



Riders for Health



“In Africa, people die of easily preventable and curable diseases. Billions of dollars are spent on drugs to cure the diseases they have. But here’s the problem: those drugs don’t reach the people and preventive health doesn’t reach the people. What we do is focus on running and managing vehicles that are able to get that health care to the people who so desperately need it.”

“It’s certainly not rocket science, it is just putting in an appropriate infrastructure where there is no transportation infrastructure.”

—both quotes from Andrea Coleman, Co-Founder and CEO

Characteristics



<i>Country</i>	Gambia Kenya Lesotho Malawi Nigeria Zambia Zimbabwe
<i>Target Population</i>	General population Women Girls Pregnant women Infants and young children, ages 0 to 5
<i>Geographical Reach</i>	National Urban Rural
<i>Organization Type</i>	Private not-for-profit Private-public partnership
<i>Form of Care</i>	Managed transportation and logistics services Courier services Supply chain management
<i>Innovation Type</i>	Align with patients’ locations and behaviors Standardize operating procedures Open new revenue streams across sectors
<i>Website</i>	www.riders.org

Riders for Health

Riders was launched with support from the motorcycle racing community in the UK

“People imagine that somehow there is a great network of vehicles operating perfectly, just like they are in developed countries, delivering health care to people and that is not true. There is no such a network. Vehicles that come here routinely fail.

If you want to stop people from dying of easily preventable diseases, you have to look after the vehicles, you have to make sure the health care workers get out there all the time.”

Barry Coleman, Co-Founder and Executive Director

Description of Innovation

Riders for Health (Riders) provides transportation solutions for health care workers in rural communities of sub-Saharan Africa. They use their expertise in managing the types of vehicles commonly used by health workers in remote regions of Africa in order to increase vehicle reliability and reduce disruptions in care delivery. Their goal is to provide health care workers with long-term transportation solutions at a predictable and low cost.

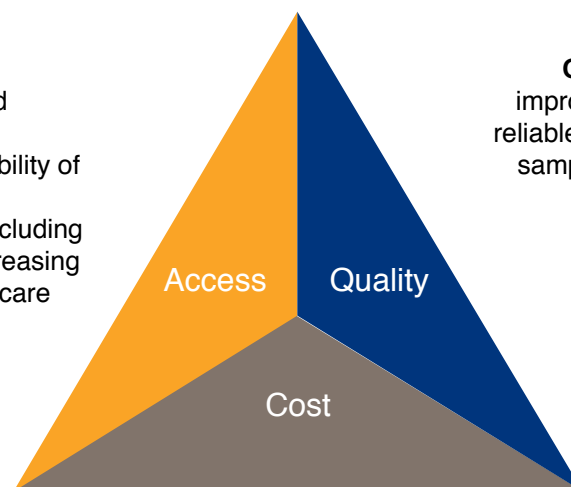
Riders’ **transport resource management** service is a comprehensive maintenance package for vehicle fleets owned by healthcare providers. It includes preventive servicing, driver training, fleet performance data, protective clothing for motorcycle riders, and optional add-ons such as pre-paid fuel plans and route planning. Charging an all-inclusive rate allows clients to budget for the monthly expense and avoid unpredictable repair costs. Riders also offers **transport asset management**, in which the client can lease a Riders-owned vehicle fleet, tailored to meet their needs. In addition to providing driver training in the field, Riders operates two **driving academies**, in Harare, Zimbabwe and Kisumu, Kenya. Riders also offers **courier services** to manage the transport of laboratory samples, supplies, and blood for transfusions.

Launched in 1991, Riders currently has more than 300 employees and manages more than 1,300 vehicles across seven countries in Africa.

The Iron Triangle of Health Care

Riders’ fleet management and training services improve the reliability of health worker transportation, including ambulances, increasing **access** to healthcare services.

Quality of care is improved through the reliable transport of lab samples and medical supplies.



Through preventative maintenance and defensive driver training, Riders reduces overall transportation **costs** and the pricing model allows healthcare providers to avoid unpredictable repair bills.



Riders for Health

“Before [we received a vehicle under the Riders’ TRM system] we could not rely on the ambulance to get to remote areas. We would not go because we were be afraid that we could not get back. And the people would not meet us at the outreach clinic...they would not trust that we could be there.”

Community nurse in the Gambia

Providing Value to the Patient, Community, and Health System

Mobile healthcare delivery is critical in Africa, particularly in rural areas that may be several days’ walk or drive away from a hospital. However, poorly maintained roads and challenging terrain result in frequent vehicle problems. This both interrupts the delivery of healthcare services and results in unpredictable vehicle repair and replacement costs for healthcare providers.

By ensuring reliable transportation, Riders seeks to increase the capacity of healthcare systems in Africa, consequently increasing the productivity and reach of health workers. Their fleet and courier services are designed to provide faster, seamless access to care. This creates value to patients, communities, healthcare providers and agencies, and larger national health systems, including ministries of health. Fleets maintained by Riders have a 300% longer lifespan and outreach health workers are able to reach 6 times as many people when using Riders-managed motorcycles.

