

ANNUAL REPORT 2009



i⁺solutions



pharmaceutical management support

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2. Mission and Vision

This is the annual report of i+Solutions of the year 2009. Since the start of our organization in 2005 as IDA Solutions, we have experienced a constant growth which came to height in 2009 and which is expected to be consolidated in 2010.

i+Solutions is now involved in a number of different partnerships, serving various major donor financed projects. The most challenging examples under these partnerships are PSCM (Partnership for Supply Chain Management) and A2S2, to boost the extraction of Artemisinin. Recently we also formed a partnership to serve the new initiative from the Global Fund VPP, providing Technical Assistance to more than 30 countries.

In the mean time 4 different work orders have been executed and under evaluation with the donors and stakeholders involved.

Further we plan to broaden the customer and project-base and establish i+Solutions as a PSA fully compliant with the WHO guidelines for procurement agents of pharmaceuticals. This will lay a solid foundation for the future. The upgrading of our Management Information System has been implemented in 2009 and we expect full use within the organization in 2010. With this in place i+Solutions will concentrate on laying down internal processes in detail and to secure ISO certification in 2010.

The organizational approach has been improved by safeguarding quality through additional experienced senior staff. With regards to the PSA strategy we will in 2010 continue focusing on successful implementation of the new projects, diversify our customer base, strengthen and build new partnerships and develop capacity for PSA capacity building in developing countries.

In March 2009 we changed our name to i+Solutions to better reflect our activities, as the *i* stands for innovative, integrated approach and information technology. We continue to expand our field of expertise. Where we in 2008 already have started supply chain activities in areas of social marketing and food by prescription, in 2009 we have broadened the horizon with more in-house knowledge such as spraying equipment for malaria intervention.

Our vision:

- To feature among the top ten providers of pharmaceutical supply chain management
- Provision of procurement services and consultancy
- Offer high quality health care services in low-and middle-income countries through innovation, creativity and effective execution.

Our mission:

- to improve access to quality health care services in low and middle income countries by providing training, consulting, and project implementation in pharmaceutical supply chain management. We enable our clients to improve their local knowledge and facilities, thus empowering them to carry out vital public health care initiatives at local level.

Our long-term goal for most of our consulting and training engagements is that our clients attain and continue to improve their local knowledge in procuring, distributing, administering, and assessing their essential medicines programs.



The activities to reach our goals are carried out by an enthusiastic team of highly qualified and experienced staff, of which the number has grown to over 40 staff at the end of 2009 in the Woerden office alone.

PSA staff wishing you a happy and prosperous 2010

3. Human Resources

In 2009 i+Solutions began with the training of its staff on soft skills and competency development, which will be continued in 2010. Teambuilding exercises were held as well as courses to train staff at individual level required for the jobs and/or ambitions within the organization. To improve and maintain quality standards information on projects and activities is also being shared with other employees in regular sessions.

At the end of 2009 the following staff was in place:

- 40 in The Netherlands
- 2 in the USA
- 7 in South Africa
- 1 in Rwanda
- 1 in Mozambique
- 1 in Sudan
- 1 in Uganda

In addition to the above staff we have a database of 11 consultants on call which we will further increase in 2010.

4. Alliances and Partnerships

A2S2 Initiative (Assured Artemisinin Supply System)

A2S2 is an initiative to address the forecasted shortages of Artemisinin supply so as to meet ACT demand in 2010-2012 and to insure the continuation of the fight against malaria. A2S2 is executed by a consortium of four organizations: i+Solutions operates as the lead agency, FSC Development Services Ltd, Artepai (a project led by AEDES Foundation and Oteci) and Triodos Sustainable Trade Fund which manages the Artemisinin Pre-Finance Facility.

The purpose of the initiative is to assist artemisinin extractors in pre-financing their sales to ACT manufacturers. This provides them with cash necessary to bridge the pre-harvest and shipment season. The loan is based on export contracts with an amount up to a maximum of 60% of the export contract. The ACT manufacturers need to produce WHO pre-qualified products.

The partnership has been established in 2009 and UNITAID has provided 9.3 million USD in September 2009 in support of the initiative. Guidance on the implementation is provided by the WHO, RBM and MSF.

