



25

YEARS OF PRACTICE

WHO Geneva, ILO Geneva, development banks, EU institutions and consulting, in seventy countries.

70+

COUNTRIES OF EXPERIENCE

Low, middle and high income countries, across the regions of the world.

6

PROPRIETARY INSTRUMENTS

Each a method and a working digital tool, across the capital cycle.

10+

COUNTRIES OF INSTRUMENT DEPLOYMENT

National contexts in which the suite, from CASH to BRIDGE, has been applied.

1 WHO WE ARE

An independent advisory practice founded in March 2026, working where health systems meet capital. Led at senior level throughout, in public and health law, with doctoral-level expertise in partnerships and complex contracting.

- **Clients.** Development banks and international institutions, and ministries of health in Africa, Small Island States and Central Europe.
- **Model.** A focused boutique, drawing on a worldwide network of specialist experts, engaged assignment by assignment.
- **Institutional capacity.** Delivered with partner firms in health infrastructure, health economics and legal structuring.

2 WHERE OUR EXPERTISE IS IN DEMAND

- Is this project viable, bankable and sound in its risks?
- Is it mature enough to receive capital, and on what conditions?
- What must the facility contain, and what will it cost to build and to run?
- What has been appraised so far, and what remains open?
- How does an appraised project move into planning, with financing secured?
- How is value protected across the operating life of the asset?

3 SCOPE OF WORK AND ENGAGEMENT

Five domains



Structuring health investments and partnerships

Partnerships, blended finance and concessions: transaction design, allocation of risk and revenue, contractual architecture.



Planning and appraising health infrastructure

Hospitals, primary care networks and laboratories, from first appraisal to the last day of asset life.



Engaging the private sector in health

The terms on which pharmaceutical, diagnostic, technology and facility operators enter public systems.



Government engagement and investor commitment

Institutional ownership, ministerial and treasury approvals, and entry into development bank pipelines.



Health system preparedness and resilience

The capacity of a system to absorb pressure and keep functioning, read through the five elements below.

Financing

Governance

Legal framework

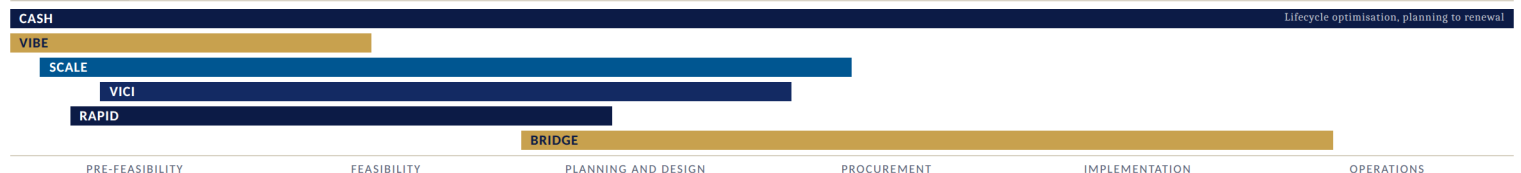
Infrastructure

Service delivery

4 THE INSTRUMENT SUITE

Six proprietary methods, each a working digital tool

VIBE	Viability, Identification of risks, Bankability, Engineering of overall project A 360 point maturity diagnostic, taken before the cost of a feasibility study.		OUTPUT Composite index, per-area classification, evidence trail
SCALE	Simplified Checklist for Assets Lifecycle Effectiveness Four upstream phases, twenty-five components, one hundred and three elements.		OUTPUT Weighted readiness by phase, support flags, dated report
VICI	Visualiser for Infrastructure and Capital Investment projects Schedule of accommodation, classification, and cost by function and by lot.		OUTPUT Cost build-up, plot coverage test, PDF and CSV export
RAPID	Rapid Appraisal for Project Investment and Development Eleven components, with a gap matrix, risk register and financing timeline.		OUTPUT Appraisal dashboard and a typeset decision brief
BRIDGE	Bridging Readiness, Investment Development and Government Engagement Twelve work packages across four strands, appraisal to planning with financing secured.		OUTPUT Roll-out dashboard, package registers, document store
CASH	Capital Assets Solutions for Health Lifecycle optimisation across six stages, planning to renewal.		OUTPUT Asset register, lifecycle cost model, investment roadmap



5 WHO WE WORK FOR

Development banks Multilateral and bilateral, including the EIB, AfDB, IsDB, World Bank and ADB.	International institutions The European Commission and United Nations health programmes.	Ministries of health and finance Africa, Small Island States and Central Europe.	Investors and operators Sponsors, funders and operators of health assets.
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6 WHAT WE PRODUCE

 Decision briefs For boards and credit committees	 Cost and surface models Traceable to one source	 Diagnostics Scored, evidenced, repeatable	 Single sheet briefs A whole project on one page
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7 CAPABILITY IN EVIDENCE

Selected assignments

National Health Reference Laboratory • Eastern Africa Technical and economic feasibility: service configuration, infrastructure requirements, investment scenarios, legal analysis and sustainability.	Primary health care facilities • Jordan Facility typology, service modelling and infrastructure norms, with the strategic outline case and the outline business case.	Private sector participation in health • European Commission Public health institutes and health security through a One Health approach, as regards private sector participation opportunities.	General hospital project • Indian Ocean Appraisal, pre-feasibility and feasibility studies, and transaction advisory towards financing.
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