We are i+solutions
Around 2 billion people in the world
Do not have access to the medicines they need
But, together, we can change that
And get healthcare where it needs to be

Our goal is to save and improve lives
In a world where access to medicines remains fragile
Our work is results-oriented
As health is a fundamental right

We believe in cooperation,
Making new partners and building new ideas
But we also believe in self-reliance
For there is no future without resilient societies

That is why we provide pills and skills
Having an eye on both now and beyond
We promote capacity building
So that developing countries can walk on their own

We know there is still a lot to be done
But there is no other way but to overcome
The unjust gap in access to medicines
Ultimately, our success is the world’s success
So come with us, for step by step
We walk towards a world without unmet medical needs.
Dear readers,

An estimated two billion people around the world still lack access to essential medicines, even though significant milestones have been achieved thanks to the work of numerous organisations dedicated to reducing the health gap between rich and poor. i+solutions is proud to be part of this history, but we are well aware of how much work still needs to be done in order to make sure that essential medicines and health products never go out of stock in health facilities worldwide. In the following report, we will present you our main activities and achievements in 2014.

This has been a remarkable year for us. We have embarked in more projects with new partners, while at the same time obtaining praise from the organisations and donors we have been working with for a long time (USAID and the Global Fund to fight AIDS, Tuberculosis and Malaria). Our main contracts were continued, which has guaranteed us a busy 2015. We have also invested in an innovative e-learning platform for healthcare providers in developing countries.

The Pooled Procurement Mechanism Programme (PPM), financed by the Global Fund, continues to be our biggest project. In the end of 2013, we have renewed our contract with PPM for three years, with the possibility of three extra extensions of one year each. Our second biggest project, Supply Chain Management System (SCMS), funded by USAID-Deliver, has also been extended until 2015. The two programmes have grown considerably over the years: together, they went from US$300 million in 2012 to US$700 million in 2014. You will get to read more about our activities for both of these programmes in this report.

In 2014, we accelerated the implementation of SRH Next, a project dedicated to sexual reproductive health and conducted in partnership with the Dutch International Cooperation Agency (DGIS) and Cordaid in the Great Lakes region, Africa. The contract lasts until the end of 2015. The contract for Universal Access to Female Condoms (UAFC) has also been extended until the end of 2015. i+solutions is really proud to have extended its services to the realm of sexual and reproductive health and will continue to partner up with DGIS in this area.

But perhaps our main highlight for this year is the i+academy, an e-learning platform about pharmaceutical supply chain management that makes it easier and less expensive to train local health care providers. This project started in 2013, when Swiss TPH invited us to provide modules about SCM for their MBA on International Health Management. In 2014, we have created new courses for our own platform, which has aroused the interest of the University of Basel and the University of Beira, in Mozambique. To collaborate with such esteemed academic institutions is not only an excellent opportunity, but also a validation of the high standards of quality i+solutions holds itself to. The next step is to seek professional and academic accreditation for all our courses, via partnerships with more universities. This way, not only do we share knowledge that is crucial for improving health systems, but we also contribute to the career perspectives of the participants.

With a bigger number of partners and projects, for the first time in its existence, i+solutions is less dependent on the SCMS and PPM contracts. This does not mean that we do not acknowledge PFSCM as a strategic partnership. Our relationship with them is based on growing mutual dependence and continues to be one of our most solid foundations. But we can diversify our portfolio and prospect new projects that require our expertise. After all, i+solutions does not only provide pills. It also provides skills.

That is what is in store for 2015 and the years to come: we aim to extend our portfolio even more, connecting with more partners and going even further with our training projects. Innovation is part of our DNA and we aim to make this more visible than ever. i+solutions wants to be not just the most efficient organisation in procuring medicines, but also the place where the health solutions of the future are created.

Before we go on to explain in detail our activities in 2014, I would like to stress that all these achievements are part of a continuous path of growing, maturing and developing. In the past two years, i+solutions has grown from 38 to 80 staff members, which required us to move to a bigger office in Woerden, The Netherlands. This number includes 10 consultants working in Rwanda and Burundi, based in project offices. This indicates that the quest for a world without unmet medical needs is stronger than ever and it gives me confidence that more milestones will be achieved.

