

Curriculum Vitae: Mark Jonathan Thriscutt

Date of Birth:	1962 (in UK)
Nationality:	British & Australian. (Currently resident in Thailand.)
Qualifications:	BSc (Honours) in Civil Engineering, Southampton University, 1984. Master's in Business Administration from Aston University, 1988. Certificate IV in Workplace Training & Assessment, Australia, 2005 & 7.
Professional Memberships:	Member of Institute of Directors, UK. Member of the Chartered Institution of Highways & Transportation, UK. Fellow, Royal Society for the encouragement of Arts, Manufacturers & Commerce, (RSA)
Languages:	English (fluent) French (moderate)
Countries of Work Experience: (* multiple times)	Albania*, Armenia, Australia*, Bangladesh, Bosnia, Bulgaria, Cambodia*, Croatia, Eire, Ghana, India, Indonesia*, Latvia, Liberia, Libya, Madagascar, Malawi, Malaysia, Moldova, Myanmar* (Burma), Namibia, Nepal*, Nigeria, Philippines*, Poland, Rwanda, Serbia, South Africa, Sri Lanka, St Lucia, Suriname, Tajikistan, Tanzania, Trinidad & Tobago, Uganda*, UK*, Uzbekistan*.

Key Qualifications:

- Over 40 years of experience in **all key areas of road management**, including institutional reform and good governance, organisational restructuring and change management, transport policy development, business management and strategic planning, transport funding, road user charges, road asset management systems (RAMS) & pavement management systems (PMS), data collection, management and analysis, road asset planning and budgeting, monitoring and evaluation (M&E) issues (KPIs & Performance Agreements), personal communications and mentoring, axle load controls, road safety and transport economics.
- **Extensive international experience** working for numerous private sector clients, national and regional governments and familiarity with **international development partners**, including the World Bank (IBRD), ADB, IADB, AfDB, EBRD, EU, EIB, DfID (FCDO), DFAT (AusAID), GIZ.
- Working **experience in about 40 different countries**, in the Caribbean and South America, Western, Central and Eastern Europe, Australasia, the Middle East, throughout Africa, and Central, South and South East Asia.
- **Degree in Civil Engineering** (1984) and an **MBA**, (1988) and extensive business experience. Completed a **Certificate IV in training** (in Australia). An advanced member of **Toastmasters International** from 1996 – 2013 and is currently a member of **CIHT** (UK), **Institute of Directors** (UK) and Fellow of **RSA** (UK).
- Experienced as an **independent expert, team leader and project manager; training** assessment, development and delivery; **workshop facilitator and keynote speaker** at many international meetings; and **mentor**. Extensive experience as a **technical writer** and with **proposal preparations**.
- He has designed and overseen the development of a simple and easy to use smartphone application (**RoadMark**), to **collect road asset inventory and condition data**, from which needs-based network plans, budgets and network mapping have been generated.
- Owner and managing director of international management consultancy company, Penhallow Limited based out of the UK, (see www.Penhallow.ltd.uk for more information). He also operates under the MTconsulting name: further details are available at www.MTconsulting.uk, which also provides links to previous articles.

Achievements:

- Broad range of experience across many aspects of transport sector, particularly in road asset management.
- Long track record of delivering projects within budget and time constraints in many countries.
- Extensive experience of working constructively with organisations and individuals from a very wide range of backgrounds. Familiar with many international development procedures and processes.
- Mentor and advisor for small businesses, individuals and business managers.
- High level of computer competence, including spreadsheet analysis, databases, GIS, online services and DTP.
- Strong writing, facilitation, training and speaking capabilities with extensive international experience.

Previous Project Experience:

Project:	Technical Assistance to Project Implementation Team, Albania
Position:	International TA Consultant
Location:	Albania
Beneficiary:	Albanian Road Authority (ARA)
Funded by:	World Bank
Contracted by:	Direct Appointment with Albanian Road Authority.
Dates:	From July 2025
Project Features:	To assist ARA with the development of a Road Asset Management System (RAMS) and support data collection on the National road network, including development of needs-based plans and budget requirements; plus supporting organisational and institutional measures.
Key Responsibilities:	Review and evaluation of existing computer-based RAMS, and development of suitable approach for strategic planning for ARA's road assets; strengthening institutional and organisational capacity (including establishment of a Service Level Agreement); development of ToR and support for procurement of data collection and strategic planning and budgeting contract for ARA and supervision.
Reference:	Name: Mr. Artan Tapia Position: Technical Advisor to ARA. Tel: +44 7939 034443 Email: artan.tapia@arrsh.gov.al

Project:	Consulting Services for ICD-1: Multi-Year Planning
Position:	Team Leader
Location:	Philippines (Manila)
Beneficiary:	Department of Public Works & Highways (DPWH), Philippines government.
Funded by:	Asian Development Bank
Contracted by:	Eptisa Consultants, Spain.
Dates:	January – August 2025
Project Features:	To strengthen existing planning processes and supporting IT applications for strategic planning on the national road network, at the national, regional and local levels. This includes reviewing existing planning processes, updating and strengthening complex IT applications used for planning, bridge management, HDH-4 calibration and extensive capacity development (training) and systems documentation.
Key Responsibilities:	Team Leader for a large team of international and local staff, overseeing the project's planning and deliverables. Main technical areas of involvement are planning processes, bridge management and oversight of software developments.
Reference:	Name: Mr. Antonio Burillo Position: Regional Project Director, Eptisa Consultants, Spain. Tel: +63 270 055 176 Email: aalferez@eptisa.com

Project:	TA for SAAMBAT Programme, Cambodia
Position:	Team Leader
Location:	Cambodia (& remotely)
Beneficiary:	Ministry for Rural Development (MRD), Royal Government of Cambodia.
Funded by:	European Investment Bank (EIB)
Contracted by:	DAI Global Consultants, Belgium
Dates:	From February 2024 – July 2025
Project Features:	To support the EIB and MRD to strengthen rural road management capacity, especially in the areas of road safety (including road safety audits), environmental and social safeguards, and climate change resilience and adaptation.
Key Responsibilities:	Took over the leadership of an international and local team of experts covering the above areas. Responsible for the delivery of numerous framework documents, manuals and other reports in the above areas, planning and delivery of workshops around Cambodia, frequent discussions with the MRD and EIB and project planning and team leadership.
Reference:	Name: Mr. Tommaso Vallin Position: Project Manager, DAI Global Consultants, Belgium. Tel: +32 2 742 0290 Email: Tommaso.Vallin@dai.com

