“A truly effective HIV response requires the engagement of both the public and private sectors. North Star Alliance is a great example of a partnership that combines the best business practices with those of public health for maximum impact.”

Michel Sidibé, Executive Director, UNAIDS
As I stood there, a thought crossed my mind: every day it feels like I’m going to work for a new organisation.

New colleagues, new partners, new Roadside Wellness Centres (RWCs), new opportunities, and new challenges. For someone who likes change, 2010 was a great year to work at North Star. You can hide from change and wait for it to find you, or you can run to it and embrace it. We chose to embrace it. In fact, we gave it a big bear hug! We entered into a new partnership with the Southern African Development Community (SADC) to work on a regional Global Fund grant that will see 29 new Roadside Wellness Centres (RWCs) operating in Southern Africa over the next five years. We signed another partnership agreement with the Abidjan-Lagos Corridor Organization (ALCO) that will anchor our expansion into West Africa. We hired our first US-based colleague to strengthen our presence in North America. We opened 10 new RWCs, and we saw more than 25 new colleagues join the organisation.

But change is more than growth. We spent a lot of time strengthening our foundation last year. Ideas and habits became strategies and policies. In short, we became structured. Structured so, that information flows freely within the organisation. Structured so, that the weight of all the new changes is distributed evenly over the organisation. Structured so, that new partners can easily slot into our operational processes.

And through all these structures, the energy and dynamism that make North Star such a great place to work in continue to stream.

For me personally, 2010 will always be the year of new faces. My position has blessed me with opportunities to meet new people, but 2010 felt like I was standing under a veritable waterfall of humanity! If I close my eyes now I can see them flash by: colleagues, patients, and partners. And yet when I open my eyes and look around me, it’s as if they’ve always been there. In fact, I can’t imagine them not being there.

Change and familiarity: at first glance the two words don’t really seem to belong together. However, those of you who are familiar with the combination, I’m sure will recognise the thrilling and pleasant sensation it generates. Equally, I’m sure you can all appreciate how much effort and flexibility are required from all of those involved in order to create this magical recipe. For this, I wish to express my sincere gratitude to each and every person that has made, and continues to make, North Star such an incredible organisation, one which I am very privileged and proud to be able to serve.

Warm regards,

Luke Disney
Executive Director
North Star Alliance
DEAR FRIENDS,
FOR ME THE PAST YEAR HAS BEEN A CRITICAL ONE IN THE DEVELOPMENT OF NORTH STAR ALLIANCE. WE HAVE MADE GOOD STEPS IN PROFESSIONALISING OUR BACK-OFFICE AND FINANCE AND ADMINISTRATION. WE ARE NOW WELL ON OUR WAY TO BECOMING COMPLIANT WITH CURRENT GLOBAL QUALITY STANDARDS.

This is an important step because solid financial accounting and reporting is vital to manage our organisation.

The North Star Board has worked closely with management to prepare an internal and external analysis, that together with mapping out our strengths and weaknesses, opportunities and threats, provide the basis for a mid-term strategy for North Star. One of the new elements in this strategy is the expansion of activities into low and middle income countries outside of Africa, like India.

On an operational level, I’m happy to see North Star grow fast in Africa. At the end of 2010 there were 21 Roadside Wellness Centres operating in nine countries in East and Southern Africa. They have reached over 100,000 men and 70,000 women, a number to be proud of.

Looking to the future, I’m confident that North Star will continue to do well. The growing number of local and strategic partners and donors is especially important, as it makes North Star less dependent on a few major donors.

I would like to thank all North Star staff, management, partners, donors, and last but not least, the advisory panel for their contributions to North Star. Your support brings us closer to providing long distance truck drivers, sex workers and surrounding communities with sustainable access to basic health care and safety.

Kind regards,

Rose Verdurmen
Chair of the Board
North Star Alliance
“HIV is an extraordinary global crisis and it demands an extraordinary response. The ITF appreciates the way North Star is enabling the transport industry to respond to the threat of health and safety issues facing mobile populations and corridor communities in resource challenged settings.”

David Cockroft, General Secretary, International Transport Workers’ Federation (ITF)
We focus on the crossroads of disease and mobility to ensure that highly mobile populations, especially truck drivers and their direct and indirect contacts, have access to basic health services. North Star is strengthening national health systems by expanding their reach and plugging the gaps through a network of “Roadside Wellness Centres” (RWCs) located at hotspots along the most important transport corridors in sub-Saharan Africa. North Star’s unique approach unites the transport and public health sectors in a common response to high impact diseases.

