

FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

Proposed position:	Independent Consultant		
Name of Firm:	Self-Employed		
Name of Staff:	Mr. Mark Jonathan Thriscutt		
Profession:	Independent Road Asset Management Consultant		
Date of birth:	16 th March 1962		
Years with Firm/Entity:	40+		
Nationality:	Australia; UK		
Phone/Address/E-mail:	+66 84 163 5051 / +44 7598 049 741 Mark@MTconsulting.uk , MarkThriscutt@gmail.com		
Membership in professional societies:	<ul style="list-style-type: none"> • Member of Institute of Directors, UK; • Member of the Institution of Highways & Transportation, UK; • Fellow, Royal Society for the encouragement of Arts, Manufacturers & Commerce, (RSA). 		
Detailed tasks assigned:			
Key qualifications:	<p>Good governance, institutional reform, road funding, organisational restructuring; change management; communications; business & strategic planning; road asset management, planning & budgeting, data collection, transport policy development; monitoring & evaluation, training and communications.</p> <p>Road management consultant for approximately 40 years, gaining extensive international experience working for development partners, governments and private sector clients. Focussed 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, traffic management, transport planning, M&E and management information systems. Involved in developing institutional and funding arrangements and business processes in the transport sector, balancing local values with organisational and human capacity and sound management principles; recognising their importance in achieving long-term, appropriate and sustainable reforms.</p>		
Education:			
Institution	Start date	End date	Degree / Diploma obtained
Aston University	1987	1988	Master's in Business Administration
Southampton University	1980	1984	BSc (Honours) in Civil Engineering
Certified Training Provider, Australia	2006	2007	Certificate IV in Workplace Training & Assessment
Employment Records:			

Date:	From January 2025 – Present
Employer:	Eptisa Consultants, Spain
Position held:	Team Leader
Description of duties:	<p>Project Name: Consulting Services for ICD-1: Multi-Year Planning.</p> <p>Client: Department of Public Works & Highways, Philippine Government.</p> <p>Funded by: Asian Development Bank (ADB)</p> <p>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</p>

	<p>management, HDH-4 calibration and extensive capacity development (training) and systems documentation.</p> <p>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.</p>
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Date:	February 2024 – July 2025 (Intermittent: cir. 4 man-months)
Employer:	DAI Global Consultants, Belgium
Position held:	Team Leader
Description of duties:	<p>Project Name: TA for SAAMBAT Programme.</p> <p>Client: Ministry for Rural Development, Royal Government of Cambodia.</p> <p>Funded by: European Investment Bank (EIB)</p> <p>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.</p> <p>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 these areas, planning and delivery of workshops around Cambodia, frequent discussions with the MRD and EIB and project planning and team leadership.</p>

Date:	August – December 2023 (Intermittent: cir. 3 man-months)
Employer:	Roughton International (UK) Limited.
Position held:	Team Leader / Transport Planner
Description of duties:	<p>Project Name: Moldova Roads Rehabilitation V: Project Feasibility Assessment.</p> <p>Client: State Road Administration (SRA), Moldova.</p> <p>Funded by: European Bank for Reconstruction & Development (EBRD)</p> <p>Project Features: To provide the EBRD with the information, analysis and recommendations it requires to comprehensively assess, structure and approve 2 road rehabilitation and upgrade projects.</p> <p>Key Responsibilities: To lead an international team of experts to provide detailed assessment of the two road schemes, covering technical assessment, demand forecasting, economic analysis, green assessment, environmental and social assessments, and road safety audits.</p>

