North Star Alliance has unique access to mobile workers via our innovative Blue Box clinics. With public and private partnerships, we invest in an international network of local operators, LEVERAGING COMMUNITY IMPACT.
Annual Overview 2016

**Concept & Design**
SensationBrandDesign.nl

**Photography**
Gareth Bentley, Marloes Chater, Quintin Mills, Oupa Nkosi

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"North Star have been one of our most amazing partners"

Francois Venter
Deputy Executive Director, Wits RHI

North Star is really all about people, the people we work with, and the people we help. Every one of us has a story to tell, and every story has a star.

#northstarstories

---

"I usually lead and encourage my peers to test for HIV whenever there is an outreach activity in our guest house. There is this day I took an HIV test. The results shocked me - I was HIV positive! My life became so miserable and lonely. A friend approached and escorted me to North Star Alliance where they linked me to a support group for ART.

I started thinking positively and I am now a peer educator with North Star because I want to change another positive person's life."

Client, Namanga, Kenya
## Our network

### Region | Country | No. | Clinic
--- | --- | --- | ---
**West Africa**

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### Corridors

- Blue Box clinics
- Clinics established by North Star, or using our operational tools, operated by other service providers
- Corporates in-house clinics providing healthcare to employees

### Blue Box clinics

- **38** Blue Box clinics in **10** countries
- **60 clinics established to date**
- **14 clinics powered by North Star**
- **3** laboratories operating on-site
- **6** clinics offering PrEP services
- **11+** clinics offering ART services
Within our new strategic outlook we have remained committed to providing access to health services for our target populations.

In West Africa this year we made a significant move to an out-reach-based model with tents and portable technology, and we are seeing great results while we consider the next steps forward. Our colleagues in East Africa pushed forward on significant advocacy issues for sex workers, confirmed an impressive implementation agreement with the Northern Corridor Transit and Transport Coordination Authority, and redeveloped our truck driver loyalty programme, Star Driver.

In Southern Africa, our team confirmed the ambitious Phase II Project with the Southern Africa Development Community, which will see an additional 19 clinics added to our network, and was selected to play an important part in the national PrEP rollout for sex workers in South Africa. Together, we participated in the International AIDS Conference in Durban, where our exhibition space truly showcased our service delivery model. The seemingly unending stream of clients waiting to see our clinicians at the working Blue Box clinic, for services from treating the common cold right through to CD4 counts, was the most impressive result.

Within our new strategic outlook we have remained committed to providing access to health services for our target populations, truck drivers and sex workers, and have widened the definition to include a broader range of mobile workers and the communities that they interact with. We formed five objectives, with three focused on how we will change the world, and two for changing ourselves. You can read more about our strategic outlook, along with our approach and conclusions, further on in this Annual Overview.

By first addressing our strategic outlook, we are in a good place to launch a strategic fundraising plan in 2017. This should enable us to grow to our full potential without leaning too heavily on a single source of income, fulfilling our own goals while still meeting the needs of our donors.

North Star Alliance has proven to be a challenging and inspiring adventure, and I hope that you will join us for the coming journey as we bring more health to more people in Africa. We are only just getting started.

Warmest,
Ylse van der Schoot
Executive Director

This year marked the official tenth birthday of North Star Alliance, an impressive milestone and one that represents the enormous amount of hard work by our people, as well as a coming of age for the organisation. Over the past ten years North Star has grown from a small group of people sharing the same idea to change access to health for hard-to-reach populations, to a mature non-governmental organisation spanning 38 clinics across 10 countries, powered by the commitment of over 200 staff.

Another milestone was the departure of Executive Director, Luke Disney. He was thanked for his era of leadership by celebrations with long-term and new partners and friends coming together across the network.

Signalling change for the organisation, the smooth installation of incoming Executive Director, Ylse van der Schoot, saw the development of North Star’s strategic outlook for 2017 to 2020. With a team of more than 200 people behind our new outlook, from our passionate clinical staff through to our dedicated regional offices, and under the leadership of our committed Board of Directors, the Supervisory Board is confident that next year will point North Star in the direction of growth.

