



**IFC** | International  
Finance Corporation  
World Bank Group

Advisory Services Support to  
Private Health and Education SMEs

HiA/SBA IFC

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# Advisory Services Overview

## Schools and Private Health Institutions (PHIs)



**Objective:** Enhance the ability of SME Schools and PHIs to expand their operations sustainably and thereby increase access to quality Health and Education services to complement the public delivery of these services.

### **What we do:**

- Provide scalable platforms for delivering customized business management and core technical training as needed – integrating Business Edge, SME toolkit and other IFC platforms;
- Facilitate access to finance for the SMEs by engaging IFC investee banks and demonstrating the market opportunity in the sector and providing key skills to bank officers;
- Support a local cadre of consultants to provide services to the sector; and engage the government via associations on policy issues affecting the operating environment.



# Advisory Services Overview Schools and Private Health Institutions (PHIs)



## **Clients:**

- Directly: SME PHIs and Schools with revenues between \$15,000 and \$1m and/or viability to service loans ranging from \$50,000 to \$0.5m.
- Indirectly: IFC investee Financial Institutions that lend to the SME sector including Health and Education. (AMSME/CGF/H&E)



## **Impact:**

- Increase number of people accessing quality social services;
- # of schools/PHIs obtaining organizational and staff development skills;
- value of financing accessed and revenue increases.