The website has been launched (www.a2s2.org) and the first contracts with manufacturers and extractors are expected to be realized beginning 2010. A Dashboard will be developed in 2010 for marketing intelligence figures on the actual artemisinin supply situation, enhancing transparency and market-responsiveness. To date an additional quantity of 26 MT has been supported. Through various partners and based on growing in Asia and Africa.

Roll Back Malaria (RBM)

i+Solutions takes part in the Roll Back Malaria Partnership, which was launched in 1998 by the WHO, UNICEF, UNDP and the World Bank to provide a coordinated global approach to fight malaria. Ms. Rima Shretta from Management Sciences in Health, together with our managing director Mr. Henk den Besten are co-chair of the Procurement and Supply Chain Management Working Group (PSMWG).

The PSMWG, created in 2006, coordinates the efforts of the RBM partners and countries to resolve the challenges in the procurement and along the supply chains of malaria commodities, with other lead partners as OTECI, CHAI, MIT Zaragoza, MSH, DFI and WHO. The efficient use of resources and allocation to PSM functions will be the focus of PSMWG activities.

PSMWG is involved in technical assistance, global forecasting and country quantification of commodities, quality assurance and quality control related to product selection and supply chain management in line with national policies, ensuring production, updating and disseminating of tools, best practices and information. PSMWG will also advocate for, and facilitate resource mobilization for global and in-country PSM operations.

Whenever there are links with other programs (HIV/AIDS and tuberculosis), that have adopted similar approaches PSMWG looks towards partnerships and information sharing, recognizing that in-country supply chains are integrated across health product categories.

The PSMWG coordinated Technical Assistance to countries for bottleneck resolution as well as for Grant Support and maintains rosters of qualified consultants and partner staff to be drawn from.

In October 2009 a workshop was organized in Geneva, by PSMWG and the Global Fund to fight HIV/AIDS, Tuberculosis and Malaria. Participants from 18 malaria-endemic countries were present to explore practical solutions to various procurement and supply chain bottlenecks for Long Lasting Insecticidal Nets (LLINs). It was pointed out that approximately 200 million LLINs are needed to reach universal coverage by December 31, 2010. Voluntary Pooled Procurement (VPP) is an option that countries can utilize and may include capacity building. The PSM WG met in January 2010 in Geneva, where agreement was reached on a detailed Work Plan for the coming year

DNDi (Drugs for Neglected Diseases Initiative)

i+Solutions collaborates with DNDi within the framework of clinical trials of paromomycin and sodium stibogluconate for the treatment of Visceral Leishmaniasis (also known as kala azar).

We are responsible for procuring medicines and other health commodities required for the trial. In addition, i+Solutions provides assistance in the registration process of paromomycin in the target countries: Ethiopia, Kenya, Sudan and Uganda. This will be even more important in 2010 when the clinical trial will end and the registration dossier needs to be compiled and submitted to the drug regulatory bodies in the respective countries. During the DNDi Leishmaniasis East Africa Platform (LEAP) meeting in June 2009 i+Solutions received a certificate for its important contribution to LEAP.



Procurement & Supply Management Toolbox

i+Solutions has been a partner of AMDS/WHO from the start of this project in 2006. In 2009 the PSM Toolbox (<http://www.psmtoolbox.org>) was expanded to include malaria and tuberculosis related PSM tools in addition to the HIV/AIDS resources. The number of tools in the PSM Toolbox was increased from 117 English and 27 French tools to 178 English and 58 French tools. The total number of unique website visits was 22,000. One working group meeting was organized in the Netherlands to evaluate the content and format of the toolbox. The main conclusion of the meeting was that the content of the PSM Toolbox has improved substantially, but more promotion is needed to reach people in low and middle income countries which will be our focus for 2010.

PSM Performance Monitoring Dashboard Development

The Johnson & Johnson Health Care Training Fund is financing the development of a PSM performance monitoring dashboard by i+Solutions. The World Health Organization is interested in using a dashboard for use with their core M&E indicators for PSM, which were field tested in 9 Anglophone and Francophone African countries towards the end of 2009. The dashboard will help to visualize the results of PSM monitoring indicator data collected by e.g. a central medical store. This facilitates the data analysis and decision-making process. All of the core indicator field test data were entered in the dashboard database. The software will be finalized in the first half of 2010.

Universal Access to Female Condoms

The Universal Access to Female Condoms Joint Programme is a partnership between Oxfam/Novib, World Population Foundation (WPF), Dutch Ministry of Foreign Affairs and i+Solutions . (<http://www.condoms4all.org>).

