Simon Miller GROOM

**Profession Consultant in Public Financial and Public Investment Management.**

**Nationality British**

SUMMARY

Simon has dedicated his 30-year consultancy career to improving public sector governance and service delivery across the world. He believes passionately in the provision of high quality, sustainable and equitable public services as a means of raising society’s welfare.

Simon began his career as an economist working on feasibility studies of public sector transport infrastructure projects, first in the United Kingdom and then internationally. He then broadened out to become involved in public financial management, focusing on assisting countries such as Bosnia, Albania and Vietnam to introduce a stronger medium-term perspective and performance orientation to budgeting. Bringing these two elements together, since 2008, he has specialised almost exclusively on advising on public investment management (PIM) reforms, mostly for the World Bank and the IMF. This work has involved participating on PIM diagnostic assessments and providing follow-up technical assistance, including drafting of procedures and guidelines, and advising on legislative changes. His work in this area has taken him to countries in the European Union (Bulgaria, Cyprus, Ireland and Romania), Eastern Europe and the South Caucasus (Azerbaijan, Southeast Balkans, Belarus, Georgia, Moldova, Ukraine) and Africa (Botswana, Ethiopia, Ghana, Kenya, Tanzania & Uganda), as well as to Vietnam. His work has been funded by a variety of multilateral and bilateral agencies including the World Bank, the IMF, Inter-American Development Bank, AfDB, the European Commission and the Governments of the UK, Netherlands, Belgium & Germany.

KEY EXPERTISE

**Public Investment Management:** Development of public investment programmes; public investment screening, appraisal and management procedures and methods; public investment management diagnostic assessments; and climate-informed PIM.

**Public Expenditure Management:** Public expenditure reviews; introduction of medium-term expenditure frameworks and program/performance budgeting; integration of recurrent and capital budgeting; and evaluation of public expenditure management reforms.

**Economic appraisal of infrastructure projects:** cost-benefit analysis and demand forecasting for investments in roads, bridges, airports and water supply.

COUNTRY EXPERIENCE

Albania, Armenia, Azerbaijan, Bahrain, Belarus, Bosnia, Botswana, British Virgin Islands, Bulgaria, Cyprus, Eritrea, Estonia, Ethiopia, Georgia, Ghana, Gabon, Hungary, Ireland, Kazakhstan, Kenya, Kiribati, Kuwait, Laos, Latvia, Lithuania, Macedonia, Malawi, Mauritius, Moldova, Namibia, Oman, Portugal, Romania, Rwanda, Serbia, Tanzania, Turks and Caicos Islands, Turkey, Tuvalu, Uganda, Ukraine, United Kingdom, Vanuatu, Vietnam.

ACADEMIC QUALIFICATIONS

**MA, Development Economics**, Sussex University (1985)

**BSc (Econ.), International Trade & Development**, London School of Economics & Political Science (1984)

LANGUAGES

English (Mother tongue), French (Fair)

SELECTED CONSULTANCIES

2022 Botswana, PIM Expert (IMF)

Member of team carrying out a repeat PIMA and a first Climate-PIMA.

2021-22 Romania, PIM Expert (World Bank)

Analysis of gaps in strategic coordination of public investment and development of proposals for an investment coordination mechanism at the center of government. Prepared procedures for developing a consolidated government investment strategy, for preparing project maturity assessments and for carrying out ex post evaluation. Delivered training on these procedures.

2021-22 Trinidad & Tobago, PIM Expert (Inter-American Development Bank – remote working)

Assessment of legal, organizational and functional arrangements for public investment management and formulation of recommendations for improvements.

2021-22 Ukraine, PIM Expert (World Bank – remote working)

Updating of 2012 public investment management assessment to identify progress and remaining gaps as a basis for formulating recommendations for a sequenced reform program. Responsible for downstream indicators and for overall technical quality of the assessment. Prepared guidance on PIM in a post-war environment.

2021-22 Ethiopia, PIM Expert (World Bank – remote working)

Assisting the PIM Unit in the Planning and Development Commission in developing capacities to appraise projects. Developing guidelines on integrating climate change mitigation and adaptation into project planning and appraisal.

2021-22 Albania, PIM Expert (World Bank – remote working)

Diagnostic assessment of public investment management systems at national level to assess the extent that climate change resilience is considered when making investment decisions. Development of recommendations and implementation plan for introducing climate-informed PIM as a contribution to the country’s NDC Action Plan.

