

CURRICULUM VITAE

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| PROPOSED ROLE IN THE PROJECT: | |
| Family name: | THRISCUTT |
| First name: | Mark Jonathan |
| Date of birth: | 16 March 1962 |
| Nationality: | Australian & British |
| Civil status: | Married |
| Phone / Email: | +66 84 163 5051 +44 7598 049 741 Mark@MTconsulting.uk |

| Education: | |
|---|---|
| Institution (Date from – Date to): | Degree(s) or Diploma(s) obtained: |
| Aston University (1987 – 1988) | Master's in Business Administration (MBA) |
| Southampton University (1980 – 1984) | BSc (Honours) in Civil Engineering |
| TAFE/Holmesglen, Australia (2005 & 2007) | Certificate IV in Workplace Training & Assessment |

| Language Skills: Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic): | | | |
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| Language | Reading | Speaking | Writing |
| English | 1 | 1 | 1 |
| French | 3 | 3 | 3 |

| Membership of professional bodies / Other skills / Present position: | |
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| Membership of professional bodies: | Member of Institute of Directors, UK; Member of the Chartered Institution of Highways & Transportation (CIHT), UK; Fellow, Royal Society for the encouragement of Arts, Manufacturers & Commerce (RSA), UK. |
| Other skills: | MS Office products, QGIS, advanced public speaker & presenter, workshop facilitation, technical writing, project management, business and asset management, mentoring & training; smartphone application development (RoadMark). |
| Present position: | Governance & Institutional Specialist; Policy Advisor; Team Leader; Change Management / Organisational Reform (SOE) Expert; Road Asset Management Specialist. |
| Years within the firm: | Independent consultant since 1992 (>30 years). Owner and Managing Director: Penhallow Limited, UK (www.Penhallow.ltd.uk) Also operates under MTconsulting: www.MTconsulting.uk |

| Key Qualifications: (Relevant to the project) | |
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| KEY QUALIFICATIONS: (Relevant to the project) | Good governance, institutional reform, policy development, transport funding, organisational restructuring; change management; effective communications; business & strategic planning; road asset data collection, management, planning & budgeting; monitoring & evaluation (KPIs and Service Level Agreements); workshop planning & delivery. |

Key Qualifications: (Relevant to the project)

Road management consultant for over 40 years, gaining extensive international experience working for development partners, governments and private sector clients. Focus on issues of good governance, institutional reform, capacity building, training, business and strategic planning, effective communications, policy formulation, planning and budgeting, road asset database management, transport planning, performance monitoring, road safety and management information systems. Involved in developing institutional and funding arrangements and business processes, reflecting policies and balancing local values with organisational and human capacity with sound management principles; recognising their importance in achieving long-term, appropriate and sustainable reforms.

Specific experience in the region:

| Country | Date from – Date to |
|----------------------|--|
| Albania | Aug 1995 – Mar 1996; May 2023 – Apr 2024; July 2025 (ongoing, part-time) |
| Armenia | Jun 1994 – Sep 1994; Oct 1994 – Jan 1995 |
| Australia | 1989 – 1990; Oct 1996 – Apr 1998; Feb 2003 – Aug 2003 |
| Bosnia & Herzegovina | May 2022 – May 2023 |
| Bulgaria | Mar 1995 – Oct 1995 |
| Cambodia | Apr 2013 – Aug 2013; Dec 2017 – Jun 2019; Feb 2024 – Jul 2025 |
| Croatia | Sep 1993 – Jun 1994 |
| Czech Republic | Sep 1993 – Jun 1994 |
| Ghana | Jan 2005 – Dec 2005 |
| India | Mar 2006 – Apr 2006 |
| Indonesia | Sep 1993 – Jun 1994; Oct 2013 – Nov 2013 |
| Ireland | 1988 – 1989 |
| Latvia | Jun 1996 – Sep 1996 |
| Liberia | Mar 2013 |
| Libya | May 1985 – Aug 1987 |
| Madagascar | Feb 2005 |
| Malawi | Sep 1999 – Jul 2000 |
| Malaysia | Oct 1990 – Oct 1993 |
| Moldova | Aug 2023 – Dec 2023 |
| Myanmar (Burma) | Feb 2015 – Dec 2016; Sep 2017 – Feb 2018; Oct 2017 – Feb 2018; Sep 2019 – Mar 2020 |
| Namibia | Feb 2017 – Mar 2017 |
| Nepal | Apr 2006 – Dec 2006; Mar 2016 – Jan 2017 |
| Nigeria | May 2014 – Jun 2014 |
| Philippines | Aug 1998 – Mar 1999; Sep 1998 – Jun 1999; Jan 2025 – Aug 2025 |
| Poland | Aug 2002 – Oct 2002 |
| Rwanda | Jun 2014 – Dec 2014 |
| Saint Lucia | Oct 2000 – Apr 2001 |

