOPs have been finalised and validated internally	QCP related SOPs have been finalised but validation is moved to 2022	
			8.2 Develop a 'soft' launch of the QCP	The QCP is accessible for potential clients	QCP SOP not available in 2021	
			8.3 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 MQAS audit have been conducted	QCP SOP not available in 2021	
			8.4 Contact the wholesalers that have been audited by QUAMED, FHI360 or ECHO in the past and discuss the possibility of a QCP audit	At least 1 MQAS QCP audit will have been done	QCP SOP not available in 2021	
		9 Develop a communication strategy for the QUAMED list of certified suppliers	9.1 Develop a strategy as how to communicate QUAMED assessment and audit results over and above the existing database	The strategy is available and implemented	General communication strategy available but not specific to assessment and audit results	
			9.2 Develop a website page dedicated to QUAMED assessment and audit outcomes that lists all the suppliers that have been positively evaluated by QUAMED	Certified suppliers' information is freely accessible on our website	QCP SOP not available in 2021	

#	Strategic Objectives	Operational Objectives	Activities	Key Performance Indicators	Results		
5	To become a recognized leading organization in the global discussion on pharmaceutical quality assurance	10 To increase access to information on certified suppliers and general quality assurance information to support our advocacy role	10.1	Facilitate donor discussions on quality standards where possible	At least one event has been (co-)organised by QUAMED where donor funding and quality standards were discussed		
			10.2	To organise an annual webinar on the 25 th of September (global pharmacist day) on a QA topic and make the webinar open and accessible to all.	The annual webinar has taken place	Initiative was taken to develop a webinar during global pharmacy week. Was abandoned because of lack of time	
			10.3	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	QCP SOP not available in 2021	
			10.4	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	9 webinars have been organized	
			10.5	Organise webinars open to the public (either free or for a fee) that address QA issues	Having organised at least 2 income generating webinars	no income generating webinars have been organized	
			10.6	Participate in discussion fora (CRC, Oxford conference, information QA webinar etc.)	Having participated in at least 2 discussion fora	Participation in 3 international conferences	
			10.7	Take the lead in developing a master program in QA for the RCE-VIHSCM	A contract has been signed with the RCE	We won the tender but it was cancelled because of lack of budget	
			10.8	To develop and organise MQAS audit training sessions for our own auditors	The MQAS audit training available and to conduct at least 2 training sessions	No MQAS audit training available or conducted for auditor. GSDP inspector training available (Mauritania and PAHO)	
			10.9	To develop and organise training sessions on MQAS application for procurement agencies.	The MQAS application training available and to conduct at least 1 training session		
			10.10	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 2021. Baseline January 2021	Increase significantly over 50%	
		11	Continue the research collaboration with the ITM	11.1	Decide on a topic of research that has added value for our members	Having contributed to the publication of at least one publication of the ITM	Publication in Journal of Pharmaceutical Practice and Policy