2020-22 Lao PDR, PFM Expert (World Bank – remote working)

As part of ongoing PFM reforms relating to budgeting, assisting the Ministry of Finance in the introduction of a medium-term macro-fiscal framework – the State Budget Policy Statement - as a precursor to budget preparation.

2020-22 Mauritius, PIM Expert (IMF AFRITAC SOUTH – 3 virtual missions)

Revision of the Capital Project Process Manual (renamed Public Investment Management Manual) for the Ministry of Finance and Economic Development. Advice on tools, methods and procedures, including project appraisal guidelines, to support introduction of the new manual. Development of phased reform program.

2020-22 Vietnam, PIM Expert (World Bank)

Diagnostic assessments of public investment management systems at province level using a diagnostic tool with a climate change focus to assess the extent that climate change resilience is considered when making investment decisions. Assessments of Da Lak and City of Da Nang Provinces carried out.

2020 Vietnam, PIM Expert (World Bank – remote working)

Institutional assessment to determine how supportive the legal and regulatory framework is towards the adoption of digital climate change screening data and tools.

2020 North Macedonia, PIM Expert (IMF - FAD)

Team member for diagnostic assessment of North Macedonia’s public investment management system using the IMF’s PIMA framework.

2019-20 Armenia, Georgia, Moldova & Ukraine, PIM Trainer (World Bank)

Developed training in public investment management for sub-national governments. Delivered training in Armenia and Georgia. Moldova & Ukraine training turned into on-line modules because of COVID-19.

2020 Brazil, PIM Expert (Inter-American Development Bank)

Participated in workshop on international experience in public investment management and drafted chapters on the UK and Australian models for a report to government.

2019 Kosovo, PFM Expert (GiZ)

Delivered and developed training on budgeting and classifying capital expenditure. Contributing to development of e-training module and adaptation of PIM information system.

2019 Botswana, PIM Adviser to the Ministry of Finance and Economic Development (IMF AFRITAC South)

During 2 missions, advised on strengthening processes, methods and institutions for better project appraisal and selection. Provided training in project appraisal and prioritization to officials from the finance and sector ministries.

2019 Myanmar, PFM Expert (World Bank)

PFM specialist for public expenditure review of urban transport in Mandalay and Yangon.

2019 Mexico, PIM Expert (Inter-American Development Bank)

Report for PIM Unit on international experience in mega-project management, focusing on experience in the UK and Norway.

2018-19 Ethiopia, PIM Expert (World Bank)

Drafting of templates and guidelines for downstream activities - monitoring, re-appraisal, completion review and impact evaluation - in support of the National Planning Commission’s reform of the public investment management system.

2018 Argentina, PIM Expert (Inter-American Development Bank)

Comparative study of public investment prioritization in the United Kingdom, the Netherlands, France and Australia to glean lessons for the reform of public investment management in Argentina. Participation (remote) in a workshop on international experience.

2017-18 Vietnam, PFM Expert (World Bank)

Advising the City of Da Nang on implementation of a medium-term expenditure framework in line with new requirements for provinces as established by the revised State Budget Law and accompanying regulations.

2017-18 Kenya, Transport Economist (Government of Kenya)

Economic feasibility studies of the upgrading of Nairobi’s Eastern and Northern Bypasses for Kenya Urban Roads Authority and of the A104 – Nairobi to Jomo Kenyatta International Airport for Kenya Highways Authority.

2017 Ireland, PIM Expert (IMF - FAD)

Team member for diagnostic assessment of Ireland’s public investment management system using the IMF’s new PIMA framework.

2017 Tanzania, PFM Expert for Fiduciary Risk Assessment (Belgian Technical Cooperation)

PFM specialist for an assessment of the strengths and weaknesses of national public financial management and procurement systems, and evaluation of the risks for Belgium of using these systems to deliver its assistance program.

2016-17 Kenya, PIM Adviser to the National Treasury (IMF AFRITAC East)

During two missions, prepared draft procedural guidelines for public investment management, and provided advice on organizational arrangements for PIM and on monitoring and evaluation.

2016 Cyprus, PIM Adviser to Directorate General for European Programmes, Cooperation & Development (Government of Cyprus)

Training in project concept development and preliminary screening.

