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A MESSAGE FROM THE
EXECUTIVE DIRECTOR

North Star Alliance turned five in 2011. It was a year to remember for many reasons. At times our managers must have felt like conductors on an overbooked passenger train: thrilled with the demand but stressed to ensure a smooth ride while adding carriages and training new staff as the engine was speeding down the tracks. Of course, they pulled it off with aplomb, but, it required a fine sense of balance (and sometimes a bit of luck).

With the global financial crisis hitting government and corporate stakeholders equally our fundraising efforts got off to a slow start. Combined with delays in signing a major contract, our financial team stayed on its toes to keep cash flowing the first half of the year. A collective effort at all levels of the organisation helped to avoid serious repercussions, although we were forced to postpone or cancel a number of activities. By the fourth quarter, the situation was stabilised and we closed off the year with a better result than 2010, albeit significantly lower than expectations.

On the ground, we added two new Roadside Wellness Centres (RWCs) to our network in Tanzania. We welcomed several new employees to the team, mostly in Southern Africa, where our partnership with the Southern African Development Community (SADC) officially kicked off. Working with the SADC Member States and local non-governmental organisation (NGO) partners we will set up 29 mobile RWCs in the region over the next five years.

In Central and Eastern Africa, we concluded partnership agreements with the Heineken Africa Foundation to support two RWCs in the Democratic Republic of the Congo and with Soa Aids Netherlands to develop an innovative sex workers programme in Kenya and Uganda. We also deepened our already strong working relationship with the Kenyan health authorities which led to the registration of our Mlolongo RWC as an official government health facility. As a result of the increased resources accompanying registration, we launched our first antiretroviral and tuberculosis treatment programmes, a major milestone on our journey to improve health services for mobile workers and communities.

We owe a huge debt of gratitude to our many partners, old and new, whose support made these and other achievements possible. We now work with almost 70 different organisations at the local, regional and international levels. In 2011, after several years of close collaboration, we were delighted to welcome PharmAccess Foundation as our sixth core partner. We also signed Memoranda of Understanding (MoU) with Fleet Forum and the West African Health Organisation, to enable closer working relationships in the future. Each contribution on its own is valuable and appreciated, but the ability of such a diverse group of organisations and interests to work in synchronicity is truly amazing.

I am grateful to my colleagues for the dedication and perseverance they have shown over the last 12 months; particularly our RWC teams, who form the critical link to those we serve. Their commitment and resourcefulness never cease to impress me. My gratitude also, to our Regional and Head Office employees who constantly find new ways of turning constraints into foundations for innovation. I look forward to continuing our journey together in 2012.

Luke Disney
Executive Director
North Star Alliance
A MESSAGE FROM THE CHAIR

It is hard to believe that 2011 is already in the rear view mirror and we are almost half way through 2012. While the rocky global economy took its toll on many organisations including those that generously support North Star Alliance, we weathered the storm remarkably well, a testament to the skill and responsiveness of the management team. North Star’s ability to read the changing demands of its target groups and operating environment remain its strongest characteristic.

North Star underwent structural changes this year, as well. We said thanks and farewell to Rose Verdurmen from TNT who served as Chair of the Board of Directors for two years. Rose was unwavering in her support for North Star and we are especially grateful for her leadership and contributions. I am proud to take up the mantel now on behalf of ORTEC and promise to serve with equal enthusiasm and commitment.

We made great strides in expanding access to quality health services for key populations living and working along the transport corridors. Just under two-thirds of the clients who passed through the North Star Wellness Centres last year came from the surrounding communities. While slightly more men than women were counseled, tested, treated and referred for various illnesses, more women used our services than in 2010. Malaria and occupational illnesses such as hypertension continue to be dominant while treatments for sexually transmitted infections increased as did the overall uptake for HIV counseling and testing. All of this is certainly good news although it indicates an ongoing need for our services.

In closing, I would like to acknowledge the Directors and Senior Management Team for their outstanding performance even when faced with multiple external challenges beyond their control. The core team could not have accomplished what they did, however, without the dedication and tremendous perseverance of the entire organisation right through to the RWC staff.

