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ANADACH GROUP



WHO WE ARE

Anadach Group LLC is a strategic global healthcare firm focusing on providing innovative advice and services to clients interested in transforming healthcare systems in emerging markets and developing economies.

Our Mission at Anadach is to dramatically improve access to quality healthcare services and products in emerging markets and create solutions to major challenges facing healthcare organizations.

Our Vision is a world where everyone has access to effective healthcare. We believe that by thinking about health care and life sciences innovatively, and applying lessons from other sectors, we can provide creative solutions that enable our clients to achieve their goals.

Our Team is comprised of experienced professionals with deep expertise in healthcare, well versed in the challenges and opportunities offered by emerging markets. We have several years of healthcare experience developing, managing and operating health care entities.

The Anadach team is diverse with strong health and life science skills complemented by experience in other sectors including finance and telecommunications. This allows Anadach to leverage a unique approach to providing dynamic advice based on a robust analytic approach. We adopt a long-term approach to problem solving and finding innovative and implementable solutions.

Anadach consultants were educated at top-tier universities around the world including University of Oxford, Harvard University, etc and have had experience with world-class corporations and institutions. Several of our consultants contribute to books and international journals on a regular basis, and/or hold significant positions in national and international professional associations. Some of our consultants are board-certified and licensed medical professionals.

The Anadach team shares certain core values – entrepreneurship, integrity, and curiosity with analytic rigor- bringing a unique independent perspective to each assignment.



SCOPE OF SERVICES

Management Consulting and Advisory Services

- Feasibility Studies
- Pre-feasibility Studies
- Market Analysis
- Business Planning
- Health System Strengthening and Policy Advice
- Advisory Services e.g. Procurement, PPPs.,
- Health financing
- Workplace Health and Wellness
- Health Benefit Analysis and Advice

Capability Enhancement Services

- General Training Programs e.g. Health Management, Project Management, Clinical Governance
- Customized Training Programs
- Organize Conferences and Symposia

Professional and Executive Resources

- Recruitment and Staffing Services
- Mentoring and Leadership Services

Clinical Services Improvement

- Quality Improvement Services
- Service Delivery Modeling and Optimum Organizational Design
- Preparing for Accreditation of Health Facilities
- Clinical Advisory Services

Data and Information Technology

- Information System Assessment and Planning
- Mobile Technology Applications
- Mining Data
- IT advisory services
- Logistics/Supply Chain Advisory Services
- Customized Research Services



OUR EXPERIENCE AND PROJECT PROFILE

Market Analysis and Needs Assessments

- Conducted healthcare needs assessments typically for hospital provider clients considering service line expansion or development of a new healthcare facility.
- Performed several multiple market and competitor analyses for outpatient clinics and hospitals in West Africa such as;
 - A proposed cardiac hospital in Nigeria
 - Ophthalmological services in urban Nigeria
- Conducted a market assessment for a new hospital undergoing construction which included estimation of the market demand, patient segmentation etc.
- Performed a market analysis of selected medical services in three major cities in Nigeria for a major banking group to deepen understanding of the potential target market (in the catchment area) for selected health services including size of effective demand, growth trends and risks.

Business Planning and Operations

- Provided services to clients (ranging from ambulatory centers, multi-center diagnostic centers, to tertiary hospitals) in Nigeria, Ghana, Ethiopia, Kenya and Zimbabwe on all aspects of business plan development including strategic planning, operations, expansion, financial modelling, governance and organization structures and raising additional finance.
- Conducted several workshops on business planning e.g. organized a workshop titled "Key Drivers and Challenges to consider in setting up a successful healthcare business in Nigeria" for physician-entrepreneurs at the Association of Nigerian Physicians Abroad 2009 Annual Convention in Abuja, Nigeria.
- Developed a revised business plan for a major

tertiary hospital and multi-center diagnostic center.

- Worked with clients of major multinational health care companies to develop business plans for bankable project.
- Provided advisory services on diagnostic services jointly with ICME to one of the largest African NGOs based in East Africa that focuses on households at the base of the pyramid.
- Developed a franchise model for multi-location laboratory group.

Due Diligence

- Performed a technical due diligence assessment for potential investment in health care company for a major healthcare fund. This was an analytic approach to uncover the critical issues in the evaluation of this investment opportunity focusing on short-term and medium-term value capture.
- Conducted due diligence/valuation for acquisition of an existing health facility for acquiring Companies.

