In 2012, we set out on an internal renovation project with the aim of preparing North Star for our next growth spurt. The scope of the changes we deemed necessary was ambitious. We drew up new inter-company agreements to better define the relationship between the regional and head offices. We created a new governance structure and started recruiting members to the Supervisory Board. We redefined our senior management structure and its roles. And we introduced a new strategic review and development process. We planned all this while maintaining aggressive operational growth targets to expand our clinical network and strategic projects to improve key systems, such as our electronic health passport system COMETS.

As we enter 2014 we can look back with a sense of satisfaction at the successful completion of most of the key transformations. In July, we launched our much-awaited new version of COMETS. In September, we signed our new inter-company contracts and introduced our new Senior Management Team candidates. We welcomed the first new members of the Supervisory Board in October. Furthermore, our new strategic review and development process was completed in January 2014.

The growth of our clinical network slowed significantly in 2013, as we encountered unexpected delays in two of our largest projects. The delays were frustrating, as they were completely beyond our control. They also strained our cash-flow management, causing us to postpone investments in other areas. However, adversity is a true test of character, and the organisation once again demonstrated its resilience. There were no service shortages or closures, and we still managed to achieve our strategic objectives, though later than planned, as mentioned above.

We also made the important strategic decision to transfer three clinics out of the North Star network to other local government and civil society organisations. It is hard to say goodbye to staff and partners, but I am pleased to report that all three clinics will continue to operate and provide services to local populations. Network expansion is a top priority for North Star. But sustainable growth needs to be carefully managed, even if it means making difficult decisions.

We also had our fair share of celebration moments in 2013. Our long-time partner ORTEC won the Global Business Coalition of Health’s award for Technology For Health for its contribution to our COMETS system. North Star was admitted to the Innovative Partnerships in Health Development (IPIHD) network, and our Regional Director for Southern Africa, Paul Matthew, joined the South African branch of the prestigious Ashoka Social Entrepreneurs network.

We closed off 2013 with 30 clinics in our network, a very solid financial position, and exciting new network opportunities. Through the extraordinary efforts of our teams working in the clinics and across the organisation we were able to see almost a 23% growth in the number of clients we served and a 30% increase in the number of clinical and outreach sessions. In 2014, we expect to complete our extensive organisational renovation project and to start seeing new signs of growth in our network. In short, we entered 2014 poised on the cusp of our next growth spurt; 12 months later than hoped, but far more likely to see it become a long and sustained trajectory that will take us across the continent of Africa and beyond.

As always, my thanks for our accomplishments this year go to the tremendous team, but also to our dedicated partners without whom we would not be North Star Alliance.

Yours in health,

Luke Disney
Executive Director, North Star Alliance
The past year saw North Star continue to expand its network of clinics and partners. The net growth in the clinical network was significantly slower than in previous years. Four new clinics were opened, while three existing clinics were transferred out of the North Star network to local government/civil society partners, compared to six new clinics we opened in 2012, with zero transfers.

Despite the modest growth (3%) in the size of our clinical network, the North Star teams working in the clinics were able to increase the number of patient visits by 23%. This admirable result is thanks to the dedication of the North Star clinical staff, who continue to put in long hours under sometimes difficult circumstances. But it also shows focus and a commitment to improvement that characterises the organisation as a whole.

North Star also showed impressive and important growth in its network of partners. In 2013, we were pleased to be admitted to the Innovative Partnerships in Health Development network, established by Duke University, the World Economic Forum and McKinsey and Partners. We also launched important new operational partnerships, such as the partnership with Wits Reproductive Health and HIV Institute, which will see us open eight new clinics in South Africa with support from the President’s Emergency Plan For AIDS Relief (PEPFAR).

It was also nice to see that North Star’s efforts continued to receive international recognition. It was particularly pleasing to see the long-standing partnership between ORTEC and North Star crowned with the GBCHealth’s 2013 award for Technology For Health.

And finally, I would like to also close off by noting that outgoing Chair, Geerhard de Vries, stepped down from the Supervisory Board at the end of 2013.

On behalf of the Supervisory Board I wish to thank Geerhard for his energy and commitment over the last five years, during which time North Star went though a remarkable transformation, from a hungry start-up to a mature organisation.

I am honoured to have been asked by my colleagues to take over the role of Chairman. I will do my utmost best to uphold the standards set by my predecessors and help North Star continue to shine the years ahead.