Luuk Jan Boon
Managing Director
Even today, millions of people around the world still lack the means to fulfill basic needs, such as water, food and sanitation. Access to essential medicines, such as those against HIV/AIDS, Malaria and Tuberculosis, is also a critical component in the quality of living. However, many governments in low and middle income countries do not have all the resources to guarantee the constant availability of high quality, affordable medicines and other health products in their healthcare system.

In the year 2000 alone, HIV/AIDS, Malaria and Tuberculosis killed approximately 6 million people worldwide. Since then, the number of deaths caused by these three diseases has diminished by 40%, thanks to increasing efforts in getting essential medicines in the hands of those that need them. But there is still a long way to go.

i+solutions is an independent not-for-profit organization in Woerden (The Netherlands), with offices in Washington, Kigali (Rwanda) and Bujumbura (Burundi). Our team, comprised of 80 highly experienced members from different parts of the world, is specialized in pharmaceutical supply chain management (SCM). We offer procurement, storage and distribution services, as well as training and consultancy about the pharmaceutical supply chain.

i+solutions has a unique position in the market because it has an eye on both present and future. We provide pills and skills. In the short term, increasing access to essential medicines is crucial to save and improve lives. But, in the long run, developing countries must take control of their own SCM, as that is an indispensable part of their socio-economic development. i+solutions thus offers consultancy and training services so that local governments can eventually take care of SCM themselves. This leads to increased self-esteem and independence.

Our services include:

- Procurement & supply services of medicines and health products
- Training and consultancy services around access to medicines and health products

We have a results-oriented approach, dedicated to increasing local knowledge; strengthening local health systems; and ensuring a reliable supply chain of high quality, affordable pharmaceuticals and health products.
Our vision:
A world without unmet medical needs.

Our mission:
In order to achieve this goal, we team up with governmental, private, public and charitable organizations to develop health infrastructures that make low and middle income countries evolve into resilient societies.

Our unique points:
+ Independent of big pharma: we can purchase medicines and health products from any producer
+ High quality supply chain management services
+ Essential medicines bought for relatively low prices due to large scale procurement
+ Long track record: remarkable past performance in volume and budget, continuous improvement in 10 years of experience
+ Innovative character, always thinking ahead for the health needs of the future
+ International staff, connected to local needs/culture/markets

Our people:
i+solutions values the expertise and multicultural profile of our staff, as that is a great added value to operate globally. We are always on the lookout for high-qualified employees and freelance consultants in the field of pharmaceutical procurement and supply chain management. For our current vacancies, please check www.iplussolutions.org/join-our-team

Management team:
+ Luuk-Jan Boon – Managing Director
+ Frank Roijmans – Manager Training and Consultancy Projects
+ Wesley Kreft – Director New Business Development
+ Tischa Deinum – Human Resources Manager
+ Arthur Zuijderduijn – Finance Manager

Supervisory Board:
+ Guus Eskens, chairman, former Managing Director at Care
+ Perry Heijne, treasurer, former CEO at TNT and current Managing Director at Care
+ Kees Ruijgrok, former Professor at the Erasmus Rotterdam University
+ Peter van Roojen, Executive Director at Internal Civil Society Support (ICSS)

“The work I do fulfils me. We are always innovating. I am proud of having a team that is amazing both inside and outside the project”
Dainara Leonora,
Client Relations Officer

“The best thing about working for i+solutions is being around people from over 20 nationalities. In 2014, I am proud of having built on LMIS opportunities and offering trainings”
Arnout van der Ihaas,
consultant
Most of our work is done in partnership with other organisations, including international donors and national Ministries of Health. We are contracted for three kinds of work: procurement, training and consultancy. As a procurement agent, we have a track record of buying quality medicines for the best possible price. As a supply chain specialist, we facilitate the support to low and middle income countries. Together with our partners, we evaluate the loopholes in national health systems, the behaviour of local communities when it comes to seeking health and the overall perceptions about the health system’s quality. Based on these assessments, we can develop intervention plans, training programmes for healthcare providers and other innovative capacity-building projects.