Public - Private Partnerships

- Provided advisory services and due diligence in the selection of a Hospital Management Group to operate and manage a newly refurbished and equipped PPP government hospital in a Nigerian State.
- Provided advice to a State Ministry of Health in structuring a public private partnership (PPP) with the selected firm to help ensure that performance incentives for the selected firm adequately balances with the health goals of a Nigerian State including servicing base of the pyramid households. The hospital is currently



OUR EXPERIENCE AND PROJECT PROFILE

operational.

- Developed a business plan for a new State Government tertiary hospital which was built and financed under a PPP framework.
- Provided advisory services on development of a tertiary hospital in Ethiopia that would be built and financed under a PPP framework.

Capability Enhancement Services

Healthcare Training

- Conducted several general and specialized clinical training sessions for nurses, physicians and other healthcare providers on a range of medical topics including universal health precautions, newborn resuscitation, antenatal screening, HIV prevention education and treatment options for children and adults
- Facilitated other leadership and general management training courses and workshops for professional associations.

Conference Organization

- Recognizing the importance of information technology to increase access and quality health service provision to the masses in Sub-Saharan Africa, Anadach has organized several conferences such as;
 - The first multi-stakeholder conference on M-Health in Africa, the M-Health Africa Summit focused on sustainability and scalability of mobile health services in Africa. It brought stakeholders from the health, telecommunications, ICT, finance, and donors together in December 2010 in Accra to focus on these issues.

This conference was also complimented by a workshop on financial and a technical bar-camp on mobile health which was facilitated by Anadach group.

- In May 2011, Anadach group organized the health business day at the USA week Kenya conference. The forum created a platform where information and knowledge was shared across a wide range of stakeholders on potential investment opportunities in the health sector in Kenya and elsewhere in the region.

- In 2011 and 2012, Anadach Group partnered with the GSMA in organizing the GSMA-mHA Mobile Health Summit. Both summits were held in Cape Town, South Africa. The summits brought together senior executives from both the health and telecommunication sectors. The event's conference, exhibition and networking encouraged the collaboration and relationships needed to realize the potential of mobile health.

- In partnership with the Kenyan Ministry of Health Services and Telehealth Society of Kenya, Anadach organized a Pan-African conference on E-Health in Kenya in April 2012. This summit provided a platform to facilitate the implementation of the Kenya E-health strategy by bringing together interested parties and stakeholders from around the world working in the health care field, telecommunications, ICT, finance, academic, and developmental sectors to share knowledge and exchange ideas, discuss innovative and emerging solutions and develop collaborations.

- In 2013, Anadach also co-organized the first E-Health Nigeria Summit held in Lagos. The summit brought key stakeholders of E-Health to discuss the status of E-Health in Nigeria and move beyond discussions to the next phase of strategy and policy development. Stakeholders included representation from other sectors such as academia, technology,



OUR EXPERIENCE AND PROJECT PROFILE

finance, banking, and telecommunications.

Other Conferences

- In 2013, Anadach Group was also a technical partner at a healthcare workshop to commemorate the 10th anniversary of National Health Insurance Scheme in Ghana.
- In 2013, Anadach Group was a knowledge Partner to Global Health Project and Resources on Medipharma Africa in Nigeria and Ghana and was responsible for developing the training content. This training included the Nigerian CEO forum which brought together representatives from both the private and public sectors to discuss management and governance issues affecting Nigerian hospitals.

Professional and Executive Resources

- Providing professional recruitment services for Clinical, Management and Operational Staff for several private facilities in Lagos – sourcing professionals from Nigeria and abroad.

Clinical Service Improvement Services

- Conducted a Healthcare Management and Clinical Governance Program for a state government in Nigeria which involved training of 100 hospital board members and healthcare executives.
- Provided multi-year training programs for NNPC Health Management Staff on Clinical Governance. Over 60 members of staff have been trained so far.
- Developed Medical and Administrative Protocols for Specialized Tertiary facility. Working with management to ensure successful implementation.

Governance

- Developed an EMR strategy and assessed existing options for a private tertiary care facility.
- Conducted initial market survey for a mobile phone based health insurance for urban semi-formal workers.
- Developed Inventory List and Management Framework for a new tertiary hospital facility.
- Anadach developed technical content for mobile health education program to encourage better control and prevention of complications of chronic diseases. The program targeted a group of employees of a major Nigerian company that were diagnosed with hypertension and/or diabetes.
- Customized Research in Health and Pharmaceutical Sectors on request.
- Detailed research publications on various aspects of the health and pharmaceutical sectors are available through our publishing partners.