| Specific experience in the region: | |
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| Serbia | Jun 2017 – Dec 2017 |
| Slovakia | Sep 1993 – Jun 1994 |
| Sri Lanka | Jun 2005 – Jul 2005 |
| Suriname | Jun 2016 – Dec 2016 |
| Tajikistan | Aug 2008 – May 2009 |
| Tanzania | Jun 2004 – Oct 2004 |
| Trinidad & Tobago | May 2002 – Jun 2002 |
| Uganda | May 2001 – May 2002; Apr 2004 – Jul 2004; Apr 2007 – Jul 2007; Jan & Apr 2009; Mar 2010 – Jul 2012 |
| United Kingdom | Oct 1984 – Apr 1985; May 1985 – Aug 1987; 1988 – 1993; Jan 2009 – Jul 2009; Jan – Nov 2010; Oct 2014 – Apr 2015 |
| Uzbekistan | Jan – Dec 2022; Jul 2023 – Jun 2024 |

| Professional experience: | | | | |
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| Date from – Date to | Location | Company / Reference person ¹ (name & contact details) | Position | Description |
| July 2025 – Ongoing | Albania | <p>Direct appointment by Albanian Road Authority (ARA) – under World Bank loan.</p> <p>Ref: Mr. Artan Tapia Position: Technical Advisor to ARA Tel: +44 7939 034443 Email: artan.tapia@arrsh.gov.al</p> | Independent International TA Consultant | <p>TA to assist ARA with development of a Road Asset Management System (RAMS) and data collection on the National road network, including needs-based plans and budget requirements; plus supporting organisational and institutional measures.</p> <p>Key tasks: Review and evaluation of existing computer-based RAMS; development of suitable approach for strategic planning; 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 contract.</p> |
| January – August 2025 | Philippines (Manila) | <p>Eptisa Consultants, Spain Funded by: ADB</p> <p>Ref: Mr. Antonio Burillo Position: Regional Project Director Tel: +63 270 055 176 Email: aalferez@eptisa.com</p> | Team Leader | <p>Consulting Services for ICD-1: Multi-Year Planning.</p> <p>To strengthen existing planning processes and supporting IT applications for strategic planning on the national road network at national, regional and local levels. Includes reviewing existing planning processes, updating and strengthening complex IT applications for planning, bridge management, HDM-4 calibration and extensive capacity development (training) and systems documentation.</p> <p>Team Leader for large team of international and local staff, overseeing project planning and deliverables. Main technical areas: planning processes, bridge management and oversight of software developments.</p> |
| February 2024 – July 2025 | Cambodia (& remotely) | <p>DAI Global Consultants, Belgium Funded by: EIB</p> <p>Ref: Mr. Tommaso Vallin Position: Project Manager, DAI Global Tel: +32 492 112 967 Email: Tommaso_Vallin@dai.com</p> | Team Leader | <p>TA for SAAMBAT Programme – support to EIB and Ministry of Rural Development (MRD) to strengthen rural road management capacity, especially in road safety (including road safety audits), environmental and social safeguards, and climate change resilience and adaptation.</p> <p>Led international and local team of experts. Responsible for delivery of framework documents, manuals and reports; planning and delivery of workshops around Cambodia; frequent discussions</p> |

| Professional experience: | | | | |
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| | | | | with MRD and EIB; project planning and team leadership. |
| August – December 2023 | Moldova (& remotely) | Roughton International Ltd, UK Funded by: EBRD Ref: Mr. Edin Begovic Position: Managing Director Tel: +387 62 334 895 / +44 23 8155 0142 Email: edin.begovic@roughton.com | Project Manager / Transport Planner | Moldova Roads Rehabilitation V: Project Feasibility Assessment. Provide EBRD with information, analysis and recommendations to comprehensively assess, structure and approve 2 road rehabilitation and upgrade projects. Leadership of international team covering technical assessment, demand forecasting, economic analysis, green assessment, environmental and social assessments, and road safety audits. |
| July 2023 – June 2024 | Uzbekistan (& remotely) | Asian Development Bank (ADB) Funded by: ADB Ref: Ms. Cigdem Akin Position: Principal Public Management Economist, ADB Tel: +63 2 8636 2444 Email: cakin@adb.org | SOE Reform Specialist | Urban Transport State Owned Enterprise (SOE) Reform (TA-9538 UZB). Assist Tashkent Bus Company (JSC TashBus) to develop an implementation strategy and business plan to transform towards a commercial organisation. Assessment of existing business arrangements and documents; discussion of business options and international best practices; development of a commercial-style strategic implementation reform plan and business plans; assessment of urban transport sector and policy reforms. |
| May 2023 – April 2024 | Albania (& remotely) | World Bank Group (Transport ECA Europe) Funded by: World Bank IBRD Ref: Ms. Sofia Guerrero Gamez Position: Task Team Leader, Transport ECA Europe Email: sguerrerogamez@worldbank.org | Road Asset Management Specialist | Development of an Asset Management Strategy (Resilient Bridges Program, Albania). Provide TA to ARA and World Bank in identifying needs and detailed development of a strategy for implementing a road asset management system (RAMS). Assessment of existing RAMS arrangements and functioning; advice on Service Level Agreements (SLAs) and KPIs; developing suitable approach to introduce RAMS including organisational and funding requirements, policy and strategic planning issues. Key facilitator and presenter at regional RAMS workshop (jointly held with EU) in Tirana. |
| May 2022 – May 2023 | Bosnia & Herzegovina (& remotely) | Applus Norcontrol, S.L.U., Spain Funded by: EBRD Ref: Mr. Angel Castro Position: Project Manager Tel: +34 667 181 259 Email: angel.castro@applus.com | Institutional Specialist | Bosnia & Herzegovina Sustainable Asset & Inventory Management, Doboj Bypass Project. Clients: Republika Srpska Motorways and Motorways of the Federation of Bosnia and Herzegovina. Establish Road Asset Management Systems (RAMS) and related maintenance financing strategy for sustainable funding. Assessment of existing institutional (governance) arrangements for both client organisations; recommendations for improvements and governance and funding arrangements. |
| January – December 2022 | Uzbekistan (& remotely) | Roughton International Ltd, UK Funded by: ADB Ref: Mr. Edin Begovic Position: Managing Director Tel: +387 62 334 895 / +44 23 8155 0142 Email: edin.begovic@roughton.com | Team Leader & Change Management / Institutional Strengthening Expert | Road Subsector Development Strategy and Action Plan – Capacity Building Program and Institutional Strengthening of State-Owned-Enterprises. Client: ADB & Committee for Roads (CfR), Govt. of Uzbekistan. Support to CfR towards commercialisation and reform, including commercialisation of 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. Team Leader for international and |