These are the projects we are currently involved in:

**SCMS** - **i+solutions** is a member of the Partnership for Supply Chain Management (PFSCM) consortium, which implements the United States President’s Emergency Plan for AIDS relief (PEPFAR). We are one of the partners carrying out the Supply Chain Management System (SCMS) programme, which aims to finance the treatment of 2 million patients in 16 countries. Our main contribution to SCMS is our in-depth knowledge of pharmaceutical procurement, including API sourcing, Good Manufacturing Practice (GMP) and Quality Assurance (QA). We add value to the project thanks to our databases of reputable suppliers and ready supplies of products.

**PPM** - Pooled Procurement Mechanism (PPM) is a programme established by the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) to ensure a cost-effective procurement of health commodities for developing countries. **i+solutions** is responsible for all pharmaceutical related procurement for over 45 countries in Africa, Asia and South America. We guarantee efficient, timely and reliable procurement of health commodities, following strict quality standards, with attractive pricing.

**SRH Next** - Making Sexual Reproductive Health Services Work for the Next Generation (SRH Next) is a 3 year-project funded by the Dutch Ministry of Foreign Affairs. Its main goal is to improve the access and use of sexual and reproductive health commodities and services in the Great Lakes region, Africa (Burundi, Democratic Republic of Congo and Rwanda). **i+solutions** is one of the implementing partners of this project, in a consortium led by Cordaid and that also includes Swiss TPH and HDP. Our role is to strengthen local staff with capacity building activities on supply chain management, as well as developing innovative approaches to improve market access to RH commodities.
UAFC - Universal Access to Female Condoms (UAFC) is a joint programme implemented by a consortium comprising Oxfam Novib, Rutgers WPF and i+solutions. It is funded by the Dutch Ministry of Foreign Affairs. This project involves training, political know-how, reproductive health rights, research and development, as well as procurement and quality assurance of female condoms. i+solutions is the procurement service provider in this program. We also gather and disseminate information on female condom market intelligence, having developed the first web portal on the topic: www.fcmi.org

i+academy - i+academy is an e-learning platform that offers trainings on pharmaceutical supply chain management for health care providers around the world. We have general and tailor-made courses. The curriculum covers a broad spectrum of topics, including Monitoring & Evaluation of Procurement and Supply Management; Forecasting & Quantification; and Procurement & Supply Management of Essential Laboratory Commodities. All our modules are continuously updated to reflect the latest best practices. i+academy has also developed a course called ‘Introduction to Supply Chain Management in Healthcare’ for the University of Basel’s MBA on International Health Management.

Drugs for Neglected Diseases – Since 2008, i+solutions is a partner of DNDi, a not-for-profit organisation on research and development of drugs for neglected diseases. DNDi was founded in 2003 from a working group of experts brought together by Doctors Without Borders in 1999. It focuses on the development of new treatments for Leishmaniasis, Sleeping Sickness, Chagas disease, Malaria, paediatric HIV and Helminth infections. i+solutions works in the Leishmaniasis East Africa Platform (LEAP), procuring medicines, laboratory materials and other supplies for the clinical trial sites of DNDi’s local partners in Ethiopia, Kenya, Sudan and Uganda. Our role also includes coordinating an effort to register Paromomycin in these countries. Paromomycin is the current treatment for Leishmaniasis recommended by the World Health Organisation in East Africa, based on the outcome of successful trials supported by DNDi.

PSM Toolbox – PSM toolbox is an online platform that gathers procurement and supply chain management tools. It was created in 2007 by World Health Organisation’s AIDS Medicines and Diagnostics Service. i+solutions started to collaborate with the project in 2008 and, now, is totally responsible for its maintenance. Visit: www.psmtoolbox.org

Siemens Project - in 2007, Siemens established a public-private partnership in Northern Sudan for the provision of medical equipment. i+solutions has partnered up with Siemens in this regard and, based on the sales, a fund was created to finance selected humanitarian projects. i+solutions is now actively pursuing projects in line with its mission to improve access to high quality healthcare services in Northern Sudan.

Quality assurance
i+solutions operates under a strict code of conduct, guided by international principles of good corporate governance. We are an ISO 9001:2008 certified organization. This certification covers all our procurement, supply & delivery services, as well as capacity building, implementation and technical support on project design for low and middle income countries.