Along with change, this was a year of celebrating. Our activities at the 2016 International AIDS Conference in Durban gave us the opportunity to sit at the global health table and get noticed, stirring pride throughout the organisation.

In September we ticked over a full decade of North Star Alliance, and this milestone was celebrated across all our offices and clinics with cakes, shirts and smiles shared across the globe on our internal social media site.

A key part of the strategic outlook is focused on finding a balanced approach to sustainable funding for the organisation. In recent years, changes to the donor landscape has led North Star to operate on an increasingly thin budget, limiting independently guided growth and development. While considerable energy has been spent on maintaining current relationships, a proactive fundraising plan combined with the support of our committed partners will ensure that the organisation can reach the potential that we all know it has.

After almost seven years in the Supervisory Board, I hand the reigns over to my fellow Supervisory Board member, Pim de Graaf, and wish him all the best in his years as Chair from 2017. I will remain available as an advisor to the Supervisory Board, and look forward to seeing North Star continue to grow as the new strategic outlook is implemented in the coming years.

Sincerely,
Bas Janssen
Chair of the Supervisory Board

A key part of the strategic outlook is focused on finding a balanced approach to sustainable funding for the organisation.
Mr. Mark Gunton
Member, Supervisory Board
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.

Ms. Eva Mwai
Regional Director, East Africa
North Star Alliance
Kenya

Eva has worked as leader and manager in the NGO sector for more than 20 years. She has managed a wide range of programmes in both rural and urban set-ups. As the Regional Director for East Africa, Eva provides strategic direction and leadership. Since the early years of her career, Eva has been a strong advocate for deserving populations. She has studied sustainable human development, social work and management.

Mr. Paul Matthew
Regional Director, Southern Africa
North Star Alliance
South Africa

With experience in the fight against the HIV/AIDS epidemic in the road freight sector since 1998, Paul joined North Star Alliance in 2009. He has been recognised by Ernst & Young in 2012 as Social Entrepreneur South Africa, awarded Outstanding Social Entrepreneur Africa by the Schwab Foundation, and awarded the Dira Sengwe Leadership in AIDS Award at the South African AIDS Conference in 2015. In 2016 Paul completed Harvard Kennedy School’s first executive course on social entrepreneurship.

Mr. Bas Janssen MBA
Chair, Supervisory Board
Managing Director, TNT Express Road Networks
The Netherlands

Bas has worked for more than 25 years at TNT in different functions. Currently he is the Managing Director of the European Express Road Network covering 44 countries with the fastest and most reliable road express delivery service. 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.

Ms. Ylse van der Schoot
Executive Director
North Star Alliance
The Netherlands

With a background of strong leadership in the NGO and cooperative society world, Ylse focused much of her work on sub-Saharan Africa before taking the reigns as North Star’s Executive Director in 2016. Before joining us, Ylse worked for international non-profits Oxfam Novib, the Life & Peace Institute, and most recently with Oikocredit International. Ylse leverages her diverse skillset in policy, international governance, marketing and communications to lead, grow and promote North Star throughout Africa and the world.

Dr. Pim de Graaf
Member, Supervisory Board
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, most recently as Chair of the Board of Directors. Currently he advises a range of organisations on health policy and strategy, in stable and unstable situations in Africa, Asia and Europe and acts as WHO advisor on Antimicrobial Resistance.
Ten year timeline

During the past years we’ve had many reasons to celebrate our success. Here are a few noteworthy achievements.

2001 - 2005

2001
A study in South Africa finds that 56% of long-distance truck drivers tested are infected with HIV.

2003
WFP and TNT struggle to find truck drivers to deliver relief food to hungry communities during the 2003 famine in Africa.