Project:	Moldova Roads Rehabilitation V: Project Feasibility Assessment
Position:	Project Manager / Transport Planner
Location:	Moldova (& remotely)
Beneficiary:	State Road Administration (SRA), Moldova.
Funded by:	European Bank for Reconstruction & Development (EBRD)
Contracted by:	Roughton International Limited (UK)
Dates:	August – December 2023
Project Features:	To provide the EBRD with the information, analysis and recommendations required to comprehensively assess, structure and approve 2 road rehabilitation and upgrade projects.
Key Responsibilities:	Leadership of an international team of experts to provide detailed assessment of two road schemes, covering technical assessment, demand forecasting, economic analysis, green assessment, environmental and social assessments, and road safety audits.
Reference:	Name: Mr. Edin Begovic Position: Managing Director, Roughton International Tel: +387 62 334 895 / +44 23 8155 0142 Email: edin.begovic@roughton.com

Project:	Urban Transport State Owned Enterprise (SOE) Reform (TA-9538 UZB)
Position:	SOE Reform Specialist
Location:	Uzbekistan (& remotely)
Beneficiary:	Tashkent Urban Bus Transport Company (JSC Tashshahartranzhizmat) & Strategic Reform Agency, Government of Uzbekistan
Funded by:	Asian Development Bank (ADB)
Contracted by:	Asian Development Bank (ADB)
Dates:	July 2023 – June 2024
Project Features:	To assist the Tashkent Bus Company (TashBus) to develop an implementation strategy and business plan to transform towards a commercial organisation.
Key Responsibilities:	Assessment of existing business arrangements and documents; discussion of business options and international best practices; assistance with the development of a commercial style strategic implementation reform plan and business plans; and assessment of urban transport sector and policy reforms.
Reference:	Name: Ms. Cigdem Akin Position: Principal Public Management Economist, Public Sector Management & Governance Sector Office, Tashkent, Uzbekistan. Tel: +63 2 8636 2444 Email: cakin@adb.org

Project:	Development of an Asset Management Strategy (resilient Bridges Program), Albania
Position:	Road Asset Management Specialist
Location:	Albania (& remotely)
Beneficiary:	Albanian Road Authority (ARA) & Ministry of Infrastructure, Albania.
Funded by:	World Bank (Europe), IBRD
Contracted by:	World Bank Group (Transport ECA Europe, EU).
Dates:	May 2023 – April 2024
Project Features:	To provide TA to the ARA (& World Bank) in identifying the needs and detailed development of a strategy for the implementation of a road asset management system (RAMS). Key presenter at regional World Bank / EU workshop (TCT), addressing institutional, organisational, policy and M&E issues pertaining to road asset management.
Key Responsibilities:	Assessment of existing RAMS arrangements and functioning, providing advice on the use of Service Level Agreements (SLAs) and development of a suitable approach to introduce RAMS, including organisational and funding requirements, KPIs, policy and strategic planning issues. Key facilitator and presenter at regional RAMS workshop (jointly held with EU) in Tirana.
Reference:	Name: Ms. Sofia Guerrero Gamez Position: Task Team Leader, Transport ECA Europe, World Bank Group. Tel: Email: sguerreroamez@worldbank.org

Project:	Bosnia & Herzegovina Sustainable Asset & Inventory Management, Doboj Bypass Project
Position:	Institutional Specialist
Location:	Bosnia & Herzegovina (& remotely)

Client:	Republika Srpska Motorways (“RS Motorways”) and Motorways of the Federation of Bosnia and Herzegovina (the “FBH Motorways”).
Funded by:	European Bank for Reconstruction & Development (EBRD)
Contracted by:	Applus Norcontrol, S.L.U., Spain
Dates:	May 2022 – May 2023
Project Features:	To establish a Road Asset Management Systems (RAMS) in FBH Motorways and RS Motorways and a related maintenance financing strategy for sustainable funding of the sector for both Companies.
Key Responsibilities:	Assessment of existing institutional (governance) arrangements for both client organisations and to recommend improvements and funding and governance arrangements.
Reference:	Name: Mr. Angel Castro Position: Project Manager Tel: +34 667 181 259 Email: angel.castro@applus.com

Project:	Road Subsector Development Strategy and Action Plan – Capacity Building Program and Institutional Strengthening of State-Owned-Enterprises in Road Management
Position:	Team Leader & Change Management/Institutional Strengthening Expert
Location:	Uzbekistan (& remotely)
Client:	Asian Development Bank & Committee for Roads (CfR), Govt. of Uzbekistan
Funded by:	Asian Development Bank (ADB)
Contracted by:	Roughton International Limited, UK
Dates:	January – December 2022
Project Features:	Support to the CfR towards commercialisation and reform of its organisation, including commercialisation of State Owned Enterprises (SOEs), client-side organisational reforms, training and support in areas of commercialisation, financial management, equipment management, procurement, contracts (FIDIC), Gender and Climate Change & Risk Assessment
Key Responsibilities:	Team Leader for international and national team, project planning and client coordination, training and support in institutional, organisational and change management issues.
Reference:	Name: Mr. Edin Begovic Position: Managing Director, Roughton International Tel: +387 62 334 895 / +44 23 8155 0142 Email: edin.begovic@roughon.com

Project:	Consulting Services for Accompanying Training Measures Part of the Rural Development Programme, Phase IV/V)
Position:	Training & Road Maintenance Expert
Location:	Myanmar
Client:	Department of Rural Road Development (DRRD), Ministry of Construction, Government of Myanmar
Funded by:	KfW Development Bank, Germany.
Contracted by:	H.P. Gauff Ingenieure GmbH & Co., Frankfurt, Germany.
Dates:	September 2019 – March 2020
Project Features:	Provision of on-site technical assistance to develop greater organisational and rural road asset management capacity within the DRRD, focussed on the Southern Shan State.
Key Responsibilities:	Analysis and interpretation of available data on rural road assets in Southern Shan State and development of detailed and costed prioritised road investment plan (including mapping). Additional on-site training of local road managers.
Reference:	Name: Mr. Thomas Eckart / Mr. Olivier Reblin Position: Director, Eurasia Division Tel: +49 69 5000 80 Email: teckart@gauff.com / oreblin@gauff.com

Project:	Rural Roads Asset Management Project (RRAMP) Part of 2 nd Rural Road Improvement Project (RRIMP II)
Position:	Team Leader
Location:	Cambodia
Client:	Ministry for Rural Development (MRD), Royal Government of Cambodia
Funded by:	Asian Development Bank (ADB) (main coordinating donor); Agence Francaise de Developpement (AFD), French Government; and Department for Foreign Affairs & Trade (DFAT), Australian Government

Contracted by:	Sheladia Associates, Inc. (USA)
Dates:	December 2017 – June 2019 Full-time (cir. 18 man-months)
Project Features:	Long-term TA project to strengthen MRD's key road management functions, focussing on: organisational reforms; policies and prioritisation, development of planning and budgeting processes and corresponding data collection methods, database management systems and analysis tools; private sector strengthening; axle load controls; training.
Key Responsibilities:	Responsible for long-term management of all aspects of project, including project management of 7 international and 11 local staff, planning and delivery of workshops and training, client interface and extensive project reporting.
Reference:	Name: Mr. Prabha Pratyaksa Position: Project Manager in Head Office Tel: +1 404 403 3556 Email: ppratyaksa@sheladia.com