Riders targets health service providers and health funders to educate them of its model and benefits. The organization’s strong partnership and advocacy team work closely with the monitoring and evaluation department to articulate impact and key performance indicators as it relates to partner needs.

Riders actively engages with partners to determine health transport needs and capacity. Through a strong measurement system Riders is able to demonstrate its value to partners both in health outreach and cost efficiencies. Over time, positive impacts increase the partner’s trust in Riders’ systems, resulting in increased outsourcing of health transportation services.

Health System and Policy Context

Riders operates in seven countries in Africa. Although healthcare providers are impacted by road conditions and require predictable and effective transportation, rural Africa has little to no infrastructure for the management and maintenance of vehicles.

Riders pioneered a national government partnership in Lesotho in 1991 to improve transportation for outreach health workers. Since that time, they have also formed partnerships with the Ministries of Health in Zimbabwe, Zambia, and Gambia. Their goal is to ensure reliable healthcare transportation across these countries, freeing capacity within the Ministries to focus on the care itself.



Riders for Health

“We saw that there were very new vehicles that were broken, at the back of the Ministry of Health, relatively new with very few miles on the clock. We looked at them and thought, ‘These are almost new vehicles, what is the problem here?’ This was not just a waste of money, it was making it impossible for people to be reached on a predictable and reliable basis. This was the big moment of realization.”

Andrea Coleman, Co-Founder and CEO

In addition to partnering directly with governments, Riders also works with UN agencies, international NGOs, and community-based organizations that provide healthcare services.

Before expanding into a new region, Riders carefully reviews the number of potential partners in the region as well as the human capital and physical capital investments required to provide quality services, determined by partner needs. They focus on establishing partnerships across public and private providers in each new country.

Building relationships with governments has required time and persistence. Riders works with all levels of government – local, provincial, and national – as well as across sectors – ministries of health, finance, and transportation. In many cases, they have found that demonstrating effectiveness through small pilot programs is the best way to prove their value and build government partnerships.

By strategically scaling operations in multiple countries, Riders is able to demonstrate that their model works in a variety of contexts, building credibility and trust. It also provides opportunities to learn from the different health systems in each country and to share this expertise across the organization, as well as with healthcare providers, policy makers, and funders around the world.

A challenge Riders has faced in some of their countries of operation is that as a social enterprise, Riders finds itself between the two traditional organization legal structures – charity and for-profit. The absence of a third structure that supports enterprises with a social mission can increase costs and delay setting up of new programs. Riders advocates for the role of social enterprise in development to raise this profile and awareness of needed policy changes.

Operating Model

Riders’ founders recognized a need for reliable transportation and vehicle management in order to improve healthcare delivery in Africa. However, they also realized that simply replicating developed world infrastructure models would not be effective in an African context. Riders developed a new operating model tailored to manage the vehicles, people and money involved in health care delivery in Africa.



Riders for Health

“Riders for Health has been identified as a social enterprise. Social enterprise owes as much to its focus on enabling and empowering people as it does to the business models it uses. What we have to make sure of is that we use money very effectively to have as much impact as possible on the people we are serving.”

Andrea Coleman, Co-Founder and CEO

Riders strives for ‘zero-breakdown’ fleets, adhering to strict preventive maintenance schedules to improve vehicle efficiency and lifespan. Standardizing these procedures across all locations allows Riders to accurately project the cost of maintaining vehicles over time. Riders also leverages strong relationships with suppliers in order to tightly manage supply chain costs and processes.

Riders provides intensive training for all team members and ongoing support for staff development. All technicians are trained in Riders’ systems and procedures when hired and are encouraged to expand their technical skills through ongoing training. Riders also looks for additional opportunities to support staff development, such as literacy classes for technicians in Gambia, where literacy rates are low. Performance incentives, such as rewards for drivers whose vehicles are in the best condition at the end of the year, encourage good practices.

The operating model is designed to be easily expanded and replicated in new locations. Riders has developed several different types and levels of services to meet the varied needs of healthcare providers in Africa, including large systems such as Ministries of Health as well as small community-based providers. Over the past two decades, Riders has developed and refined these service programs to be replicable in any African country.

Operating across multiple developing countries can expose an organization to more financial risk. To address this challenge, Riders actively works to diversify its income stream.

Riders’ scaling strategy is determined by the demand generated in a new country for its services and the viability of a social enterprise model. Building the needed supporting infrastructure (e.g. workshops, inventory system, training, equipment) in each new location is a considerable expense and Riders currently depends on grants and unrestricted funding to cover this. Riders is focused on scaling nationally within the countries where it currently operates but it does also maintain a pipeline of potential expansion countries.

Business Model

Riders charges for services provided through contracts with its partners. The exact cost of running a vehicle is worked out using a cost-per-kilometer calculator, which takes into account replacement parts, fuel, maintenance and logistics costs.

Riders is able to demonstrate economic benefits in addition to positive healthcare delivery outcomes for potential clients through the outsourcing of



Riders for Health

vehicle fleet management with both the transport resource management and the transport asset management services. The Riders' model eliminates unexpected costs, improves vehicle lifespans, increases health workers' reach, and builds staff capacity through driver training.

