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In Acknowledgement

There are many who deserve recognition for the help they provided us in developing this report. Foremost is the Bill & Melinda Gates Foundation, which provided a significant part of the funding that made this work possible. Their support evolved into an intellectual partnership and a mutual commitment to improve the quality of health care in Sub-Saharan Africa. We greatly appreciate the trust they placed in us by funding this work and we value the intellectual leadership they have demonstrated every step of the way.

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A Steering Committee of leaders in health, particularly in Africa, was established to oversee this work. In addition to IFC staff, the Steering Committee comprised:

- Tadataka Yamada, M.D., *President, Global Health Program, Bill & Melinda Gates Foundation*
- Eyitayo Lambo, *Former Health Minister, Republic of Nigeria*
- Jack Shevel, M.D., *Founder and Former CEO, Netcare, South Africa*

Throughout the course of the project, this committee gave significant input and assisted IFC in thinking through its strategy for health in Africa. We are grateful for the time they devoted to the project and the leadership they showed throughout the course of work.

Our work was also greatly enhanced by the advice provided by a Technical Advisory Board consisting of a cross-section of experts with experience in the public and private sectors, international development, and academe. Their input was invaluable and we thank them for their dedication and for their many contributions, which made this report possible.

We also give our thanks to our many colleagues at the World Bank who provided advice and insight that is unavailable elsewhere. Lastly, we extend our gratitude to the individuals who shared their thoughts with our team on the many issues we examined to develop a picture of this most complex of issues. Their help was essential in completing this work. Together with the members of the Technical Advisory Board, they are listed in the Acknowledgements section of this report.



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