| Professional experience: | | | | |
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| | | | | national team, project planning and client coordination. |
| September 2019 – March 2020 | Myanmar | H.P. Gauff Ingenieure GmbH & Co., Germany Funded by: KfW Development Bank Ref: Mr. Thomas Eckart / Mr. Olivier Reblin Position: Director, Eurasia Division Tel: +49 69 5000 80 Email: teckart@gauff.com | Training & Road Maintenance Expert | Consulting Services for Accompanying Training Measures (Rural Development Programme, Phase IV/V). Client: Dept. of Rural Road Development (DRRD), Ministry of Construction, Myanmar. Provision of on-site TA to develop greater organisational and rural road asset management capacity, focused on Southern Shan State. Analysis and interpretation of available data on rural road assets; development of detailed and costed prioritised road investment plan (including mapping); additional on-site training of local road managers. |
| December 2017 – June 2019 | Cambodia | Sheladia Associates, Inc. (USA) Funded by: ADB, AFD, DFAT Ref: Mr. Prabha Pratyaksa Position: Project Manager in Head Office Tel: +1 404 403 3556 Email: ppratyaksa@sheladia.com | Team Leader | Rural Roads Asset Management Project (RRAMP) – 2nd Rural Road Improvement Project (RRIMP II). Client: Ministry for Rural Development (MRD). Long-term TA to strengthen MRD's key road management functions, focussing on: organisational reforms; policies and prioritisation; development of planning and budgeting processes and data collection methods; database management systems and analysis tools; private sector strengthening; axle load controls; training. 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. |
| October 2017 – February 2018 | Myanmar | PADECO, Japan Funded by: ADB Ref: Dr. Robert Smith Position: Project Team Leader Email: robert@aeconsultants.asia | Road Maintenance Planning Specialist | Improving Road Network Management & Safety Project. Client: Ministry of Construction, Myanmar. To make operational a national highway periodic maintenance and rehabilitation programme; and launch nationwide road safety initiatives. Review of existing institutional and organisational arrangements for managing national roads and existing planning arrangements; developing proposals to restructure road management functions and strengthen needs-based planning processes and budget needs. |
| September 2017 – February 2018 | Myanmar | SweRoad, Sweden Funded by: ADB Ref: Mr. Geoff Edmonds Position: Project Team Leader Email: monocle43@gmail.com | International Institutional & Financial Management Specialist | Rural Road Preparation Project. Client: Dept. of Rural Development, Ministry of Construction, Myanmar. TA to screen and prepare approximately 200km of suitable rural road rehabilitation projects for ADB funding. Review of existing institutional and organisational arrangements for managing rural roads throughout Myanmar and funding and financial management arrangements; developing revised proposals to strengthen these components of road management. |
| June – December 2017 | Serbia | IMC Worldwide (UK) Funded by: World Bank (IBRD) Ref: Ms. Irena Georgievsk Position: Regional Manager Tel: +44 1737 231 400 Email: irena.georgievsk@imcworldwide.com | Team Leader | Mainstreaming Climate Resilience in Road Transport Management. Client: Ministry of Transport, Serbia. 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; and establishing structured response plans. |