We place high priority on product quality assurance. We have incorporated quality assurance into all procurement stages, including product, manufacturer and vendor selection. Our contracts with vendors of pharmaceutical products contain strict requirements regarding specifications, sampling and sample retention, documentation and Certificates of Analysis.

Furthermore, we comply with the World Health Organization’s Model Quality Assurance System for procurement agencies, which creates unified standards for performing inspections on manufacturers and suppliers in order to verify their compliance with good manufacturing practices.

To take this one step forward, i+solutions aims to explore how the supply chain of essential medicines can become more environmentally sustainable in the near future.
Where we are
How far we have come

In 2015, i+solutions celebrates 10 years of existence. We started as a training and consultancy department within the International Dispensary Association Foundation (IDA Foundation). Since 2005, i+solutions is an independent organisation, born out of a need for services to complement the procurement and distribution of essential medicines.

The complexity of the drug delivery schemes, the wider penetration into remote areas and the ever-expanding costs of medicines have created a vital need for developing countries to obtain local knowledge in logistics and facilities infrastructures, drug delivery systems and procedures, as well as procurement and distribution.
Facts and figures

Fulltime employees

602,400

2010 2011 2012 2013 2014

alumni in face to face trainings in europe from 2006-2010

81 alumni from the i+academy since 2013

Nationalities currently working at i+solutions

22

Offices in:

Netherlands  Rwanda  Burundi  USA

2005  2010  2015

i+solutions has procured hiv/aids medicines for...

1,6 1,2 2,4 4,8 4,9

million patients

Total sum of HIV medicines procured

240.7 191.4 301.8 650.1 630.2

female condoms procured in 2014

million USD

i+solutions has procured malaria medicines for...

16.7 23.4 19.5 49.4 36.3

million patients

Total sum of malaria medicines procured

18.5 15.3 21.4 50.2 25.3

million USD

18 19
SCMS and PPM - i+solutions operates in these large pooled procurement initiatives within the Partnership for Supply Chain Management (PSCM) consortium. Considering the two programmes, in 2014 we have bought around US$700 million worth of medicines on a not-for-profit basis to guarantee HIV and Malaria treatments in over 60 countries. Of this sum, US$589 million were spent on antiretroviral medicine, which has guaranteed a full year of HIV/AIDS treatment for approximately 5 million people worldwide. US$35 million were spent on Artemisin Combination Therapy (ACT), which has treated over 50 million Malaria patients. The remaining US$20 million were spent on the procurement of other essential drugs.

Our role as a procurement agent also encompasses mentoring services to ensure that our clients are ultimately able to manage their tasks and responsibilities in an efficient and independent manner. i+solutions’ procurement specialists are increasingly solicited to provide support to in-country procurement services as well as continuous training and guidance on-the-job.

As previously mentioned, SCMS is funded by the United States Agency for International Development (USAID) and PPM is funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria. We put a high value on transparency and thus follow thoroughly documented processes (ISO-9001 certified) to ensure that donor funds are properly allocated and efficiently spent.

The appreciation of our work in SCMS and PPM has resulted in the renewal or extension of our contracts. PPM was extended for three years in the end of 2013, keeping i+solutions in the role of procurement agent for key health commodities. SCMS was extended until September 2015.

SRH Next - “Making Sexual Reproductive Health services work for next generation”, funded by the Dutch Ministry of Foreign Affairs, is a three-year project that started in 2013 and involves a total sum of 29 million EUR (from which 4.8 million EUR went to i+solutions). Its goal is to improve the access and use of sexual reproductive health commodities and services in three countries: Rwanda (4 districts), Burundi (6 districts) and Democratic Republic of Congo (4 districts). This project stands out by its total market approach: it acts both on the supply and demand side. i+solutions is one of the implementing partners, within a consortium led by Cordaid. The other partners are Swiss TPH and Health Entrepreneurs.