Sincerely,

Bas Janssen

SUPERVISORY BOARD CHAIR, NORTH STAR ALLIANCE
At North Star Alliance, our mission is to provide hard-to-reach populations with sustainable access to high quality health services.

North Star Alliance brings health services to hard-to-reach people across Africa in a “Blue Box”. We use converted shipping containers (painted blue) to house clinics (Roadside Wellness Centres) that deliver public health programmes for people with increased health risks, like truck drivers and sex workers, and primary health care to communities with limited or no access to medical services.

We chose this “containerised approach” because semi-mobile structures with a standard layout could be rapidly produced and deployed, enabling us to continuously expand our reach. As a result, we’ve grown from one clinic with 5,000 visitors in 2007, to a network reaching over 280,000 people in 13 countries in 2013; and we’re not stopping there.

In 2013, we worked with more than 70 partners from the private, public and humanitarian sectors. Together, our network supported the establishment of new clinics, developed innovative technologies, shared valuable knowledge, and worked alongside our dedicated staff to build a strong, resilient organisation.

We know that a “Blue Box” can’t solve all the health challenges facing our clients, but we’ve been amazed to discover just how much of a difference it can make. As we continue to expand our network across Africa and around the world, we invite you to follow our story and join us in thinking outside of the box, and inside a blue one.
During the past year we’ve had many reasons to celebrate our success. Here are a few noteworthy highlights.

→ **JANUARY**

**Paul Matthew**
Regional Director, Southern Africa and 2012 Schwab Foundation Social Entrepreneur of the Year Africa
Attends the World Economic Forum
/ Davos, Switzerland

→ **MARCH**

Roadside Wellness Centre opens in Inchope, Mozambique

→ **APRIL**

Computerworld recognise ORTEC as 2013 Honours Laureate in Recognition of Its Work with North Star

First client uses fingerprint scan to check into a North Star Roadside Wellness Centre
/ Cato Ridge, South Africa

→ **MAY**

**ORTEC & North Star Alliance**

Win Technology for Health Award at the 2013 GBCEHealth Annual Conference Presented by the First Lady of South Africa, Madam Bongi Ngema-Zuma
/ New York, USA

→ **JUNE**

North Star Alliance runs the first Train the Trainer Workshop for the Abidjan-Lagos Corridor Organization (ALCO) to support the roll-out of our Comets Software in West Africa
/ Benin

North Star Alliance hosts Highway to Health Session at the 6th SA AIDS Conference with Wits RHI and PEPFAR
/ Durban, South Africa

North Star Alliance presents at the Africa Road Transport Forum
/ Johannesburg, South Africa

North Star Alliance attends The World Economic Forum on Africa
/ Cape Town, South Africa

North Star Alliance presents at the Africa Road Transport Forum
/ Johannesburg, South Africa

→ **JUNE**

North Star Alliance runs the first Train the Trainer Workshop for the Abidjan-Lagos Corridor Organization (ALCO) to support the roll-out of our Comets Software in West Africa
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North Star Alliance presents at the Africa Road Transport Forum
/ Johannesburg, South Africa

North Star Alliance attends The World Economic Forum on Africa
/ Cape Town, South Africa

North Star Alliance presents at the Africa Road Transport Forum
/ Johannesburg, South Africa

The Kenyan Government launches the new National Strategy on HIV and AIDS and STI Programming along Transport Corridors in Africa.

North Star supported development of this strategy in cooperation with the National AIDS Control Council (NACC), the National AIDS and STI Control Programme (NASCOP) and the International Organisation for Migration (IOM).
North Star launches a new version of its **Electronic Health Passport System, COMETS** (Corridor Medical Transfer System), called **COMETS PANSTARRS**.

**August**

North Star, the international healthcare delivery organization, opened a new roadside wellness center in **City Deep, South Africa**.

North Star's global management team met in Vught, the Netherlands, for the **Road Ahead Workshop**.

**September**

North Star’s new supervisory board and board of management structure were ratified.

Mark Gunton (Clinton Giustra Enterprise Partnership) and Dr. Pim de Graaf (former chairmen of the Board of Directors, Médecins Sans Frontières, NL) joined North Star’s supervisory board.

North Star joins **IPIHD** (International Partnership for Innovative Healthcare Delivery).

Paul Matthew (regional director, southern Africa) was recognized as an Ashoka Fellow.

