Leveraging partnerships to scale up health services delivery for mobile populations in Africa
Number of people living with HIV and accessing treatment globally

<table>
<thead>
<tr>
<th>Year</th>
<th>People living with HIV</th>
<th>People receiving treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>28.9 million</td>
<td>770,000</td>
</tr>
<tr>
<td>2005</td>
<td>31.8 million</td>
<td>2.2 million</td>
</tr>
<tr>
<td>2010</td>
<td>33.3 million</td>
<td>7.5 million</td>
</tr>
<tr>
<td>2011</td>
<td>33.9 million</td>
<td>9.1 million</td>
</tr>
<tr>
<td>2012</td>
<td>34.5 million</td>
<td>11 million</td>
</tr>
<tr>
<td>2013</td>
<td>35.2 million</td>
<td>13 million</td>
</tr>
<tr>
<td>2014</td>
<td>35.9 million</td>
<td>15 million</td>
</tr>
<tr>
<td>2015</td>
<td>36.7 million</td>
<td>17 million</td>
</tr>
</tbody>
</table>

AVERT.org  Source: UNAIDS 2016
Number of people living with HIV in 2015

- Eastern and Southern Africa: 19 million
- Western and Central Africa: 6.5 million
- Asia and Pacific: 5.1 million
- W. and C. Europe and N. America: 2.4 million
- Latin America and Caribbean: 2 million
- East Europe and Central Asia: 1.5 million
- Middle East and North Africa: 230,000

Source: UNAIDS 2016

AVERT.org
North Star Alliance

“Bringing health to mobile workers across Africa in a ‘Blue Box.’”

Health Services Delivery

- Provide long distance truck drivers & sex workers access to basic healthcare
- “Containerised” approach
- Shipping containers are converted into medical clinics
- Set up clinics along the transport corridor in Africa
- Electronic Health Passport system synced across 10 countries
Strategies for partnership formation
North Star Alliance’s Partners

Source: (North Star Alliance, 2016)
Understanding North Star’s Value Chain

“In order for a company to be successful, the whole value chain has to be successful.” – Lee

“…you get sense that North Star is like a business and corporates appreciate that. It makes us comfortable…Corporates like to see how to bridge gap between corporate spend and return on investment by bringing activities closer to core business.” - Chevron

Source: (Lee, H. 2016. Stanford Graduate School of Business. Value Chain Initiative)
“Successful partnerships are personality based. They are. You need a whole lot of goodwill, a whole lot of humor, if you’re prone to alcohol let it flow, you need to have a thick skin and be honest with each other. It’s all about the trust that is built and it does not come quickly.” - WFP
North Star Alliance: Advancing the 90-90-90 strategy

The treatment target:

- 90% diagnosed
- 90% on treatment
- 90% virally suppressed

Source: (North Star Alliance, 2015); (UNAIDS, 2013)
Barriers to scaling up

“Scaling barriers are often not at the level of the firm or organization itself, but in the environment around it.” – Koh et al.

- Clinical + management skills
- Data management
- Lack of financing to maintain and expand container network
- Funding cycles
- Funding conditions
- Health is a push product
- Lack of client awareness of market-based solution and appreciation of its benefit
- Inhibitory regulatory guidelines on clinical officers and nurses’ scope of services

Source: (Koh, Hedge and Karamchandani, 2014).
Benefits

- Partnerships enable North Star to expand its resource base
- Donor funds used largely to set up new clinics or to maintain operations in existing clinics
- North Star operates at nexus of social good and commercial interest, which has enabled it to collaborate with the private sector
Conclusions

- Partnerships along the value chain have enabled North Star to achieve considerable growth and expansion over an eight-year trajectory.

- A subsidized business model introduces inherent fragilities to an organization’s operations.

- As an organisation that seeks to expand be the quality provider of choice for mobile populations, we confront trade-offs between achieving scale and viability and quality.
Thank You