i+solutions’ role is to work for permanent access to contraception, with special attention to youth and underserved areas. In order to achieve that, we have conducted supply chain assessments and market dynamics studies in Burundi and Rwanda, where we have established project offices. The studies were meant to identify supply and demand challenges and then implement a sustainable and well functioning supply chain for reproductive health commodities.
i+solutions also believes that education is key in the quest for societies that are more resilient in SCM. Therefore, our activities also involve capacity-building for healthcare workers. Together with Rwanda’s Ministry of Health, for example, we have developed a SCM curriculum to train all workers of health/youth centers in the districts covered by SRH Next. It covers the main components of SCM: quantification, ordering, storage, distribution, inventory management, dispensing and reporting. As a follow up to the training, we are now conducting on-the-job supervisions. This way, we can evaluate if the lessons were indeed absorbed and if they are being applied. These occasions are also used to keep identifying gaps in the supply chain management of SRH commodities -- and how to fix them.

A similar approach was taken in Burundi and, in 2015, we will begin a similar process in the region of South Kivu, in the DRC. The intention in DRC is to apply the lessons learned in the two other countries.

UAFC

The UAFC Consortium (comprising Oxfam Novib, Rutgers WPF and i+solutions) works together with local partners in Cameroon, Nigeria and Mozambique to improve access, use and knowledge about female condoms. In the programme, i+solutions acts as procurement agent and provides expertise on female condom market intelligence and supply chain management strengthening.

During 2014, i+solutions continued to provide technical assistance for female condom manufacturers, so that they can obtain the UNFPA/WHO qualification for their products and thus have access to more markets. We have also assisted manufacturers with product registration in the aforementioned countries. We have conducted a second functionality study with female condoms Cupid2 and Velvet (HLL) and integrated the results in their prequalification dossiers.

Furthermore, UAFC has sponsored a pilot study with the panty condom -- a panty with a replaceable liner containing a pre-lubricated condom sheath made of polyethylene. The condom is inserted by the man’s penis and the panty itself can be reused with another condom. Further activities done in 2014 to support female condom manufacturers include the development and facilitation of an e-learning course called Good Manufacturing Practice, offered by the i+academy. i+solutions has also participated in the UNFPA female condom prequalification workshop, in Kuala Lumpur.

As for procurement activities, i+solutions has procured and supplied a total 500,000 female condoms (FC2) and 2000 demonstration models for the Cameroonian Association for Social Marketing (ACMS Cameroon), our partner organisation in the country. In Nigeria, we have initiated the procurement of 100,000 Cupid female condoms and 400 demonstration models for the Society for Family Health (SFHNigeria). Quality Assurance activities were undertaken to ensure that the female condoms procured or supplied by i+solutions meet all the requirements and standards, including product specification, compliance with national regulations and pre-shipment quality control.

In 2014, we procured treatments for 4.9 million HIV/AIDS patients worldwide
from non-governmental and governmental organisations. However, not everyone that could benefit from our trainings has the means or the time to come to Europe. That is why we felt the need to develop an e-learning platform. In 2013, the i+academy was born, starting with a collaboration with Swiss TPH for the development of the e-learning course “Introduction to Supply Chain Management in Healthcare” for the University of Basel’s MBA in International Health Management. 2014 has been the year in which we took this project even further, renewing our partnership with Swiss TPH and creating six more courses.

Our modules encompass all aspects of supply chain management (including training of trainer’s modules) and are continuously updated to reflect the latest best practices. We are also constantly updating our platform’s structure in order to guarantee the best user experience. Our courses are all available in English and French and include:

- Procurement & Supply Management of Essential Laboratory Commodities
- Monitoring and Evaluation of Procurement and Supply Management
- Forecasting and Quantification of Essential Health Commodities
- Procurement Management of Essential Medicines and Medical Supplies

The course “Basic Principles of Supply chain Management for Health Systems”, which had three sessions in 2014, had a total of 58 participants from all over the globe. With UAFC’s support, we also made “Basic Principles of Good Manufacturing Practices and GMP inspections”, a course aimed at female condom manufacturers piloted with 12 participants from India and China.