North Star’s RWCs are open to everyone but designed for the specific health needs of mobile populations. We offer a focused package of prevention and treatment services, including: information, education, basic health services, sexually transmitted infection (STI) treatment, HIV counselling and testing, and medical referrals.

HOW AND WHY WE STARTED

North Star Alliance started as a practical industry response to an urgent health problem and has matured into a balanced approach that meets industry, public health and individual needs. North Star’s sphere of influence is focused on the intersection of those three segments.

For the transport industry, the issue of health and mobility came to a head during the 2003-2005 southern Africa food crisis when the United Nations World Food Programme (WFP) struggled to find sufficient numbers of truck drivers to deliver relief food to hungry communities. At the same time, TNT, the global express and mail company, had committed itself to responsibly address the negative impact of HIV-related diseases and AIDS within the transport sector. By joining forces to tackle a common problem, the commercial and humanitarian transport actors took the first step on the road to potentially change the course of public health for mobile populations.

While public health experts had long recognised the relevance of mobility on the spread of disease, now the transport industry itself stepped up to intervene on a scale never before seen. This was critical because prior to WFP’s and TNT’s involvement, HIV prevention initiatives along the transport corridors of southern Africa had been too broad-based, focusing on the community in general and as a result, often failing to reach mobile workers, such as long distance truck drivers.

While it was the impact of AIDS that initiated the need to create North Star Alliance, we recognise that health problems such as STIs, tuberculosis, malaria and cardiovascular health problems are also related to mobility and so we include them in our focus.
WHY NORTH STAR

PERSISTENT HIV BURDEN IN SUB-SAHARAN AFRICA

The southern Africa region shoulders the heaviest burden of HIV in the world. HIV prevalence in the Member States of the Southern African Development Community (SADC) was estimated at 10.8% in 2005 compared to 6.1 percent for the continent and 1 percent globally (SADC, May 2006). The epidemic of HIV and other communicable diseases is fueled by a lethal combination of social, biological and structural factors that increase personal risk and vulnerability.

LACK OF FOCUSED, DEDICATED SERVICES

Mobile populations such as truck drivers, their assistants and their sexual partners are highly vulnerable to STIs, HIV and other communicable diseases due to separation from regular partners and social norms as well as limited access to prevention, treatment, and care services. They are not only more apt to contract communicable diseases, but they also play an important role in transmission. For long distance truck drivers in particular, even where services are available, they are often not tailored to their specific circumstances or needs. For instance, there may not be suitable large vehicle parking or the health facility may be closed in the evening, which is often when the truck driver needs it most.
GOING BEYOND HIV

North Star’s health service package is designed to address mobility-related health risks and those that have the greatest impact on society, such as tuberculosis and malaria. There are also non-communicable diseases, such as hypertension and diabetes, which are linked to the mobile lifestyle of long distance truck drivers. RWCs are equipped to diagnose and treat such health conditions and address other related issues such as lack of exercise, poor nutrition and alcohol abuse.

LOLA CASTRO, WFP COUNTRY DIRECTOR, MOZAMBIQUE

I have been involved with North Star since the beginning, when I was stationed in Malawi, where its first RWC opened. Here, a big drought emergency arose and WFP needed to distribute a lot of food to nearly three million people in the country. We had to bring in a fleet of trucks and WFP hired many truck drivers, but HIV was a big concern when the fleet came to Malawi.

It took some time to realise that something needed to be done about this concern, but once that realisation hit, TNT and WFP worked together, deciding that a type of semi-mobile clinic that drivers could stop at would be useful. The first one opened in Mwanza, Malawi in 2005, and the North Star idea was borne, officially becoming an organisation the following year.

The success of the pilot RWC was easy to assess. After only one year, it had become part of the local community and the drivers who regularly crossed the border were demanding the services.

I am happy to report that North Star, together with WFP, will be opening a new RWC in Mozambique, which is a new country for North Star. Already, a generation of port workers have been wiped out by AIDS, so we must protect this new generation.
THE BEST OF 2010

THE YEAR STARTED WITH A BANG IN BOTH HEMISPHERES WHEN WE FLUNG OPEN THE DOORS TO OUR AFRICA REGIONAL OFFICE IN DURBAN, SOUTH AFRICA, FOLLOWED BY OUR HEAD OFFICE IN UTRECHT, THE NETHERLANDS.