## Africa SCHOOLS UPDATE

**# OF SCHOOLS WITH DIRECT ADVISORY SERVICES**  
Business plans/diagnostics etc

**# OF SCHOOLS ATTENDING TRAINING**

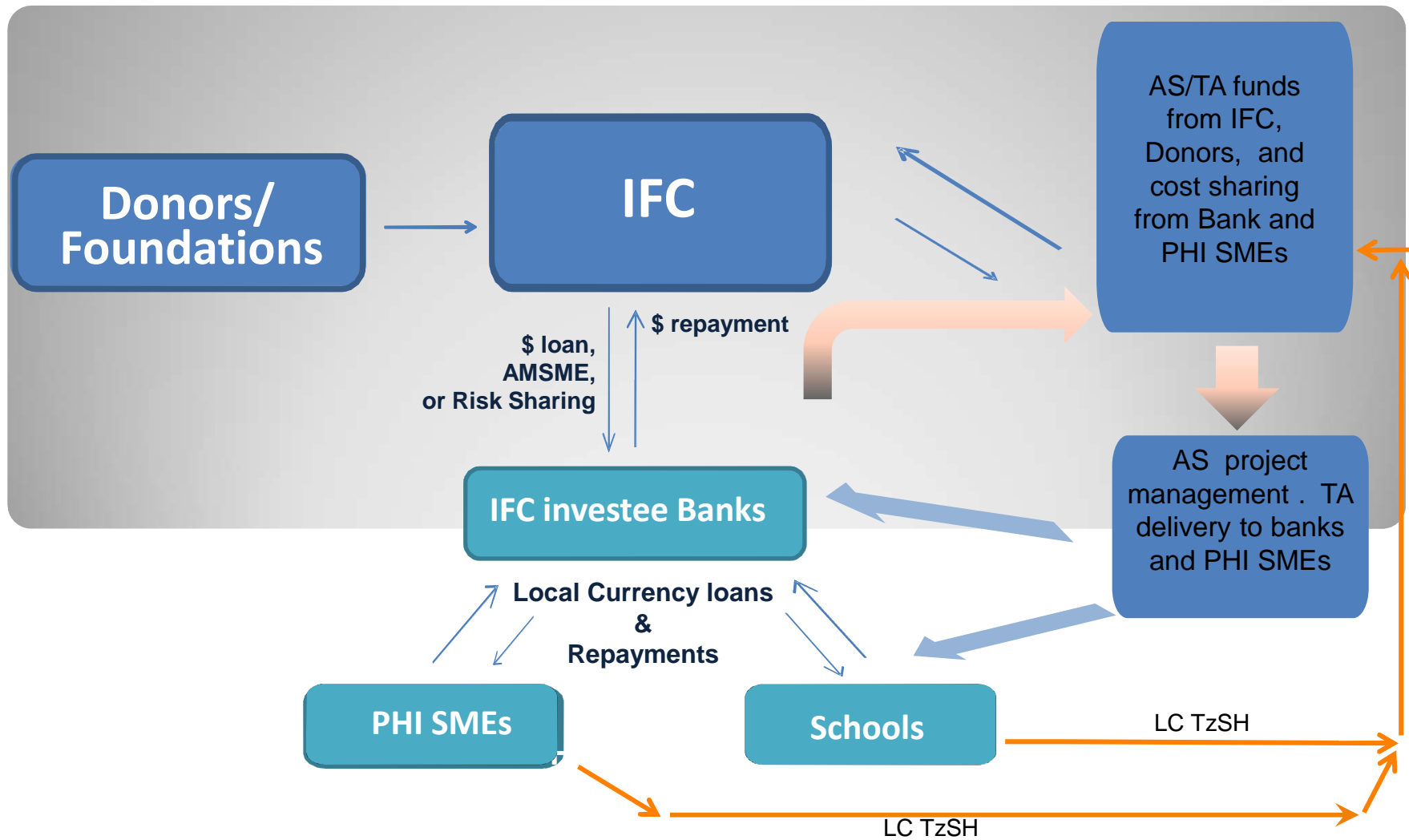
**# OF SCHOOLS WITH LOANS**

**TOTAL Value of loans \$**

**OVERALL ANNUAL ENROLLMENT**

<b>TOTAL</b>	
<b>to date</b>	<b>to FY11</b>
<b>118</b>	<b>283</b>
<b>792</b>	<b>1,264</b>
<b>34</b>	<b>75</b>
<b>12,934,803</b>	<b>14,953,070</b>
<b>163,992</b>	<b>250,392</b>

**Where we are today !**



**Schematic – how this works**

# Identified Advisory Services Needs

## Business Growth (PHIs and Schools)

### Business Advisory Services

Business diagnostics	HR management in Healthcare/Education and Corporate governance
Strategic Planning	Marketing techniques
Business Planning and loan application techniques	Management Information Systems, records, billing and data management for Healthcare/Education.
Investment and Resource planning	Corporation, Employee Salaries and Debt Taxation issues.
Financial Management and Accounting reporting	Procurement and Stock management

## Identified Advisory Services Needs

### Core Technical skills (Schools)

#### Technical Advisory Services

Curriculum and Learning Delivery techniques.	Quality Assurance and compliance
Emerging Pedagogic methods and trends in learning.	Environmental and Occupational Health and Safety
Teacher /learning Management – by grade levels and by learning streams	Examination techniques

# Identified Advisory Services Needs

## Core Technical skills (PHIs)

### Technical Advisory Services

Medical and Paramedic training planning and Best Practices

Environmental and Occupational Health and Safety

Emerging Medical Technologies and trends in tools and patient care

Waste Management for Healthcare

Disaster preparedness and Emergency management.

Local disease patterns and emerging trends.



# Programmatic Approach

The Africa Schools, HIA program will primarily focus on firm and sector level interventions.

## Activities and Examples

- Through local service providers, engage one-on-one with SME Schools/PHIs to provide in depth management, technical, solutions
- Group based workshop training to schools/PHIs on various business and core technical areas by:
  - Identifying SME training needs priorities;
  - Identifying consultants and service providers
  - Conducting Trainer of trainer sessions
  - Developing localized training content
- Raising awareness at sectoral level of better management and delivery practices, technologies.
- Advocate for clear and supportive private sector regulations and policy that encourages:
  - Competition and quality service delivery compliance.

## Partners & Collaborators\*

- IFC Partner banks (lending criteria)
- Consultants/ service providers

**SME  
School/PHI**

Consultants/Local service providers including training institutes, subject experts.

**Policy and Regulation, Standards**

- Investment Climate BL, Governments, sector Ministries

## Other Barriers to SME PHI/Schools Financing

- Security: Financing Institution's comfort level in using School or PHI premises, facilities/equipment as collateral. Also for expansion projects, the security value of 100 – 120% may be a stumbling block;
- Quick clarity and communication on lending criteria, derived from the details of the IFC/local partner bank/AMSME agreement;
- Loan characteristics should afford significantly longer tenors at 3years plus but with flexibility.

# Resources and Logistics

## ✓ Cost Sharing –

- Each PHI will contribute 20 – 40% of the cost of each business plan or one-on-one engagement as well as contribute to the workshop training costs. Indicative cost per engagement varies from country to country and is established in local currency.
- Partner bank is also expected to cost share the training to their staff @ between 75% to 90% of the estimated \$75,000 - \$250,000 cost.

## ✓ Staffing –

- IFC will predominantly work through local consultants but will have one dedicated staffer/STC based in the relevant country office for project management and serving as the relationship link to the partner bank, PHIs and Schools.