#ehealthafricaconference the meeting was very successful and should catapult the efforts to scale up ehealth in the region

- Grace, USAID

CURRENT AND RECENT ACTIVITIES

- Provision of advisory services and due diligence in the selection of a Hospital Management Group to operate and manage a newly refurbished and equipped hospital in a Nigerian State.
- Providing advice to a State Ministry of Health in structuring a public private partnership (PPP) with the selected firm to ensure that performance incentives for the selected firm adequately balances with the health goals of a Nigerian State including servicing base of the pyramid households.
- Developing a business plan for a new State government tertiary hospital which would be built and financed under a PPP framework.
- Organized a pan-African conference on E-Health in Nairobi on April, 2012.
- Developed a revised business plan for a Tertiary Hospital in Lagos.
- Developed a business plan for a new multiple-specialty boutique hospital in Lagos.
- Conducting a market survey for a mobile phone based health insurance.
- Developing a business plan on radiology services for a diagnostic services company.
- Providing health professional recruitment services for several private facilities in Lagos – sourcing professionals from Nigeria and abroad.
- Providing advisory services jointly with ICME to one of the largest African NGOs based in East Africa that focuses on households at the base of the pyramid.



*Enjoying this power panel ft@
weltekAfrica@Safaricom_
Care@Changamka_Kenya@
Sproxil and Motech#eHMoTech
!#eHealthAfricaConference*

- Kate Otto

CURRENT AND RECENT ACTIVITIES

- Developing a franchise model for multi-location Laboratory Group.
- Developing an EMR strategy and assessing existing options for a private tertiary care facility.
- Developing Medical and Administrative Protocols for Specialized Tertiary facility.
- Developing training programs for NNPC Health Management Staff.
- Providing advisory services on development of a tertiary hospital in Ethiopia that would be built and financed under a PPP framework.
- Developing a business plan for a diagnostic facility seeking expansion and conducted a due diligence for acquisition of an existing diagnostic facility.
- Performed market assessment for a healthcare facility exploring provision of advanced ophthalmology services.
- Providing advisory services on PPP financial transaction to a Nigerian State.
- Working with clients of a major multinational health care company to develop business plans for bankable projects.
- Providing Consulting Services to the Global Fund for HIV/AIDS, TB and Malaria for country program in Ghana.
- Subcontractor to a major international consulting firm on national public health.

SELECTED KEY STAFF AT THE ANADACH GROUP



Dr. Egbe Dawodu MBBS, MBA, MSc, MRCP is a founding Partner of the Anadach Group where she leads the Management Consulting and Clinical Service Improvement Product Lines. Her primary areas of focus have been hospital restructuring, due diligence evaluation, strategic planning and implementation.

Dr. Osifo-Dawodu was previously an Adviser at the Innovation Practice at the World Bank Institute. Prior to joining the innovation practice, as one of the core members of the Nelson Mandela Institution's management team she helped develop and start the African University of Science and Technology, Abuja - a Pan African University with Graduate Students from over 20 African Countries. She previously managed the Human Development Group at the World Bank Institute where she was responsible for the World Bank's capacity building programs in health, education and social protection. She has a relatively unusual background in the World Bank Group having led and worked on both health policy dialogue and projects with Governments at the World Bank and with the private health sector projects at the International Finance Corporation.

At the World Bank, Dr. Osifo-Dawodu was a health specialist in the Middle East and North Africa, and East Asia Regions. She led the World Bank's policy dialogue on key health issues in Egypt, Yemen and West Bank and Gaza. She also participated in policy dialogue on health issues in Jordan and Morocco. At the IFC, she led the IFC negotiation and structuring of investment packages for a Specialty Clinic in the Philippines and a specialized developing country health equity Fund domiciled in the US. She also provided specialist advice on hospital projects in Mexico, Vietnam, and South Africa, and responsible for assessing/due diligence the viability of several IFC potential investments in health and education in several countries in Middle East, Africa and South Asia. In addition, Dr. Osifo-Dawodu also worked with Booz, Allen and Hamilton on healthcare projects in the US and South Africa.

Dr. Osifo-Dawodu is a qualified medical doctor and a member of the UK Royal College of Physicians. She holds an MBA from Cranfield School of Management, an MSc from Oxford University and MBBS from the University of Ibadan. She has authored several articles, contributed to books and was the lead author of "Establishing Private Health Care Facilities in Developing Countries: A Guide for Medical Entrepreneurs". World Bank Institute. 2007. (with Seung Hee Nah)

Dr. Osifo-Dawodu belongs to several professional organizations including the American College of Physician Executives and the Association of Nigerian Physicians in the Americas. She is also on the advisory boards of Sproxil which focuses on innovative applications of its Mobile Phone Authentication technology, and the Mayo Clinic Center for Social Media. She was a member of the technical committee for the African Development Bank E-Health Awards and as a member of the joint Pfizer/M-Health Alliance ageing and m-health working group. Dr. Osifo-Dawodu was also an Expert Reviewer for the Health Sector in the E-Transform Africa Study - a joint initiative by World Bank, African Development Bank and African Union.