Within UAFC, i+Solutions is responsible for three components of the Female Condom Project. These are R&D, procurement and the Cameroon country project.

In order to really make a large-scale female condom program successful we have to ensure condoms are available at an affordable price. The three main objectives of the I+ component are to reduce the cost of female condoms by supporting accessibility and sustainability, promoting choice between good-quality female condoms and increasing production capacity of newly developed female condoms and by doing so, introduce competition to the market.

In 2009 we worked with two manufacturers to ensure good quality female condom designs and at the same time increased production volumes and established price reductions. Support was given to these manufacturers to automate their production lines and in developing female condom demonstration models. Assistance was also provided to accelerate the formalization of the regulatory process with WHO. More than 2 million female condoms were procured and delivered to Nigeria and Cameroon in 2009. Both countries also received 10.000 demonstration models.

In accordance with our capacity building strategy; in Cameroon we supported a laboratory in order to test the quality of the procured female condoms in country and we moved the related packaging activities for the condoms from India to Nigeria.

In 2010 we aim to bring more high quality, condoms to the market. Bearing in mind the significant upscale of demanded quantities, a decrease of costs should be feasible. Besides the ongoing UAFC project there are two other related initiatives; a study to define acceptable quality limits and draft design and performance requirements to be used for WHO pre-qualification standards and an overall initiative to lower product costs and increase choice in manufacturers and their female condom designs. In the beginning of 2010 we will support one of the manufacturers in preparing for the Brazilian Government audit on quality by advising them on how to enhance the presentation of the factory in follow up on our earlier investments in their production line.

PFSCM

i+Solutions is a partner within The Partnership for Supply Chain Management (PFSCM); a nonprofit organization established in 2005 and headquartered in Washington DC, for the dual purposes of ensuring reliable availability of essential products to programs in the developing world and strengthening national supply chains to become sustainable mechanisms for delivering these products to clients who need them.

Through its innovative projects, PFSCM:

- Manages the entire supply chain, procures and distributes essential medicines and supplies;
- Provides technical assistance to transform existing supply chains;
- Collaborates with in-country and global partners to coordinate efforts in these areas;
- Brings the hands-on involvement of dedicated staff from a consortium of public and private sector organizations that are among the most trusted names in supply chain management, international public health and development.

The contribution of i+Solutions is based on our in-depth knowledge of pharmaceutical production including API sourcing, GMP and QA, as well as our databases of reputable suppliers and ready supplies of products. The procurement strategy is partly based on supplier framework long-term agreements. We developed these agreements, which are designed to minimize procurement lead-times for common or vital medicines, on the basis of international and/or client directives.

To lay a firm basis for the expanding activities i+Solutions has invested in additional senior staff. This resulted in 2009 in two operational managers located in Woerden and the continuation of one operational manager in Washington DC.

Supply Chain Management System (SCMS)

In 2003 the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) was launched to combat global HIV & AIDS. The Supply Chain Management System (SCMS) is a project of PEPFAR and is administered by the US Agency for International Development (USAID). SCMS was established to ensure a reliable, cost-effective and secure supply of high-quality medicines and health products for HIV & AIDS prevention, care and treatment. SCMS procures and distributes essential medicines and supplies; provides technical assistance to transform existing supply chains and collaborates with in-country and global partners to coordinate efforts. In 2009 SCMS also approved manufacturers of Ready to Use Therapeutic Food (RUTF) and Fortified Blended Flour (FBF) after which i+Solutions arranged the procurement for the Food by Prescription programs in Ethiopia, Haiti and Tanzania.