**October**

North Star presents at **OR2013** (the International Conference on Operations Research), Rotterdam, the Netherlands.

North Star presents at the **World Economic Forum’s Annual Meeting of the New Champions**, Dalian, China.

North Star’s global management team met in Vught, the Netherlands, for the **Road Ahead Workshop**.

**November**

North Star’s global management team met in Vught, the Netherlands, for the **Road Ahead Workshop**.

North Star presents at the World Economic Forum’s Annual Meeting of the New Champions, Dalian, China.

North Star nominated to the National AIDS Control Council’s Key Population Steering Committee.

**December**

North Star’s East Africa staff met in Kampala, Uganda, for a week long **Training and Road Ahead Workshop**.

The Johnson & Johnson Corporate Citizenship Trust joined North Star’s network of partners and will be providing staff to support knowledge transfer in key departments.

Roadside wellness center opens in **Pongola, South Africa**.

BBC visits our Roadside Wellness Centre in **Salgaa, Kenya** to film a segment for its 2014 documentary **On the Tea Trail with Simon Reeve**.

North Star delegation travels to West Africa to meet with ALCO & UNFPA to discuss regional expansion.

North Star hosts National Editors Workshop in partnership with SOA AIDS Nederland and the National AIDS Control Council to promote positive coverage of key populations in Kenyan media.

Roadside wellness center opens in **Ngodwana, South Africa**.

Roadside Wellness Centre opens in **Pongola, South Africa**.
What is an organisation? A group of people working towards a common goal. A simple answer to an important question, but one that is often overlooked. At North Star our people are the heart of the matter; they are the key to our success. Every day we all roll up our sleeves to provide truck drivers, sex workers and roadside community members with high quality health services at our 30 Roadside Wellness Centres in 13 countries across sub-Saharan Africa.

From the security guards to the nursing staff to the staff in our offices and our volunteers — we are a group of 172 people with diverse backgrounds, nationalities and characters. We are united by our core values that define how we work together as a team and by our belief that we can make a difference in the lives of others.

At North Star we believe in investing in our people. In 2013 we held regional training programmes in Eastern and Southern Africa.

- Our medical teams had the chance to brush up their knowledge and skills on various prevention, treatment and communication methodologies.
- Our site coordinators were given additional training on customer service and quality management.
- Our security guards and cleaners had a programme focusing on first aid and basic fire-fighting techniques.

The Directors and senior management attended a workshop in Vught, the Netherlands, where they were engaged in refining our vision statement, the results of which you can see on the last page of this report. Time and time again we see how these investments pay off. The commitment of North Star’s staff is unwavering; in good times and in bad. Our staff turnover has been stable at around 7% for the last several years, a standard that we are really proud of.

The commitment to our clients is also an important source of innovation for North Star. All team members are encouraged to actively contribute to product and service development. Over the years this has resulted in important changes to how we operate. Recent examples of staff-driven innovation include new lab services, different patient registration systems, referral and treatment follow-up and new approaches to outreach work.

Finally, the most important testament to the passion and drive of our teams is the feedback we get from our clients and partners. From our 2013 customer surveys we can proudly read about the positive impression that our clinical teams make on our clients on a daily basis: 97% of our clients are satisfied1 with our services! An outstanding result driven by highly dedicated individuals and a great team work.

If an organisation can be more than the sum of its parts then it must be the spirit of the people that make up that difference. At North Star we are blessed with a team spirit that is born from a passion and commitment of a group of people who know that they are making an important difference to people’s lives every day. It is this spirit that fuels our continuing journey, one that will bring us to many new places in the years ahead.

People are at the centre of everything we do. From 172 coworkers to 283,784 clients, the happiness and health of individuals is what drives us.

1 North Star’s State of the Road Report 2013
Truck drivers and other mobile workers often have difficulty accessing quality health care without losing valuable work time. Simple factors like limited operating hours and distance to health facilities are barriers for people who cannot take time off to seek medical treatment. As a solution, North Star Alliance developed the Roadside Wellness Centre concept to extend local health infrastructure and strengthen referral systems to meet the needs of some of Africa’s most hard-to-reach populations, including truck drivers, sex workers, and members of communities situated along transport corridors.

