

Dr Gwenaël Dhaene

PhD · LLM · LLB

PROFILE

PPP design and optimisation specialist for the health and social sectors.

A public and health law specialist, working on public-private partnerships and complex contracting since 2003.

Adviser to governments, development banks and investors on capital investment and health infrastructure.

An expert on health system preparedness, resilience and performance in more than seventy countries across the regions of the world.

Designer of a proprietary suite of instruments for the lifecycle optimisation of health infrastructure, from viability screening to financial close.

AREAS OF EXPERTISE

- ◆ **PPPs and complex contracting instruments:** concessions, joint ventures, DBFOM, BOOT
- ◆ **Private sector participation** and engagement in health delivery
- ◆ **Capital investment** and health infrastructure across all asset classes
- ◆ **Lifecycle optimisation** of health infrastructure, upstream phases to O&M
- ◆ **Health system resilience,** preparedness and performance
- ◆ **Blended and concessional finance,** bankability, de-risking, public and business law

CONTACT

Geneva and worldwide
health-solutions.world
+33 9 55 70 14 06
gwen@health-solutions.world

PROFESSIONAL EXPERIENCE

Managing Director, Health Solutions

Since 2026

Geneva and worldwide

- Private sector participation and engagement in health delivery, complex contracting and public-private partnerships: PPP design, assessment and strategic options, supported by data, analytics and insight.
- Advisory to governments, health leaders and investors on the optimisation of capital investment and health infrastructure, concentrated on the upstream phases from pre-feasibility to planning and design, and downstream operation and maintenance.
- Appraisal of project maturity, bankability, de-risking and lifecycle value with a proprietary instrument suite, across development banks, EU institutions, investors and co-operation agencies.
- Development of an offering of observatories on social and health infrastructure for multilateral development banks and investors, tracking sectoral megatrends.

Health Systems Adviser, Capital Investment & Health Infrastructure

2021–2026

World Health Organization headquarters, Geneva

- Technical, legal, contracting and investment planning advice for capital assets projects: master planning and upstream phases for facilities, laboratories, primary care networks, medical oxygen production, energy and waste systems.
- Designed operational tools to test project maturity and deliver value for money across the lifecycle.
- Structured private sector participation and complex contracting: concessional models, PPPs, joint ventures, operation and maintenance, and procurement.
- Arranged blended finance with highly concessional lending alongside the EIB, AfDB, IsDB and IADB, advising on ancillary revenue, energy performance and alternatives to construction.

Health Systems Adviser, Decide Health Decision Hub

2015–2021

World Health Organization headquarters, Geneva

- Co-ordinated the global network for value for money in health and hosted the Organization's Fair Pricing Forum: evidence-based decision making, health technology assessment transferability, high-price medicines negotiation and health system foresight.
- Led the Capital Investment in Health workstreams to improve how public and private health-related assets are financed and managed.

Technical Advice Co-ordinator, Centre for Excellence

2012–2015

International Labour Organization, Geneva

- Organisational performance and public-private collaboration across the social protection sector, building a new advisory offering for decision makers.
- Co-ordinated the response on universal health coverage and on health system financing, organisation, stewardship and performance.
- Oversaw the Health Technical Commission, represented the Organization at the OECD Health Committee, and co-organised the World Social Security Forum in Qatar.

Director, Government Strategies & Public Affairs, EMEA

2011–2012

IHS Global, Paris and London

- Led the public sector advisory and consulting practice across Europe, the Middle East and Africa, producing economic and social diversification scenarios for Gulf states.
- Designed observatories of economic growth and public-private sector collaboration across markets and industry segments.

PROFILE HIGHLIGHTS

- ◆ Doctorate **summa cum laude**, Sorbonne, on PPPs in health
- ◆ 25 years across public and private sectors (circa 15 as a UN official)
- ◆ 70+ countries of engagement

THE INSTRUMENT SUITE

CASH ·

Capital Assets Solutions for Health. Optimises capital investment and the lifecycle of health infrastructure.

VIBE ·

Viability, risk, bankability and engineering. Assesses maturity and readiness for investor outreach.

SCALE ·

Simplified Checklist for Assets Lifecycle Effectiveness. Appraises project readiness.

VICI ·

Visualiser for Infrastructure and Capital Investment. Benchmarks surface, cost and programme.

RAPID ·

Rapid Appraisal for Project Investment and Development. Off-the-shelf, turnkey pre- & feasibility appraisal.

BRIDGE ·

Bridging Readiness, Investment Development and Government Engagement. Transaction advisory to close.

SECTORS & REACH

- ◆ Central and Eastern Europe, Western Europe
- ◆ Africa and the Middle East
- ◆ Asia-Pacific and Small Island States
- ◆ **Multilateral development banks**
- ◆ **Private investors** and co-operation agencies
- ◆ **EU institutions**
- ◆ **Governments** and health authorities

Seminars, keynote addresses, publications and references available on request.

EXPERIENCE, CONTINUED

Director

2009–2011

Norbiton Advisory Services, Paris

- Public-private partnership feasibility and design specialist. Conducted feasibility studies and structured partnerships for multilateral development banks, including the European Investment Bank, and for private investors across Central and Eastern Europe and Western Europe: concessions, joint ventures, DBFOM and BOOT.
- Led a project-finance DBFOM feasibility for the relocation of a principal greenfield hospital, with risk-sharing scenarios, value-for-money analysis and legal-framework assessment. Advised on hospital management delegation and international patient referral networks.

Senior Adviser

2006–2011

International Health and Social Protection Agency, Paris

- Ran European Commission training programmes for PPP health decision makers, and provided PPP advisory services in the health sector in Vietnam and Morocco.
- Public-private health sector collaborations and PPPs: partnership feasibility, concession models and outcome-linked procurement across North and West Africa and Central and Eastern Europe.
- Directed the reform of the Social Security Code in Senegal and old-age care legislation in Vietnam, and delivered health system programmes under European Commission funding in Croatia, Egypt, Morocco, Romania and Serbia.

International Consultant

2003–2006

IRIS Health Consulting, Paris

- Public-private health sector collaborations and PPPs: consulting for governments, the European Commission, the World Bank and private insurers on public service stewardship and performance.
- Prepared health and facility master plans, feasibility studies and partnership structures in more than fifteen countries, including consortia for build-own-operate-transfer projects in the hospital sector and concession-model feasibility for outsourced services.

Consultant and Project Administrator

2000–2003

CES, London

- Project management and consulting to public and non-profit bodies across the United Kingdom: quality management, monitoring and evaluation of organisational performance, and benchmarking.
- Advice and training on quality standards, including EFQM, Charter Mark, Investors in People and ISO.

EDUCATION & CERTIFICATIONS

PhD, Public and Health Law: summa cum laude. Public-private partnerships in health: performance and innovative contractual instruments, Paris I Sorbonne University

2013

LLM, Public Business Law: health law, social security law and European Community law, Aix-Marseille University

1999

LLB, Law: European Community law, public law, contract law and tort law, Kingston University, London

1998

Certifications: Situational Leadership (Ken Blanchard); quality management, quality assurance systems, monitoring and evaluation techniques (CES, London)

2002–11

LANGUAGES

French & English full professional fluency · **Italian** proficient · **German** limited proficiency