Project:	Improving Road Network Management & Safety Project
Position:	Road Maintenance Planning Specialist
Location:	Myanmar
Client:	Ministry of Construction, Government of Myanmar
Funded by:	Asian Development Bank (ADB)
Contracted by:	PADECO, Japan
Dates:	October 2017 – February 2018 Intermittent (cir. 3.5 man-months)
Project Features:	To make operational a national highway periodic maintenance and rehabilitation programme; and launch nationwide road safety initiatives, including a new highway safety investment programme.
Key Responsibilities:	Review of existing institutional and organisational arrangements for managing national roads in Myanmar and existing planning arrangements. Responsible for developing proposals to restructure road management functions in the national Ministry of Construction and strengthening simple, needs-based, planning processes and budget needs.
Reference:	Name: Dr. Robert Smith Position: Project Team Leader Tel: N.A. Email: robert@acceconsultants.asia

Project:	Rural Road Preparation Project
Position:	International Institutional & Financial Management Specialist
Location:	Myanmar
Client:	Department of Rural Development in Ministry of Construction, Government of Myanmar
Funded by:	Asian Development Bank
Contracted by:	SweRoad, Sweden
Dates:	September 2017 – February 2017 Full-time (1 man-month)
Project Features:	Technical Assistance to screen and prepare approximately 200km of suitable rural road rehabilitation projects for ADB funding and subsequent implementation; and review of existing road management processes.
Key Responsibilities:	Review of existing institutional and organisational arrangements for managing rural roads throughout Myanmar and funding and financial management arrangements. Responsible for developing revised proposals to strengthen these components of road management.
Reference:	Name: Mr. Geoff Edmonds (now retired) Position: Project Team Leader Tel: N.A. Email: monocle43@gmail.com

Project:	Mainstreaming Climate Resilience in Road Transport Management
Position:	Team Leader
Location:	Serbia
Client:	Ministry of Transport, Government of Serbia
Funded by:	World Bank (IBRD)
Contracted by:	IMC Worldwide (UK)
Dates:	June – December 2017 Intermittent (cir. 2 man-months)
Project Features:	TA to establish a foundation for mainstreaming climate resilience in the road sub-sector by developing an effective methodology for assessing network vulnerability to climate related

	risks; improving capacities of key stakeholders in road network climate resilience planning; and establishing structured and systematic response plans.
Key Responsibilities:	Overseeing the development of risk assessment methodologies for road transport infrastructure vulnerability from the effects from climate change, development of implementing procedures and requirements, mapping and data managing issues and piloting methodologies.
Reference:	Name: Ms Irena Georgievska Position: Regional Manager Tel: +44 1737 231 400 Email: irena.georgievska@imcworldwide.com

Project:	Scoping Study & Master Plan for Sustainable Transport (for Northern Regions)
Position:	Institutional & Capacity Building Specialist
Location:	Namibia
Client:	Ministry of Works & Transport, Government of Namibia
Funded by:	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ), (German Government)
Contracted by:	GOPA (Germany)
Dates:	February – March 2017 Full-time (1 man-month)
Project Features:	Development of a sustainable, multi-modal regional transport plan for the 4 most populous northern regions of Ohangwena, Omusati, Oshana and Oshikoto.
Key Responsibilities:	Institutional review of plans to strengthen regional transport services in the 4 northern regions of Ohangwena, Omusati, Oshana and Oshikoto; and developing proposals to strengthening their effectiveness and sustainability.
Reference:	Name: Mr. Bernd Brunnengraeber Position: Director Tel: N.A. Email: Bernd.Brunnengraeber@gopa-infra.de

Project:	Organisational, Institutional, Technical & Financial Review of the Road Authority
Position:	Team Leader
Location:	Suriname
Client:	Ministry of Finance, Government of Suriname
Funded by:	Inter-American Development Bank (IADB)
Contracted by:	Cardno IT Transport (UK)
Dates:	June – December 2016 Intermittent (cir. 4 man-months)
Project Features:	Study to strengthen all aspects of the Road Authority in Suriname. Issues covered included institutional reforms and strengthening measures; assessment of network needs; road user charges and revenues; axle load controls; organisational development and staffing; and policy reforms.
Key Responsibilities:	In-depth technical involvement and responsibility for all aspects of the project, client interface, project management, reporting and deliverables.
Reference:	Name: Mr Adam Andreski Position: Managing Director (at the time) Tel: +44 1844 216500 Email: adam.andreski@cardno.uk.com

Project:	South Asia Sub-regional Economic Cooperation Road Connectivity Project
Position:	Road Maintenance & Asset Management Specialist
Location:	Nepal
Client:	Asian Development Bank (ADB), Philippines.
Funded by:	Asian Development Bank (Nepal)
Contracted by:	Asian Development Bank (Direct Appointment)
Dates:	March 2016 – January 2017 Intermittent (cir. 6 man-months)
Project Features:	Study to assess the current institutional capacity of the key road management institutions in Nepal, current planning and funding allocation arrangements for roads, data collection and management arrangements, HR issues, policies, computer systems, etc.; and develop proposals for their strengthening covering both public and private sector institutions.
Key Responsibilities:	Detailed review of roads sub-sector in Nepal and development of specific measures to improve road maintenance management. Specific areas of focus included road funding, road user charges and financial management measures, institutional strengthening to public and private sector institutions, including road agencies, ministry and road fund; data collection and management; and road management systems; sharing of data; policy reforms and multi-criteria

	planning and budgeting approaches. Development of costed, detailed programme for implementing the proposed reforms.
Reference:	Name: Mr. Naresh Pradhan Position: Project Officer (Transport), ADB Resident Mission, Nepal Tel: +977 1 400 5120 Email: npradhan@adb.org

Project:	Rural Development Programme
Position:	International Road Management Expert
Location:	Myanmar
Client:	Ministry of Livestock, Fisheries & Rural Development, Government of Myanmar
Funded by:	KfW Development Bank
Contracted by:	Gauff Ingenieure GmbH, Germany
Dates:	February 2015 – December 2016 with further inputs throughout 2017 (cir. 7 man-months)
Project Features:	Long-term programme to improve the condition and sustainability of the rural road network in southern Shan state, to provide greater access to rural communities.
Key Responsibilities:	Provision of training to local Ministry staff in the areas of prequalification (for internationally funded road contracts), planning and good road asset management principles. Responsible for the development, implementation and support of a suitable road planning, budgeting and monitoring system, including development of smartphone based data collection application (RoadMark), database management system, planning and budgeting systems, GIS mapping and reporting systems, with the intention of rolling this out across all of Myanmar.
Reference:	Name: Mr. Kurt Birkenmeier Position: Managing Director (now retired) Tel: N.A. Email: kbirkenmeier@gauff.com