| Professional experience: | | | | |
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| | | | | Oversight of risk assessment methodologies for road transport infrastructure vulnerability from climate change; development of implementing procedures; mapping and data managing issues; piloting methodologies. |
| February – March 2017 | Namibia | GOPA Consultants, Germany Funded by: GIZ (German Government) Ref: Mr. Bernd Brunnengraeber Email: Bernd.Brunnengraeber@gopa-infra.de | Institutional & Capacity Building Specialist | Scoping Study & Master Plan for Sustainable Transport (Northern Regions). Client: Ministry of Works & Transport, Namibia. Development of a sustainable, multi-modal regional transport plan for the 4 most populous northern regions (Ohangwena, Omusati, Oshana and Oshikoto). Institutional review of plans to strengthen regional transport services; developing proposals to strengthen their effectiveness and sustainability. |
| June – December 2016 | Suriname | Cardno IT Transport (UK) Funded by: IADB Ref: Mr. Adam Andreski Position: Managing Director (at the time) Tel: +44 1844 216500 Email: adam.andreski@cardno.uk.com | Team Leader | Organisational, Institutional, Technical & Financial Review of the Road Authority. Client: Ministry of Finance, Suriname. Study to strengthen all aspects of the Road Authority: institutional reforms and strengthening measures; assessment of network needs; road user charges and revenues; axle load controls; organisational development and staffing; and policy reforms. In-depth technical involvement and responsibility for all aspects of the project, client interface, project management, reporting and deliverables. |
| March 2016 – January 2017 | Nepal | Asian Development Bank (Direct Appointment) Funded by: ADB (Nepal) Ref: Mr. Naresh Pradhan Position: Project Officer (Transport), ADB Resident Mission, Nepal Tel: +977 1 400 5120 Email: npradhan@adb.org | Road Maintenance & Asset Management Specialist | South Asia Sub-regional Economic Cooperation Road Connectivity Project. Study to assess the current institutional capacity of key road management institutions in Nepal, current planning and funding allocation arrangements, data collection and management, HR issues, policies, computer systems; and develop proposals for strengthening covering both public and private sector institutions. Development of costed, detailed programme for implementing proposed reforms including road funding, road user charges, institutional strengthening, data collection and management, road management systems, and multi-criteria planning and budgeting approaches. |
| February 2015 – December 2016 | Myanmar | Gauff Ingenieure GmbH, Germany Funded by: KfW Development Bank Ref: Mr. Kurt Birkenmeier Position: Managing Director Email: kbirkenmeier@gauff.com | International Road Management Expert | Rural Development Programme. Client: Ministry of Livestock, Fisheries & Rural Development, Myanmar. Long-term programme to improve condition and sustainability of the rural road network in southern Shan state. Provision of training in prequalification, planning and good road asset management principles. Responsible for 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. |
| October 2014 – April 2015 | UK | Cardno IT Transport (Employee) Ref: Mr. Adam Andreski Position: Managing Director (at the time) Tel: +44 1844 216500 Email: adam.andreski@cardno.uk.com | Principal Engineer (Full-time staff member) | Senior member of UK team at Cardno IT Transport, involved in both technical project issues (including Rwanda and Myanmar) and project and business development matters. |

| Professional experience: | | | | |
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| June – December 2014 | Rwanda | Cardno ITT (UK) Funded by: World Bank Ref: Mr. Adam Andreski Position: Managing Director (at the time) Tel: +44 1844 216500 Email: adam.andreski@cardno.uk.com | Team Leader & Institutional Specialist | Road Fund Allocation Formula and HR Audit. Client: Road Fund Board, Rwanda. Assess road network budgetary needs and develop proposals to strengthen existing funding arrangements for roads in Rwanda, including assessment of existing HR capacity in the Road Maintenance Fund organisation and development of capacity building measures. Team Leader for team of local and international experts, involved in all technical aspects and project management activities, reporting and client liaison. |
| May – June 2014 | Nigeria (Abuja) | Transport Research Laboratory (TRL) & Adam Smith International, UK Funded by: DfID (UK Government) Ref: Mr. Bill McMahon Position: Project Manager @ TRL Email: bmcMahon@trl.co.uk | Institutional and Road Planning Expert | Nigeria Infrastructure Advisory Fund. Client: Federal Ministry of Works. Wide-ranging capacity building programme covering all key areas of road management for Federal roads in Nigeria. Short-term institutional and planning specialist reviewing current institutional and planning arrangements; providing independent advice on further reforms and strengthening measures. |
| October – November 2013 | Indonesia (Jakarta) | NORC, University of Chicago, USA Funded by: AusAID/DFAT Ref: Mr. Clifford Zinnes Position: Senior Fellow @ NORC Tel: +1 301 404 0671 Email: Zinnes-Clifford@norc.org | Road Management Advisor | Road Investment Programme and Accident Blackspot Programme. Client: AusAID/DFAT on behalf of Government of Indonesia. Supplementary project to objectively assess effectiveness of AusAID/DFAT road-related projects. Road management specialist supporting NORC in development and implementation of statistically-objective impact evaluation methodologies for: (i) Provincial Road Improvement & Maintenance Programme (PRIM), and (ii) Road Accident Blackspot Programme. |
| April – August 2013 | Cambodia | Roughton International, UK Funded by: IDA/World Bank Ref: Mr. Inderjeet Singh Gill Position: Regional Manager Email: inderjeetsingh.gill@gmail.com | Team Leader (replacement to original) | Implementation Advisory Services to the Road Asset Management Project (RAMP). Client: Ministry of Public Works & Transport (MPWT). Advisory services to MPWT for overseeing implementation of a substantial, multi-year, multi-project RAMP programme. Resident Team Leader responsible for monitoring and reporting on progress across the programme and advising and assisting the ministry where specific needs arise. |
| March 2013 | Liberia | GOPA Consultants, Germany Funded by: GIZ Ref: Mr. Bernd Brunnengraeber Email: Bernd.Brunnengraeber@gopa-infra.de | Institutional Specialist | Capacity Development of the Transport Sector (Roads). Client: Ministry of Transport, Liberia. Wide-ranging long-term TA to develop road management capacity. Short-term visiting expert on institutional issues surrounding proposed establishment of a road fund, board and authority to manage all public roads in Liberia. Identified solutions for specific road management areas and prepared presentation to Cabinet on the reform process. |
| August 2011 – July 2012 | Uganda | Mott MacDonald, UK Funded by: Government of Uganda Ref: Mr. Stephen Jones Position: Project Director Tel: +44 2380 628833 Email: Stephen.jones@mottmac.com | Institutional Specialist and Team Leader | Development of 3rd Road Sector Development Programme (RSDP3). Client: Ministry of Public Works & Transport (MPWT). Development of the country's 10-year strategic plan for maintaining and developing the road network (covering all roads). Team leader for 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 |