Date:	July 2023 – June 2024 (Intermittent: cir. 2 man-months)
Employer:	Asian Development Bank (ADB)
Position held:	SOE Reform Specialist
Description of duties:	<p>Project Name: Urban Transport State Owned Enterprise (SOE) Reform.</p> <p>Client: Tashkent Urban Bus Transport Company (JSC Tashshahartranshizmat) & Strategic Reform Agency, Government of Uzbekistan.</p> <p>Funded by: Asian Development Bank (ADB)</p> <p>Project Features: To assist the Tashkent Bus Company (TashBus) to develop an implementation strategy and business plan to transform towards a commercial organisation.</p> <p>Key Responsibilities: Assessment of existing business arrangements and documents; discussion of business options and international best practices and assistance with the development of a costed strategic implementation reform plan and business plans.</p>

Date:	May 2023 – January 2024 (Intermittent: cir. 1.5 man-month)
Employer:	World Bank (Europe), IBRD
Position held:	Road Asset Management Specialist
Description of duties:	<p>Project Name: Development of an Asset Management Strategy, Albania.</p> <p>Client: Albanian Road Authority (ARA) & World Bank.</p> <p>Funded by: International Bank for Reconstruction & Development (IBRD)</p> <p>Project Features: To provide TA to the ARA in identifying the needs and developing a strategy for the implementation of a road asset management system (RAMS).</p> <p>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. Key facilitator and presenter at regional RAMS workshop (jointly held with EU) in Tirana.</p>

Date:	May 2022 – March 2023 (Intermittent: cir. 1 man-month)
Employer:	APPLUS NORCONTROL SL (Novotec), Spain
Position held:	Institutional Specialist
Description of duties:	<p>Project Name: Bosnia & Herzegovina Sustainable Asset & Inventory Management, Dobož Bypass Project.</p> <p>Client: Republika Srpska Motorways (“RS Motorways”) and Motorways of the Federation of Bosnia and Herzegovina (the “FBH Motorways”).</p> <p>Funded by: European Bank for Reconstruction & Development (EBRD)</p> <p>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.</p> <p>Key Responsibilities: Assessment of existing institutional (governance) arrangements for both client organisations and to recommend improvements and funding and governance arrangements.</p>

Date:	January 2022 – January 2023 (Intermittent: cir. 4 man-months)
Employer:	Roughton International Limited
Position held:	Team Leader & Change Management/Institutional Strengthening Expert
Description of duties:	<p>Project Name: Road Subsector Development Strategy and Action Plan – Capacity Building Program and Institutional Strengthening of State-Owned-Enterprises in Road Management.</p> <p>Client: Asian Development Bank & Committee for Roads (CfR), Govt. of Uzbekistan</p> <p>Funded by: Asian Development Bank (ADB)</p> <p>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.</p> <p>Key Responsibilities: Team Leader for international and national team (10+), project planning and client coordination, training and support in institutional, organisational and change management issues.</p>

Date:	September 2019 – March 2020 (Intermittent: cir. 2 man-months)
Employer:	Gauff.com / H.P. Gauff Ingenieure GmbH & Co. KG - JBG (HQ)
Position held:	Training & Road Maintenance Expert
Description of duties:	<p>Project Name: Consulting Services for Accompanying Training Measures; Part of the Rural Development Programme, Phase IV/V.</p> <p>Client: Department of Rural Road Development (DRRD), Ministry of Construction, Government of Myanmar.</p> <p>Funded by: KfW Development Bank, Germany.</p> <p>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.</p> <p>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 and development of appropriate, needs-based planning and prioritisation is also envisaged once the project recommences.</p>

Date:	December 2017 – June 2019 (Full-time: cir. 18 man-months).
Employer:	SHELADIA Associates, Inc. (HQ)
Position held:	Team Leader
Description of duties:	<p>Project Name: Rural Roads Asset Management Project (RRAMP) Part of 2nd Rural Road Improvement Project (RRIMP II).</p> <p>Client: Ministry for Rural Development (MRD), Royal Government of Cambodia.</p> <p>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.</p> <p>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.</p> <p>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.</p>