The i+academy also offers tailor-made trainings, adapted to clients’ specific needs. We work with a large pool of skilled facilitators, which allows us to develop and implement training programs that fit a wide range of SCM needs in a timely and cost-efficient manner. All tailor-made courses are developed in close cooperation with our clients in order to ensure that we meet their expectations and can best improve their skills. For example, in 2014 we trained five members of the Indian Ministry of Health and senior hospital managers from that country. They followed the course “Procurement Management of Essential Medicines and Medical Supplies” with the sponsorship of WHO’s India office. We also trained staff from a wholesale organization in Uganda on “Procurement Management of Essential Medicines and Medical Supplies”, after performing a gap analysis and developing ad hoc training material.

i+academy has also proven to be an excellent tool for self-improvement. i+solutions prides itself to be a hub of experts in SCM. It is therefore crucial that our staff constantly updates their knowledge. That is why we have developed two internal modules on antimalarial and antiretroviral medicines, as well as a full course on PPM operational procedures.

Now, the goal is to extend our courses to other universities – and we are already taking the first steps in that direction. We have been awarded a grant by the Reproductive Health Coalition’s Innovation Fund to conduct a one-year project in collaboration with the Catholic University of Mozambique. The aim is to introduce supply chain management in the curriculum of four health-related degrees, in the form of e-learning.

Drugs for Neglected Diseases - The Drugs for Neglected Diseases Initiative (DNDi) is a collaborative, not-for-profit, research and development organization that is creating new treatments for neglected diseases such as Sleeping Sickness (human African trypanosomiasis), Chagas and Leishmaniasis (Kala Azar). DNDi works with 3 regional disease-specific platforms in Africa and Latin America. i+solutions acts in the Leishmaniasis East Africa Platform (LEAP), which covers Ethiopia, Kenya, Sudan and Uganda. We are responsible for the procurement of medicines, laboratory equipment and medical materials for the clinical trial sites in Ethiopia, Kenya, Sudan and Uganda. Until June 2014, we have also provided technical assistance for the registration of Paromomycin – part of the combination therapy currently recommended by the WHO in the region.

In 2014, i+solutions has successfully implemented deliveries of medicines and laboratory supplies. We have also coordinated the inspection of manufacturing sites by the national regulatory authorities of Ethiopia and Sudan. Finally, we participated in the 20th LEAP meeting in Kampala, as well as in different DNDi stakeholder meetings in Geneva and The Hague.

PSMToolbox - www.psmtoolbox.org Procurement Supply Management Toolbox (PSM Toolbox) is a comprehensive database of available tools in procurement and SCM. Up until 2007, when the website was created, such tools were scattered
throughout the web and websites’ path access, infrequent updates and lack of categorizing ended up making those tools unknown, underused or difficult to access. PSM Toolbox then came to bring all these tools together under one URL, thus making the research for SCM tools quicker and easier.

Together with WHO, i+solutions is the main implementing agent for this project. We have developed a downloadable version of the database, which allows professionals to save or update an offline-PSM Toolbox version on a personal USB stick. We have also launched a mobile version for the website, since more and more people now have mobile devices in low and middle income countries.

By the end of 2014, PSM Toolbox was accommodating 399 tools developed by 42 different organizations. It also attracted around than 8,052 visits from 175 different countries worldwide.

**Consultancy services & Short Term Technical Assistance** - In 2014, the Training, Consultancy and Projects department (TCP) has conducted various Short Term Technical Assprises (STTAs) in Tanzania, Zambia, Democratic Republic of Congo (DRC) and Nigeria. Most of the trainings were conducted in Tanzania, where we can highlight “Quality Assurance Audits: pharmaceuticals wholesalers and manufacturers” and a training to support the Medical Stores Department in using cycle counting deployment to make medicines and medical supplies available at all times and at affordable prices.

In Zambia, there were 2 SSTAs. In DRC, we have offered an advanced training for procurement managers and buyers, in order to increase the capacity of the procurement unit in the field. Additionally, there were strategic visits to suppliers in the country. Finally, in Nigeria, we have made an evaluation of offers for supplying the 49 Essential Medicines (EM) and list of products for opportunistic infections (OI).

**Market Dynamics** - In 2013, i+solutions has conducted studies in a number of countries, in order to understand what are the market forces that pose barriers to the access to reproductive health commodities. In 2014, we have used the results of these assessments to work on global initiatives to improve such barriers. A good example is our work within the Market Dynamics Working Group of Family Planning 2020, a global partnership that supports the rights of girls and women to decide freely and for themselves whether, when and how many children they will have. There, we aim to align procurement priorities and practices between different stakeholders.