As part of this model, we have developed a health service package that is responsive to the specific needs of our different client groups. This includes general health check-ups, treatment for a range of illnesses including sexually transmitted infections and malaria, counselling and testing for HIV, anti-retroviral treatment, free condoms and information on topics such as tuberculosis, hypertension, diabetes, and positive gender relations. To stay relevant, we constantly assess our services and invest in ways to improve our capacity to deliver them.

Our clinics are located at ‘hotspots’ such as border posts, transit towns or ports where large numbers of trucks stop, load and offload, and where sex work and informal trades flourish. Most are open late when drivers are parked for the night and sex work activity peaks. The exact hours of operation, referral mechanisms and other details are determined in conjunction with local stakeholders prior to establishing each clinic.
We recognised that one of the biggest barriers to health faced by our clients was a fragmented healthcare system unable to store and access the health information of mobile workers. As people moved from country to country, their medical records needed to move with them so they could continue to access consistent treatment and so one healthcare provider could continue where the last left off.

We developed together with ORTEC a proprietary system called COMETS that enabled us to access and monitor health data across the networks and gives our clients access to their health records regardless of their location.

In 2013 we started with a pilot to register clients using their fingerprint as identification; the accuracy and easy use lead to an entire rollout of fingerprint scanners in all our RWC’s.

In addition to COMETS, we recently developed a new IT programme called POLARIS, which combines COMETS data, traffic flows, commodity flows, and costs to improve our decision-making on the ground. The system will help us to ensure that clinics are strategically placed, and that the services they offer are optimal.

These three innovations mark new ways to improve the quality and effectiveness of health care, and the information they collect and offer is invaluable.

TECHNOLOGY FOR HEALTH
Through hard work and innovation, our team raised the bar in 2013 and delivered health services to more people across Africa than ever before.

HEAD OFFICE

2013 was a year of building at our Head Office in Utrecht. From the establishment of new partnerships, to the development of exciting new technological tools, to strengthened organisational structures and new shared resources to support our Regional Offices, our Head Office team took strides forward in helping North Star prepare for the future. Some of the highlights from 2013 include the launch of a new version of our electronic health passport system, called “COMETS PANSTARRS”, the ratification of our new Management Board and Supervisory Board, and hosting our global management team in the Netherlands for our first “Road Ahead” strategic planning workshop. We were also pleased to be the co-recipient of the Technology For Health Award alongside our partner ORTEC at GBCHealth’s Annual Conference. Finally, we were proud to be able to support the tremendous work being done in each region to develop innovative partnerships and programmes to extend access to health services in communities across Africa.

WEST AFRICA

2013 marked the first full year of operations for our Roadside Wellness Centre in Farafenni, The Gambia. As the first West African Roadside Wellness Centre, this site acted as a key regional pilot helping demonstrate to current and potential partners opportunities for future growth in the region. This culminated with a series of high-level meetings between North Star’s Executive Director and key regional health players to discuss opportunities for expansion in 2014 and beyond. In addition to our own clinical operations in West Africa, we also continued to grow our partnership with the Abidjan-Lagos Corridor Organization (ALCO) by rolling out our award-winning electronic health passport system, COMETS, at 8 of their HIV Information Units, and conducting a Train the Trainer workshop with their staff to support the software rollout.

EAST AFRICA

In 2013, our East Africa team continued to strengthen its position as an important part of the public health sector and a key regional healthcare provider for hard-to-reach and key populations in the region. In Kenya, North Star supported the development of a new ‘National Strategy on HIV and AIDS and STI Programming among Transport Corridors in Africa’ and was nominated to join the National AIDS Control Council’s (NACC) Key Population Steering Committee. Our team also hosted a National Editors Workshop in partnership with SOA AIDS Nederland and the NACC to promote positive coverage of key populations in regional media. Finally on the programming side, our East Africa team also rolled out an exciting new initiative with support from the Centre for Disease Control and the Elizabeth Glaser Pediatric AIDS Foundation called the Baloi Project, a training programme focused on building the capacity of long-distance truck drivers to act as peer health outreach workers.