| Professional experience: | | | | |
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| | | | | roads sub-sector; production of frequent reports to a tight schedule. |
| February – June 2011 | Uganda | WSP imc, UK Funded by: DfID (UK Government) Ref: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk | Business Specialist | "CrossRoads" (Creating Opportunities for Sustainable Spending on Roads). Client: Ministry of Public Works & Transport (MPWT). Development of a programme to strengthen capacity of private sector suppliers, associations and user groups in the road sub-sector in Uganda. Short-term advisor assisting with development of the CrossRoads Programme, including identification of projects for support, development of programme's logical frameworks, suitable key performance indicators and target values. |
| March 2010 – June 2011 | Uganda (Kampala) | WSP imc, UK Funded by: EU Ref: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk | Commercial Management Advisor | TA to Ugandan National Roads Authority (UNRA). Long-term technical assistance to strengthen management capacity of UNRA to better manage Uganda's 20,000km of National roads. Responsible for providing long-term business management expertise and advice, including development of a comprehensive business plan, commercialisation of various internal functions (e.g. Force Account, operations) and commercialising costing. |
| January – November 2010 | Worldwide (based in UK & Uganda) | International Road Federation, Geneva Funded by: DfID, UK Government Ref: Ms. Susanna Zammataro Position: Director General, IRF Tel: +41 22 306 0260 Email: szammataro@irfnet.org | Governance Theme Champion | Global Transport Knowledge Partnership (gTKP). Client: Dfid on behalf of transport agencies in developing countries. 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. Responsible for all governance-related documents, reports and initiatives in the transport sector; spokesperson on governance issues at international conferences; organised and facilitated a regional workshop on transport governance indicators in South Africa (October 2010). |
| January – July 2009 | Uganda (Kampala) & UK | DfID (Direct Appointment) Funded by: DfID, UK Government Ref: Mr. Rob Rudy Position: Project Manager, DfID Email: r-rudy@dfid.gov.uk | Independent Advisor | Development of Next Assistance Programme to Transport Sector in Uganda. Client: Dfid (EU & World Bank), Uganda. Identification and assessment of viability, scope and cost of possible areas for potential assistance and support in the transport (mainly roads) sector in Uganda. 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. |
| April – May 2009 | Uganda (Kampala) | WSP inc, UK Funded by: EU Ref: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk | Business Development Consultant | Technical Assistance to Ugandan National Roads Authority (UNRA). Long-term TA to strengthen management capacity of UNRA. Responsible for developing the first commercial-style Strategic and Business Plans for UNRA, involving detailed assessment of needs, objectives, costs, resources and KPIs for monitoring each part of the organisation (approximately 1,000 employees). |
| August 2008 – May 2009 | Tajikistan | WSP imc, UK Funded by: EBRD Ref: Mr. Don Smith Position: Regional Director | Institutional Specialist | Road Maintenance Development Project. Client: Ministry of Transport, Tajikistan. Development of strengthened plant management |