Market assessment works were also conducted within the UAFC project. We have launched the Female Condom Market Intelligence (FCMI) portal (www.fcmi.org). It provides comprehensive information about the range of female condom designs available in the market – info that we have had access to thanks to our technical assistance to female condom manufacturers. This has inspired us to work on an even broader portal about reproductive health market intelligence (RHMI), under the project SRH Next. All these tasks are being undertaken in close collaboration and consultation with different working groups of the Reproductive Health Supplies Coalition (RHSC).

> “The course was very useful as it gave me a better understanding of the various health care systems and the quality system that needs to be in place from manufacturing, distribution, storage, right up to consumption by the patient”

Shuway Barlatt, from Freetown, Sierra Leone, student from the course Basic Principles on Supply Chain Management
i-solutions is very proud of its 10 year history of contributing to universal access to essential medicines. But, as stated before, there is still a long way to go until health facilities in developing countries are able to guarantee that no medicines and health products go out of stock. That is why we are constantly on the lookout for new projects and partnership possibilities. If your organisation also aims to save more lives and improve the quality of living around the world, then we are more than happy to explore ways in which we can work together.

In the next 10 years, we want to use our acquired knowledge and experience to stay ahead of the health needs of the next generations, coming up with innovative solutions for healthcare in developing countries. i-solutions’ acquisition team is responsible for expanding our portfolio and identifying projects where our expertise would be beneficial.

Some of our intentions for the upcoming years are:

* Working with more local Ministries of Health, developing tailor-made action plans to suit their specific needs.
* Expanding our in-country presence, a process that has already started in 2014, with our project offices in Rwanda and Burundi.
* Assume more projects in the field of reproductive health and family planning, partnering up with women and youth organisations.
Our networks

Our partners

AIDS Medicines & Diagnostics Services (AMDS)

EPN

Reproductive Health Supplies Coalition

PEOPLE DELIVER

medicus mundi

FP 2020

PARTOS

Share-Net

Roll Back Malaria

PFI COOP
Introduction - The gross operating result in 2014 is EUR 5,360,267, an increase of 29% compared to 2013. This growth is mainly caused by the higher volume in the PPM/VPP project and the further roll out of the Cordaid project. The net result over 2014 is EUR 313,949 (2013: EUR 178,117), a positive development compared to 2013.

At the end of 2014, a new foundation was created, stichting IplusANBI. Early 2015, this foundation has applied for the Dutch ANBI status. ANBI (“Algemeen nut beogende instelling”) is a Dutch abbreviation for an organisation which strives for the general benefit. i+solutions will act as a fundraiser for the stichting IplusANBI. The articles of association of i+solutions have been altered accordingly. Donations made by i+solutions as a fundraiser to the stichting IplusANBI will be deductible for profit tax for i+solutions. For the year 2014, i+solutions will transfer an amount of EUR 186,720 to the stichting IplusANBI. Due to this transfer the net result over 2014 changed to EUR 127,229.

In 2014 an amount of EUR 134,928 has been invested in ICT equipment and office furniture.

The forecast for the year 2015 is positive and we expect a further increase in our net turnover with a positive net result at the end of 2015.
### Balance Sheet

**AS ON DECEMBER 31ST, 2014 (IN EUROS)**

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<th>2014</th>
<th>2013</th>
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<td>Fixed assets</td>
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<td>Tangible fixed assets</td>
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<td>Work in progress</td>
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<td>Debtors</td>
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<td>Other receivables and prepaid expenses</td>
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<td>Cash at banks and in hand</td>
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<td>Total current assets</td>
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**EQUITY AND LIABILITIES**

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<th>Equity</th>
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<td>Appropriated reserve</td>
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<td>100,000</td>
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<td>Long term liabilities</td>
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<tr>
<td>Subordinated loans</td>
<td>1,570,000</td>
<td>1,570,000</td>
</tr>
<tr>
<td>Guaranteed capital</td>
<td>5,781,207</td>
<td>4,943,450</td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td>193,635</td>
<td>179,091</td>
</tr>
<tr>
<td>Taxes and social securities</td>
<td>181,869</td>
<td>135,129</td>
</tr>
<tr>
<td>Accruals</td>
<td>762,727</td>
<td>304,772</td>
</tr>
<tr>
<td>Prepayments</td>
<td>1,723,033</td>
<td>1,531,744</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>2,861,264</td>
<td>2,150,736</td>
</tr>
</tbody>
</table>