2016-17 Belarus and Vietnam (World Bank)

Lead consultant on assessments of public investment management systems using the World Bank diagnostic framework. Work involved designing a sample survey of ongoing and completed projects.

2016-20 Public Investment Management Reference Guide (World Bank)

Drafted good practice guidelines on public investment management, covering: definitions and concepts; roles & responsibilities; legal & regulatory framework; quality-at-entry procedures; integrating strategic planning, project and budget cycles; designing an appraisal methodology; capital budgeting; monitoring & adjustment; and asset management & *ex post* review. The Reference Guide was published in 2020. Also edited an accompanying case study of South Korea (yet to be published).

2016 Ghana, PIM Expert (IMF - FAD)

Team member for diagnostic assessment of the public investment management system using the IMF’s new PIMA framework.

2015-17 Georgia, PIM Advisor to Ministry of Finance (World Bank)

Prepared manual covering upstream PIM processes (identification, appraisal and budgeting) and advised on procedural and capacity building arrangements. Monitored consultants training central and local government officials in project appraisal.

2015 Romania, PIM Advisor to Ministry of Public Finance (World Bank)

Prepared procedural manual for public investment management and drafted consolidated report on future PIM reforms.

2015 Rwanda, PIM Adviser to Ministry of Finance (IMF - AFRITAC East)

Carried out diagnostic assessment of Rwanda’s public investment management system.

2015 Cyprus, PIM Adviser to Directorate General for European Programmes, Cooperation & Development (World Bank)

Preparation of a methodological manual covering preliminary screening, appraisal and selection of public investment projects. Advice on the regulatory framework for public investment management and preparation of a high-level capacity building plan.

2015 Tanzania, PIM Adviser to Ministry of Finance (IMF - AFRITAC East)

Diagnostic assessment of the public investment management system with a focus on the budgeting and execution stages, in particular commitment control for multi-year contracts. In-depth review of a new Public Investment Management Operational Manual.

2014 Uganda, PIM Adviser to Ministry of Finance, Planning and Economic Development (IMF - AFRITAC East)

Diagnostic assessment of Uganda’s public investment management system with a focus on the independent review function. Contributor to and facilitator for regional conference on public investment management.

2014/16 Ukraine, PIM Adviser to Ministry of Economic Development & Trade (World Bank)

Advising on improvements to Ukraine’s public investment management system, including the required changes to the legal and regulatory framework. Prepared report comparing PIM practices in the UK, Ireland and the Netherlands. Organized study visit to UK Major Project Authority. Developed guidance on project/portfolio monitoring, based on an assessment of international good practice.

2013/15 Vietnam, Medium Term Budgeting for Provincial Roads (World Bank)

Leading a team of national consultants providing technical assistance for the introduction of medium-term expenditure planning for the roads sector at province level. Piloting of a more strategic approach to prioritizing maintenance and investment expenditure on local roads using the World Bank’s RONET tool.

2013/14 Romania, PFM Adviser to Ministry of Public Finance (World Bank)

Part of a World Bank team giving advice to the Minister of Finance on a new regulatory framework for improved public investment prioritization in the context of a Development Policy Loan. Also developed guidance on introducing a program budgeting methodology.

2013/14 Georgia, Public Expenditure Review 2 (World Bank)

Diagnostic study of public investment management systems using new World Bank assessment framework. Preparation of policy note, including reform recommendations and sequencing, as background for a second Programmatic Public Expenditure Review.

2012/13 Kenya, A104 (JKIA Turnoff to Likoni Road) & Moyale-Wajir Roads (Kenya National Highways Authority)

Lead economist on feasibility studies for two very different roads, one in congested Nairobi and the other in the sparsely populated northeast of the country. Responsible for traffic forecasting, establishing parameters for HDM 4 analysis, assessing developmental impact and recommendations on investment options.

2012/14 Azerbaijan, Public Investment Capacity Building Project (World Bank)

Technical assistance to the Public Investment Department of the Ministry of Economic Development in strengthening public investment management systems. Reviewed existing legislation and regulations, and prepared draft procedural guidelines for PIM. Arranged and accompanied study visits to countries with recognized good practices – S. Korea, Norway and Slovenia.