| Professional experience: | | | | |
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| | | Tel: +44 1737 231400 Email: Don.Smith@imcworldwide.co.uk | | arrangements for road construction and maintenance activities; and identification of specific road improvement project for possible EBRD funding. Reviewing the government's institutional arrangements for managing roads (particularly heavy plant equipment) and making recommendations for their commercialisation. Included workshops, site visits and frequent client interface. |
| August – December 2007 | UK | Roughton International, UK Funded by: African Development Bank (AfDB) Ref: Mr. Richard Wotton Position: Managing Director Tel: +44 23 8027 8600 Email: Richard.wotton@roughton.com | Team Leader | Analysis of Existing Arrangements & Policy Options for Road Maintenance in Africa. Client: African Development Bank (AfDB). Desk-based study to assess existing road management arrangements and policy options for Africa's roads. Overall responsibility for managing and delivering the project. |
| April – July 2007 | Uganda (Kampala) | COWI Uganda Funded by: European Commission Delegation, Uganda Ref: Mr. Marcus Wattam Position: Country Manager Email: mjw@cowi.com | Team Leader & Institutional Specialist | Prefeasibility Study: Support for Uganda Road Sector Reform & Strengthening. Client: European Commission Delegation, Uganda. Study to identify and assess possible capacity strengthening projects for future EU support in its forthcoming 5-year programme for the roads sub-sector. Developed 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 within time and budget. Included frequent discussions with EU and key stakeholders throughout the sub-sector. |
| April – December 2006 | Nepal | DHV Netherlands Funded by: World Bank Ref: Mr. John de Bresser Position: Team Leader Tel: +31 33 468 2582 Email: troelstra2004@yahoo.com | Road Agency & Management Expert | Technical Assistance to Department of Roads, Nepal. Client: Dept. of Roads, Nepal. 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. 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. |
| March – April 2006 | India (Uttar Pradesh) | Lea International, Canada Funded by: World Bank (India) Ref: Dr. Raju Position: Country Manager, Delhi Email: lasa@lasaindia.com | Acting Team Leader | Technical Assistance to Public Works Department, Uttar Pradesh, India. Client: Uttar Pradesh State Government. Long-term TA to the state government's PWD in Lucknow. Short-term stand-in at the start of the project, establishing suitable working environment and contacts with client. |
| June – July 2005 | Sri Lanka | Direct (ADB) Funded by: ADB | Workshop Facilitator | Organisational/Institutional Reform Workshop, Sri Lanka. Client: Government of Sri Lanka. Workshop facilitation on organisational and institutional reform in the road sub-sector. |
| February 2005 | Madagascar | World Bank Funded by: World Bank (IBRD) | Advisor and Presenter | Institutional Reform, Madagascar. Client: Madagascar Government. Advisor and Presenter on institutional reform in the transport sector. |
| January – December 2005 | Ghana (Accra) | WSP imc, UK Funded by: African Development Bank (AfDB) | Institutional Expert | Institutional Review of Transport Sector. |

| Professional experience: | | | | |
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| | | <p>Ref: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk</p> | | <p>Client: Government of Ghana. Institutional review of alternative arrangements for managing the country's transport infrastructure and services. 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.</p> |
| <p>June – October 2004</p> | <p>Tanzania (incl. Zanzibar)</p> | <p>Roughton International, UK Funded by: EU</p> <p>Ref: Mr. Richard Wotton Position: Managing Director Tel: +44 23 8027 8600 Email: Richard.wotton@roughton.com</p> | <p>Team Leader</p> | <p>Consultancy Services for a Study to Identify and Design a Maintenance Programme for EDF 9 Road Sector Funding.</p> <p>Client: Government of Tanzania. 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. Responsible for all aspects within time and budget, including frequent discussions with EU and key stakeholders.</p> |
| <p>April – July 2004</p> | <p>Uganda</p> | <p>World Bank (Direct Appointment) Funded by: World Bank, IBRD</p> <p>Ref: Mr. Bernard Sperring Position: Executive Director, RAFU, Uganda Tel: +44 1483 274232 Email: bmsperring@aol.com</p> | <p>Independent Consultant</p> | <p>Independent Review of Institutional Reforms in the Roads Sub-Sector in Uganda.</p> <p>Assess the costs and benefits of proposed reforms to the roads sub-sector in Uganda, including quantifying levels of corruption, cost controls and performance of contracts. Sole responsibility for all tasks within time and budget constraints. Involved frequent sensitive discussions with public and private sector institutions. Final report provided specific proposals to improve contract management by the road agency, KPIs for the organisation and a cost-benefit analysis.</p> |
| <p>February – August 2003</p> | <p>South Australia</p> | <p>Brigita Pty. Ltd. (Proprietary) Privately funded</p> | <p>Chief Executive & Director</p> | <p>Management of a Small Private Company.</p> <p>Start-up company involved in the processing of olive oil and wine waste into marketable products. Responsible for all day-to-day management including cashflow management, compliance with tax and HR requirements, business development, funding and client interface. Mentoring of company staff.</p> |
| <p>August – October 2002</p> | <p>Poland</p> | <p>Parkman Consultants, UK Funded by: EBRD</p> | <p>Project Manager</p> | <p>Public-Private Partnership Project.</p> <p>Client: Ministry of Transport, Polish Government. Study to evaluate the viability of adopting a PPP approach to rehabilitating and maintaining a key road corridor in Poland. Responsible for managing a multi-disciplinary team of approximately 20 experts. Worked with local and international experts; frequent discussions with local client.</p> |
| <p>May – June 2002</p> | <p>Trinidad & Tobago</p> | <p>WSP imc, UK Funded by: IADB</p> | <p>Visiting Institutional Expert</p> | <p>Road Management Reorganisation Study.</p> <p>Client: Government of Trinidad & Tobago. Assessment of existing institutional arrangements for managing Trinidad & Tobago's road network and development of proposals to restructure and reform them.</p> |
| <p>May 2001 – May 2002</p> | <p>Uganda</p> | <p>WSP imc, UK Funded by: World Bank</p> <p>Ref: Mr. Nigel Penfold Position: Director Tel: +44 1737 231400 Email: Nigel.Penfold@imcworldwide.co.uk</p> | <p>Team Leader & Institutional Expert</p> | <p>Ugandan Road Agency Study.</p> <p>Client: Ministry of Public Works & Transport, Uganda. Study into the options for developing institutions for managing the national road network in Uganda, including detailed requirements for establishing a semi-autonomous road agency.</p> |