We have much to be proud of and much more to accomplish. The high expectations that we hold for ourselves are evidence of our belief in what we have set out to do. Together, I am confident that we will meet those goals.

Geerhard de Vries
Chair
North Star Alliance
ABOUT US

AT NORTH STAR ALLIANCE OUR MISSION IS TO PROVIDE SUSTAINABLE ACCESS TO QUALITY HEALTH AND SAFETY SERVICES FOR MOBILE WORKERS AND COMMUNITIES.

North Star is harnessing the energies of almost 70 public, private and social partners to improve the health of supply chains and prevent the spread of disease by providing a focused package of prevention and treatment services to people on the move and roadside communities. We deliver quality health and safety services through a network of strategically located clinics called Roadside Wellness Centres (RWCs).

To make sure that our services meet the needs of our clients, our RWC staff continually monitor their health concerns and demands. We turn to experts in public health, transport and logistics, IT and systems development, technology, and disease and mobility to ensure that our operational model stays grounded in best practice and focused on the people we serve.

Maintaining quality standards throughout our RWC network is paramount. Our model is recognised and appreciated by health authorities as a valuable contribution to national and regional public health. We are proud that the Government of Kenya has included RWCs in their national HIV and STI action plan and organisations such as the Clinton Global Initiative, UNAIDS and INSEAD Business School have recognised us as a ‘best practice’ and exemplary public-private partnership.
2011 HIGHLIGHTS

DURING THE PAST YEAR WE’VE HAD MANY REASONS TO CELEBRATE OUR SUCCESS. HERE ARE A FEW NOTEWORTHY HIGHLIGHTS.

FEB
HRH Princess Haya honored North Star as a recipient of funds raised at the Cartier Polo Challenge in Dubai, United Arab Emirates

MAR
Memorandum of Understanding (MoU) was signed with the Ministry of Health in The Gambia

MoU was signed with the Mozambique Ministry of Transport and Communications and the World Food Programme (WFP) to open the first Roadside Wellness Centre (RWC) on the Beira Corridor

MoU was signed with Fleet Forum to develop roadside health and safety training programmes for truck drivers with low literacy levels

APR
North Star Executive Director presented at the prestigious Unite for Sight Social Innovations Conference at Yale University (USA)

RWCs in Maai Mahiu, Namanga, Emali and Burnt Forest (Kenya) were launched with support from the Embassy of Japan

MAY
Workshop for RWC Site Coordinators and Medical Officers from Kenya, Uganda and Tanzania was held in Nairobi

For their work on COMETS, our core partner ORTEC was selected as a finalist for the 2011 Business Action on Health Awards by the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria

JUN
HM Mswati III, King of Swaziland, launched the new RWC at Matsapha, supported by UNITRANS

Contract was signed with the Southern African Development Community (SADC) to make North Star the sub-recipient of the Global Fund to fight AIDS, Tuberculosis and Malaria grant for the Cross-Border HIV Prevention Initiative

AUG
New HIV counseling and testing centre opened in Mwanza (Malawi) next to our existing RWC

North Star and G4S co-sponsored a cricket tournament and fundraising event in Blantyre (Malawi) with North Star Celebrity Ambassador, Mpumelelo Mbangwa

SEP
North Star was recognised by the Clinton Global Initiative as an “exemplary approach to addressing challenges in Global Health”

OCT
PharmAccess Foundation became North Star’s sixth core partner

NOV
ORTEC and North Star developed a new software tool to optimise the positioning of RWCs along transport corridors

Soa Aids Netherlands ‘Bridging the Gap’ project for sex workers was launched with North Star East Africa

‘Cell Life’ pilot project in South Africa was launched with Mpumelelo Mbangwa

DEC
Clinical training was conducted by PharmAccess Foundation for all Southern and East Africa Region RWC personnel

Innovative joint programme between North Star and Art for AIDS International appeared at WFP’s World AIDS Day event in Rome (Italy)

North Star and WFP launched a new RWC in Salgaa (Kenya)
PAVING THE ROAD TO HEALTH

NORTH STAR WORKS AT THE CROSSROADS OF DISEASE AND MOBILITY SO THAT TRUCK DRIVERS STAY HEALTHY AND EVERYONE BENEFITS.