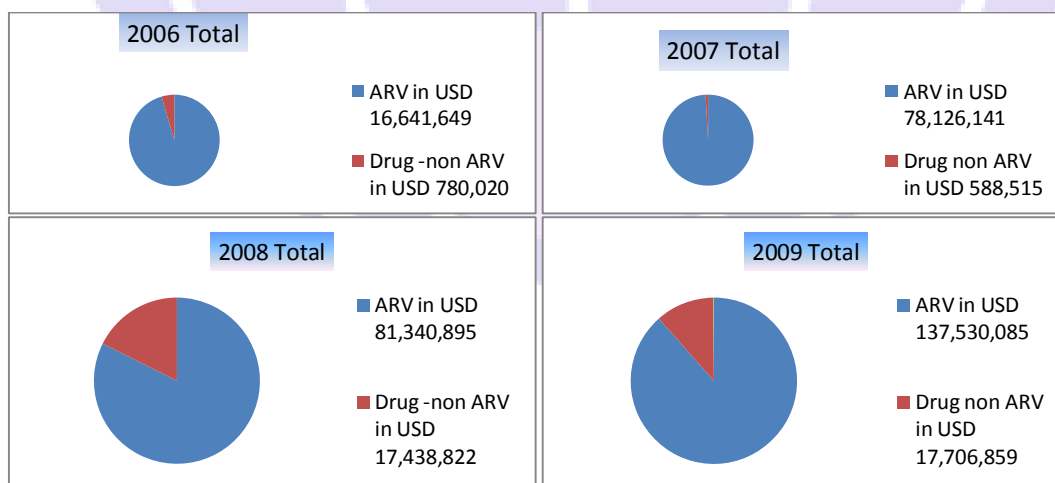
After the previous TO 1 & 2, in 2009 Task Order 3 was signed with the US Government with a duration for another 4 years.

Over USD 459 million in products, accounting for 5,693 deliveries, have been made to 30 countries since the start of the project, as per December 31, 2009. Within these figures i+Solutions arranged the purchase of ARV's and other drugs, with a total value of almost USD 334 million. 92 percent of ARV's (by volume) delivered by SCMS from October to December 2009 were generics. SCMS has secured lower prices for ARV's by purchasing generics whenever possible, pooling procurement (consolidating multiple orders to buy in large volumes) and establishing long-term, indefinite quantity contracts (IQC's) with manufacturers, leveraging lower prices through bulk purchases.

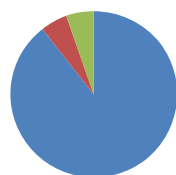
Global Fund – Voluntary Pooled Procurement (VPP)

The Global Fund to fight AIDS, Tuberculosis and Malaria is a major financing institution in the fight against these chronic diseases. The Global Fund established a procurement Support Service to its Principal Recipients, with Voluntary Pooled Procurement and Capacity Building Services aimed at ensuring a cost effective and efficient procurement process. These services will provide support to countries to resolve the procurement bottlenecks and supply chain management challenges and facilitate timely access to pharmaceuticals and health products. PFSCM started with this activity mid 2009 and i+Solutions is responsible for the procurement of pharmaceuticals. During the first half year 8 countries have been serviced and approximately 30 countries are in the pipeline. Based on a fair competitive process more clients came to VPP. Also the achievements within SCMS and its good track record contributed to the success of VPP. Major projects that started in 2009 were Zambia and Nigeria (for Malaria Round 8 of Global Fund where i+Solutions is also involved in technical assistance – see chapter about consultancies). VPP covers the full essential drug list of the WHO.

Turnover figures PSA



Projects 2009



■ SCMS in USD 138,992,725

■ GDF in USD 8,196,878

■ VPP in USD 8,341,428

5. Consultancies

Assessment of Government PSM System for Tuberculosis Belarus

i+Solutions contributed to a short term consultancy mission to assess the PSM system for tuberculosis medicines in Belarus. The assignment was requested by the Ministry of Health of Belarus which is interested in strengthening the PSM system for tuberculosis. During the assignment the team of consultants visited relevant health institutions at central and regional level to get a representative view of the situation in the country. The mission report contains recommendations for improvement of the system e.g. by developing standard operating procedures for PSM activities and training staff.

Technical Assistance for Global Fund Grant Signature (RBM)

i+Solutions provided short term technical assistance to the Democratic Republic of the Congo to facilitate the signature of its Round 8 Global Fund malaria grant. Roll Back Malaria provides this type of technical assistance to accelerate grant signature which can take up to a year in extreme cases. The aim of the assignment was therefore to assist the 3 Global Fund principal recipients in finalizing their Monitoring and Evaluation (M&E) plan, one of the documents required for grant signature. The Round 8 malaria grant was successfully signed late 2009.

Global Fund Country Audit of Zambia

Two consultants of i+Solutions were involved in the Global Fund audit of all grants disbursed to Zambia. They worked in a team that consisted mainly of accountants and two public health experts. Zambia is one of the biggest recipients of Global Fund financing and was therefore targeted to be audited. The i+Solutions team reviewed all procurements done by the four principal recipients with Global Fund resources from product selection to distribution. The audit report contains all major findings and will be published on the Global Fund website once it has been approved by the Global Fund's Office of the Inspector General.