| Professional experience: | | | | |
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| | | | | 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. Responsible for all project management functions including logistics, HR management, project 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. |
| October 2000 – April 2001 | St. Lucia | DIWI Consultants GmbH, Germany Funded by: IADB Ref: Mr. W. Ruys Position: Managing Director, DIWI, Germany Tel: +49 201 720 070 Email: Ruys@diwi.eu | Systems Engineer & Institutional Expert | Road Rehabilitation Project. Client: Ministry for Transport, St. Lucia. Identification of viable projects for road rehabilitation for IADB funding, development of contract documents and management oversight and capacity strengthening measures. Development and oversight of road inspection surveys, training of local staff in monitoring and using road-related data, development of simplified road management systems. Also responsible for developing proposals for institutional reform in the sub-sector. |
| September 1999 – July 2000 | Malawi (Lilongwe) | Louis Berger SA, France Funded by: EU Ref: Mr. René Paul Cousin Position: Deputy General Manager, Paris/Europe Tel: +33 1 45 70 39 39 Email: lbparis@louisberger.com | Planning Specialist | Technical Assistance to the National Roads Authority. Client: National Roads Authority, Malawi. Long-term TA to support the establishment and management of the new NRA (responsible for all public roads in Malawi) covering all aspects of road management. Responsible for developing the planning function in the NRA including 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. |
| September 1998 – June 1999 | Philippines (Manila) | Scott Wilson Kirkpatrick, UK Funded by: World Bank, IBRD Ref: Mr. John Nutt Position: Director for SWK Tel: +44 1256 310200 Email: john.nutt@scottwilson.com | Planning & Organisational Specialist | Road Information Management System (RIMSS) Project. Client: Dept. of Public Works & Highways (DPWH), Philippines. Long-term TA to help strengthen key road management functions in the DPWH. 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. |
| August 1998 – March 1999 | Philippines (Manila) | Scott Wilson Kirkpatrick, UK Funded by: World Bank, IBRD Ref: Mr. John Nutt Position: Director for SWK Tel: +44 1256 310200 Email: john.nutt@scottwilson.com | Institutional Expert | Better Road Project. Client: Dept. of Public Works & Highways (DPWH), Philippines. Institutional study to develop strengthened institutional arrangements for managing the country's national road network. Responsible for developing an assessment of overall road network maintenance and rehabilitation needs; developing alternative institutional reforms to strengthen road management at the national level. Involved extensive client consultations and workshops. |
| October 1996 – April 1998 | South Australia (Adelaide) | Dept. of Transport, Govt. of South Australia (Direct Appointment) | Independent Road Management Consultant | Various Road Management Projects. 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 more than 140,000km). Responsible for all aspects of the above projects, involving frequent discussions with all relevant internal stakeholders. |