Historically, the transport sector and truck drivers in particular, were thought to be at the centre of the AIDS epidemic in Africa. HIV prevalence has always been higher among long-haul truck drivers, often twice as high as national prevalence, given their itinerant lifestyle and working conditions that require them to frequently move between high and low prevalence areas.

But the health risks and challenges go well beyond HIV and encompass a whole range of occupational health issues that compound and conspire against people living a highly mobile lifestyle. The growing burden of chronic and non-communicable diseases such as hypertension, diabetes and obesity is incapacitating the transport workforce. Mobility also plays a key role in the spread of other diseases like malaria and tuberculosis which impact the health of individuals, families and communities across the continent.

National and regional health authorities have recognised the importance of mobile and other vulnerable populations in their primary health care strategies. North Star is working closely with them to integrate our Roadside Wellness Centres into their service delivery networks.

The roadside and border communities through which Africa’s supply chains run are not immune to the impact of illness and injury. Disease and road crashes extract a high toll on those living and working along the busy transport routes. The inconvenient truth is that highways that carry essential goods also transport high impact yet preventable diseases and safety risks. North Star and partners are working hard to change that for the better.

Road safety and health issues have been on the radar of African transport companies and their customers for some time, however, industry fragmentation, outsourcing and declining profit margins, have impeded the development of sustainable solutions. As a neutral, non-profit partner, North Star is ideally positioned to fill this gap. With our insiders’ knowledge of the industry and extensive network of contacts we have begun adding to and modifying the training, testing and treatment services of our standard health package. We have been able to create commercial health and safety programmes for sale to transport customers and supply-chain owners and operators.

By creating commercial packages we have the opportunity to engage with transporters through established business structures while building what will eventually become a self-financing core component of our business model, ultimately benefiting key populations and communities across Africa.
“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)
ROADSIDE INNOVATION

- Roadside Wellness Centres (RWCs) are often made of converted shipping containers that are divided to include a clinic and education area.

- RWCs are open at hours that suit our target groups, including evening services for working truck drivers.

- Each RWC employs both a local medical officer and behavior change communication specialist.

- All RWCs across Africa are linked together using our innovative electronic health passport system, the Corridor Medical Transfer System, or COMETS. COMETS allows us to gather patient data, track epidemiological trends, evaluate key performance indicators, and oversee RWC operations.

- RWCs are open to everyone but provide special services and programmes for mobile workers like truck drivers and vulnerable groups such as sex workers.

- RWCs provide a range of services and programmes. When we are unable to treat a specific condition, however, our comprehensive local health care mapping enables us to refer a client to other health care providers in the area.

- While we conduct research and use POLARIS, a new IT solution to identify optimal RWC locations, the containers can easily be moved if a more optimal location is identified.
ROADSIDE WELLNESS

THE KEY TO REACHING MOBILE WORKERS IS TO TAKE THE HEALTH SERVICES TO THEM RATHER THAN WAIT FOR THEM TO COME TO YOU.

A NETWORK OF ROADSIDE WELLNESS CENTRES

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 developed the Roadside Wellness Centre (RWC) concept to extend local health infrastructure and strengthen referral systems to meet the needs of truck drivers and others, including nearby communities.

In conjunction with PharmAccess Foundation, we have developed a health service package that is responsive to our clients’ needs. RWCs offer general health check-ups, treatment for a range of illnesses including, but not limited to, sexually transmitted infections and malaria, counselling and testing for HIV, 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.

RWCs are usually located at ‘hotspots’ such as border posts, transit towns or ports where large numbers of trucks stop, load and off load, and where sex work and informal trades flourish. Most RWCs 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 centre.