The cost of Riders' services are integrated into partners' operating budgets and collected through invoicing. The development of strong relationships with their partners helps to ensure a high rate of accounts paid.

As a growing social enterprise, Riders is focused on ensuring financial sustainability. The organization is increasing the level of earned revenue every year, reaching 40% in 2012, and currently relies on donor funding to cover additional costs. In addition to vehicle fleet management, Riders has developed a new revenue stream through driver training schools in Zimbabwe and Kenya.

The demand for a Riders-model solution continues to grow in other geographies and development areas including food security, water and sanitation and education. Riders is exploring the development of consulting services that could scale the impact of its model along these lines to benefit millions more people and generate additional revenue.

“The motorbike has enabled me to reach out to so many people compared to before when I didn't have the bike. I didn't know how to ride but because of Riders for Health I am now a rider.”

Alice Bakhuya, Community Mobiliser, Kenya

Impact Metrics

Quality

- Vehicle lifespan
- Incidence of vehicle breakdowns
- Incidence of accidents

Access and utilization (of Riders' services)

- Number of partners (clients)
- Number of vehicles under Riders management
- Number of health workers mobilized
- Vehicle usage (reporting of every journey)
- Number of outreach service providers trained in vehicle use
- Number of workshops provided
- Number of drivers trained at the driving academies
- Number of laboratories and health centers served by sample transport courier services
- Number of laboratory samples transported



Riders for Health

“Results are impressive. It’s helped increase the percentage of fully-immunized infants in The Gambia to 73% from 62%. The rate of malaria has decreased 21% in the Binga district of Zimbabwe, compared to a 44% increase in a neighboring district where Riders is not operating.

Equally important, it’s working to make systemic change, working with ministries of health, UN agencies and local aid groups to incorporate logistics and transport into health care planning.”

Kerry A. Dolan, Forbes

Achievement of positive health outcomes (by partners, using Riders-managed vehicles)

- Number of villages visited by health workers
- Number of people visited by health workers
- Furthest village visited by health workers
- Number of days health workers spend per week with communities
- Time spent by health workers with communities per day
- Number of people seen by health workers (health service interactions)
- Catchment population of health facilities supported by sample transport courier program
- Number of health education meetings conducted
- Number of patients who defaulted on treatment that were traced and returned

Cost and sustainability

- Number of employees by area of specialty (technician, courier, etc.)
- Operating costs
- Current revenue and projected revenue (from ongoing contracts)

Riders collects operational data on an ongoing basis as well as using methods, such as log sheets, structured interviews, and feedback sessions, to collect additional data on a scheduled basis. Riders has also been piloting the use of global positioning system (GPS) devices on managed vehicles to better map and document the health care delivery coverage.

Riders employs dedicated monitoring and evaluation teams in each country where Riders works who are responsible for collecting, analyzing, and reporting impact data. In addition to this internal monitoring, Riders has also partnered with Stanford University, through a grant from the Bill and Melinda Gates Foundation, to conduct an external evaluation of Riders’ impact on health care coverage.

Goals for Scaling and Replication

1. Scale operations to national levels in existing countries
2. Replicate model to other countries in Africa, Latin America and Asia through a consulting/technical assistance model
3. Achieve financial sustainability, ending dependence on grant subsidies



Riders for Health

“There is actually no country in Africa where this won’t be profoundly beneficial.”

Barry Coleman, Co-Founder and Executive Director

External Support Required for Scaling and Replication

1. Raise visibility of Riders’ impact
2. Increase networks for partnerships and collaborations
3. Access to investment capital to support setup costs

Media Attention and Awards

The Times 2012 Christmas Appeal: 17-article series appearing in Dec 2012 and Jan 2013

<http://www.thetimes.co.uk/tto/public/timesappeal/article3614317.ece>

The Global Journal 2013 Top 100 NGOs

Forbes (September 25, 2012). The Surprising Link Between Motorcycles and Better African Health Care.

<http://www.forbes.com/sites/kerryadolan/2012/09/25/the-surprising-link-between-motorcycles-and-better-african-health-care/>

Clinton Global Initiative (September, 2012) Moving Global Health Forward: Last Mile Access in Kenya, 2012.

http://www.clintonglobalinitiative.org/commitments/commitments_search.asp?id=766216

Al Jazeera (August 5, 2012). Doctors on Bikes Riding the Way for Lesotho.

<http://djia.tv/al-jazeera/doctors-on-bikes-riding-the-way-for-lesotho/>

ABC News/Yahoo! News (May 31, 2012). Meet Africa’s ‘Hells Angels of Healthcare’

<http://news.yahoo.com/blogs/around-the-world-abc-news/meet-africa-hells-angels-healthcare-122120851.html>

ABC News (October 10 , 2011). Motorbikes Saving Lives.

<http://abcnews.go.com/Health/video/riders-health-14707642>

Skoll Award for Social Entrepreneurship (2006)

<http://www.skollfoundation.org/entrepreneur/andrea-and-barry-coleman/>

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Riders for Health provided the source data for this document and is responsible for the accuracy of the content.