2005
Pilot clinic launches in Mwanza, Malawi as a joint initiative of TNT and WFP.

2006 - 2009

2006
North Star Alliance is born in Utrecht, the Netherlands.

2007
North Star expands its healthcare services to community members.

2008
Our 10th Blue Box clinic opens in sub-Saharan Africa.

2009
Two regional offices open in Nairobi, Kenya and Durban, South Africa.

COMETS, our clinical administration system, is developed with the help of ORTEC.

2010 - 2012

2010
Our 20th Blue Box clinic opens in a network spanning nine countries.

2011
The Clinton Global Initiative recognises North Star as an “exemplary approach to addressing challenges in Global Health.”

2012
North Star’s first laboratory opens at our Blue Box clinic in Salgaa, Kenya.

2013 - 2015

2013
Our 30th Blue Box clinic opens.

2014
North Star features in BBC documentary, “The Tea Trail with Simon Reeve.”

2015
Mesedi.org, our GPS enabled clinic localisation tool, launches.

Star Driver, our truck driver loyalty programme, is piloted.

Six new-model ‘inside/outside the fence’ Blue Box clinics open in Tanzania.

2016

2016
More than 1.7 million clinical and educational health services provided to date.

At the 2016 International AIDS Conference, we showcase our unique service model with a working Blue Box clinic and run experiential delegate tours to our Cato Ridge clinic.

North Star turns ten years old, with 38 clinics across 10 countries.

2017

#10 2016

At North Star Alliance, our mission is to provide quality healthcare to mobile workers and the communities they interact with.

As more and more people cross borders for work, recreation and safety, the risk of disease spreading from country to country, and within countries, grows. In sub-Saharan Africa, studies show that people on the move, like truck drivers, play a pivotal role in the spread of disease, and their health is intertwined with that of sex workers and other people living in remote roadside communities.

These groups of people, truck drivers, male and female sex workers, mine workers, seasonal workers, and the communities seeking opportunity around areas frequented by mobile workers, are included by UNAIDS in their 90:90:90 Fast-Track strategy to end the AIDS epidemic by 2030.

Beyond the reach of traditional health systems and away from home for extended periods, these population groups are more vulnerable to illness and more likely to take health risks. Playing a key role in transmitting disease between communities and across borders, and with their mobility impacting their ability to access health services, we thought:

if they can’t get to healthcare, then healthcare needs to get to them.

Our “Blue Box” approach breaks down the social barriers of traditional health clinics, providing mobile populations with primary healthcare services from Blue Box clinics. Located at ‘hotspots’ like border posts, transit towns or ports where large numbers of trucks stop, load and offload, and where sex work and informal trades flourish, our Blue Boxes keep flexible hours, tailored to the needs of our target populations.

Each clinic’s well-trained local clinical and outreach teams participate in quality and performance monitoring, meaning we can provide continuously relevant services at optimal locations, all the while building capacity in local communities.

Responsive to the specific needs of our client groups, our health service package is comprehensive. Our clinicians provide general health check-ups, treatment for a range of diseases including malaria, sexually transmitted infections, counselling and testing for HIV, anti-retroviral treatment and referrals, condoms and information on topics including tuberculosis, hypertension, diabetes and positive gender relations.

Our outreach teams use the Blue Boxes as hubs for disseminating public health information to surrounding communities. Working with a range of government, corporate and civil society partners we recruit and train truck drivers, sex workers and members of the local community to promote HIV and sexual reproductive health and rights awareness and prevention to their peers.

Our pioneering model provides an affordable and effective solution for bringing primary healthcare and HIV intervention to mobile workers and the communities they interact with.

With innovation at our roots, we constantly assess our services and invest in ways to improve our capacity to deliver them. Early on, we recognised that for continuity of care our clients needed the ability to access their medical records across borders. Together with our partner ORTEC, we developed COMETS, a clinical administration system allowing patients to access their health records at every clinic across our network.

The addition of Blue Box laboratories increases the efficiency and efficacy of diagnoses by our clinicians and strengthens the health services available to remote communities.