Tanzania (MIS Medical Stores)

In February 2009, in a partnership with SCMS, i+Solutions participated in a System requirements analysis, commissioned by USAID, to provide Medical Stores with a new ERP system. As a result of this analysis the process of vendor selection started during the course of 2009. Vendor contracting and implementation of the new software is scheduled to take place in 2010.



Uganda (MIS Africa Affordable Medicines)

In September 2009 a Management Information System was implemented at AAM (Africa Affordable Medicines) which will have a follow up during 2010.

Haiti (TA SOP's)

i+Solutions was contracted by PAHO (Pan American Health Organization) to provide Technical Assistance for updating and describing the standard operation procedures of Promess in Haiti which is the Central Agency for Procurement and Distribution of Essential Drugs and medical commodities.

Nigeria (Malaria Round 8 of Global Fund)

In December 2009 a contract, in partnership with O3i, MIT Zaragoza, Flow, Transaid and Village Reach, was signed with the Global Fund for Capacity Building Services and Supply Chain Management Assistance (CBS/SCMA) in Nigeria in respect to Malaria Round 8 of Global Fund. Global Fund funded 3 Principal Recipients in Nigeria for a period of 2 years. Together with Flow and O3i, a storage assessment starts in January 2010 to check the capacity, operations and storage conditions of 47 warehouses to receive large volumes of Long Lasting Insecticidal Nets (LLINs) and Artemisinin Combination Therapies (ACTs), followed by improvement implementation. The second assignment comprises the assessment and actual improvement of the utilization of available distribution systems and plans within the various Nigerian states. Both main activities will be preceded by a country wide training of logistics staff on Storage and Distribution.

6. International Presence

AA4A South Africa

ARV Access to Africa (AA4A) is situated in Pretoria, South Africa, and is a subsidiary of i+Solutions in the Netherlands. Its mission is to contribute to the improvement of access to quality health care services in developing countries through the provision of a buffer stock of ARVs, through training in Supply Chain Management of HIV/AIDS medicines and through supplies and provision of Capacity Building to national drug supply organizations in developing countries.

2009 brought some significant successes for AA4A. Regarding the buffer stock project a partnership with the Clinton Foundation has been set up in a response to a stock out situation of ARV's in Benin. AA4A was capable to supply and deliver quickly to fill the gaps.

Buffer stock project

Due to the South African customs regulations the buffer stock has been relocated in 2009 from South Africa to Botswana. In addition to Botswana, AA4A currently holds emergency stock in Uganda, through the Surgipharm partnership, where minimum stock levels are maintained.

The buffer stock project has been assessed in 2009 in order to define a long term strategy as to secure a sustainable way forward. This assessment underlined the potential demand for ARV Buffer stock in the light of recurring stock-out situations across Sub Sahara Africa, as has been signaled in 2009. At the same time the assessment confirmed the main challenges in the market. Pre-financing of stock in an increasingly competitive market implies a financial risk due to permanent pressure on sales prices. Furthermore the significance of adequate product selection in the face of regular changing treatment regimes remains crucial to avoid stock-off.

In 2009 the foundation was laid for the wholesaler's organization Pharmesa, in order to reform the buffer stock project. Pharmesa is a generic drug supply chain, not for profit, organization in Africa that will serve sub-Saharan Africa. It has been created through a partnership between i+Solutions/AA4A and Affordable Medicines For Africa (AMFA). This partnership will offer AA4A the legal and administrative infrastructure in South Africa necessary to operate as a certified wholesaler. It will also give AA4A the opportunity to expand its product range with products like opportunistic infections (OI's) and laboratory supplies.

Training Courses

AA4a has conducted several courses in 2009 of which the Warehouse Operations Management (WOM) Course was a great success; however this course has been running for 3 years in a row and as time progresses less potential participants of the targeted group remain. The training department has updated the course material and introduced new activities to improve the relevance and quality of the course.

Besides the WOM Course the Supply Chain Management of HIV/AIDS Medicines and Suppliers Course has been conducted. Although there is a clear demand and interest in the course, the financing has proven a problematic hurdle for participants. AA4A has been able to reduce the course fee and offered in addition a course program excluding accommodation and logistics.