| Professional experience: | | | | |
|------------------------------------|--|--|--|--|
| June – September 1996 | Latvia (Riga) | Louis Berger SA, France Funded by: EBRD Ref: Mr. René Paul Cousin Position: Deputy General Manager, Paris/Europe Tel: +33 1 45 70 39 39 Email: lbparis@louisberger.com | Highway Engineer | Latvian Road User Charges Study. Client: Latvian Road Authority. Study to develop estimated requirements for funding Latvia's national road network, developing suitable funding mechanisms and appropriate road user charges. Responsible for assessing the long-term maintenance requirements for Latvia's road network and assistance in developing appropriate funding arrangements. |
| August 1995 – March 1996 | Albania (Tirana) | Louis Berger SA, France Funded by: EU (Brussels) Ref: Mr. René Paul Cousin Position: Deputy General Manager, Paris/Europe Tel: +33 1 45 70 39 39 Email: lbparis@louisberger.com | Team Leader & Technical Advisor | Technical Assistance to the EU Cross Border Programme Management Unit, Albania. Client: Government of Albania. 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. Responsible for all elements of establishing and managing the PMU. Extensive involvement in project design review, contract procurement and prequalification for major road projects and contract evaluations through to recommendations for award. Key "client side" contact for dozens of bidding consultants and contractors. Became very familiar with EU's procurement processes (under PHARE and TACIS). |
| March – October 1995 | Bulgaria | Wilber Smith Associates, UK & USA Funded by: EU | Highway Engineer | Bulgarian Road User Charges Study. Client: Bulgarian Government. Study to develop estimated requirements for funding Bulgaria's national road network, developing suitable funding mechanisms and appropriate road user charges. Responsible for assessing the long-term maintenance requirements for Bulgaria's road network and developing appropriate funding arrangements. |
| October 1994 – January 1995 | Armenia (& UK) | World Bank (Direct Appointment) Funded by: World Bank, IBRD | Highway Engineer | Highway Project Preparation, Armenia. Client: Government of Armenia. Development of specific projects to form part of the World Bank's first loan in the transport sector to the new Republic of Armenia. 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. |
| June – September 1994 | Armenia (& UK) | Technecon Consultants, UK Funded by: EU | Highway Engineer | Armenian Highway Survey. First post-Soviet study to assess the maintenance needs across all Armenia's national road network. 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. |
| September 1993 – June 1994 | Indonesia, Croatia, Czech & Slovak Republics, UK | Various clients & contractors | Independent Road Engineer | Various Short-Term Assignments as Independent Consultant. Indonesia: Preparation of major proposals for the development of Road Management Information Systems, for nationwide use. |

| Professional experience: | | | | |
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| | | | | <p>Croatia: Assistance to the Croatian Road Authority in developing appropriate pre-qualification criteria for a major (EBRD-funded) road rehabilitation project.</p> <p>Czech & Slovak Republics: Assessment of highway maintenance management practices.</p> <p>United Kingdom: Long-term project management assistance for the UK Pavement Management System.</p> |
| October 1990 – October 1993 | UK & Malaysia | <p>Rendel, Palmer & Tritton (RPT), UK (Employee)</p> <p>Ref: Mr. Tim Jakeman Position: Technical Director, London Tel: +44 20 7654 0400 Email: t.jakeman@hprworld.com</p> | Senior Highway (Management) Engineer | <p>Various Projects as Employee of RPT, UK.</p> <p>Assistant Project Manager for the United Kingdom Pavement Management System Study, UK (1992-93). Client: UK Dept. of Transport and Regional Highway Management Authorities throughout the UK.</p> <p>Key advisor to Hertfordshire County Council, UK for implementation of new road management systems.</p> <p>Project & programming engineer: Enhancements to a computerised highway management model (derivative of HDMIII), Malaysia.</p> |
| 1989 – 1990 | Australia (WA & Melbourne) | Ove Arup & Partners, Australia (Employee) | Transportation Engineer | <p>Various Projects as Employee of Ove Arup & Partners, Australia.</p> <p>Detailed designs to improve traffic management in Perth urban area; traffic impact assessments for subdivision developments; detailed road intersection assessments and designs; analysis of inter-state road safety statistics across Australia.</p> |
| 1988 – 1989 | UK & Republic of Ireland | Kennedy Henderson, Godalming, Surrey, UK (Employee) | Project Engineer | <p>Dublin Ring Road Transportation Study.</p> <p>Client: Government of Republic of Ireland.</p> <p>Transportation study to estimate the traffic impacts of constructing the Northern and Southern Extensions to the Dublin Ring Road. Responsible for developing detailed traffic projections and resultant cost-benefit analysis.</p> |
| May 1985 – August 1987 | UK & Libya (Benghazi) | Howard Humphreys & Partners, UK (Employee) | Transportation Engineer | <p>Various Projects as Employee of Howard Humphreys & Partners, UK.</p> <p>Transportation Engineer on the Benghazi Transportation Study, Libya (9 months based in Libya). Detailed traffic management measures and client interface.</p> <p>Resident Engineer on the widening and rehabilitation of the M5 motorway, Worcestershire, UK.</p> <p>Transport Planning (traffic impact assessments) for various major road development schemes in the UK (Client: UK Dept. of Transport).</p> |
| October 1984 – April 1985 | Birmingham, UK | Birmingham City Engineers Department (Employee) | Graduate Engineer | <p>Employee of Birmingham City Engineers, UK.</p> <p>Graduate Engineer involved with checking building regulations and developing local traffic calming measures in urban areas.</p> |

Papers and Publications (Selected):

- "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, 7th–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 International Road Federation / South African Road Federation Conference, 11th–13th October 2010, Cape Town, South Africa.
- "Communications & Leadership" – presented at 7th General Assembly of the African Road Maintenance Funds Association (ARMFA), 6th–8th October 2008, Maputo, Mozambique.
- "Communication Strategies for Road Funds" – presented at 6th General Assembly of ARMFA, 8th–12th October 2007, Antananarivo, Madagascar.
- "Communication Strategies for Road Management Organisations" – paper presented at International Seminar on Road Financing & Investment, 16th–20th April 2007, Arusha, Tanzania.

Declaration:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes my qualifications and my experience.

Date: _____

Place: _____

Signature: _____