2012/13 Moldova, Public Expenditure Review (World Bank)

Carried out a diagnostic study of public investment management systems and prepared recommendations as an input to a public expenditure review. Provided specific follow-on advice on improvements to the legal and regulatory framework as part of a DPO.

2012/14 Georgia, Tbilisi City Capital Investment Planning (World Bank)

Monitoring implementation of a project to improve capital investment planning and budgeting by Tbilisi City.

2011 Kazakhstan, High-Level Brainstorming Session on Fiscal Decentralization (World Bank)

Responsible for leading discussion on local government investment planning and financing in regular thematic brainstorming session with the Prime Minister and selected cabinet members.

2011/13 West Bank & Gaza, Vietnam and Tanzania, Fiduciary Risk Assessment of Using National Systems for Project Execution (Belgian Technical Cooperation)

PFM specialist for three assessments of the strengths and weaknesses of national public financial management (PFM) and procurement systems, and evaluation of the risks for Belgium of using these systems to execute project support in the context of the Paris Declaration and Accra Agenda for Action.

2011 Gabon, Ndende-Tchibanga Road Upgrading (African Development Bank)

Economist on feasibility study of improvements to this important national road opening up a large area of the country’s under-exploited forestry potential. Responsible for traffic forecasts, establishing parameters for economic analysis (HDM 4) and for recommendations on investment options.

2011 Rwanda, Fiduciary Risk Assessment of Using National Systems for Project Execution (Belgian Technical Cooperation)

Independent reviewer for an assessment of the strengths and weaknesses of PFM systems and evaluation of the risks for Belgium of using these systems to execute its project support in Rwanda.

2010 Armenia, Improving Public Investment Management (World Bank)

Within the framework of a budget support operation (DPO), provided brief advice to the Ministry of Economy on a draft white paper for improving the public investment assessment system.

2010-12 Georgia, Improving Capital and Programme Budgeting (World Bank)

Within the framework of a budget support operation (DPO), provided advice to the Ministry of Finance on improving capital budgeting and planning in order to improve the efficiency and effectiveness of public investment, and prepared a related chapter for a Public Expenditure Review. Proposed improvements to the 2011 Budget instructions and longer-term improvements to the wider public investment management system. Also reviewed proposals for introducing programme budgeting and assessed progress in their implementation.

2009-10 Albania, Integrated Planning System - Support to Medium-Term Programme Budget (World Bank administered Multi-Donor Trust Fund)

Prepared 3 Sector Guides (Ministry of Works, Transport and Communications; Ministry of Agriculture and Food; Ministry of Economy and Trade) dealing with conceptual and practical aspects of implementing the government’s adopted performance-based budgeting system – the Medium Term Budget Programme (MTBP), a core component of its Integrated Planning System. Also responsible for leading a team providing on-the-job support to the three ministries during preparation of the 2011-2013 MTBP.

2009 Bahrain, Performance-Based Budgeting (Kingdom of Bahrain)

Member of a team advising the Ministry of Finance on the introduction of an output-based performance budgeting approach. Prepared a paper on international experience in performance-based budgeting and the advantages of an output orientation. With responsibility for the projects budget, contributed to the design and testing of an appropriate methodology for Bahrain.

2009-10 Egypt/Brussels, Aid Delivery Methods, Public Financial Management Training (European Commission)

Trained staff from EC delegations in all aspects of public financial management.

2009-10 Western Balkans, Public Investment Management Study (World Bank)

Lead consultant on a comparative assessment of public investment management practices in Serbia, Montenegro, Kosovo, Macedonia, Bosnia and Albania. Including design and testing of diagnostic survey, preparation of Serbia, Bosnia and Albania country reports, and drafting of synthesis report.Presented findings at an international conference.

2008-09 Bulgaria, Improving Public Investment Management (World Bank)

Advised the Ministry of Finance on introducing streamlined procedures for planning and budgeting nationally funded public investment so that nationally funded and EU funded projects are subject to consistent procedures. Design and delivery of related training.

2008 Serbia, International Good Practice in Public Investment Management (World Bank)

Preparation and presentation of policy paper on international good practice in public investment management and presentation to government officials.