We know that a “Blue Box” can’t solve all the health challenges facing our clients, but we’ve been amazed to discover how much of a difference it can make. As we continue to expand our network across Africa we invite you to follow our story and join us in thinking outside of the box, and inside a blue one.
From action on the ground through to development of our strategic outlook, our team worked together delivering healthcare across 10 countries in Africa.

**Utrecht International Office**

With Ylse joining as Executive Director in March 2016, her first task was to lead the development of our strategic outlook; researching our past performance, investigating potential and working together with our Supervisory Board, management and staff to shape our future. ‘Growing North Star’, our 2017-2020 strategic outlook, was released in December.

Leading the brand activities for our presence at the 2016 International AIDS Conference (AIDS 2016) saw the development of an impressive campaign and partner networking event. Inspired by our cross-regional collaboration we looked for more opportunities to work closely together. World AIDS Day (WAD) was celebrated with a small campaign to promote HIV testing for the week. Under the leadership of their regional offices, our Blue Box clinics kept a daily tally of the number of HIV tests performed. More than 3,400 people were tested in the four-day lead up to WAD, making it an incredibly successful campaign.

Our partnership with Johnson & Johnson Corporate Citizenship Trust (JICT) saw three secondees bring their experience across fundraising, programme and product development. Team members from all regions benefited from attending training events along with Trust Network Meetings in Paris, London, Abu Dhabi and Stockholm, helping us grow potential partnerships with like-minded NGOs.

Together with ORTEC, we refined our SpotFire reporting dashboard for performance monitoring and analysis. We continued collaborations with West Africa

Our West Africa activities overcame major setbacks to implement an operational shift. In January, one of our JICT secondees spent a month in The Gambia, focusing on enhancing outreach activities using tents and mobile technology. Tablets were introduced to pilot a customer satisfaction survey.

While our Blue Box clinic closed in February due to the closure of a nearby Senegal border crossing, our outreach activities flourished with a bi-weekly schedule at truck driver hotspots across the country and weekend activity at the Faraffenni ferry crossing.

Collaborating with an optical health NGO, we incorporated the testing and referring of drivers for eye care and surgery. WASH, a programme focused on increasing hygiene was launched, and together with SOS Africa we produced flyers, an educational poster series and bumper stickers.

Collaborating with a national PrEP programme, we incorporated this service, meaning immediate treatment registration with HEARD, and our Hands Off! programme was part of this assessed our modular trucker safety and education programme, NSEWA. We kicked off the SAPTIS study of driving HIV treatment registration with HEARD, and our Hands Off! programme continued to deliver, quadrupling our reach into the sex worker community.

One of our JICT secondees spent four months with the region, and as part of this assessed our modular trucker safety and education programme, NSEWA. We kicked off the SAPTIS study of driving HIV treatment registration with HEARD, and our Hands Off! programme continued to deliver, quadrupling our reach into the sex worker community.

Our team in East Africa continued to build strong partnerships regionally and locally with global, national and district stakeholders. Our Kenyan teams received training in Gender-Based Violence with thanks to the University of Manitoba and the National AIDS and STI Control Programme (NASCORP), and on Interim Algorithm HIV Testing Services, while initial and refresher Peer Education training was conducted in all countries.

We officially launched our six new-model clinics in Tanzania with the Trafikura and Puma Energy Foundations, Impala Terminals, and Puma Energy, based on an ‘inside/outside the fence’ model. Together with NASCORP and other Key Population groups, we organised a sensitisation meeting, advocating for the involvement of sex workers in formulating by-laws.

Due to demand we extended operating hours of our clinics in Jomvu, Salgaa, Mlolongo and Maai Mahiu. While Mombasa and Namanga currently await assessment, ART provision was approved for Burnt Forest, and has already commenced in Maai Mahiu and Salgaa.

One of our JICT secondees spent five months with the regional team, visiting eight clinics and working together with the taskforce to redesign our Star Driver Programme. The redesign ensures optimal appeal for truck drivers teamed with a structured plan of care for our Blue Box clinics. The programme re-launched in Kenya with training for all staff using a newly developed software to track achievements.