Dr. Enoma Alade BDS, DDS, MPH (Health Management) is a founding partner at Anadach Group where she focuses on the Capability Enhancement Services, Professional and Executive Resources, Data and Information Technology product lines. She is a dentist with 20 years experience of providing healthcare with expertise in operational management and strategic leadership. She owns a private practice group in California and worked in both the private and public healthcare sectors in the US and Nigeria.

Dr. Alade was previously Dental Director at a Federally Funded Facility where she was responsible for overseeing the care of at least 30,000 patients a year. In this role, she spearheaded the strategy, management and execution of departmental operations; and served on the Executive Management Core Team which was responsible for overseeing all the delivered medical and dental services, maintaining accreditation by Federal Bureau of Health and JCAHO, and implementing one of the earliest fully functional electronic health information systems in the US.

Dr. Alade was an Associate Clinical Professor at the Schools of Dentistry of University of Southern California School and New York University. She has also served as healthcare consultant to various public and private facilities focusing on market demand analysis, quality improvement and utilization management. She has also led several consulting assignments in developing countries, and is collaborating with UCLA School of Public Health on potential projects in Africa.

She earned her BDS at University of Ibadan, graduated with a DDS degree from New York University and her MPH in Healthcare Management from UCLA. Enoma belongs to several professional associations including American College of Physician Executives, the American Public Health Association, the Association of Nigerian Physicians in the Americas and the American Dental Association.

Manas Kaushik MBBS, MSc, MSc, DSc is Director of Strategy at Anadach. He is both a Physician with experience in cardiovascular medicine and a healthcare economist by training. Manas was a Senior Associate at McKinsey & Co. where he focused on strategy development to improve healthcare business outcomes. Dr. Kaushik has authored articles in several publications and was a member of the Clinical Outcomes Research Committee at the Harvard University. He earned an MSc degree at the London School of Economics, MSc degree and DSc in Epidemiology from Harvard University.

Eno Angela Attah, MBBS, MPH is a Consultant with Anadach. She is a Physician by training. Prior to joining Anadach, she was the Senior Medical Officer at Ministry of Health for the State of Akwa Ibom, Nigeria. Dr. Attah was also a consultant for Nestle where she provided technical guidance on nutrition projects. In addition, she was a program director for Child Development Trust, a non government organization focusing on child development and health in the state of Akwa Ibom, Nigeria. Dr. Attah received her MBBS from Lagos University Teaching Hospital and her MPH from the University of Lagos, Nigeria.

Tolu Amune, ACIPM is a project administrator at Anadach. She is an Economics graduate of University of Ilorin, Nigeria. She has substantial work experience in the legal, pharmaceutical and financial industries. Tolu worked at the BCN Plc. (formerly Boots Nigeria) and Value Trust Investment Limited. She is an Associate of the Chartered Institute of Personnel Management of Nigeria.

Jamie Yang is an Associate at Anadach. Prior to joining Anadach, she had working experience in banking and logistics industry. She is a graduate of New York University.

ADVISORY BOARD MEMBERS



Ambassador Joseph Huggins, a retired Career Diplomat, is the Founder, President and Chief Executive Officer of The Huggins Group (THG). The firm, which provides strategic advice to U.S. companies interested in trade and investment opportunities in Africa and the Middle East.

Prior to his current position, Ambassador Huggins had a long and distinguished Diplomatic career serving in senior positions in the former Soviet Union, Kenya, Guinea, Togo, Jordan, and Washington. In his last overseas assignment, he served as Ambassador to the Republic of Botswana and the Secretary of State's Special Representative to the Southern Africa Development Community, a political and economic organization comprised of 14 countries in southern Africa. During his tour in Botswana, Ambassador Huggins was responsible for strengthening U.S.-Botswana relations and promoting trade and investment opportunities for U.S. firms. Following his assignment to Botswana, he worked with The Corporate Council on Africa as Senior Advisor to the Financing and Capital Flows Committee in developing strategies to increase investment flows to Africa.



Dr. Abdu Mukhtar, MBBS, PhD, MBA has acquired extensive experience in both the private and public sectors. Until recently he was the Group Managing Director/CEO of the Abuja Investments Company where he chaired the Boards of a dozen subsidiaries across several sectors and was nominated for the Nigeria's CEO of the Year Award by Thisday Newspapers in 2009.