2005-08 Vietnam, Medium Term Fiscal and Expenditure Framework (World Bank administered Trust Fund)

Worked as a member of a team designing and piloting a methodology for a medium-term fiscal and expenditure framework for central and provincial governments. Provided guidance and training to: (i) the Ministry of Transport and provincial transport departments in introducing medium-term expenditure planning; (ii) the Ministries of Finance and Public Investment on the development of a macroeconomic framework and fiscal strategy to underpin the MTEF. Advised the Ministry of Public Investment on planning and managing public investment within the MTEF.

2006 Fiscal Cost of Infrastructure Provision in Africa (World Bank)

Public financial management advisor for a study to create a baseline of the fiscal costs of providing infrastructure in Sub-Saharan Africa. Advised on survey design and content, and tested a survey questionnaire for application in 21 SSA countries.

2005-06 Eritrea, Asmara-Keren Road (AfDB)

Economist on feasibility study of improvements to this important national road. Responsible for traffic forecasts, establishing parameters for economic analysis (HDM 4) and for recommendations on investment options.

2005-08 Moldova, Improving Public Investment Management (DFID)

Advisor to the Ministry of Finance on improving procedures for planning, approval and monitoring of public investment activities within the framework of ongoing MTEF reforms. Assisted with the implementation of a formal project identification and preliminary screening stage to the project cycle, linking closely to the MTEF. Drafted proposals for a regulation introducing improved arrangements for capital investment planning and budgeting.

2005-08 Macedonia, PFM Training and Technical Support (Netherlands Ministry of Foreign Affairs)

Provided training (formal and on-the-job) and ad hoc technical support in public financial management to staff of the Embassy of the Netherlands.

2004 Rwanda, Improving the Development Budget (DFID)

Advisor to the Ministry of Economy and Finance on improving the comprehensiveness and accuracy of the development budget and on ensuring its integration with the recurrent budget.

2004-05 Albania, Strengthening Public Expenditure Management (DFID)

Provision of assistance to Ministry of Finance in introducing output-based budget procedures in pilot ministries as part of an ongoing process of strengthening the medium-term budget framework (MTBF).

2004-05 Kenya/Tanzania, Arusha-Namanga-Athi River Road Upgrading (African Development Bank)

Economist on feasibility study of improvements to this important international road. Responsible for traffic forecasts, establishing parameters for economic analysis (HDM 4) and for recommendations on investment options.

2004 Ghana, Public Expenditure Review (DFID/World Bank)

Responsible for assessing the overall poverty stance of public expenditure, including the consistency between recent budgets, particularly in health and education, and the Ghana Poverty Reduction Strategy. Assessed the extent to which significant strategic resource reallocations have been achieved in order to improve service delivery to the poor.

2005 Kenya, Nakuru Roads Feasibility Study Update (Word Bank)

Development economist on update of feasibility study for rehabilitation of the main road to Western Kenya and Uganda. Updated traffic forecasts and revised economic parameters for use in HDM 4.

2003 Ethiopia, Arba Minch-Jinka and Gondar-Humera Roads (European Commission)

Economist for pre-feasibility studies of upgrading/rehabilitation options for two important trunk roads in the south and north of the country.

2003-04 Ethiopia, Woito-Namraputh and Konso Yabelo Road (African Development Bank)

Team leader for economic feasibility study of upgrading two dry-weather, gravel roads in the southern lowlands.

2003 Albania, Strengthening Public Expenditure Management (DFID)

Technical support to the Ministry of Agriculture and Food in developing a model programme budget for the Irrigation and Drainage Programme as part of an initiative to test an output-oriented budgeting approach and further deepen the MTEF.

2003 Rwanda, Cyangugu-Bugarama Road, (African Development Bank)

Economist on feasibility study for rehabilitation of this badly deteriorated paved road. Overall responsibility for economic analysis of the project; direct responsibility for traffic forecasting and establishing economic parameters for application in HDM 4.

2003 Kenya, Ministerial Public Expenditure Review (European Commission)

Technical support to the Ministry of Roads, Public Works and Housing in carrying out a review of its expenditure prior to MTEF/budget preparation.

2002 Romania, Sustainable Development Project (DFID)

Institutional advisor and team leader assisting the Government of Romania in the design of a project to strengthen local government capacity in the implementation of sustainable development principles.

2002 Rwanda, Transport Sector Expenditure Review (World Bank)

Leader of a team of local consultants responsible for strengthening the capacity of the Ministry of Public Works, Transport and Communications to perform sector expenditure reviews and prepare strategically prioritized, output-focused budget submissions as part of the MTEF.