A joint implementation plan between ourselves and the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) was approved, meaning we will move ahead on enhancing collaboration, including regular sharing of information and joint mobilisation of resources.

**East Africa**

Our South Africa region confirmed the impressive Southern Africa Development Community Phase II project, seeing 19 clinics set up over the next year. As part of this, we opened two new clinics in South Africa in 2016. Partnering with the Tuberculosis in the Mining Sector project, we contracted the manufacture and set up of 11 tuberculosis clinics across eight countries.

As hosts for AIDS 2016, the team played a key role in planning our exhibition activities. Alongside the working Blue Box clinic, we were one of eight organisations offering engagement tours, with more than 50 people visiting our Cato Ridge clinic.

The North-South Corridor Demonstration Project, initiated in 2012, drew to a close with several academic publications posed for release in 2017. The project also resulted in the selection of six of our clinics to join a national PrEP rollout programme for sex workers, and was followed by our Trucker’s Health Survey looking at risk factors and diseases impacting their health.

Participating in the groundbreaking pilot study of HIV self-testing in South Africa with Trafikura, and following national approval for Universal Test and Treat programs, we incorporated this service, meaning immediate commencement of ART for HIV positive patients.

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**SOLUTIONS**

Vincent Faber, Executive Director
Trafigura and Puma Energy Foundations

"After four years of partnership, our expectations have been clearly exceeded. In particular, North Star’s capacity to unfold innovative solutions in addressing health and community issues on major African logistical corridors and to have long-lasting impact on the affected communities has been striking. We have found in North Star Alliance a genuine partner, in its most comprehensive sense."

---

**SMILE**

Shirleen, Outreach Coordinator
Jomvu, Kenya

"I have my motto, hard work pays. I think that has really helped me. What makes me smile is when I’m treating a patient then he/she comes back or calls back telling me that he/she has recovered."

---

**SAFE**

Client
Ngodwana, South Africa

"After finding me at home with a client, my ex-boyfriend stabbed me. I went to the Blue Box where the nurse helped to bandage me up, and the sex worker peer educator called the ambulance and the police. While I waited for the ambulance, I received trauma counselling from the clinician. I know I’m safe at the Blue Box, because there is no stigma for work that I do, and everything is confidential."

---

**GRATEFUL**

Client, Chirundu North
Zambia

"When the Blue Box opened here, that was the first time I’d ever been to see a medical professional. I am 33 years old. I am grateful that the clinic opened in my area, and that I am able to access health services for free."

---

**APPRECIATION**

Dr. Thandeka Khoza
Southern Africa Region Chief Medical Officer, South Africa

"The sex workers I have encountered during medical reviews have also shown a huge appreciation for the services we provide, our non-discriminatory approach and friendliness. Many have expressed that North Star provides the best healthcare service they have received."

---

**US**

Maud Mogale
Project Coordinator, South Africa

"Health is what we do best, it is us!"

---

**CONTRIBUTION**

Samba, Site Coordinator
Farafenni, The Gambia

"What keeps me going is the enthusiasm, support and dedication of the people I work with, especially the North Star head office, and the contribution we are making in lives of people in Farafenni and surroundings."

---

**SUPPORTIVE**

Shirleen, Outreach Coordinator
Jomvu, Kenya

"The staff at Jomvu Blue Box clinic are like my brothers. I’m the only female and also the youngest, so I feel a bit special being in their midst. We have each other’s back and are very supportive of each other. We work hard together and have fun times together. We are like a well-oiled engine."

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Kibet, Site Coordinator
Burnt Forest, Kenya

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"The sex workers I have encountered during medical reviews have also shown a huge appreciation for the services we provide, our non-discriminatory approach and friendliness. Many have expressed that North Star provides the best healthcare service they have received."