Project:	(Full-time staff member)
Position:	Principle Engineer, Cardno IT Transport
Location:	UK
Client:	Cardno IT Transport (Employee)
Funded by:	N.A.
Employed by:	Cardno IT Transport
Dates:	October 2014 – April 2015 Full-time (7 man-months)
Project Features:	Professional consulting engineering company with operations across the globe.
Key Responsibilities:	Senior member of UK team, involved in both technical project issues (including Rwanda and Myanmar), and project and business development matters.
Reference:	Name: Mr. Adam Andreski Position: Managing Director (at the time) Tel: +44 1844 216500 Email: adam.andreski@cardno.uk.com

Project:	Road Fund Allocation Formula and HR Audit
Position:	Team Leader & Institutional Specialist
Location:	Rwanda
Client:	Road Fund Board, Rwanda.
Funded by:	World Bank
Contracted by:	Cardno ITT (UK)
Dates:	June – December 2014 Intermittent (cir. 4 man-months)
Project Features:	To assess road network budgetary needs and development of proposals to strengthen existing funding arrangements for roads in Rwanda, including an assessment of existing HR capacity in the Road Maintenance Fund organisation and development of capacity building measures.
Key Responsibilities:	Team Leader for a team of local and international experts, involved in all technical aspects of the project and all project management activities, reporting and client liaison.
Reference:	Name: Mr. Adam Andreski Position: Managing Director (at the time) Tel: +44 1844 216500 Email: adam.andreski@cardno.uk.com

Project:	Nigeria Infrastructure Advisory Fund
Position:	Institutional and Road Planning Expert

Location:	Abuja, Nigeria
Client:	Federal Ministry of Works
Funded by:	DfID (UK Government)
Contracted by:	Transport Research Laboratory, UK Ltd. & Adam Smith International (UK)
Dates:	May - June 2014 Intermittent (cir. 1 man-month)
Project Features:	Wide-ranging capacity building programme to the Federal Ministry of Works, covering all key areas of road management for Federal roads in Nigeria.
Key Responsibilities:	Short-term institutional and planning specialist reviewing current institutional and planning arrangements in Nigeria in the roads sub-sector and providing independent advice on further reforms and strengthening measures.
Reference:	Name: Mr. Bill McMahon Position: Project Manager @ TRL Tel: N.A. Email: bcmahon@trl.co.uk

Project:	Road Investment Programme and Accident Blackspot Programme
Position:	Road Management Advisor
Location:	Jakarta, Indonesia
Client:	AusAID/DEFAT on behalf of Government of Indonesia
Funded by:	AusAID/DEFAT AAP
Contracted by:	National Opinion Research Centre (NORC), University of Chicago, USA.
Dates:	October – November 2013 Intermittent (cir. 1 man-month)
Project Features:	Supplementary project to help assess objectively the effectiveness of AusAID/DFAT road-related projects in Indonesia.
Key Responsibilities:	Road management specialist supporting NORC in the development and subsequent implementation of suitable, statistically-objective impact evaluation methodologies for two new programmes in Indonesia: <ul style="list-style-type: none"> • Provincial Road Improvement & Maintenance Programme (PRIM), and • Road Accident Blackspot Programme.
Reference:	Name: Mr. Clifford Zinnes Position: Senior Fellow @ NORC Tel: +1 301 404 0671 Email: Zinnes-Clifford@norc.org

Project:	Implementation Advisory Services to the Road Asset Management Project (RAMP)
Position:	Team Leader (replacement to original)
Location:	Cambodia
Client:	Ministry of Public Works & Transport (MPWT), Royal Government of Cambodia
Funded by:	IDA, World Bank
Contracted by:	Roughton International, UK
Dates:	April - August 2013 Full-time (cir. 5 man-months)
Project Features:	Advisory services to the MPWT, for overseeing the implementation of a substantial, multi-year, multi-project RAMP programme.
Key Responsibilities:	Resident Team Leader responsible for monitoring and reporting on progress across the programme and advising and assisting the ministry where specific needs arise.
Reference:	Name: Mr. Inderjeet Singh Gill Position: Regional Manager Tel: c/o +44 23 8027 8600 Email: inderjeetsingh.gill@gmail.com

Project:	Capacity Development of the Transport Sector (Roads)
Position:	Institutional Specialist
Location:	Liberia
Client:	Ministry of Transport, Liberia.
Funded by:	GIZ, German Government
Contracted by:	GOPA Consultants, (Germany).
Dates:	March 2013 Full-time (1 man-month)
Project Features:	Wide-ranging, long-term technical assistance to develop the road management capacity of the government's MoT.
Key Responsibilities:	Short-term visiting expert on institutional issues surrounding the proposed establishment of a road fund, board and authority to manage all public roads in Liberia.

	Responsible for identifying solutions for specific road management areas and preparing presentation to Cabinet on the reform process.
Reference:	Name: Mr. Bernd Brunnengraeber Position: Director Tel: N.A. Email: Bernd.Brunnengraeber@gopa-infra.de

Project:	Development of 3rd Road Sector Development Programme (RSDP3)
Position:	Institutional Specialist and Team Leader
Location:	Uganda
Client:	Ministry of Public Works & Transport (MPWT), Government of Uganda
Funded by:	Government of Uganda
Contracted by:	Mott MacDonald, UK.
Dates:	August 2011 – July 2012 Intermittent (cir. 10 man-months)
Project Features:	Development of the country's 10 year strategic plan for maintaining and developing the country's road network (covering all roads).
Key Responsibilities:	Team leader responsible for technical and financial management of project team, (consisting of approximately 10 international plus local experts); regular communications with client, coordination of resources, project planning and management, development of strategic concepts, institutional issues, long-term development proposals for the roads sub-sector; and development and production of frequent reports to a tight schedule.
Reference:	Name: Mr. Stephen Jones Position: Project Director Tel: +44 2380 628833 Email: Stephen.jones@mottmac.com

Project:	“CrossRoads” (Creating Opportunities for Sustainable Spending on Roads)
Position:	Business Specialist
Location:	Uganda
Client:	Ministry of Public Works & Transport (MPWT), Government of Uganda
Funded by:	DfID (UK Government)
Contracted by:	WSP imc, UK.
Dates:	February - June 2011 Intermittent (cir. 3 man-months)
Project Features:	Development of a programme to strengthen the capacity of the private sector suppliers, associations and user groups in the road sub-sector in Uganda.
Key Responsibilities:	Short-term advisor assisting with the overall development of the CrossRoads Programme, including identification of projects for support, development of programme's logical frameworks, suitable key performance indicators and target values.
Reference:	Name: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk

Project:	TA to Ugandan National Road Authority
Position:	Commercial Management Advisor
Location:	Kampala, Uganda
Client:	UNRA, (on behalf of Ministry of Public Works & Transport, Government of Uganda).
Funded by:	EU
Contracted by:	WSP imc, UK.
Dates:	March 2010 – June 2011 Intermittent (cir. 6 man-months)
Project Features:	Long-term technical assistance, to strengthen the management capacity of UNRA, to better manage Uganda's 20,000km of National roads.
Key Responsibilities:	Responsible for providing long-term business management expertise and advice, including the development of a comprehensive business plan for the organisation, commercialisation of various internal functions (e.g. Force Account, operations) and commercialising costing.
Reference:	Name: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk

Project:	Global Transport Knowledge Partnership (gTKP)
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Position:	Governance Theme Champion
Location:	Worldwide (based in UK and Uganda).
Client:	DfID, UK Government on behalf of transport agencies in developing countries.
Funded by:	DfID, UK Government.
Contracted by:	International Road Federation, Geneva.
Dates:	January – November 2010 Intermittent (cir. 4 man-months)
Project Features:	An initiative to bring together knowledge, funding and implementation partners to provide sector experts access to the best available road transport information, expertise and technical advice to accelerate poverty reduction in the developing world. gTKP focussed on 8 core themes: Environment and Climate Change; Finance and Economics; Governance; Road Safety; Rural Transport; Social Development; Trade and Transport; and Urban Mobility.
Key Responsibilities:	Responsible for all governance related documents, reports and initiatives in the transport sector. Spokesperson on governance issues at international conferences and organised (and facilitated) a regional workshop on transport governance indicators in South Africa (in October 2010).
Reference:	Name: Ms. Susanna Zammataro Position: Director General IRF Tel: +41 22 306 0260 Email: szammataro@irfnet.org

Project:	Development of Next Assistance Programme to Transport Sector in Uganda
Position:	Independent Advisor
Location:	Kampala, Uganda (and UK).
Client:	DfID (EU & World Bank), Uganda
Funded by:	DfID, UK Government
Contracted by:	DfID (direct appointment)
Dates:	January – July 2009 Intermittent (cir. 3 man-months)
Project Features:	Identification and assessment of viability, scope and cost of possible areas for potential assistance and support in the transport (mainly roads) sector in Uganda.
Key Responsibilities:	Responsible for providing advice to DfID and World Bank on initiatives to strengthen the public and private sector organisations in the transport sector, for future support and funding.
Reference:	Name: Mr. Rob Rudy Position: Project Manager, DfID Tel: N.A. Email: r-rudy@dfid.gov.uk

Project:	Technical Assistance to Ugandan National Roads Authority (UNRA)
Position:	Business Development Consultant
Location:	Kampala, Uganda.
Client:	UNRA, (on behalf of Ministry of Public Works & Transport, Government of Uganda).
Funded by:	EU
Contracted by:	WSP inc, UK
Dates:	April – May 2009 Full-time (cir. 1.5 man-months)
Project Features:	Long-term technical assistance, to strengthen the management capacity of UNRA, to better manage Uganda's 20,000km of National roads.
Key Responsibilities:	Responsible for developing the first commercial style Strategic and Business Plans for UNRA, involving the detailed assessment of needs, objectives, costs, resources and KPIs for monitoring each part of the organisation (consisting of approximately 1,000 employees).
Reference:	Name: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk

October 2008: **Keynote Speaker at African Road Maintenance Funds Association (ARMFA), Maputo, Mozambique.**

Project:	Road Maintenance Development Project
Position:	Institutional Specialist
Location:	Tajikistan
Client:	Ministry of Transport, Government of Tajikistan
Funded by:	European Bank for Reconstruction and Development, EBRD
Contracted by:	WSP imc, UK

Dates:	August 2008 – May 2009 Intermittent (cir. 3 man-months)
Project Features:	Development of strengthened plant management arrangements for road construction and maintenance activities; and identification of specific road improvement project for possible EBRD funding.
Key Responsibilities:	Responsible for reviewing the government's institutional arrangements for managing roads (and in particular, heavy plant equipment) and making recommendations for their commercialisation. Included workshops, site visits and frequent client interface (usually through a translator).
Reference:	Name: Mr. Don Smith Position: Regional Director Tel: +44 1737 231400 Email: Don.Smith@imcworldwide.co.uk

Project:	Analysis of Existing Arrangements & Policy Options for Road Maintenance in Africa.
Position:	Team Leader
Location:	UK
Client:	African Development Bank, AfDB
Funded by:	African Development Bank, AfDB
Contracted by:	Roughton International, UK
Dates:	August – December 2007 Intermittent (cir. 2 man-months)
Project Features:	Desk based study in the UK to assess the existing road management arrangements and policy options for Africa's roads.
Key Responsibilities:	Overall responsibility for managing and delivering project.
Reference:	Name: Mr. Richard Wotton Position: Managing Director Tel: +44 23 8027 8600 Email: Richard.wotton@roughon.com

Project:	Prefeasibility Study: Support for Uganda Road Sector Reform & Strengthening
Position:	Team Leader & Institutional Specialist
Location:	Uganda
Client:	European Commission Delegation, Uganda
Funded by:	European Commission Delegation, Uganda
Contracted by:	COWI Uganda
Dates:	April – July 2007 Full-time (cir. 4 man-months)
Project Features:	Study to identify and assess possible capacity strengthening projects for future support from the EU in its forthcoming 5 year programme of support to the roads sub-sector.
Key Responsibilities:	Responsible for developing a wide range of potential projects to strengthen public sector institutions and private sector associations in Uganda's roads sub-sector. Responsible for all aspects of delivering the objectives within time and budget. Included frequent discussions with EU and key stakeholders throughout the sub-sector.
Reference:	Name: Mr. Marcus Wattam Position: Country Manager Tel: N.A. Email: mjw@cowi.com

Project:	Technical Assistance to Department of Roads, Nepal
Position:	Road Agency & Management Expert
Location:	Nepal
Client:	Department of Roads, Government of Nepal
Funded by:	World Bank
Contracted by:	DHV Netherlands
Dates:	April – December 2006 Intermittent (cir. 7 man-months)
Project Features:	Long term TA support to the government's national road agency in Nepal, providing support to the strengthening of institutional, policy, technical standards and practices.
Key Responsibilities:	Development of alternative institutional reforms for Nepal's road management functions, including detailed and costed implementation plans. Involved extensive client discussions and facilitating a large number of workshops involving all levels of management.
Reference:	Name: Mr. John de Bresser Position: Team Leader Tel: +31 33 468 2582

	Email: troelstra2004@yahoo.com
Project:	Technical Assistance to Public Works Department, Uttar Pradesh, India.
Position:	Acting Team Leader
Location:	Uttar Pradesh, India
Client:	Uttar Pradesh State Government
Funded by:	World Bank (India).
Contracted by:	Lea International, Canada
Dates:	March – April 2006 Full-time (1 man-month)
Project Features:	Long term TA to the state government's PWD in Lucknow, Uttar Pradesh.
Key Responsibilities:	Short-term stand-in at the start of the project, establishing suitable working environment and contacts with client.
Reference:	Name: Dr Raju Position: Country Manager, Delhi Email: lasa@lasaindia.com