Thanks to a multi-year grant from the Ministry of Foreign Affairs of The Netherlands to strengthen our core activities, North Star immediately used the funds to build our organisational house. Having a roof over our heads and support for our back office meant that we could apply 100% of all other donations directly to operational costs.

We added many talented staff—the heart of our organisation—last year in all regions and at all levels of the organisation. We brought in two new General Managers to oversee operations and expand to new regions, a full-time fundraiser to mobilise resources and engage new partners, especially in the US market, and a dedicated behaviour change communication specialist to strengthen our capacity building and outreach services. In each of our 10 new Roadside Wellness Centres (RWCs) that opened last year, a dynamic new health staff was hired and new relationships with local communities were borne.

Our regional operations continued to grow and are poised for rapid scale-up. North Star made a move into West Africa while our other regional operations got a boost from new partners who demonstrated their confidence in North Star’s capability by making significant donations.

EAST AFRICA

The Embassy of Japan in Kenya provided support for four new RWCs, helping expand basic health services along the busy northern corridor. We hope to see this support extended to other Japanese embassies in the region. Additionally, our ongoing partnership with Family Health International (FHI) resulted in two new RWCs in Tanzania.

WEST AFRICA

We negotiated an agreement with the Abidjan-Lagos Corridor Organization (ALCO) that put in place a plan to upgrade existing corridor-based services. ALCO has successfully operated roadside health resource centres for a number of years and approached North Star to add a clinical package to the services being offered. Due to the political unrest in Côte d’Ivoire, the plan to establish North Star along that corridor was delayed. However, elsewhere in West Africa, plans to locate a RWC in The Gambia were finalised with the Ministry of Health, UNAIDS, and the World Food Programme.
SOUTHERN AFRICA
Our regional team here was proud to establish the first RWC in the Democratic Republic of Congo under the auspices of the Ministry of Health and the World Food Programme in conjunction with the UN Joint Country Programme, Braima, and Heineken. The year ended on a high note after being notified that North Star was selected as the sub-recipient for a major grant awarded to the Southern Africa Development Community (SADC) from The Global Fund to Fight AIDS, TB and Malaria, allowing us to scale-up the regional response to HIV for mobile populations and cross-border communities by delivering health services through mobile wellness units. For North Star, this means significant expansion of our RWC network and acknowledges that we have ‘arrived’. Rollout of the 29 planned mobile units will begin in mid-2011.

COMETS
The end of 2010 marked a milestone in North Star’s history with COMETS. It could potentially revolutionise national and regional health information systems. After more than a year in development with our core partner, ORTEC, it was well worth the wait!

HEALTH STRATEGY
As noted in the Executive Director’s Letter, last year was a time to transform our good ideas and practices into concrete strategies and policies to better prepare for systematic growth in the future. Our partnership with PharmAccess Foundation was instrumental in helping us to sharpen our vision and translate our know-how into a strategic approach to health service delivery and sound public health policy.

CELEBRITY AMBASSADOR
This was also a year when North Star polished up its communications activities and invested time and talent to spread the word about our work. We signed up our first celebrity ambassador, Mpumelelo “Mpume” Mbangwa, an internationally known cricket commentator and former national player for Zimbabwe, who was featured in our World AIDS Day campaign. We hope that his winning personality will allow him to connect man-to-man with our clients and his reputation as a sports figure will capture the attention of transport managers as well.

WHAT IS COMETS?
The RWCs are linked to each other to ensure there is continuity of care through a tailor-made client heath registration and passport system called COMETS (Corridor Medical Transfer System), which was created for us by ORTEC. The system allows us to have near real-time data on operational activities at each RWC. It also enables for the following key functions to be served:

- Essential treatment information to travel with clients as they move along the corridor;
- RWC performance monitoring on a daily basis;
- Development of long-term analyses of transport and health patterns on a corridor-by-corridor or regional basis; and
I used to have a boyfriend. I was happy then. I was still in school when I got pregnant; that’s when life started to get difficult. My boyfriend left me and didn’t want to hear from me anymore. My sister takes care of my child now. I rent a room in a rest house where I receive my clients. That’s where I sell my body to survive.

I started working as a sex worker after a friend lied to me. He had promised to get me a job in a restaurant. Then he beat me if I refused to sleep with a man. Now I find my own clients; most are truck drivers. They have more money than other people in the community and they are easy to entice; they never say no.