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Client
Ngodwana, South Africa

"After finding me at home with a client, my ex-boyfriend stabbed me. I went to the Blue Box where the nurse helped to bandage me up, and the sex worker peer educator called the ambulance and the police. While I waited for the ambulance, I received trauma counselling from the clinician. I know I’m safe at the Blue Box, because there is no stigma for work that I do, and everything is confidential."

---

Client, Chirundu North
Zambia

"When the Blue Box opened here, that was the first time I’d ever been to see a medical professional. I am 33 years old. I am grateful that the clinic opened in my area, and that I am able to access health services for free."

---

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**SUPPORTIVE**

Shirleen, Outreach Coordinator
Jomvu, Kenya

"The staff at Jomvu Blue Box clinic are like my brothers. I’m the only female and also the youngest, so I feel a bit special being in their midst. We have each other’s back and are very supportive of each other. We work hard together and have fun times together. We are like a well-oiled engine."

---

Kibet, Site Coordinator
Burnt Forest, Kenya

"I have my motto, hard work pays. I think that has really helped me. What makes me smile is when I’m treating a patient then he/she comes back or calls back telling me that he/she has recovered."

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This year we took a Blue Box clinic to the 2016 International AIDS Conference in Durban, South Africa; the roadside was swapped for the footpath.

Bringing together leading scientists, public health experts, policy makers and the HIV-affected community, the International AIDS Conference is the largest HIV-related conference in the world. Attendees translate recent scientific advances into action and look for ways to end the epidemic within the current climate of global economic challenges.

With the 2016 theme of “Access Equity Rights Now”, the conference was particularly relevant as a call to work together and reach people who still lack access to comprehensive treatment, prevention, care and support services. People like truck drivers, sex workers, mobile workers and the communities they interact with. These population groups, and their provision of HIV prevention and treatment services, form an important driver within UNAIDS Fast-Track strategy to end the AIDS epidemic by 2030.

Our innovative Blue Box health model is uniquely positioned to not only provide access to health services for these communities, but our reputation on the ground ensures that the access is being utilised.

As our first public awareness campaign, we wanted to bring this truth to the International AIDS Conference in a way that would get us noticed. So, we thought outside the (blue) box.

We installed a six metre Blue Box along the footpath at the Durban International Convention Centre, showcasing our innovative health delivery model as a working clinic and providing free health services throughout the 19-24 July conference. We brought together a skilled team from across our network, ranging from senior managers through to clinical and office staff, and ran a powerful campaign which invited people to ‘be us’, to become part of our family, and join us today.

The ‘be us’ campaign stretched from our working Blue Box clinic, exhibition stand and static photo booth, through to our delegate engagement tours, partner networking evening, social media channels, in-airport advertising at Durban and Johannesburg International Airports, and was the common theme running throughout all of our printed materials and signage.

With our main objective being to raise the profile of North Star Alliance in order to cultivate new and existing donor/partner relationships, seeing our vibrantly branded bags throughout the conference, as well as our digital ads at the international airports was inspiring.

This was our first big step in telling the world about North Star Alliance.

Over the week, our staff attended the daily plenary, as well as taking in a range of seminars relevant to their roles, which have already promoted optimisation of our services and approach. Our prominent position at the conference, along with attending, and holding our own networking events, ensured that existing partners and potential partners alike had ‘seen’ North Star, and this helped us to take the first steps in forming new relationships.

All of this was only possible with thanks to generous support from Chevron, Wits Reproductive Health and HIV Institute, and Container World, along with the commitment and perseverance of our staff to make bring the concept to life.
Part of the evolution of every healthy organisation is a thorough assessment of purpose and direction.

Over the past ten years, North Star Alliance has matured into a multinational organisation and recognised pioneer in our field. The first role of our incoming Executive Director was to refine a way forward for North Star, working together with the whole team to develop a new four-year strategic outlook.

Our approach began with context: where do we fit in with the global health agenda?

At a global level, the importance of health to all lives has been recognised in the United Nations’ Sustainable Development Goals, with goal three specifically linked to our mission: to ensure healthy lives and promote well-being for all at all ages.