June – July 2005: Workshop Facilitator on Organisational/Institutional Reform, Sri Lanka.
(Client: Government of Sri Lanka. Funded by Asian Development Bank, ADB)

February 2005: Advisor and Presenter on Institutional Reform, Madagascar.
(Client: Madagascar Government. Funded by World Bank, IBRD)

Project:	Institutional Review of Transport Sector
Position:	Institutional Expert
Location:	Accra, Ghana
Client:	Government of Ghana
Funded by:	African Development Bank, AfDB
Contracted by:	WSP imc, UK.
Dates:	January – December 2005
Project Features:	Institutional review of alternative arrangements for managing the country's transport infrastructure and services.
Key Responsibilities:	Development of alternative institutional reforms for all of Ghana's transport functions. Involved extensive client discussions and facilitating a major 2 day workshop, involving all levels of management in all transport modes.
Reference:	Name: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk

Project:	Consultancy Services for a Study to Identify and Design a Maintenance Programme for EDF 9 Road Sector Funding
Position:	Team Leader
Location:	Tanzania (including Zanzibar)
Client:	Government of Tanzania
Funded by:	EU
Contracted by:	Roughton International, UK
Dates:	June – October 2004 Full-time (cir. 7 man-months)
Project Features:	Study to identify, scope and cost a comprehensive range of projects for future EU support, to strengthen public and private sector organisations in Tanzania's roads sub-sector, including establishing monitoring methods (KPIs) for each project.
Key Responsibilities:	Responsible for all aspects of delivering the objectives within time and budget. Included frequent discussions with EU and key stakeholders in the sub-sector.
Reference:	Name: Mr. Richard Wotton Position: Managing Director Tel: +44 23 8027 8600 Email: Richard.wotton@roughton.com

Project:	Independent Review the Institutional Reforms in the Roads sub-sector in Uganda
Position:	Independent Consultant
Location:	Uganda

Client:	Government of Uganda
Funded by:	World Bank, IBRD
Contracted by:	Direct Appointment
Dates:	April – July 2004 Intermittent (cir. 3 man-months)
Project Features:	Invited to assess the costs and benefits of the proposed reforms to the roads sub-sector in Uganda, including quantifying the levels of corruption, cost controls and performance of contracts undertaken by the road agency.
Key Responsibilities:	Sole responsibility for delivering all of the above tasks within time and budget constraints. Involved frequent sensitive discussions with public and private sector institutions in the sector. Final report provided a wide range of specific proposals to improve contract management by the road agency and KPIs for the organisation as well as a cost-benefit analysis.
Reference:	Name: Mr. Bernard Sperring Position: Executive Director for Road Agency Formation Unit (RAFU), Uganda. Tel: +44 1483 274232 Email: bmsperring@aol.com

Project:	Management of a Small Private Company
Position:	Chief Executive & Director
Location:	South Australia
Client:	Brigita Pty. Ltd.
Funded by:	Privately Funded
Contracted by:	N.A.
Dates:	February – August 2003 Full-time (7 man-months)
Project Features:	Start-up company involved in the processing of olive oil and wine waste into marketable products.
Key Responsibilities:	Responsible for all the day-to-day management of the company, including cashflow management, compliance with tax and HR requirements, business development, funding and client interface. Mentoring of company staff.
Reference:	Not Available (company no longer exists)

Project:	Public-Private Partnership Project
Position:	Project Manager
Location:	Poland
Client:	Ministry of Transport, Polish Government
Funded by:	European Bank for Reconstruction & Development, EBRD
Contracted by:	Parkman Consultants, UK
Dates:	August – October 2002 Full-time (cir. 2 man-months)
Project Features:	Study to evaluate the viability of adopting a PPP approach to rehabilitating and maintaining a key road corridor in Poland.
Key Responsibilities:	Responsible for managing a multi-disciplinary team (of approximately 20 experts). Worked with local and international experts. Frequent discussions with local client (road agency).
Reference:	Not Available (company no longer exists)

May - June 2002: Visiting Institutional Expert, Road Management Reorganisation Study.
(Client: Government of Trinidad & Tobago & WSP imc, UK. Funded by the Inter-American Development Bank, IADB)

Project:	Ugandan Road Agency Study
Position:	Team Leader & Institutional Expert
Location:	Uganda
Client:	Ministry of Public Works & Transport, Government of Uganda
Funded by:	World Bank
Contracted by:	WSP imc, UK
Dates:	May 2001 – May 2002 Intermittent (cir. 10 man-months)
Project Features:	Study into the options for developing the institutions for managing the national road network in Uganda, including the detailed requirements for establishing a semi-autonomous road agency.
Key Responsibilities:	Responsible for all aspects of a demanding and key project, resulting in the formation of UNRA in 2008. Managed approximately 6 international and local experts within a very demanding (short!) timescale. Responsible for all project management functions, including logistics, HR management, project funds/budget. Involved extensive investigations and

	frequent interface with all key areas of the sub-sector. Culminated in keynote presenter at a major seminar in Uganda.
Reference:	Name: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk

Project:	Road Rehabilitation Project
Position:	Systems Engineer & Institutional Expert
Location:	St. Lucia
Client:	Ministry for Transport, Government of St. Lucia
Funded by:	Inter-American Development Bank (IADB)
Contracted by:	DIWI Consultants gmbh, Germany
Dates:	October 2000 – April 2001 Full-time (cir. 7 man-months)
Project Features:	Identification of viable projects for road rehabilitations for IADB funding, including the development of contract documents and management oversight and capacity strengthening measures.
Key Responsibilities:	Development and oversight of road inspection surveys (using local staff), training of local staff in monitoring, managing, analysing and using road-related data, development of simplified road management systems. Also responsible for developing proposals for institutional reform in the sub-sector.
Reference:	Name: Mr. W. Ruys Position: Managing Director, DIWI, Germany Phone: +49 201 720 070 Email: Ruys@diwi.eu

Project:	Technical Assistance to the National Roads Authority
Position:	Planning Specialist
Location:	Lilongwe, Malawi
Client:	National Roads Authority, Government of Malawi
Funded by:	EU
Contracted by:	Louis Berger SA, France
Dates:	September 1999 – July 2000 Full-time (cir. 10 man-months)
Project Features:	Long-term technical assistance to support the establishment and management of the new NRA (responsible for all public roads in Malawi) covering all aspects of road management.
Key Responsibilities:	Responsible for developing the planning function in the NRA. This included the development of planning systems, training of local staff, detailed design of a contract management system and detailed responsibility for developing ToR and procuring consultants to undertake a road data collection survey. "Client side" involvement throughout.
Reference:	Name: Mr. René Paul Cousin Position: Deputy General Manager (Paris/Europe office) Phone: +33 1 45 70 39 39 Email: lbparis@louisberger.com