I visited the North Star Centre one day to get condoms. The educator convinced me to take an HIV test. I was found positive. Before I knew my status, I accepted having unprotected sex, especially when I didn’t have enough money to buy food.

I don’t have unprotected sex anymore, not even for more money. I lose business because most men refuse to have sex with a condom. But now I know the risks.

I am 25 years old and I don’t want to do this work anymore. My biggest wish is to get a decent job so that I can leave something for my child. I don’t want her to be like me – left alone by my parents with nothing.

“We support North Star in whatever way we can. We believe they are in a much better position to address the sexual and reproductive health needs of these cross-border drivers given their presence beyond Malawi. We hope to see more of North Star’s RWCs at our borders and hotspots to help address our community’s health needs.”

Ms. Kezzie Chirwa, Chief Nutrition, HIV and AIDS Officer, Ministry of Transport and Public Infrastructure, Malawi
In 2010 North Star Alliance provided 175,063 with essential counselling, treatment and information.

What it costs

€4 per patient visit

Includes: Basic health, sexual health, occupational health, and related counselling

€70k per clinic

Operating costs recovered at local level
Capacity building donor funded

Financial

In 2010 we received

€1.7 million in cash donations
€0.6 million in in-kind donations
55% from 2009 fiscal year
“Shell recognizes the importance of protecting the health and well-being of our direct employees, our contractors, and those community members in and around Shell’s operations. Therefore, one consideration when partnering with NGOs is how we might work together to deliver some of our in-house health policies to external groups such as our supply chain.”

Dr. Rob Donnelly, VP Health, Royal Dutch Shell

EDWARD, AGE 45
TRUCK DRIVER IN MALAWI

Every week, it’s the same routine: my wife makes me breakfast, I go to the office to check that my truck tank is full with diesel, I complete my safety papers, then I hit the road. I drive to the Port of Beira in Mozambique, pick up my load, head back to Malawi to drop off my load, I rest for one day, then set off again.

Ahead of me are five days of loneliness, which always makes it hard to leave. Being on the road means I’m away from my family for long periods. Every night I sleep in my truck. Dealing with that loneliness is the most difficult part of my job. I hum to myself as I drive.

My job also has dangers, like hijackings and sex workers. Women selling sex try to entice truck drivers like me because they think they’ll get more money from us than with other clients. The drivers I know never mention their girlfriends on the road. But when they disappear at night, I know that’s where they are.

I am aware of the threat that HIV presents. It takes only one woman to transmit the virus to me. I was a truck driver before being married. I was less careful then. Now that I have a wife and six children, it is a different story. I have never tested for HIV but one of these days I think I’ll find the courage to do it.
International Transport Workers’ Federation (ITF) is a Global Union Federation representing over four million transport workers in 681 unions in 148 countries. ITF supports the work of North Star by connecting us to local and national transport workers’ unions across Africa and beyond.

ORTEC is one of the largest providers of advanced planning and optimisation software solutions and consulting services. ORTEC developed a tailor-made client health registration and passport system called COMETS (Corridor Medical Transfer System), which enables the exchange of patient-specific data between each RWC. It also allows North Star to collect and analyse site-specific health and demographic data.

TNT, the global express and mail company, provides its technical expertise to North Star in a variety of ways and at different levels, including high level management and country level volunteers. TNT also contributes significant funding for core operations and special needs. Through their employee engagement programme, TNT helps raise awareness about North Star’s work.

UNAIDS is made up of ten UN agencies and is a common platform for addressing the global AIDS epidemic. North Star aligns itself with UNAIDS policies and programmes to ensure consistency and learn from global best practices. North Star has contributed to high-level UNAIDS meetings and was cited as a best practice in public-private partnerships for health service delivery. At the country level, UNAIDS provides technical advice, access to materials and some funding support.

WFP is the largest humanitarian agency in the world and as such is one of the world’s largest employers of transport workers. At the corporate level, WFP provides North Star with funding and in-kind support. At the country level, WFP uses its contacts with transport companies to leverage support for North Star operations and acts as the focal point for UN involvement. WFP has also funded the establishment and running costs of RWCs and provided management oversight.

Our Core Partners provide funding and in-kind donations to cover expenditures at the head office level related to the development and management of the entire organisation, and each holds a seat on North Star’s Board. We are especially grateful to the following organisations for their significant support.