DRIVING HEALTH THROUGH TECHNOLOGY

North Star’s unique Corridor Medical Transfer System (COMETS), developed by ORTEC, acts as an electronic health passport so that clients can access their health information anywhere in the network. The system, which is continually being upgraded, uses unique personal identification numbers so that we can monitor who comes through a RWC, what illnesses they present with, how they are treated, whether they return, and whether the same person goes to another RWC within the network.

COMETS is accessible for staff without advanced computer skills and is resilient to common operational challenges like power outages and breaks in connectivity. The latest version will help Medical Officers diagnose medical conditions and prescribe appropriate treatment. In the future, innovations such as biometric identification will be introduced.

OPTIMISING THE NETWORK

With the help of ORTEC, North Star will stay at the forefront of innovation when it comes to understanding the impact of diseases on highly mobile populations and creating appropriate solutions to address them. A new system, called POLARIS, which was developed in 2011 and recently launched, combines information from a wide range of sources to improve planning and decision making on the ground. North Star will use POLARIS to ensure that future RWCs are strategically placed and that the mix of health and safety services is optimal.
EAST AFRICA

As was the case in 2010, our East Africa team was extremely busy expanding the network and improving overall quality of services. A new Project Officer was hired to oversee the operations in the Democratic Republic of the Congo (DRC) and support activities elsewhere. The seventh Roadside Wellness Centre (RWC) in Kenya was officially opened with the support of the Ministry of Health and the World Food Programme (WFP). In Tanzania, we were fortunate to receive additional support from FHI 360 to open two more RWCs, bringing the total to four in that country. Toward the end of the year we were thrilled to learn that we would be partnering with the NGO, Soa Aids Netherlands, to develop a targeted package of health services for sex workers in Kenya and Uganda. A capacity building workshop brought together all Regional Office and RWC staff for four days of intensive learning. In addition, together with PharmAccess Foundation, a week-long medical training was conducted for regional Medical Officers in November.

SOUTHERN AFRICA

Much effort went into finalising the contract with the Southern African Development Community and The Global Fund to fight AIDS, Tuberculosis and Malaria for the regional 'Cross-Border HIV Prevention Initiative', which will see North Star rolling out a fleet of mobile clinics over the next few years. The contract was finally signed in December, several months later than expected. In Mozambique, discussions with WFP and the Ministry of Transport led to the signing of a tripartite Memorandum of Understanding (MoU) to establish the first RWC in 2012. Support from Aids Fonds enabled us to develop and produce a 20-topic flipchart for educational use in the RWCs and a companion CD-ROM with health messages interspersed with popular music for listening while driving. Our Southern Africa Regional team grew as new staff members were hired to take on Human Resources, IT and Project Management. In December, PharmAccess Foundation conducted a medical training for all regional clinical staff that was universally well received.

WEST AFRICA

The first half of 2011 saw our West Africa General Manager working from a distance after having been forced to leave Côte d’Ivoire due to the unrest. Difficult working conditions compounded by political and social turmoil hindered progress toward establishing North Star’s presence along the Abidjan-Lagos Corridor. The situation improved the second half of the year and momentum began to build again, evidenced by the signing of an MoU with the West African Health Organisation. We hired new staff in The Gambia and the first RWC there will open in mid-2012 with support from the Government of The Gambia, WFP and UNAIDS.

HEAD OFFICE

Our Head Office staff had a busy year balancing the challenges of growth, the need to ensure quality services and maintain accurate reporting of results. The backbone of our network, COMETS, was operational in all RWCs. Technical issues around intermittent power supply in some locations caused interruptions in data syncing and headaches for our Durban-based IT team as well as Head Office. Our core partner, ORTEC, kept us on the cutting edge by introducing POLARIS, a software designed specifically to help North Star be more precise in placing future RWCs. An IT Advisory Team of several new technology partners was convened and wasted no time in providing advice on how to maximise efficiencies. We were particularly grateful for our communications interns who continued to impress us and others with their creative solutions and technical expertise.
“North Star Alliance’s network of Roadside Wellness Centres is an important extension of our national health services which enables us to bring quality prevention and treatment services to key populations. Key populations now have better access to HIV and other health services hence significantly contributing to the attainment of national health goals.”