SOUTHERN AFRICA

In 2013, our Southern Africa team was busy expanding our reach across the region through a new partnership with the Wits Reproductive Health and HIV Institute (Wits RHI), the President’s Emergency Plan for AIDS Relief (PEPFAR), and USAID. As part of this collaboration, three new Roadside Wellness Centres were established in South Africa, including our new flagship clinic in City Deep. In addition to these new South African locations, early 2013 also saw a new country join our network with the establishment of our first Roadside Wellness Centre in Mozambique, located in Inchope. To leverage this growing regional network, we also took big strides toward launching the first cross-border anti-retroviral treatment programme with support from the Ministry of Foreign Affairs of the Netherlands, which will launch in 2014. Finally, building on his 2012 recognition as Social Entrepreneur of the Year Africa, our Regional Director for Southern Africa, Paul Matthew, continued to share North Star’s story at the World Economic Forum (WEF) in Switzerland, WEF Africa in South Africa, and at WEF’s Annual Meeting of the New Champions in China. Paul was also recognised as an Ashoka Fellow in 2013.
In 2013, we had a combined total of 283,784 people visit North Star Alliance’s Roadside Wellness Centres in East, West and Southern Africa.

In addition to expanding our reach through establishing new Roadside Wellness Centres and seeing more clients at each centre than ever before, we also took an important step in 2013 by sharing what we’ve learned and the tools we developed with partner healthcare providers. For the first time this year, clinics running North Star Alliance’s electronic health passport system, COMETS, are plotted alongside our own clinics.
A total of 373,864 clinical and educational sessions took place at our clinics in 2013.
Session Attendance

BY OCCUPATION

- PRIMARY HEALTH CARE
- STI TESTING & TREATMENT
- HIV COUNSELLING & TESTING
- EDUCATIONAL SESSIONS

Session Attendance

BY AGE

- EDUCATIONAL SESSIONS
- STI TESTING & TREATMENT
- HIV COUNSELLING & TESTING

TOTAL CONDOMS DISTRIBUTED IN 2013

1,441,385

Male Condoms 91.3%
Female Condoms 8.7%
Our partners play a fundamental role in all that we do, because no single organisation acting alone can turn the tide in public health.

For this reason, North Star Alliance was built on the principles of partnership, complementarity and accountability. In addition to the partners identified here, we would like to recognise the tremendous support of national governments and individual ministries in each of the countries where we are active, as well as a number of local hospitals and clinics who accept client referrals, share materials, and provide voluntary support to our staff in their communities.
**THE PEOPLE OF NORTH STAR**

The foundation of North Star Alliance’s success is its passionate, knowledgeable, and dedicated staff, management board, and supervisory board.

**MANAGEMENT BOARD**

**Mr. Luke Disney,** EXECUTIVE DIRECTOR  
NORTH STAR ALLIANCE, THE NETHERLANDS  
Luke has more than 10 years of experience building international public-private partnerships. In 2006, he was asked by TNT and the World Food Programme (WFP) to take the reins at North Star Alliance (North Star) to develop the organisation and expand its partner base. Prior to this, Luke worked on the ground-breaking TNT-WFP partnership focused on hunger relief.

**Mr. Paul Matthew,** REGIONAL DIRECTOR, SOUTHERN AFRICA  
NORTH STAR ALLIANCE, SOUTH AFRICA  
For two decades, Paul has been a driving force in the road freight industry’s response to AIDS. Prior to joining North Star’s management team in 2009, Paul worked in various executive positions, serving most recently as CEO of Ikaheng HR Services PTY LTD.

**Ms. Eva Mwai,** REGIONAL DIRECTOR, EAST AFRICA  
NORTH STAR ALLIANCE, KENYA  
For over 20 years, Eva has worked in the field of programme management. Prior to joining North Star in 2009 as the General Manager for East Africa, Eva was the CEO of St. John’s Ambulance Kenya.

**SUPERVISORY BOARD**

**Mr. Geerhard de Vries,** CHAIR  
(VP GLOBAL BUSINESS Consulting, ORTEC, UNITED STATES OF AMERICA)  
Geerhard is VP Business Consulting with ORTEC. Before working with ORTEC, he worked over 12 years as a senior consultant for a large healthcare organisation in the Netherlands. He is involved with ORTEC’s Social Responsibility Program in order to contribute to humanitarian aid organisations by deploying ORTEC’s resources and expertise to optimise logistical processes.

**Mr. Bas Janssen,** CHAIR  
(MANAGING DIRECTOR, TNT EXPRESS ROAD NETWORKS, THE NETHERLANDS)  
Bas has worked for more than 20 years at TNT in different functions. Besides being on the Supervisory Board of North Star, Bas is Chairman of the Board for Fleet Forum, an organisation set up in 2003 between worldwide humanitarian organisations and development organisations.