CORE PARTNERS
NORTH STAR ALLIANCE WORKS WITH FIVE CORE PARTNERS, EACH OF WHOM HAS DEMONSTRATED A DEEP AND LASTING COMMITMENT TO IMPROVING THE HEALTH AND WELLBEING OF TRANSPORT COMMUNITIES.
OUR PARTNERS

STRATEGIC PARTNERS
STRATEGIC PARTNERS PLAY A CRITICAL ROLE IN OUR STRATEGIC GROWTH BY ENSURING THAT OUR SERVICES ARE BASED ON BEST PRACTICES IN HEALTH EDUCATION AND CARE.

We are grateful for the support of the following organisations.

Abidjan-Lagos Corridor Organization (ALCO)
Family Health International (FHI)
Federation of East and Southern African Road Transport Associations (FESARTA)
Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria (GBC)
Ministry of Foreign Affairs of the Netherlands
PharmAccess Foundation
Port Management Association of Eastern and Southern Africa (PMAESA)
Southern African Development Community (SADC)
United States Agency for International Development (USAID)
Walvis Bay Corridor Group (WBCG)
Some provide essential goods and services in-kind, without which we could not function. Others contribute financially to cover the direct operational costs of our RWCS as well as to build capacity. Finally, some local partners provide operational, logistical, and promotional support for our growing network of RWCS. The following partners have been active within the past two years.

10hove S.L.
A.P. Møller - Mærsk Group
Academic Model Providing Access to Healthcare (AMPATH)
African Medical and Research Foundation (AMREF)
AmoCongo
Batsirai Group Zimbabwe
Borish
Bralima (Heineken International N.V.)
Cato Ridge Truck Stop
Chevron South Africa (Pty) Limited
Combine Cargo Malawi
Container Leasing Africa (CLA)
Dar es Salaam Corridor Logistics Committee
Department for International Development of the United Kingdom (DFID)
Embassy of Japan in Kenya
Être Design
European Union – Delegation of the European Union (EU)
Fersons Ltd. Malawi
GDC Transport Malawi
Great Lakes Initiative on AIDS (GLIA)
HIG – Dynamisch in Techniek
International Labour Organization (ILO)
International Organization for Migration (IOM)
Jordanian Land Transport and Mechanical Union
Just - BI—Business Intelligence
Kenya HIV/AIDS Private Sector Business Council
Kenya Long Distance Truck Drivers Union (KLDTDU)

Kenya Ports Authority
KNCV Tuberculosis Foundation
Manica Group of Namibia
MASHRU Transport Company
Ministry of Foreign Affairs of Sweden
Municipality of Walvis Bay
National AIDS/STI Control Programme, Kenya (NASCOP)
Neighbours in Action
Nike Foundation
Population Services International (PSI)
Port Management Association of East and Southern Africa
Road Transport Operators Association of Malawi (RTOA)
Road Authority Namibia
Shell
Solidarity Centre, Kenya
Soul City Institute for Health and Development Communication (Soul City)
SustainAbility Solutions Africa
Swedish International Development Cooperation Agency (SIDA)
SYSTIMAX Solutions
Trans Kalahari Corridor (TKC)
Unitrans Fuel and Chemical
Unitrans Freight
World Provision

We’ve also received generous support from a number of National AIDS Control Councils, Ministries and Departments of Health from various districts, provinces, and countries.
Long distance truck driver, Charles Makomba, drives his truck out of Chirundu, a key transit point on the border of Zambia and Zimbabwe.

“Just as the transport industry fuels epidemics, so can it drive the solutions.”

Peter Bakker, CEO, TNT
Luke Disney | Executive Director

Luke joined North Star in 2007, its inaugural year, as Director Fundraising and Communications. Prior to North Star, Luke worked at TNT, the global mail and express delivery company as Director Communications for the Moving the World initiative, where he worked on the groundbreaking partnership with the World Food Programme, launched in 2002. This work was praised by former United Nations Secretary General Kofi Annan as “an excellent example of the way private corporations can cooperate with United Nations agencies to do vital life-saving work”.

Previously, Luke has worked as a journalist, corporate communications consultant and a teacher. He holds a Masters degree in Social Sciences from the University of Edinburgh, Scotland, and a Bachelor of Arts from Dalhousie University, Canada.

Luke currently lives in Utrecht, the Netherlands, with his wife and two children.