At the same time, UNAIDS’ Fast-Track strategy demonstrates how a focus on increasing HIV testing and provision of anti-retroviral therapy can lead to universal viral suppression.

This shows that North Star has an important role to play in providing health services to the unique target groups that we reach, including truck drivers, male and female sex workers, mine workers, seasonal workers, and the communities of people seeking opportunity around areas frequented by mobile workers.

Vision
With this in mind, we sharpened our vision.
“We envision a world where all people lead healthy lives.”

Mission
We tweaked our mission to include a broader audience of mobile populations.
“We provide quality healthcare to mobile workers and the communities they interact with.”

Values
At the very centre of our organisation, our values remain as a constant within our new strategy, with People Matter, Integrity, Quality and Entrepreneurial Spirit running throughout our objectives and operations.

Audacious goal
“By 2025, North Star Alliance will be recognised as the leading and preferred healthcare provider for mobile workers and the communities they interact with, providing quality healthcare to 1,000,000 people in Africa.”

Us
Together we defined the four unique points that make us ‘us’:

Innovative model
Our innovative service delivery model with a wide-ranging, low-cost and scalable network of Blue Box clinics.

Unique access
Our unique access to a hard-to-reach group of clients; mobile workers like truck drivers, sex workers and the community members they interact with.

Active partners
Our expansive network of active government, business and civil society partners.

Local expertise
Our international network of local operators. Employing and skilling up local staff, ensuring local expertise leverages community impact.

Objectives
With our internal compass set, and all levels of our organisation supporting the direction of our future, we developed a strategic outlook to help us get there.

We set three main objectives that we consider essential for our growth and development, and set two additional objectives to strengthen our foundation, with each objective having its own series of targets and indicators.

1. Increase access to healthcare
2. Guarantee quality of services
3. Strengthen data management, monitoring, evaluation and research
4. Optimise funding base
5. Enhance governance, leadership and team engagement

These objectives will be brought to life from January 2017, and together will certainly result in a stronger foundation and outlook for North Star. You can see our strategic outlook unpacked in full in our “Growing North Star” publication, as released in December 2016.

While we structure our plan for growth upon these five objectives, the nature of North Star’s DNA - our values - mean that we are always looking for opportunities to charter unknown waters. Should the right opportunity present itself, we are willing and nimble enough to pursue it as we work towards realising our vision of health for all.
## Financials

### Donations

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<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
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<tr>
<td>Cash donations</td>
<td>€1,284,341</td>
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<td>Southern African Development Community</td>
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<td>Wits RHI</td>
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<td>TIMS</td>
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<td>University of Manitoba</td>
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<td>Trafigura and Puma Energy Foundations</td>
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<td>Sea Aids and Aids Fonds</td>
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<td>Johnson &amp; Johnson Corporate Citizenship Trust</td>
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<td>Pfzer Foundation</td>
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<td>Mulago Foundation</td>
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<td>International Initiative for Impact Evaluation (3ie)</td>
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<td>Hogpe Worldwide Kenya</td>
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<td>UNICEF</td>
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<td>HEARD</td>
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<td>World Food Programme</td>
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<td>Other and foreign exchange differences</td>
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<td>Total cash donations</td>
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<td>In-kind donations</td>
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<td>ORTEC</td>
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<tr>
<td>Total in-kind donations</td>
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<td>Total donations</td>
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### Income Statement

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<th>Description</th>
<th>2016</th>
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<tr>
<td>Revenue</td>
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<td>Donations</td>
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<td>Other income</td>
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<td>Interest received</td>
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<td>Total other income</td>
<td>€23,266</td>
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<td>Total revenue</td>
<td>€4,771,843</td>
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### Operating expenses

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<tr>
<td>Salaries</td>
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<td>Establishment costs</td>
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<tr>
<td>Finance, legal and administration</td>
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<tr>
<td>Integrated computer technology</td>
<td>€245,426</td>
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<td>Running costs</td>
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<td>External subcontractors</td>
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<tr>
<td>Travel &amp; accommodation</td>
<td>€212,732</td>
<td>€182,765</td>
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<tr>
<td>Total operating expenses</td>
<td>€5,107,031</td>
<td>€3,602,329</td>
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### Deficit/Surplus

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<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>(Deficit)/Surplus</td>
<td>€335,188</td>
<td>€845,905</td>
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</table>
Looking across our network, we compiled our daily, monthly and annual figures to build a picture of what an average North Star Blue Box clinic might look like. While each of our clinics may actually provide healthcare to between 2,000 to 16,500 clients each year, this snapshot gives a fair indication of our Blue Box operations.