Date:	October 2017 – February 2018 (Intermittent: cir. 3.5 man-months).
Employer:	PADECO Co., Ltd. (Japan - HQ)
Position held:	Road Maintenance Planning Specialist
Description of duties:	<p>Project Name: Improving Road Network Management & Safety Project.</p> <p>Client: Ministry of Construction, Government of Myanmar.</p> <p>Funded by: Asian Development Bank (ADB).</p> <p>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.</p>

	<p>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.</p>
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Date:	September 2017 – February 2018 (Full-time: 1 man-month).
Employer:	SWEROAD - Swedish National Road Consulting AB
Position held:	International Institutional & Financial Management Specialist
Description of duties:	<p>Project Name: Rural Road Preparation Project.</p> <p>Client: Department of Rural Development in Ministry of Construction, Government of Myanmar.</p> <p>Funded by: Asian Development Bank</p> <p>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.</p> <p>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.</p>

Date:	June 2017 – December 2017 (Intermittent: cir. 2 man-months).
Employer:	DT Global International Development UK Ltd
Position held:	Team Leader
Description of duties:	<p>Project Name: Mainstreaming Climate Resilience in Road Transport Management.</p> <p>Client: Ministry of Transport, Government of Serbia;</p> <p>Funded by: World Bank (IBRD);</p> <p>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;</p> <p>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.</p>

Date:	February 2017 – March 2017 (Full-time: 1 man-month).
Employer:	GOPA Worldwide Consultants (Germany - HQ)
Position held:	Institutional & Capacity Building Specialist
Description of duties:	<p>Project Name: Scoping Study & Master Plan for Sustainable Transport (for Northern Regions).</p> <p>Client: Ministry of Works & Transport, Government of Namibia</p> <p>Funded by: Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ),</p>

	<p>(German Government).</p> <p>Project Features: Development of a sustainable, multi-modal regional transport plan for the 4 most populous northern regions of Ohangwena, Omusati, Oshana and Oshikoto.</p> <p>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.</p>
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Date:	June 2016 – December 2016 (Intermittent: cir. 4 man-months).
Employer:	IT Transport Limited (ITT)
Position held:	Team Leader
Description of duties:	<p>Project Name: Organisational, Institutional, Technical & Financial Review of the Road Authority.</p> <p>Client: Ministry of Finance, Government of Suriname;</p> <p>Funded by: Inter-American Development Bank (IADB)</p> <p>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.</p> <p>Key Responsibilities: In-depth technical involvement and responsibility for all aspects of the project, client interface, project management, reporting and deliverables.</p>

Date:	March 2016 – January 2017 (Intermittent: cir. 6 man-months).
Employer:	ADB - Asian Development Bank (HQ)
Position held:	Road Maintenance & Asset Management Specialist
Description of duties:	<p>Project Name: South Asia Sub-regional Economic Cooperation Road Connectivity Project.</p> <p>Client: Asian Development Bank (ADB), Philippines</p> <p>Funded by: Asian Development Bank (Nepal).</p> <p>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.</p> <p>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.</p>

Date:	February 2015 – December 2016 (Intermittent: cir. 7 man-months, with further inputs throughout 2017).
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Employer:	Gauff.com / H.P. Gauff Ingenieure GmbH & Co. KG - JBG (HQ)
Position held:	International Road Management Expert
Description of duties:	<p>Project Name: Rural Development Programme.</p> <p>Client: Ministry of Livestock, Fisheries & Rural Development, Government of Myanmar.</p> <p>Funded by: KfW Development Bank.</p> <p>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.</p> <p>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.</p>

Date:	October 2014 – April 2015 (Full-time: cir. 7 man-months).
Employer:	IT Transport Limited (ITT)
Position held:	Principle Engineer
Description of duties:	<p>Client: Cardno IT Transport (Employee).</p> <p>Project Features: Professional consulting engineering company with operations across the globe.</p> <p>Key Responsibilities: Senior member of UK team, involved in both technical project issues (including Rwanda and Myanmar), and project and business development matters.</p>