**Dr. Syed Asif Altaf**  
GLOBAL HIV/AIDS PROGRAMME COORDINATOR  
INTERNATIONAL TRANSPORT WORKERS’ FEDERATION, UNITED KINGDOM  
Asif is currently working as the Global HIV/AIDS Coordinator in the International Transport Workers Federation (ITF). Over the last 20 years he worked as Programme Manager in a number of international organisations and implemented different reproductive and occupational healthcare programmes.

**Mr. Mark Gunton**  
CEO, CLINTON GIUSTRA ENTERPRISE PARTNERSHIP, UNITED STATES OF AMERICA  
Mark Gunton serves as CEO of the Clinton Giustra Enterprise Partnership (the Enterprise Partnership), an independently funded initiative inside the Clinton Foundation, that focuses on creating and scaling social enterprises in supply chains and distribution networks. Before joining the Enterprise Partnership, Mark spent 28 years in business and finance roles in Fortune 500 companies, mostly in the areas of supply chain and logistics.

**Dr. Pim de Graaf**  
PUBLIC HEALTH ADVISOR, THE NETHERLANDS  
Pim de Graaf trained as a General Practitioner in the Netherlands and worked in rural hospitals in Mozambique and Rwanda. He spent many years with Médecins sans Frontières, in different positions, lastly he was chair of the Board of Directors. In between, during a seven year spell as director of the International Centre of the NIZW in the Netherlands, he linked Dutch and international health and welfare sectors.
## Donations

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## Balance Sheet

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Refer to our website (www.northstar-alliance.org) for the complete set of 2013 audited financial statements.

Madam Bongi Ngema-Zuma, First Lady of South Africa, presents ORTEC and North Star Alliance with the Technology For Health Award at the 2013 GBCHealth Business Action on Health Awards in New York.

### Income Statement

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<thead>
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</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td><strong>Euros</strong></td>
<td><strong>Euros</strong></td>
</tr>
<tr>
<td>Donations</td>
<td>3,999,448</td>
<td>4,319,033</td>
</tr>
<tr>
<td><strong>OTHER INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td>24,180</td>
<td>15,184</td>
</tr>
<tr>
<td>Interest Received</td>
<td>12,089</td>
<td>8,370</td>
</tr>
<tr>
<td><strong>TOTAL OTHER INCOME</strong></td>
<td><strong>36,269</strong></td>
<td><strong>23,554</strong></td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>4,035,717</strong></td>
<td><strong>4,342,587</strong></td>
</tr>
</tbody>
</table>

| **OPERATING EXPENSES** |         |         |
| Salaries               | 1,669,591 | 1,784,063 |
| Establishment Costs    | 88,060   | 91,124   |
| Finance, Legal and Administration | 373,469 | 376,160 |
| Integrated Computer Technology | 555,505 | 481,985 |
| Marketing, Communications and Fundraising | 31,088 | 36,268 |
| Prevention             | 161,373  | 216,592  |
| Running Costs           | 358,713  | 329,750  |
| Subcontractors External | 185,024  | 327,072  |
| Travel Costs            | 196,208  | 173,512  |
| **TOTAL OPERATING EXPENSES** | **3,619,031** | **3,816,526** |

**SURPLUS FOR THE YEAR**

<table>
<thead>
<tr>
<th></th>
<th><strong>2013</strong></th>
<th><strong>2012</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>461,686</strong></td>
<td><strong>526,061</strong></td>
</tr>
</tbody>
</table>
The road ahead is clear. With your support, we can ensure that hard-to-reach people across Africa have access to the services they need to stay healthy.

In 2006, North Star Alliance took a simple idea and opened a clinic in a “Blue Box” to deliver health care to a group of people who lacked access. Since then, we’ve created a network of Roadside Wellness Centres that spans East, West, and Southern Africa, we’ve built a dedicated group of partners, we’ve collected and learned from unparalleled patient health data, and, most importantly, we’ve delivered health care to over 1 million people. It’s a journey that’s gone by quickly, with little time to stop, breath, and take it all in.

This year, we were proud to have the opportunity to reflect on the path that led us to where we are, and work as a team to plot out the road ahead. To do this, we brought together our entire staff over three “Road Ahead” workshops held in the Netherlands, Uganda, and South Africa and developed a new vision to guide us as we continue to grow. We’re deeply proud of the road we’ve taken to get to where we are, and we hope you’ll continue to support us on the road ahead.