Consultancies

In 2009 several consultancy assignments were successfully fulfilled by AA4A staff in partnership with i+Solutions:

SCMS Procurement LTTA	Mozambique	introducing SOP's in the newly established CMAM warehouse and procurement SOP's to meet international donor guidelines
GFATM PSM Development	Mauritius	
-Novartis supply specialist seminar on ACT's	Mali	In cooperation with i+Solutions
i+Solutions supply and warehouse management TOT	Sudan	
Global Fund	Zambia	Evaluating Global Fund financed procurements
Global Fund	Cambodia	Evaluating Global Fund financed procurements

Siemens, Sudan

Since the Public Private Partnership with Siemens for the humanitarian services has been initiated in 2007, a lot of progress has been made towards a full operational status within Sudan. In 2009 i+Solutions started the procedures at the Humanitarian Aid Commission (HAC) for the obligatory Country Director Registration and Country Agreement which were finalized in August 2009 giving i+Solutions the opportunity to offer Siemens products for humanitarian projects in Sudan. In 2010 we will focus on the continuation of the partnership and to provide Technical Assistance and Training. i+Solutions has an office in Khartoum where our Branch Manager and an assistant are employed.

Mozambique



As per March 2009 a procurement manager of i+Solutions is operational in Mozambique through the SCMS project. The main activities are focused on capacity building and local procurement of laboratory supplies. End of 2009 i+Solutions has filed the application for registration as NGO in Mozambique.

Mozambique laboratory team

Rwanda

Within the SCMS project i+Solutions employs one consultant in Rwanda for long term technical assistance to CAMERWA (Central Purchasing of Essential Drugs, Medical Consumables and Equipment in Rwanda). i+Solutions has filed for registration as a NGO in Rwanda.

United States of America

Two employees of i+Solutions are based at the PFSCM headquarters in Washington D.C., United States of America.

7. Training

The following courses were held in 2009:

Courses in the English language:

- 1x Monitoring and Evaluation of Procurement and Supply Management
- 2x Managing Drug Supply in low and middle income countries
- 1x ARV Procurement and Supply management
- 1x Procurement and Quantification Management of Medicines and Medical supplies
- 1x Procurement & Supply Management of Artemisinin-based Combination Therapies

Courses in the French language:

- 1x Monitoring and Evaluation of Procurement and Supply Management
- 1x Managing Drug Supply in low and middle income countries
- 1x ARV Procurement and Supply management

All courses were held in The Netherlands with a total of 87 persons attending.

In 2010 two new courses will be introduced:

- Procurement and Quantification Management of Medicines and Medical Supplies
- Procurement and Supply Management of Essential Laboratory Supplies for HIV/AIDS, Malaria and TB.



Next to this we will also start in 2010 with a pilot of an Executive Seminar Pharmaceutical Supply Chain Management which will focus on policies and management decisions in the supply chain of medicines and medical supplies. The participants will qualify for study credits once they have successfully followed the curriculum. For this we have worked very hard together with the Royal Tropical Institute (KIT).

Two regional courses were provided for in 2009:

12 participants in Sudan took the Trainer for Trainers course in August and in Haiti 10 participants were attending the same course in October 2009.

8. Other services

Discussion Platform

The Discussion Platform, which was launched by i+Solutions end 2006 and is sponsored by Johnson & Johnson, has been given a re-boost in 2009. A fulltime employee has been assigned to maintain the website and to enable easier interactive knowledge exchange among users. The Discussion Platform is a means of communication and an information sharing tool for people working in the field of supply chain management of essential medicines. On this Discussion Platform questions can be asked, answers are provided and topics for discussion can be launched.

<http://www.iplussolutions.org/platform>

Symposium on donor driven pooled procurement



i+Solutions hosted a one-day symposium on donor driven pooled procurement in October 2009. With panel members from WHO, PFSCM, UNDP, Global Fund, MIT Zaragoza, Novartis, UNICEF, World Bank, UNITAID and Strides, topics related to donor driven pooled procurement from both supply and demand side were discussed with the objective to have various stakeholders work together on improvements. A further follow up of this successful day is expected in 2010.



Novartis Supply Specialist Seminar

The Novartis Supply Specialist Seminar was held in June 2009 in Mali, facilitated by two consultants of i+Solutions.