Dr. Nicholas Muraguri, Former Head of the Kenya National AIDS & STI Control Programme (NASCOP)
WHERE WE WORK

IN 2011, WE EXPANDED OUR NETWORK OF ROADSIDE WELLNESS CENTRES INTO SOUTH AFRICA AND LAID THE GROUNDWORK FOR FUTURE GROWTH.

RWC LOCATIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>Bukavu</td>
</tr>
<tr>
<td>2007</td>
<td>Lukala</td>
</tr>
<tr>
<td>2008</td>
<td>Burnt Forest</td>
</tr>
<tr>
<td>2009</td>
<td>Emali</td>
</tr>
<tr>
<td>2010</td>
<td>Maa Mahiu</td>
</tr>
</tbody>
</table>

Kenya:
- Malawi
- Namibia
- South Africa
- Swaziland
- Tanzania
- Tanzania

Salgaa
- Mwanza
- Katima Mulilo
- Walvis Bay
- Cato Ridge
- Ngwenya
- Dar es Salaam
- Kagongwa

Tanzania:
- Kayenze
- Tunduma
- Katuna
- Malaba
- Chirundu North
- Beitbridge
- Chirundu South

Uganda:
- Uganda

Zambia:
- Zambia

Zimbabwe:
- Zimbabwe
ROADSIDE WELLNESS CENTRE
OPERATIONAL COUNTRY IN 2011
FORTHCOMING OPERATIONS

2011 ANNUAL OVERVIEW
OUR RESULTS

IN 2011, WE PROVIDED 108,708 PRIMARY HEALTH CARE AND MALARIA TREATMENTS, HIV COUNSELING AND TESTING, AND STI TREATMENTS*.

*Does not include behaviour change communication or education sessions delivered
WE DELIVERED TREATMENT, TESTING, AND COUNSELING TO 183,906 PEOPLE

116,663 CORRIDOR COMMUNITY MEMBERS | 48,298 TRUCK DRIVERS | 18,945 SEX WORKERS

MEN ACCOUNTED FOR 53% OF TOTAL TREATMENTS AND WOMEN ACCOUNTED FOR 47%

WE DISTRIBUTED A TOTAL OF 985,157 CONDOMS

*Each block represents 10,000 people

*Each circle represents 10,000 condoms
CORE PARTNERS

NORTH STAR ALLIANCE IS GRATEFUL TO OUR SIX CORE PARTNERS WHO PROVIDE FUNDING AND IN-KIND SUPPORT AT THE HEAD OFFICE LEVEL.

ORTEC

ORTEC is one of the largest providers of advanced planning and optimisation software solutions and consulting services.

TNT

TNT Express is one of the world’s largest express delivery companies and operates road and air transportation networks in Europe, the Middle East and Africa, Asia-Pacific and the Americas.

UNAIDS

UNAIDS, the Joint United Nations Programme on HIV/AIDS, is an innovative partnership that leads and inspires the world in achieving universal access to HIV prevention, treatment, care and support.

PharmAccess

PharmAccess is a not-for-profit organisation improving access to quality health care in Africa, through building sustainable health systems and applying innovative financing mechanisms.

WFP

The World Food Programme is the world’s largest humanitarian agency fighting hunger worldwide and as such is one of the world’s largest employers of transport workers.

ITF

The International Transport Workers’ Federation (ITF) is an international trade union federation representing over four million transport workers in 690 unions in 153 countries.
PARTNERS

OUR PARTNERS CONTRIBUTE TO NORTH STAR IN VARIOUS WAYS. SOME PROVIDE ESSENTIAL GOODS AND SERVICES IN-KIND, WITHOUT WHICH WE COULD NOT FUNCTION.