Date:	June 2014 – December 2014 (Intermittent: cir. 4 man-months).
Employer:	IT Transport Limited (ITT)
Position held:	Team Leader & Institutional Specialist
Description of duties:	<p>Project Name: Road Fund Allocation Formula and HR Audit.</p> <p>Client: Road Fund Board, Rwanda.</p> <p>Funded by: World Bank.</p> <p>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.</p> <p>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.</p>

Date:	May 2014 – June 2014 (Intermittent: cir. 1 man-month).
Employer:	TRL - Transport Research Laboratory Limited

Position held:	Institutional and Road Planning Expert
Description of duties:	<p>Project Name: Nigeria Infrastructure Advisory Fund.</p> <p>Client: Federal Ministry of Works.</p> <p>Funded by: DfID (UK Government).</p> <p>Contracted by: Transport Research Laboratory, UK Ltd. & Adam Smith International (UK).</p> <p>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.</p> <p>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.</p>

Date:	October 2013 – November 2013 (Intermittent: cir. 1 man-month).
Employer:	NORC - National Opinion Research Center, University of Chicago, USA.
Position held:	Road Management Advisor
Description of duties:	<p>Project Name: National Opinion Research Centre (NORC), University of Chicago, USA. Road Investment Programme and Accident Blackspot Programme.</p> <p>Client: AusAID/DEFAT on behalf of Government of Indonesia.</p> <p>Funded by: AusAID/DEFAT AAP.</p> <p>Project Features: Supplementary project to help assess objectively the effectiveness of AusAID/DFAT road-related projects in Indonesia;.</p> <p>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: Provincial Road Improvement & Maintenance Programme (PRIM), and Road Accident Blackspot Programme.</p>

Date:	April 2013 – August 2013 (Full-time: cir. 5 man-months).
Employer:	Roughton International Limited
Position held:	Team Leader (replacement to original)
Description of duties:	<p>Project Name: Implementation Advisory Services to the Road Asset Management Project (RAMP).</p> <p>Client: Ministry of Public Works & Transport (MPWT), Royal Government of Cambodia.</p> <p>Funded by: IDA, World Bank.</p> <p>Project Features: Advisory services to the MPWT, for overseeing the implementation of a substantial, multi-year, multi-project RAMP programme.</p> <p>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.</p>

Date:	March 2013 – March 2013 (Full-time: 1 man-month).
Employer:	GOPA Worldwide Consultants (Germany - HQ)

Position held:	Institutional Specialist
Description of duties:	<p>Project Name: Capacity Development of the Transport Sector (Roads). Client: Ministry of Transport, Liberia. Funded by: GIZ, German Government. 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.</p>

Date:	August 2011 – July 2012 (Intermittent: cir. 10 man-months).
Employer:	Mott MacDonald (HQ)
Position held:	Institutional Specialist and Team Leader
Description of duties:	<p>Project Name: Development of 3rd Road Sector Development Programme (RSDP3). Client: Ministry of Public Works & Transport (MPWT), Government of Uganda. Funded by: Government of Uganda. 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.</p>

Date:	February 2011 – June 2011 (Intermittent: cir. 3 man-months).
Employer:	WSP International Management Consulting (WSP/Parsons Brinckerhoff UK)
Position held:	Business Specialist
Description of duties:	<p>Project Name: "CrossRoads" (Creating Opportunities for Sustainable Spending on Roads). Client: Ministry of Public Works & Transport (MPWT), Government of Uganda. Funded by: DfID (UK Government). 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.</p>

Date:	March 2010 – June 2011 (Intermittent: cir. 6 man-months).
Employer:	WSP International Management Consulting (WSP/Parsons Brinckerhoff UK)

Position held:	Commercial Management Advisor
Description of duties:	<p>Project Name: TA to Ugandan National Road Authority.</p> <p>Client: UNRA, (on behalf of Ministry of Public Works & Transport, Government of Uganda).</p> <p>Funded by: EU.</p> <p>Project Features: Long-term technical assistance, to strengthen the management capacity of UNRA, to better manage Uganda's 20,000km of National roads.</p> <p>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.</p>