- **5** Staff
- **30** Clients seen each day
- **8** Hours open each day
- **4** Peer educators
- **8,500** Clinical sessions each year
- **237** Days open per year

**Clinic snapshot**

**CRITICAL ROLE**
*Ben Davies, Partnership Director, Johnson & Johnson Corporate Citizenship Trust*

“Every time we have had the opportunity of visiting one of the Blue Box wellness centres we are reminded of what a critical role North Star Alliance plays in bringing quality healthcare to some of the most vulnerable and far to reach populations.”

**READY**
*Client, Maai Mahiu, Kenya*

“I came to the Blue Box to confirm my HIV status, since I had tested elsewhere and it had turned out positive. The nurse confirmed my result and gave me counselling. We talked a lot and I shared about my drinking and suicidal thoughts and even that I tried to kill the man I believe infected me. I kept coming back and meeting with the lady and I started to drink less and feel better about myself. Now I’m ready for care and treatment and I’m ready to live long and continue providing for my children. I’m so thankful for North Star. Sometimes I still pass by the clinic to say ‘hi’ to the team.”
One of North Star’s strengths is recognising our weakness: alone, we cannot change the face of public health in Africa. It is only together that we can make a difference.

Together with like-minded partners, we have already impacted on the health of people in Africa by holding more than 1.7 million clinical and educational health sessions to date, but this is only a fraction of what is needed.

Alongside our partners shown here, we recognise the exceptional support of the many national governments, individual ministries, agencies and officials, local transport groups and unions, local NGOs, minority group organisations and Blue Box community members in each of the 10 countries we are active in, as well as the local hospitals and clinics who accept client referrals, share materials, and provide voluntary support to our staff in their communities.

On behalf of our staff and clients alike, thank you all for the role you play in connecting mobile workers and the communities they interact with, with invaluable healthcare across our Blue Box clinic network.
Our clinical results

A total of 207,038 clients accessed 308,298 services at our clinics in 2016. Besides these counselling, testing and treatment services, over 300,000 clients participated in behavioural change communication sessions.

At hotspots around our clinics over 50,000 clients participated in additional outreach sessions.

46% of clients know their HIV status.

Nationalities of our clients

11 Clinics offering ART
6 Clinics offering PrEP

Total condoms 2,725,033
Male condoms 2,659,618 98%
Female condoms 65,415 2%

*Turn boys, travelling with the truck drivers, are included in this category.
Join our Alliance.  
Became part of our family, today.

From a small idea to a multinational organisation and recognised pioneer in our field, we’re proud of our growth and accomplishments, but we know it’s only the beginning of the journey.

Our strategic outlook plots an ambitious road ahead to change the world and change ourselves, but we cannot do it alone. We have gotten this far together. We need to move forward together.

With financial, expertise, or in-kind support, at an organisational level or at the grass roots, we are thankful to all of our partners and the unique role they each play in helping us achieve our mission.

Only with the support of more committed partners, can North Star continue to think outside the (blue) box and grow our impact where we’re needed most.

Together, we can ensure that mobile workers across Africa, and the communities they interact with, have access to one of the most basic of human rights: health.

Join us.

“North Star Alliance’s partnership ecosystems are unique in their diversity as they span geographies, sectors and industries to provide the best services to hard-to-reach populations.”

Aline Gatignon, Assistant Professor of Management  
The Wharton School, University of Pennsylvania