10hove S.L.
A.P. Møller – Mærsk Group
Abidjan-Lagos Corridor Organization (ALCO)
Amalgamated Transport and General Workers Union (ATGWU), Uganda
Amsterdam Writing Workshops
Athi River Health Centre, Kenya
Batsirai Group, Zimbabwe
Bomu Medical Centre, Kenya
Borish
Brandwacht & Meijer B.V., The Netherlands
Burnt Forest Sub-District Hospital, Kenya
Cartier International Dubai Polo Challenge 2011
Cato Ridge Truck Stop, South Africa
Chevron South Africa (Pty) Limited
Container Leasing Africa (CLA)
District AIDS Coordinator (DASCO), Kenya
Embassy of Japan, Kenya
Federation of East and Southern African Road Transport Associations (FESARTA)
Fersons Ltd., Malawi
FHI 360
Fleet Forum
Foundation Bralima
Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria (GBC)
Heineken Africa Foundation
HIG – Dynamisch in Techniek
Jisk Film
Just-BI – Business Intelligence
Kamuganguzi Health Centre III, Uganda
Kayenze Beach Management Unit, Tanzania
Kenya HIV/AIDS Private Sector Business Council
Kenya Long Distance Truck Drivers Union (KLDTU)
Kenya Ports Authority (KPA)
Lumiad
Maai Mahiu Health Centre, Kenya
Malaba Health Centre, Uganda
Malaba Town Council, Uganda
Manica Group of Namibia
MASHRU Transport Company, Kenya
Matriku Health Facility, Kenya
Mbozi District Hospital, Tanzania
Ministry of Foreign Affairs of the Netherlands
Ministry of Health and Social Welfare, The Gambia
Ministry of Health and Social Welfare, Tanzania
Ministry of Local Government, Kenya
Ministry of Public Health and Sanitation (MOPHS), Kenya
Ministry of State for Provincial Administration & Internal Security (PA&IS), Kenya
Mtongani, Tanzania
Municipality of Walvis Bay, Namibia
Namanga Health Centre, Kenya
National AIDS & STI Control Programme (NASCOP), Kenya
Neighbours in Action, Kenya
New Happy Development Foundation (NHDF), Tanzania
Population Services International (PSI)
Port Management Association of Eastern and Southern Africa (PMAESA)
Port of Dar Hospital, Tanzania
Port Reitz Hospital, Kenya
Qurius Nederland B.V.
Road Authority of Namibia
Road Transport Operators Association (RTOA) of Malawi
Rongai Workshop Transport Company, Kenya
Soa Aids Netherlands
Southern African Development Community (SADC)
Swedish International Development Cooperation Agency (SIDA)
SYSTIMAX Solutions
Temeke District Hospital, Tanzania
TNT Express, Italy
Total Kenya Ltd.
United States Agency for International Development (USAID)
Unitrans Fuel and Chemical
UPS Foundation
Walvis Bay Corridor Group (WBCG), Namibia
West African Health Organisation (WAHO)
World Food Programme, Kenya
World Food Programme, Mozambique
World Food Programme, The Gambia
World Provision VCT Centre, Kenya
Mr. Yoichiro Yamada, Deputy Head of Mission of the Embassy of Japan in Kenya and Dr. Willis Akhware, Head of the Department of Disease Prevention, Ministry of Public Health and Sanitation, Kenya, speak with a peer educator in Maai Mahiu.
THE PEOPLE OF NORTH STAR

FROM OUR ROADSIDE WELLNESS CENTRES TO OUR OFFICES, NORTH STAR IS MADE UP OF A GROWING GROUP OF DEDICATED, KNOWLEDGABLE, AND PASSIONATE PEOPLE.

SENIOR MANAGEMENT TEAM

Luke Disney | Executive Director
Luke has almost 10 years experience in building international public-private partnerships. In 2006, he was asked by TNT and the World Food Programme (WFP) to take the reins at the newly formed North Star to develop the organisation and expand its partner base. Prior to this, Luke had worked on the ground-breaking TNT-WFP bilateral partnership focused on hunger relief, which was launched in 2002.

Paul Matthew | Director Africa
For two decades, Paul has been a driving force in the road freight industry’s response to AIDS. He held leadership positions with the National Bargaining Council for the Road Freight Industry, the Road Transport Industry Training Board, The Learning Clinic and Ikaheng HR Services.