Date:	January 2010 – November 2010 (Intermittent: cir. 4 man-months).
Employer:	IRF International Road Federation
Position held:	Governance Theme Champion
Description of duties:	<p>Project Name: Global Transport Knowledge Partnership (gTKP).</p> <p>Client: DfID, UK Government on behalf of transport agencies in developing countries.</p> <p>Funded by: DfID, UK Government.</p> <p>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.</p> <p>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).</p>

Date:	April 2009 – May 2009 (Full-time: cir. 1.5 man-months).
Employer:	WSP International Management Consulting (WSP/Parsons Brinckerhoff UK)
Position held:	Business Development Consultant
Description of duties:	<p>Project Name: Technical Assistance to Ugandan National Roads Authority (UNRA).</p> <p>Client: UNRA, (on behalf of Ministry of Public Works & Transport, Government of Uganda).</p> <p>Funded by: EU.</p> <p>Project Features: Long-term technical assistance, to strengthen the management capacity of UNRA, to better manage Uganda's 20,000km of National roads.</p> <p>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).</p>

Date:	January 2009 – July 2009 (Intermittent: cir. 3 man-months).
Employer:	FCDO - Foreign, Commonwealth & Development Office (HQ)
Position held:	Independent Advisor
Description of duties:	<p>Project Name: Development of Next Assistance Programme to Transport Sector in Uganda.</p> <p>Client: DfID (EU & World Bank), Uganda.</p> <p>Funded by: DfID, UK Government.</p> <p>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.</p> <p>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.</p>

Date:	August 2008 – May 2009 (Intermittent: cir. 3 man-months).
Employer:	WSP International Management Consulting (WSP/Parsons Brinckerhoff UK)
Position held:	Institutional Specialist
Description of duties:	<p>Project Name: Road Maintenance Development Project.</p> <p>Client: Ministry of Transport, Government of Tajikistan.</p> <p>Funded by: European Bank for Reconstruction and Development, EBRD.</p> <p>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.</p> <p>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).</p>

Date:	August 2007 – December 2007 (Intermittent: cir. 2 man-months).
Employer:	Roughton International Limited
Position held:	Team Leader
Description of duties:	<p>Project Name: Analysis of Existing Arrangements & Policy Options for Road Maintenance in Africa.</p> <p>Client: African Development Bank, AfDB.</p> <p>Funded by: African Development Bank, AfDB.</p> <p>Project Features: Desk based study in the UK to assess the existing road management arrangements and policy options for Africa's roads.</p> <p>Key Responsibilities: Overall responsibility for managing and delivering project.</p>

Date:	April 2007 – July 2007 (Full-time: cir. 4 man-months).
Employer:	COWI Uganda Ltd.
Position held:	Team Leader & Institutional Specialist

Description of duties:	<p>Project Name: Prefeasibility Study: Support for Uganda Road Sector Reform & Strengthening.</p> <p>Client: European Commission Delegation, Uganda.</p> <p>Funded by: European Commission Delegation, Uganda.</p> <p>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.</p> <p>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.</p>
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Date:	April 2006 – December 2006 (Intermittent: cir. 7 man-months).
Employer:	Royal Haskoning DHV (HQ)
Position held:	Road Agency & Management Expert
Description of duties:	<p>Project Name: Technical Assistance to Department of Roads, Nepal.</p> <p>Client: Department of Roads, Government of Nepal.</p> <p>Funded by: World Bank.</p> <p>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.</p> <p>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.</p>