Dr. Mukhtar is the recipient of several prestigious awards and was profiled in the "2000 Outstanding Scientists of the 20th Century" and the Millennium edition of "Who's Who in America: Science and Engineering". He is/was a member of the Boston Cancer Research Association, Massachusetts Medical Society, New York Academy of Sciences, American Association for the Advancement of Science, American Society of Gene Therapy and Fellow of the US National Heart, Lung and Blood Institute.

Elizabeth Adu LLB, LLM, recently retired from the World Bank where her last appointment was Director for Operations Services for the Latin America and Caribbean Region. In this position she was responsible for the department that provided oversight for the quality and focus on results for the World Bank's projects in the region, which is known for its innovation. Ms. Adu joined the World Bank's Legal Department as a lawyer working on projects in all sectors in the Africa region, and rose to be Chief Counsel for the Africa Region and was appointed Deputy General Counsel for Operations in 2004. In 2007, Ms. Adu was asked by the World Bank's senior management to oversee the implementation of major reforms to the World Bank's Conflict Resolution System.

Ms. Adu received her Law Degree from the University of Ghana, Legon and an LLM from Temple University Law School. She is a member of the Ghana Bar.



Jim Rice PhD, MS is an internationally-recognized authority on healthcare policy, governance, and strategy development. He is Executive Vice President at Integrated Healthcare Strategies focusing his consulting work on strategic governance, visioning for health sector and not-for-profit organizations; leadership development for physicians and medical groups; strategic capital financial planning; mergers and acquisitions; and enterprise risk management analyses for physician-hospital joint ventures.

Dr. Rice serves as Vice Chairman of The Governance Institute, an organization dedicated to knowledge generation and dissemination via research and education for health system boards and leadership teams; and has served as a principal in the Health Care Group of Larson Allen, an audit and consulting firm headquartered in Minneapolis. He also served as President of the International Health Summit, LLC, an international knowledge management institute focused on public-private partnerships and leadership development in health sectors throughout the world. Dr. Rice has authored articles in publications such as Modern Healthcare, Trustee, the Harvard Business Review, the Toledo Law Review, the Journal of Medical Group Management, and The Journal of Health Administration.

Dr. Rice holds both a master's and doctoral degrees in management and health policy from the University of Minnesota. He has received the University of Minnesota School of Public Health Distinguished Alumni Leadership Award, a National Institute of Health Doctoral Fellowship, and the American Hospital Association's Corning Award for excellence in hospital planning. He is a Fellow of the American College of Healthcare Executives (ACHE).



Kolawole Olofinboba, MBBS, MBA, FACP is a partner at Fairview Capital. He is a member of the investment committee and is involved in a broad set of activities, including due diligence, investment monitoring and reporting, as well as business development activities at the firm. Prior to joining Fairview, Dr. Olofinboba was an Engagement Manager at McKinsey & Company, serving U.S. and global clients in healthcare and private equity.

Earlier in his career, he practiced medicine as a hospitalist and assistant professor at the University of Connecticut Health Center in Farmington, CT winning multiple teaching awards. He has also practiced medicine in the VA hospital system and in private clinical practice. He is board-certified in internal medicine and is a Fellow of the American College of Physicians. Dr. Olofinboba received his medical degree from the University of Ibadan, Nigeria and an MBA in Financial Management from the MIT Sloan School of Management, where he was a Robert Toigo Fellow. He serves on the board of Camp Courant in Hartford, USA.



Nneka Mobisson-Etuk, MD, MBA, MPH was formerly a Senior Associate at McKinsey & Company, USA where she has worked primarily in strategy development with a focus on payor/provider systems and the pharmaceutical industry. Dr Mobisson-Etuk is a U.S. board-certified pediatrician and has significant clinical and public health experience particularly in the area of pediatric HIV. She worked at the Centres for Disease Control and Prevention, the U.S. Department of Health and Human Services and Merck & Co. She also worked at The World Bank on investing in private healthcare in resource-poor countries and developing the healthcare strategy for Africa. Dr Mobisson-Etuk has a B.S. in Mechanical Engineering from MIT, a M.P.H from Emory University, and a M.D/M.B.A from Yale University. She completed her pediatrics residency at the Children's Hospital of Philadelphia.

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A Selection of Our Partners and Clients

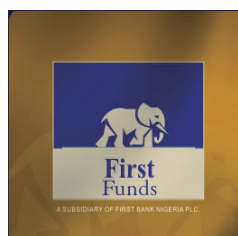


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