2001-02 Macedonia, Support to the Public Administration Reform Unit (DFID

Provided assistance to the Ministries of Transport and Environment in carrying out a functional analysis of their operations.

2001 Serbia, Macroeconomic Task Force (DFID)

Design of a project to provide support for strengthening the capacity of the Macroeconomic and Fiscal Analysis Department of the Ministry of Finance.

2001 Macedonia, Country Strategy Evaluation (European Commission)

Member of a team evaluating the EC assistance strategy for Macedonia. Responsible for evaluating the performance of the roads and environment sector programmes.

2001 Albania, Country Strategy Evaluation (European Commission)

Member of a team evaluating the EC assistance strategy for Albania. Responsible for evaluating the performance of the roads and agriculture sector programmes and drawing out lessons for the design of the CARDS programme.

2001 Macedonia, Budget Strategy (World Bank)

Assisting the Ministry of Finance to improve the link between policy formulation and public expenditure by developing a resource-constrained budget strategy dealing with key fiscal policy options for the 2002 Budget. Provided guidance on introducing a programme-based approach to budgeting and gave training to MoF and line ministry staff in aspects of performance-based budgeting.

2000 Uganda, Country Strategy Evaluation (European Commission)

Member of a team evaluating the EC assistance strategy for Uganda. Responsible for evaluating the performance of the road sector programme and drawing out lessons for the design of the 9th EDF programme.

2000-02 Romania/Bulgaria/Slovakia/Estonia/Lithuania/Latvia, Strengthening Capacity in Environmental Project Development (DFID)

Monitoring consultant for a programme of projects to develop sustainable training capacity in project preparation for local authorities applying for external financing of environmental infrastructure projects.

2000 Turks and Caicos Islands, Evaluation of Micro-Projects (European Commission)

Evaluation of the 7th EDF micro-projects programme and preparation of the 8th EDF micro-projects programme.

1999-00 Romania/Bulgaria/Hungary, Strengthening Capacity in Environmental Project Development (DFID)

Preparation of 3 projects to develop sustainable training capacity in project preparation to assist local authorities in applying for external financing of environmental projects. Responsible for conducting an analysis of the institutional, financial and social framework for the project support and for preparing the project documentation for the funding decision.

1999 Kenya, Nakuru Roads (World Bank)

Development economist on feasibility study for rehabilitation of the main road to Western Kenya and Uganda. Responsible for establishing the economic context for the project, for traffic forecasting and for establishing economic parameters for use in HDM.

1998 Kenya, Ministerial Public Expenditure Review (World Bank)

Provided support to the Ministry of Public Works and Housing in refining its MPER as part of ongoing efforts by the GOK to improve the budget preparation process by introducing a MTEF.

1998-99 Rwanda, Social Sector Expenditure Review (DFID)

Working alongside local consultants, responsible for reviewing policies and expenditures in the water supply and sanitation sub-sector and development objectives in the sector, and for making forward budget projections. The work later fed into the nascent MTEF process being developed in Rwanda.

1999-00 Bosnia, Medium Term Expenditure Framework (World Bank)

Team member for an exercise to prepare a Medium-Term Expenditure Framework for the Government of the Federation of Bosnia Herzogovina and the Government of Republika Srpska.

1999 Bulgaria, Public Investment Programme (World Bank)

Reviewed IDF project to strengthen public investment programme and evaluated the current capacity building needs in the Ministry of Finance for appraising and monitoring public investments.

1998 Bosnia, Public Investment Programme (World Bank)

Member of a team reviewing the existing capacities and procedures for public investment planning and developing proposals for the establishment of a public investment programming process.

1998 Romania, Accession Strategy (European Commission)

Team leader for project to support the Ministry of Finance in preparing a medium-term economic strategy for accession to the EU.

1997 Kazakhstan, Aral Sea Water Supply and Sanitation Project (World Bank)

Responsible for reviewing demand forecasts, least cost analysis of alternative investment options, and defining the framework and parameters for the cost benefit analysis of proposed investments for two towns and surrounding rural areas.