Project:	Road Information Management System (RIMSS) Project
Position:	Planning & Organisational Specialist
Location:	Manila, the Philippines
Client:	Department of Public Works & Highways (DPWH), Filipino Government
Funded by:	World Bank, IBRD
Contracted by:	Scott Wilson Kirkpatrick, UK
Dates:	September 1998 – June 1999 Intermittent (cir. 8 man-months)
Project Features:	Long-term technical assistance to help strengthen the key road management functions in the DPWH.
Key Responsibilities:	Responsible for developing strategic planning and integrated programming approaches for roads with the DPWH. Involved policy formulation and extensive discussions and workshopping with the client organisation.
Reference:	Name: Mr. John Nutt Position: Director for SWK (at the time) Phone: +44 1256 310200 Email: john.nutt@scottwilson.com

Project:	Better Road Project
Position:	Institutional Expert
Location:	Manila, the Philippines
Client:	Department of Public Works & Highways (DPWH), Filipino Government
Funded by:	World Bank, IBRD
Contracted by:	Scott Wilson Kirkpatrick, UK.
Dates:	August 1998 – March 1999 Intermittent (cir. 6 man-months)
Project Features:	Institutional study to develop strengthened institutional arrangements for managing the country's national road network.
Key Responsibilities:	Responsible for developing an assessment of overall road network maintenance and rehabilitations needs; and developing alternative institutional reforms to strengthen the management of roads at the national level. Involved extensive client consultations and workshops.
Reference:	Name: Mr. John Nutt Position: Director for SWK (at the time) Phone: +44 1256 310200 Email: john.nutt@scottwilson.com

Project:	Various Road Management Projects
Position:	Independent Road Management Consultant
Location:	Adelaide, South Australia
Client:	Department of Transport, Government of South Australia
Funded by:	Government of South Australia
Contracted by:	Direct Appointment
Dates:	October 1996 – April 1998 Full-time (cir. 18 man-months)
Project Features:	1. Development of detailed traffic management proposals for the urban (Adelaide) area; and 2. Development of the first computer-based road management system for all South Australia's roads (comprising of more than 140,000km).
Key Responsibilities:	Responsible for all aspects of the above projects, involving frequent discussions with all relevant internal stakeholders.
Reference:	Not Available (relevant individuals are no longer with this employer)

Project:	Latvian Road User Charges Study
Position:	Highway Engineer
Location:	Riga (mainly), Latvia
Client:	Latvian Road Authority
Funded by:	Funded by European Bank for Reconstruction & Development, EBRD
Contracted by:	Louis Berger SA, France
Dates:	June – September 1996 Full-time (3 man-months)
Project Features:	Study to develop estimated requirements for funding Latvia's national road network, developing suitable funding mechanisms and appropriate road user charges.
Key Responsibilities:	Responsible for assessing the long-term maintenance requirements for Latvia's road network and assistance in developing appropriate funding arrangements.
Reference:	Name: Mr. René Paul Cousin Position: Deputy General Manager (Paris/Europe office) Phone: +33 1 45 70 39 39 Email: lbparis@louisberger.com

Project:	Technical Assistance to the EU Cross Border Programme Management Unit, Albania
Position:	Team Leader and Technical Advisor
Location:	Tirana, Albania
Client:	Government of Albania
Funded by:	EU (Brussels)
Contracted by:	Louis Berger SA, France
Dates:	August 1995 – March 1996 Full-time (7 man-months)
Project Features:	Long-term TA to the newly created Cross Border PMU, involving establishing all elements of an effective management unit for the largest aid programme in Albania, under very difficult (post-communist) conditions.
Key Responsibilities:	Responsible for all elements of establishing and managing the PMU. Extensive involvement in all aspects of project design review, contract procurement and prequalification for major road project (again, under very challenging circumstances) and contract evaluations (through to

	recommendations for award). Key 'client side' contact for dozens (hundreds!) of bidding consultants and contractors. Became very familiar with EU's procurement processes and documents in use at that time (under PHARE and TACIS).
Reference:	Name: Mr. René Paul Cousin Position: Deputy General Manager (Paris/Europe office) Phone: +33 1 45 70 39 39 Email: lbparis@louisberger.com

Project:	Bulgarian Road User Charges Study
Position:	Highway Engineer
Location:	Bulgaria
Client:	Bulgarian Government
Funded by:	EU
Contracted by:	Wilber Smith Associates, UK & USA
Dates:	March – October 1995 Intermittent (cir. 2 man-months)
Project Features:	Study to develop estimated requirements for funding Bulgaria's national road network, developing suitable funding mechanisms and appropriate road user charges.
Key Responsibilities:	Responsible for assessing the long-term maintenance requirements for Bulgaria's road network and assistance in developing appropriate funding arrangements.
Reference:	Not Available (staff have moved on since this time).

Project:	Highway Project Preparation
Position:	Highway Engineer
Location:	Armenia (& UK)
Client:	Government of Armenia
Funded by:	World Bank, IBRD
Contracted by:	World Bank, Direct Appointment
Dates:	October 1994 – January 1995 Intermittent (cir. 2 man-months)
Project Features:	Development of specific projects to form part of the World Bank's first loan in the transport sector to the new Republic of Armenia.
Key Responsibilities:	Responsible for developing detailed assessment of needs and project costs for several large scale road and bridge rehabilitation and maintenance programmes on Armenia's core national road network; which formed the basis for a subsequent World Bank loan.
Reference:	Not Available (relevant staff have moved on since this time).

Project:	Armenian Highway Survey
Position:	Highway Engineer
Location:	Armenia (& UK)
Client:	Government of Armenia
Funded by:	EU
Contracted by:	Technecon Consultants, UK.
Dates:	June – September 1994 Full-time (3 man-months)
Project Features:	First post-Soviet study to assess the maintenance needs across all Armenia's national road network.
Key Responsibilities:	Responsible for carrying out the first post-Soviet survey of all Armenia's main road network (and associated structures), estimating network needs, development of treatments, economic prioritisation and costing of works. Involved extensive local interface and calibration and use of surveying equipment under very challenging post-Soviet circumstances.
Reference:	Not Available (staff have moved on since this time and the company no longer exists).

Project:	Various (short-term) Assignments as Independent Consultant
Position:	Independent Road Engineer
Location:	Indonesia, Croatia, Czech & Slovak Republics, UK
Client:	Various
Funded by:	Various
Contracted by:	Various
Dates:	September 1993 – June 1994 Intermittent (totalling cir. 3 man-months)
Projects:	<ul style="list-style-type: none"> Indonesia: Preparation of major proposals for the development of Road Management Information Systems, for nationwide use.

	<ul style="list-style-type: none"> • Croatia: Assistance to the Croatian Road Authority in developing appropriate pre-qualification criteria for a major (EBRD funded) road rehabilitation project in Croatia. • Czech and Slovak Republics: Assessment of highway maintenance management practices. • United Kingdom: Long term project management assistance for the UK pavement management system.
Reference:	Not Available (staff have moved on since this time).