Date:	March 2006 – April 2006 (Full-time: 1 man-month).
Employer:	LEA International Ltd. Canada
Position held:	Acting Team Leader
Description of duties:	<p>Project Name: Technical Assistance to Public Works Department, Uttar Pradesh, India.</p> <p>Client: Uttar Pradesh State Government.</p> <p>Funded by: World Bank (India).</p> <p>Project Features: Long term TA to the state government's PWD in Lucknow, Uttar Pradesh.</p> <p>Key Responsibilities: Short-term stand-in at the start of the project, establishing suitable working environment and contacts with client.</p>

Date:	June 2005 – July 2005 (Full-time: cir. 2 weeks).
Employer:	Independent Facilitator for OPUS Consultants, New Zealand.
Position held:	Workshop Facilitator
Description of duties:	<p>Organisational/Institutional Reform.</p> <p>Client: Government of Sri Lanka. Funded by Asian Development Bank, ADB.</p>

Date:	February 2005 - February 2005 (Full-time: cir. 2 weeks).
Employer:	Independent Road Management Consultant for World Bank
Position held:	Advisor and Presenter
Description of duties:	Institutional Reform, Madagascar. Client: Madagascar Government. Funded by World Bank, IBRD.

Date:	January 2005 – December 2005 (Intermittent: cir. 4 man-months).
Employer:	WSP International Management Consulting (WSP/Parsons Brinckerhoff UK)
Position held:	Institutional Expert
Description of duties:	Project Name: Institutional Review of Transport Sector. Client: Government of Ghana. Funded by: African Development Bank, AfDB. 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.

Date:	June 2004 – October 2004 (Full-time: cir. 7 man-months).
Employer:	Roughton International Limited
Position held:	Team Leader
Description of duties:	Project Name: Consultancy Services for a Study to Identify and Design a Maintenance Programme for EDF 9 Road Sector Funding. Client: Government of Tanzania. Funded by: EU. 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.

Date:	April 2004 – July 2004 (Intermittent: cir. 3 man-months).
Employer:	Government of Uganda
Position held:	Independent Consultant
Description of duties:	Project Name: Independent Review the Institutional Reforms in the Roads sub-sector in Uganda. Client: Government of Uganda. Funded by: World Bank, IBRD.

	<p>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.</p> <p>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.</p>
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Date:	February 2003 – August 2003 (Full-time: cir. 7 man-months).
Employer:	Self-employed
Position held:	Chief Executive & Director
Description of duties:	<p>Main Role: Management of a Small Private Company.</p> <p>Client: Brigita Pty. Ltd. Australia.</p> <p>Funded by: Privately Funded.</p> <p>Project Features: Start-up company involved in the processing of olive oil and wine waste into marketable products.</p> <p>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.</p>

Date:	August 2002 – October 2002 (Full-time: cir. 2 man-months).
Employer:	Parkman Consultants Ltd, UK.
Position held:	Project Manager
Description of duties:	<p>Project Name: Public-Private Partnership Project.</p> <p>Client: Ministry of Transport, Polish Government.</p> <p>Funded by: European Bank for Reconstruction & Development, EBRD.</p> <p>Project Features: Study to evaluate the viability of adopting a PPP approach to rehabilitating and maintaining a key road corridor in Poland.</p> <p>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).</p>

Date:	May 2002 – June 2002 (cir. 2 weeks).
Employer:	Independent Road Management Expert
Position held:	Visiting Institutional Expert
Description of duties:	<p>Project Name: Road Management Reorganisation Study.</p> <p>Client: Government of Trinidad & Tobago & WSP imc, UK.</p> <p>Funded by: the Inter-American Development Bank, IADB.</p>

Date:	May 2001 – May 2002 (Intermittent: cir. 10 man-months).
Employer:	WSP International Management Consulting (WSP/Parsons Brinckerhoff UK)

Position held:	Team Leader & Institutional Expert
Description of duties:	<p>Project Name: Ugandan Road Agency Study.</p> <p>Client: Ministry of Public Works & Transport, Government of Uganda.</p> <p>Funded by: World Bank.</p> <p>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.</p> <p>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.</p>