Robin Landis | Director Marketing and Communications and WFP Liaison

Robin has helped North Star go from a nameless good idea to the impressive organisation it is today. For nearly a decade, Robin has been an HIV/AIDS Policy Advisor for the World Food Programme. She has lived and worked in Italy, Mozambique, Pakistan, Ethiopia, Niger and Washington DC. She started her international humanitarian career after serving three years as a US Peace Corps Volunteer in Sierra Leone.

Robin has a Bachelors Degree of Fine Arts in Graphic Design, a Masters Degree in Health Communication, and a Certificate in Sustainable Cross-Sector Partnerships from the University of Cambridge.

Robin lives with her husband and their two baby elephants in Nairobi, Kenya.
THE PEOPLE OF NORTH STAR

Paul Matthew | Director Africa
For the past two decades, Paul Matthew has been a driving force in the response to AIDS for the road freight industry. This is reflected in Paul’s past experiences working with the National bargaining Council for the Road Freight Industry, the Road Transport Industry Training Board, and as the Chief Executive Officer of The Learning Clinic (his own company), Ikaheng HR Services, Ltd, and since mid-2009, as Director Africa of North Star. Paul lives in Durban, South Africa with his wife and two daughters.

Michael Becker | General Manager
Southern Africa
Michael (Mike) Becker joined North Star in 2010 as General Manager Southern Region and is responsible for operations in the SADC region countries. Prior to joining North Star, Mike was Regional Manager at Ikaheng HR Services in Durban from 2003 – 2010 and was responsible for the Labour Brokering and Training Divisions. He has also worked in the Furniture Retail industry. Mike holds a Bachelor of Commerce Degree in Marketing and Business Management from Oxford-Brookes University, United Kingdom. Mike lives in Durban, South Africa with his wife and two sons.

Eva Mwai | General Manager East Africa
For the past 20 years Eva has worked in the field of programme management. Prior to joining North Star in 2009 as the General Manager East Africa, Eva was the Chief Executive Officer of St. John’s Ambulance Kenya. Eva studied Social Work and Business Administration. Eva lives in Nairobi, Kenya with her son.

Georgie Kovacs Barden | Director US Fundraising and Donor Relations
Prior to joining North Star, Georgie was the Manager of Member Relations at the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria. Prior to joining the non-profit sector, Georgie consulted for a variety of clients in the pharmaceutical and biotech industries, which she did after her eight-year history in the pharmaceutical and consumer packaged goods industries where she held roles in sales, training, and US and global marketing. Georgie earned a degree in Chemistry at the University of Florida and a MBA at New York University’s Stern School of Business, during which she studied abroad at the Melbourne School of Business in Australia. Georgie lives in New York City with her husband.

Danielle Coulibaly | General Manager West Africa
Danielle joined North Star in 2010 and brought with her a wealth of knowledge about health and mobility specifically in the West African countries of Côte d’Ivoire, Burkina Faso, and Ghana. Prior to joining North Star, Danielle worked in multiple roles for Shell focused on occupational health, health management, and HIV/AIDS programming. Danielle has also worked as a doctor in Côte d’Ivoire, Belgium, and South Africa. Danielle has five children and currently lives in Ouagadougou, Burkina Faso due to political unrest in Côte d’Ivoire.
Building an alliance between local and international partners from the public and private sector has helped North Star pioneer a sustainable health solution for high-impact diseases among mobile populations, where both public health systems and in-company health programmes have been largely unsuccessful. This section describes our funding principles and structure, which have shaped our successful alliances.

**Share the Financial Burden:** We believe that, for the foreseeable future, the costs of providing sustainable access to quality health care services in most low-income settings cannot be borne by the direct stakeholders (i.e., individuals, communities, and businesses) alone. Indirect stakeholders, such as international donors, multinational supply chain operators, and philanthropic foundations, will need to remain engaged as well.

**Demonstrate Impact:** We only expect direct and indirect stakeholders to invest in health care interventions that have proven their impact.

**Demonstrate Return on Investment (ROI) through Outcomes:** We ensure that the financial contributions of both direct and indirect stakeholders are clearly linked to the outcomes of our activities.

**Provide an Attractive Platform for Engagement:** We are confident that well managed, efficient and effective regional health care networks are an attractive platform to introduce new products and services that will complement and cross-subsidise our current service offerings.
Supported by our five core partners and the Ministry of Foreign Affairs of The Netherlands, their core funding is used to cover overhead expenditures incurred at the head office level related to the development and management of the entire North Star organisation.