### Profit and Loss Account

**FOR THE YEAR ENDED IN DECEMBER 31ST, 2014 (IN EUROS)**

<table>
<thead>
<tr>
<th>INCOME</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net turnover</td>
<td>7,436,703</td>
<td>6,834,048</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>2,076,436</td>
<td>2,688,545</td>
</tr>
<tr>
<td>Gross operating result</td>
<td>5,360,267</td>
<td>4,145,503</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenses</td>
<td>4,499,426</td>
<td>3,360,955</td>
</tr>
<tr>
<td>Depreciation</td>
<td>48,565</td>
<td>52,037</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>588,417</td>
<td>497,977</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>5,136,408</td>
<td>3,910,969</td>
</tr>
<tr>
<td>Operating result</td>
<td>223,859</td>
<td>234,534</td>
</tr>
<tr>
<td>Financial income and expenses</td>
<td>66,067</td>
<td>-19,201</td>
</tr>
<tr>
<td>Transfer to stichting IplusANBI</td>
<td>-186,720</td>
<td></td>
</tr>
<tr>
<td>Result before taxation</td>
<td>103,206</td>
<td>215,333</td>
</tr>
<tr>
<td>Corporate income tax</td>
<td>-24,023</td>
<td>37,216</td>
</tr>
<tr>
<td>Net result</td>
<td>127,229</td>
<td>178,117</td>
</tr>
</tbody>
</table>
## Cash flow statement

**FOR THE YEAR ENDED IN DECEMBER 31ST, 2014 (IN EUROS)**

<table>
<thead>
<tr>
<th>CASH FLOW FROM OPERATING ACTIVITIES</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating result</td>
<td>223,859</td>
<td>234,534</td>
</tr>
<tr>
<td>Depreciation</td>
<td>48,565</td>
<td>52,037</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOVEMENTS IN WORKING CAPITAL</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Work in progress</td>
<td>49,985</td>
<td>295,480</td>
</tr>
<tr>
<td>Receivables</td>
<td>72,340</td>
<td>-147,815</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>710,527</td>
<td>194,688</td>
</tr>
<tr>
<td>Cash flow operating result</td>
<td>1,105,276</td>
<td>628,924</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial income and expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer to stichting IplusANBI</td>
<td>-186,720</td>
<td>-19,201</td>
</tr>
<tr>
<td>Corporate tax</td>
<td>24,023</td>
<td>-37,216</td>
</tr>
<tr>
<td></td>
<td>-96,630</td>
<td>-56,417</td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td>1,008,646</td>
<td>572,507</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOW FROM INVESTMENT ACTIVITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments in fixed assets</td>
<td>134,928</td>
<td>95,832</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOW FROM FINANCING ACTIVITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Movement long term liabilities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Movement in cash at banks</td>
<td>873,718</td>
<td>476,679</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH AT BANKS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>As at January 1</td>
<td>3,657,289</td>
<td>3,180,614</td>
</tr>
<tr>
<td>As at December 31</td>
<td>4,531,007</td>
<td>3,657,289</td>
</tr>
<tr>
<td>Movement in cash at banks</td>
<td>873,718</td>
<td>476,675</td>
</tr>
</tbody>
</table>

### List of abbreviations

- **SCMS**: Supply Chain Management System
- **PPM**: Pooled Procurement Mechanism
- **PFSCM**: Partnership for Supply Chain Management
- **JSI**: John Snow Institute
- **MSH**: Management Sciences for Health
- **UAFC**: Universal Access to Female Condoms Joint Program
- **DGIS**: Directorate-General for International Cooperation
- **DFID**: Department for International Development
- **UNFPA**: United Nations Population Fund
- **MMI**: Medicus Mundi International
- **DNDi**: Drugs for Neglected Diseases Initiative
- **RHSC**: Reproductive Health Supplies Coalition
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