Projects:	Various Projects as Employee of RPT, UK
Position:	Senior Highway (Management) Engineer (employee)
Location:	UK & Malaysia
Clients:	Various
Funded by:	Various
Employed by:	Rendel, Palmer & Tritton, UK
Dates:	October 1990 – October 1993 Full-time (36 man-months)
Projects:	<ul style="list-style-type: none"> • Assistant project manager for the United Kingdom Pavement Management System Study, UK (1992-3). Client: the UK Department of Transport and the Regional (local) Highway Management Authorities throughout the UK. • Key advisor to Hertfordshire County Council, UK for the implementation of new road management systems throughout the Council and its local highway Agents. • Project & programming engineer: Enhancements to a computerised highway management model (derivative of HDMIII), Malaysia (& in UK).
Key Responsibilities:	Detailed involvement (and responsibility) in each of the above projects.
Reference:	Name: Mr. Tim Jakeman Position: Technical Director, London (at the time) Phone: +44 20 7654 0400 Email: t.jakeman@hprworld.com

Project:	Various Projects as Employee of Ove Arup & Partners, Australia
Position:	Transportation Engineer
Location:	Western Australia & Melbourne, Australia
Client:	Various
Funded by:	Various
Employed by:	Ove Arup & Partners, Australia
Dates:	1989 – 1990 Full-time (10 man-months)
Project Features:	<ul style="list-style-type: none"> • Detailed Designs to improve traffic management in Perth urban area. • Traffic impact assessments for sub-division developments. • Detailed road intersection assessments and designs. • Analysis of inter-state road safety statistics across Australia.
Key Responsibilities:	Detailed day-to-day involvement in delivering on the above projects for various state and private sector clients in Australia.
Reference:	Not Available (relevant individuals no longer with this employer)

Project:	Dublin Ring Road Transportation Study
Position:	Project Engineer (employee)
Location:	UK & Republic of Eire.
Client:	Government of Republic of Ireland.
Funded by:	Government of Republic of Ireland.
Employed by:	Kennedy Henderson, Godalming, Surrey, UK
Dates:	1988 – 1989 Full-time (9 man-months)
Project Features:	Transportation Study to estimate the traffic impacts of constructing the Northern and Southern Extensions to the Dublin Ring Road, Republic of Ireland.
Key Responsibilities:	Responsible for developing the detailed traffic projections and resultant cost-benefit analysis.
Reference:	Not Available (relevant individuals no longer with this employer).

1987 - 1988: Full time MBA post graduate at Aston University Birmingham, UK

Specialised in institutional / organisational designs. Thesis focused on the design of organisations: auditing and monitoring techniques, performance measurements and information management. Work was based in a large private sector company in the UK (and throughout Europe).

Project:	Various Projects as Employee of Howard Humphreys & Partners, UK
Position:	Transportation Engineer (Employee)
Location:	UK & Benghazi, Libya
Client:	Various
Funded by:	Various
Contracted by:	Employee of Howard Humphreys & Partners, UK
Dates:	May 1985 – August 1987 Full-time (26 man-months)
Project Features:	<ul style="list-style-type: none"> • Transportation Engineer on the Benghazi Transportation Study, Libya. This included 9 months based in Libya, involving detailed traffic management measures and client interface. • Resident Engineer on the widening and rehabilitation of the M5 motorway, Worcestershire, UK. • Transport Planning (traffic impact assessments) for various major road development schemes in the UK (Client: UK Department of Transport).
Key Responsibilities:	Detailed, day-to-day involvement throughout each of the above projects.
Reference:	Not Available (relevant individuals no longer with this employer)

Project:	Employee of Birmingham City Engineers, UK
Position:	Graduate Engineer
Location:	Birmingham, UK
Client:	Birmingham City Engineers Department
Funded by:	(Employee)
Contracted by:	(Employee)
Dates:	October 1984 – April 1985 Full-time (6 man-months)
	Graduate Engineer, involved with checking building regulations and developing local traffic calming measures in urban areas.
Reference:	Not Available (relevant individuals no longer with this employer)

Papers and Publications:

- “*Road Maintenance and Asset Management*” World Bank & EU joint (TCT) regional workshop, 21st – 22nd November 2023, Tirana Albania. Lead facilitator and presenter covering:
 - Fundamentals of Road Asset Management;
 - Service Level Agreements (SLAs); and
 - Key Performance Indicators (KPIs) in the roads subsector.
- “*Introduction to the RoadMark System: Low Cost, Fast & Flexible Data Collection for Rural Roads*”, paper presented to 18th IRF World Meeting, 07th – 10th November 2021, Dubai, UAE.
- “*The Road Sub-Sector in Uganda: Its Recent Development, Current Initiatives & On-Going Challenges*” paper presented to East Africa Roads & Rail Infrastructure Summit, 10th - 11th March 2011, Dar Es Salaam, Tanzania.
- “*Evaluating Governance Capacity in the Transport Sector*” paper presented to the International Road Federation / South African Road Federation Conference, 11th – 13th October 2010, Cape Town, South Africa.
- “*Communications & Leadership*”, presented at the 7th General Assembly of the African Road Maintenance Funds Association (ARMFA), 06th – 08th October 2008, in Maputo, Mozambique.
- “*Communication Strategies for Road Funds*” presented at the 6th General Assembly of the African Road Maintenance Funds Association (ARMFA), 08th – 12th October 2007, in Antananarivo, Madagascar.
- “*Communication Strategies for Road Management Organisations*” paper presented at the International Seminar on Road Financing & Investment, 16th – 20th April 2007, in Arusha, Tanzania.
- “*The Rehabilitation of Poyntz Bridge, Chichester*”, awarded the national Institution of Civil Engineers Miller Prize, 1986. Paper presented to the ICE Midlands Association.

Other Areas of Competence:

- Substantial international experience of conference presentations, workshop facilitation and training.
- High level of computer competence, including spreadsheets analysis; databases; project management; programming; systems management and online services.
- Small business mentor, funded by Australian Federal Government, providing support and advice to a wide range of small businesses and individual business people. Previous President of the Home Business Association in South Australia in 1997-8.
- Mentor for various post-graduate business and engineering students in several UK universities.

Personal References:

The following individuals have personally known Mark for many years and have worked in a similar field.

Name:	Mr. Edin Begović
Email:	edin.begovic.univerzina@gmail.com
Contact Phone:	+38 762 334 895
Association with Mark:	Edin Begović has worked with Mark on several recent projects, in his previous role as chief executive officer of Roughton International (UK), with whom Mark was contracted.

Name:	Dr Richard Robinson
Email:	RobinsonUK@compuserve.com
Contact Phone:	+44 1344 772203 / +44 7866 582412
Association with Mark:	Dr Robinson was Mark's immediate boss in London in 1990-3 (although has known him from earlier) and has been a personal and professional friend since. Dr Robinson wrote several of the Overseas Roads Notes for the TRRL (now the TRL) and was a highly respected independent road management consultant from 1993 until his retirement, with experience in dozens of countries across Africa, Asia and Europe.