10. Financial Figures

SUMMARY RESULT

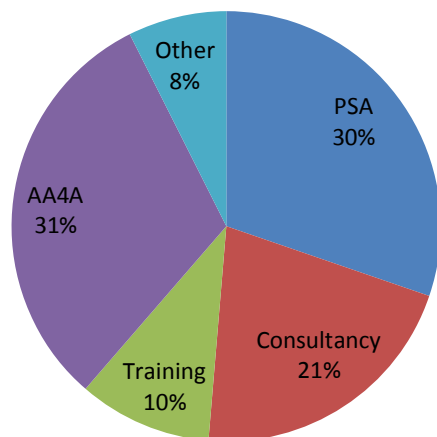
(x 1.000 Euro)	2006	2007	2008
Net turnover	2297	2776	5031
Cost of sales	1208	986	3034
Gross operating result	1089	1790	1997
Wages and salaries	621	954	1130
Social security charges	113	239	219
Other operating expenses	266	415	621
Total operating expenses	1000	1608	1970
Operating result	89	182	27
Profit/loss currency, other inc results	-12	0	70
Financial income and expense	-4	-23	50
Result on ordinary activities before tax	73	159	147
Tax on ordinary activities	17	44	24
Result after tax	56	115	123

Sales ex Buffer Stock Project SA

	2006	2007	2008
Net turnover	2043	2513	3718
Cost of sales	954	723	1721
Gross operating result	1089	1790	1997

(x 1.000 Euro)	2007	2008
PSA	1.062	1.299
Consultancy	464	1.100
Training	251	285
AA4A	520	1.575
Other	470	772
Total	2.767	5.031

Turnover in percentage



SUMMARY BALANCE SHEET

(x 1.000 Euro)

	2006	2007	2008
Assets			
Fixed Assets	101	81	107
Work in Progress	254	353	480
Receivables, prepayments and accrued income	816	297	348
Cash	<u>5289</u>	<u>5031</u>	<u>5927</u>
Total	6460	5762	6862
Equity and liabilities			
General reserve	56	171	294
Deferred loan	700	1000	1600
Guaranteed capital	756	1171	1894
Provisions			
Current liabilities, accruals and deferred income	5704	4591	4968
Total	6460	5762	6862

Number of employees

	2006	2007	2008
Average number of employees in NL	10	20	25
Average number of employees abroad	5	8	8

11. Acronyms

A2S2	Assured Artemisinin Supply System
AA4A	ARV Access for Africa
AAM	Africa Affordable Medicines
AEDES	Agence Européenne pour le Développement et la Santé
AIDS	Acquired immune deficiency syndrome
AMDS	AIDS Medicines and Diagnostics Services
AMFm	Affordable Medicines Facility for Malaria
API	Active Pharmaceutical Ingredient
ART	Antiretroviral Treatment
ARV	Antiretroviral
CHAI	Clinton Foundation HIV/AIDS Initiative
DNDi	Drugs for Neglected Diseases Initiatives
DOTS	Directly Observed Treatment and Short course
EPN	Ecumenical Pharmaceutical Network
FBF	Fortified Blended Flour
FBP	Food By Prescription
FDA	US Food and Drug Administration
GDF	Global TB Drug Facility
HIV	Human Immune deficiency Virus
KIT	Koninklijk Instituut voor de Tropen (Royal Tropical Institute)
LEAP	Leishmaniasis East Africa Platform
LLIN	Long lasting insecticide impregnated nets
LFA	Local Fund Agent
LTA	Long term Technical Assistance
M&E	Monitoring and Evaluation
MIS	Management Information System
MoU	Memorandum of Understanding
MSH	Management Sciences for Health
MSF	Médecins Sans Frontières
OI	Opportunistic Infections
PEPFAR	President's Emergency Plan for AIDS Relief
PFSCM	Partnership for Supply Chain Management
PPP	Public-Private Partnership
PSA	Procurement Service Agency
PSM	Procurement and Supply Management
PSMWG	Procurement and Supply Chain Management Working Group
RBM	Roll Back Malaria
RUTF	Ready to Use Therapeutic Food
SCM	Supply Chain Management
SCMS	Supply Chain Management System
SOP	Standard Operating Procedure
TA	Technical Assistance
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VL	Visceral Leishmaniasis
VPP	Voluntary Pooled Procurement
WHO	World Health Organization
WPF	World Population Foundation

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