Eva Mwai | Director East Africa
For over 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 was promoted to Director East Africa in December 2011.

Robin Landis | Director Marketing and Communications
As an HIV/AIDS Policy Advisor for WFP, Robin was part of the original TNT-WFP team that created North Star. Before her work with WFP, she was a communications professional and has taken on that role to establish North Star’s distinctive identity.

Michael Becker | General Manager Southern Africa
Mike joined North Star in 2010 and is responsible for operations throughout the SADC region. He previously worked for Ikaheng HR Services where we was responsible for the Labour Brokering and Training Divisions.

Dr. 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 West Africa. She has worked as a doctor in Côte d’Ivoire, Belgium, and South Africa.

Sandra Goris | Finance and Human Resources Manager
Sandra joined North Star in early 2011 as Finance Manager. Prior to that time, she spent over 15 years as an auditor and worked in Human Resources Management at KPMG in the Netherlands.

Alexander Stukenberg | Partner Relations Manager
Alex joined North Star in April 2010 as Operations Support Manager. Prior to North Star, he worked for TNT Express where he coordinated the various volunteer programmes under the WFP partnership.
COUNCIL OF STRATEGIC PARTNERS

Geerhard de Vries  
Chair  
Vice President  
Global Business Consulting  
ORTEC

Dr. Syed Asif Altaf  
HIV/AIDS Coordinator  
International Transport Workers’ Federation

Bas Janssen  
Managing Director  
TNT Express Road Network

Dr. Martin Bloem  
Chief  
Nutrition and HIV Policy  
World Food Programme

Robin Jackson  
Special Advisor to the Deputy Executive Director  
UNAIDS

Dr. Frank Poen  
Project Director  
PharmAccess Foundation

SUPERVISORY BOARD

Geerhard de Vries  
Chair  
Vice President  
Global Business Consulting  
ORTEC

Bas Janssen  
Managing Director  
TNT Express Road Network

Robin Jackson  
Special Advisor to the Deputy Executive Director  
UNAIDS

BOARD OF DIRECTORS

Luke Disney  
Executive Director

Robin Landis  
Director Marketing and Communications

Paul Matthew  
Director Africa

Eva Mwai  
Director East Africa
FINANCIALS

DONATIONS

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<th>Cash donations</th>
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<td>Southern African Development Community</td>
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<td>TNT Express</td>
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<td>FHI 360</td>
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<td>Walvis Bay Corridor Group</td>
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<td>Aids Fonds</td>
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<td>Heineken Africa Foundation</td>
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<td>Chevron South Africa</td>
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<td>PharmAccess Foundation</td>
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<td>Other</td>
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<td><strong>Total cash contributions</strong></td>
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<td>TNT Express</td>
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<td>World Food Programme</td>
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<td><strong>Total in-kind donations</strong></td>
<td><strong>781,000</strong></td>
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<tr>
<td><strong>Total donations</strong></td>
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BALANCE SHEET

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<th>2011</th>
<th>2010</th>
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<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>79,680</td>
<td>91,116</td>
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<tr>
<td><strong>Current assets</strong></td>
<td></td>
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<tr>
<td>Trade and other receivables</td>
<td>102,950</td>
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<td>Cash and cash equivalents</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>785,794</td>
<td>591,756</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>257,825</td>
<td>213,992</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>180,599</td>
<td>23,392</td>
</tr>
<tr>
<td>Foreign currency translation reserve</td>
<td>(7,254)</td>
<td>(2,443)</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>431,170</td>
<td>234,941</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instalment sale</td>
<td>8,731</td>
<td>21,125</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>8,731</td>
<td>21,125</td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instalment sales</td>
<td>23,790</td>
<td>8,516</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>182,103</td>
<td>327,174</td>
</tr>
<tr>
<td>Deferred income</td>
<td>140,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>345,893</td>
<td>335,690</td>
</tr>
<tr>
<td>Total equity and liabilities</td>
<td>785,794</td>
<td>591,756</td>
</tr>
</tbody>
</table>