Our operational funding is broken down into two categories: direct operational and capacity building costs. Direct operational costs are recovered at the local level by direct stakeholders, while capacity building costs are funded by our international partners and indirect stakeholders.

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AUDHRIECH, AGE 34
CLINICAL OFFICER, NORTH STAR ALLIANCE
ROADSIDE WELLNESS CENTRE, MALAWI

After four years at the North Star RWC, I have become familiar with the health needs of mobile populations, like truck drivers. The RWC is ideal for them because it’s located right next to the truck stop where they park at night. That is a huge convenience.

In spite of that, though, we still face big hurdles when it comes to HIV prevention. There are strong cultural beliefs; some of those beliefs discourage them from using condoms. Poverty and low levels of education make the situation worse, leading to high-risk sexual behaviours.

I once tested a Mozambican truck driver for HIV. His results showed that he was positive. He was so troubled by the news that I needed to ask the customs officials to postpone his right to pass the border for a few days, just to ensure that he wouldn’t drive in that state.

My wish for the RWC is to provide visitors with a broad range of services, like ARVs for HIV positive patients. The North Star RWC presents a rare opportunity for them to be able to access medications. We need to take advantage of that to really help our visitors.
# FINANCIALS

## DONATIONS

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Photo: Clémentine Noblecourt
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<tr>
<td><strong>Non current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property plant and equipment</td>
<td>91,115</td>
<td>33,316</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>265,610</td>
<td>326,262</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>235,030</td>
<td>257,632</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>591,756</td>
<td>617,210</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted fund</td>
<td>213,992</td>
<td>266,902</td>
</tr>
<tr>
<td>Unrestricted fund</td>
<td>13,391</td>
<td>140,621</td>
</tr>
<tr>
<td>Gain on foreign translation</td>
<td>7,558</td>
<td>8,162</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>234,941</td>
<td>415,685</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instalment sale</td>
<td>21,125</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>21,125</td>
<td>-</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accruals</td>
<td>122,364</td>
<td>54,092</td>
</tr>
<tr>
<td>Instalment sale</td>
<td>€ 8,516</td>
<td>-</td>
</tr>
<tr>
<td>Trade payables</td>
<td>204,810</td>
<td>147,433</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>335,690</td>
<td>201,525</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td>591,756</td>
<td>617,210</td>
</tr>
</tbody>
</table>

**NOTE:** Refer to our website (www.northstar-alliance.org) for the complete set of 2010 audited financial statements.

## INCOME STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Euro</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations*</td>
<td>2,237,327</td>
<td>1,010,244</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>€ 5,268</td>
<td>151</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishment cost</td>
<td>158,342</td>
<td>163,508</td>
</tr>
<tr>
<td>Finance, legal and administration</td>
<td>186,278</td>
<td>104,515</td>
</tr>
<tr>
<td>Integrated computer technology</td>
<td>431,333</td>
<td>18,856</td>
</tr>
<tr>
<td>Marketing</td>
<td>141,782</td>
<td>14,481</td>
</tr>
<tr>
<td>Prevention</td>
<td>140,195</td>
<td>9,289</td>
</tr>
<tr>
<td>Project management</td>
<td>-</td>
<td>48,707</td>
</tr>
<tr>
<td>Running cost</td>
<td>224,195</td>
<td>79,486</td>
</tr>
<tr>
<td>Salaries</td>
<td>975,011</td>
<td>231,114</td>
</tr>
<tr>
<td>Travel cost</td>
<td>173,279</td>
<td>84,201</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>2,430,415</td>
<td>754,157</td>
</tr>
<tr>
<td>(Deficit) surplus for the year</td>
<td>-187,820</td>
<td>256,238</td>
</tr>
</tbody>
</table>

*The donation amount in the 2010 Income Statement differs from the amount in the Donations Overview as North Star Alliance did not include donations that were granted in 2010, but will be used for projects in 2011 in the financial statements for 2010.*
North Star Alliance is an independent non-governmental organisation with its international head office in Utrecht, the Netherlands. It is registered as an independent charity in The Netherlands and as a wholly owned charitable organisation in South Africa and Kenya, where our other offices are located.
“Imagine if North Star was not doing what it does and that the kind of services we provide were not available to individuals affected by the diseases ravaging communities. How many more people would be infected? How many more people would have died? How many more children would have to be raised without parents or family to support them?”

Garry de la Rue, Administrative Manager Southern Africa, North Star Alliance