Date:	October 2000 – April 2001 (Full-time: cir. 7 man-months).
Employer:	DIWI Germany GmbH
Position held:	Systems Engineer & Institutional Expert
Description of duties:	<p>Project Name: Road Rehabilitation Project.</p> <p>Client: Ministry for Transport, Government of St. Lucia.</p> <p>Funded by: Inter-American Development Bank (IADB).</p> <p>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.</p> <p>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.</p>

Date:	September 1999 – July 2000 (Full-time: cir. 10 man-months).
Employer:	Louis Berger International, France.
Position held:	Planning Specialist
Description of duties:	<p>Project Name: Technical Assistance to the National Roads Authority.</p> <p>Client: National Roads Authority, Government of Malawi.</p> <p>Funded by: EU.</p> <p>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.</p> <p>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.</p>

Date:	September 1998 – June 1999 (Intermittent: cir. 8 man-months).
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Employer:	Scott Wilson Kirkpatrick & Co Ltd, UK.
Position held:	Planning & Organisational Specialist
Description of duties:	<p>Project Name: Road Information Management System (RIMSS) Project. Client: Department of Public Works & Highways (DPWH), Filipino Government. Funded by: World Bank, IBRD. 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.</p>

Date:	August 1998 – March 1999 (Intermittent: cir. 6 man-months).
Employer:	Scott Wilson Kirkpatrick & Co Ltd., UK.
Position held:	Institutional Expert
Description of duties:	<p>Project Name: Better Road Project. Client: Department of Public Works & Highways (DPWH), Filipino Government. Funded by: World Bank, IBRD. 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.</p>

Date:	October 1996 – April 1998 (Full-time: cir. 18 months).
Employer:	Department of Transport – Government of South Australia.
Position held:	Independent Road Management Consultant
Description of duties:	<p>Various Road Management Projects, including:</p> <ul style="list-style-type: none"> • Development of detailed traffic management proposals for the urban (Adelaide) area; • Development of the first computer-based road management system for all South Australia’s roads (comprising of more than 140,000km). <p>Client: Department of Transport, Government of South Australia. Funded by: Government of South Australia. Key Responsibilities: Responsible for all aspects of the above projects, involving frequent discussions with all relevant internal stakeholders and reporting.</p>

Date:	June 1996 – September 1996 (Full-time: 3 man-months).
Employer:	Louis Berger International, France.
Position held:	Highway Engineer

Description of duties:	<p>Project Name: Latvian Road User Charges Study.</p> <p>Client: Latvian Road Authority.</p> <p>Funded by: Funded by European Bank for Reconstruction & Development, EBRD.</p> <p>Project Features: Study to develop estimated requirements for funding Latvia's national road network, developing suitable funding mechanisms and appropriate road user charges.</p> <p>Key Responsibilities: Responsible for assessing the long-term maintenance requirements for Latvia's road network and assistance in developing appropriate funding arrangements.</p>
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Date:	August 1995 – March 1996 (Full-time: 7 man-months).
Employer:	Louis Berger International, France.
Position held:	Team Leader and Technical Advisor
Description of duties:	<p>Project Name: Technical Assistance to the EU Cross Border Programme Management Unit, Albania.</p> <p>Client: Government of Albania.</p> <p>Funded by: EU (Brussels).</p> <p>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 challenging post-communist conditions.</p> <p>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 and contract evaluations (through to recommendations for award). Key 'client side' contact for many bidding consultants and contractors. Gained familiarity with EU's procurement processes and documents in use at that time (under PHARE and TACIS).</p>

Date:	March 1995 – October 1995 (Intermittent: cir. 2 man-months).
Employer:	Freeman, Fox, Wilbur Smith and Associates, UK
Position held:	Highway Engineer
Description of duties:	<p>Project Name: Bulgarian Road User Charges Study;</p> <p>Client: Bulgarian Government.</p> <p>Funded by: EU.</p> <p>Project Features: Study to develop estimated requirements for funding Bulgaria's national road network, developing suitable funding mechanisms and appropriate road user charges.</p> <p>Key Responsibilities: Responsible for assessing the long-term maintenance requirements for Bulgaria's road network and assistance in developing appropriate funding arrangements.</p>