NOTE: Refer to our website (www.northstar-alliance.org) for the complete set of 2011 audited financial statements.
“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

INCOME STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations*</td>
<td>2,893,460</td>
<td>2,255,008</td>
</tr>
<tr>
<td>Other income</td>
<td>4,980</td>
<td>-</td>
</tr>
<tr>
<td>Interest received</td>
<td>1,171</td>
<td>5,268</td>
</tr>
<tr>
<td><strong>Total other income</strong></td>
<td>6,151</td>
<td>5,268</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>2,899,611</td>
<td>2,260,276</td>
</tr>
</tbody>
</table>

| **Operating expenses** |        |        |
| Salaries              | 1,317,718 | 975,011 |
| Establishment costs   | 144,191  | 158,342 |
| Finance, legal and administration | 128,624 | 186,278 |
| Integrated computer technology | 459,631 | 431,333 |
| Marketing, communications and fundraising | 171,532 | 141,782 |
| Prevention            | 57,281  | 140,195 |
| Running costs         | 266,799 | 224,195 |
| Travel costs          | 152,105 | 173,279 |
| **Total operating expenses** | 2,697,881 | 2,430,415 |
| **Operating result**  | 201,730 | (170,139) |
| Interest expenses     | 690     | -      |
| **Surplus (deficit) for the year** | 201,040 | (170,139) |

* The 2010 balance of donations (170,139) does not reconcile with the donation figure as presented in the 2010 Annual Overview due to a restatement of funds that were accounted for directly in the restricted fund balance under equity during 2010. As a result, the deficit for the year 2010 has also been restated.
GUIDING PRINCIPLES FOR MOBILISING SUPPORT

OUR PRINCIPLES FOR SUSTAINABILITY

PROVIDE A PLATFORM FOR PUBLIC AND PRIVATE ENGAGEMENT
We are confident that well-managed, efficient and effective regional health care networks can create a platform to launch new products and services to complement and subsidise our existing package. For example, in conjunction with Fleet Forum, we have developed a health and road safety training package aimed at transport operators and drivers.

DEMONSTRATE RETURN ON INVESTMENT
We ensure that the financial contributions of all stakeholders are clearly linked to the outcomes of our activities. Monthly reports that disaggregate results from individual Roadside Wellness Centres (RWCs) and their services are available so that partners can stay abreast of their investments.

SHARE THE FINANCIAL BURDEN
We believe that, for the foreseeable future, the costs of providing sustainable access to quality health 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.

DEMONSTRATE IMPACT
We only expect stakeholders to invest in health care interventions that have proven their impact. Our computerised system, COMETS, allows us to monitor each RWC performance and track client visits. Reports can be generated on demand for the entire network or individual RWCs which gives investors and other stakeholders access to near-real time information.

FUNDING STRATEGY OVERVIEW

CORE FUNDING
Core funding is provided by our six core partners: the International Transport Workers’ Federation, ORTEC, PharmAccess Foundation, TNT Express, UNAIDS, and the World Food Programme, as well as the Ministry of Foreign Affairs of the Netherlands. Each of these core partners has shown a deep and lasting commitment to North Star and its objectives. This 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.

OPERATIONAL FUNDING
Operational funding is provided by a network of almost 70 public, private, and social partners, as well as through local cost recovery mechanisms. It is used to cover both the direct operational costs of each RWC such as establishment, project management, and running costs, and for network-wide capacity building services including data collection and management (via COMETS), education and training, and research and development.

PARTNERSHIPS ARE KEY
One of the most important lessons that thirty years of the AIDS epidemic has taught the world is that no one organisation acting alone can turn the tide in public health. From the beginning, North Star was built on the principles of partnership, complementarity and accountability. By working closely with national and regional governments to strengthen health systems, with businesses to incorporate workplace health and safety, and with civil society to create links to communities, we are able to make the greatest impact possible.
North Star Alliance is a 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 regional offices are located.