Date:	October 1994 – January 1995 (Intermittent: cir. 2 man-months).
Employer:	World Bank (USA)
Position held:	Highway Engineer

Description of duties:	<p>Project Name: Highway Project Preparation.</p> <p>Client: Government of Armenia.</p> <p>Funded by: World Bank, IBRD.</p> <p>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.</p> <p>Key Responsibilities: Responsible for developing detailed assessment of needs and costs for several large scale road (and bridges) rehabilitation and maintenance programmes on Armenia's core national road network. This formed the basis for a subsequent World Bank loan.</p>
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Date:	June 1994 – September 1994 (Full-time: cir. 3 man-months)
Employer:	Technecon Consultants, UK.
Position held:	Highway Engineer
Description of duties:	<p>Project Name: Armenian Highway Survey.</p> <p>Client: Government of Armenia.</p> <p>Funded by: EU.</p> <p>Project Features: First post-Soviet study to assess the maintenance needs across all Armenia's national road network.</p> <p>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, early post-Soviet conditions.</p>

Date:	September 1993 – June 1994 (Intermittent: cir. 5 man-months)
Employer:	Self-employed (for various private clients).
Position held:	Independent Road Engineer
Description of duties:	<p>Various (short-term) Assignments as Independent Consultant:</p> <ul style="list-style-type: none"> • Indonesia: Preparation of major proposals for the development of Road Management Information Systems, for nationwide use; • 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.

Date:	October 1990 – October 1993 (Full-time: 36 man-months).
Employer:	Rendel, Palmer and Tritton, UK.
Position held:	Senior Highway (Management) Engineer (employee)
Description of duties:	<p>Various Projects as Employee of RPT, UK:</p> <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

	<p>Regional (local) Highway Management Authorities throughout the UK;</p> <ul style="list-style-type: none"> • 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). <p>Key responsibilities: Detailed involvement (and responsibility) in each of the above projects.</p>
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Date:	1989 - 1990 (Full-time: cir. 1 year).
Employer:	Arup - Australia
Position held:	Transportation Engineer
Description of duties:	<p>Various Projects as Employee of Ove Arup & Partners, Australia:</p> <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. <p>Key Responsibilities: Detailed day-to-day involvement in delivering on the above projects for various state and private sector clients in Australia.</p>

Date:	1988 - 1989 (Full-time: cir. 8 months).
Employer:	Kennedy Henderson Consulting Engineers, UK.
Position held:	Project Engineer (employee)
Description of duties:	<p>Project Name: Dublin Ring Road Transportation Study. Client: Government of Ireland. Funded by: Government of Ireland. 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.</p>

Date:	May 1985 – August 1987 (Full-time: cir. 26 months).
Employer:	Howard Humphreys & Partners Ltd, UK.
Position held:	Transportation Engineer (Employee)
Description of duties:	<p>Involved in various project:</p> <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 UK development schemes (Client: UK Department of Transport).

	Key Responsibilities: Detailed, day-to-day involvement throughout each of the above projects.
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Date:	October 1984 – April 1985 (Full-time: 6 months).
Employer:	Birmingham City Council, UK.
Position held:	Graduate Engineer
Description of duties:	Employee of Birmingham City Engineers, UK. Graduate Engineer, involved with checking building regulations and developing local traffic calming measures in urban areas.

Languages: (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	1	1	1
French	3	3	3

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experience and me.



April 2025

Signature of staff member and authorized representative of the firm

Date

Full name of staff member: **Mark Jonathan Thriscutt**

Full name of authorized representative: **Mark Jonathan Thriscutt**