1996-97 Romania, Public Investment Prioritising Project (European Commission)

In-Country Programme Manager for a one-year technical assistance project to develop and institutionalise a system for public investment programming consistent with fiscal constraints. Managed inputs from 15 short term consultants covering: strengthening macro-fiscal forecasting; design of improved public investment management system; and sector specific support (transport, mining, irrigation, education and health). Led the design and delivery of a major training programme in project appraisal.

1995 Turks and Caicos Islands, Economic Advisor to Government (DFID)

Responsible for the preparation, monitoring and review of the Public Sector Investment Programme. Advised on fiscal management and produced forecasts of government revenue for budget preparation Assisted in promoting a project cycle management methodology and initiated training of a counterpart in its application. Provided advice on: airport terminal development and the economic impact of private investments in tourism.

1995 Kenya, Road Bridges Project Phase III (DFID)

Prepared traffic forecasts and carried out economic appraisal of two bridge projects (Baricho and Sigiri). Also assessed economic analysis and planning techniques used for the bridging programme.

1994 Vietnam (desk study), Noi Bai Airport (DFID)

Economic appraisal of a proposed new passenger terminal.

1994-5 Ghana, Achimota-Anyinam Road (African Development Bank)

Principal economist responsible for economic appraisal of the rehabilitation and upgrading to dual carriageway standard of the strategically important link between Accra and Kumasi.

1994 Namibia, Public Expenditure Review (World Bank)

Infrastructure economist responsible for analysing the intra- and inter-sectoral efficiency of public expenditure - capital and recurrent - on economic infrastructure, especially roads.

1994 Malawi, Limbe-Thyolo-Mulanje-Muloza Road (DFID)

Principal economist on a feasibility study of a project to upgrade the road to serve better Malawi's tea growing areas. Responsible for analysis of the local economy in the road's zone of influence, traffic forecasting and economic appraisal.

1994 Kenya, Strategic Plan for the Roads Sector (World Bank)

Technical assistance to the Roads Department for the preparation of its strategic plan.

1993 Kenya, Evaluation of Cereals Sector Reform Programme (European Commission)

Responsible for analyzing the impact of the programme on the financial performance of the National Cereals and Produce Board and for assessing the impact and functioning of the Crop Purchase Revolving Fund, the largest component of the programme.

1992-93 Oman, Fishing Habour Development (Sultanate of Oman)

Economic and social appraisal of three new fishing harbours.

1992 Mauritius, Upgrading of Port Louis Container Terminal (Mauritius Port Authority)

Prepared forecasts of containerised imports and exports.

SUMMARY of ASSIGMENTS As EMplOYEE of SIR ALEXANDER GIBB

1992 Botswana, Small Dams Study (Government of Botswana)

Assessed economic and social benefits of small dam construction and prepared planning guidelines

1992-93 Portugal, Lisbon Tourism Study (Municipality of Lisbon)

Prepared 10-year demand forecasts and assessed economic impact on city’s economy.

1992 Montserrat (desk study), Blackburne Airport Development Study (DFID)

Estimated tourism benefits for local economy from airport expansion.

1991-93 Kenya, Tea Roads Rehabilitation Feasibility Study (DFID)

Developed concise methodology for prioritising simple rehabilitation and maintenance measures.

1991-92 South Pacific, Air Transport Study (European Commission)

Economic appraisal of investment in improved airport infrastructure for Vanuatu, Kiribati and Tuvalu.

1991 Seychelles (desk study), Mahé Integrated Water Supply Project (World Bank)

Economic and financial analysis of alternative water supply schemes.

1991 Turkey, Southeast Anatolia Transportation Study (Government of Turkey

Analysis of freight transport costs to establish parameters for inter-modal transportation model.

1990 UK, Farringdon/Buscot Water Supply Study (Thames Water)

Prepared water demand forecasts.

1990 Turks and Caicos Islands, Providenciales Airport Runway Reconstruction (DFID)

Estimated benefits from increased tourist benefits and carried out cost-benefit analysis.

1990 Oman, Roads Feasibility Studies and Prioritisation (Sultanate of Oman)

Traffic forecasting, economic appraisal and prioritization of project proposals for national plan.

1990 UK, A13 Prince Regent’s Lane Junction, London (Dept. of Transport)

Economic appraisal of grade separation.

1990 British Virgin Islands, Beef Island Airport Access (DFID)

Appraisal of proposed upgrading of bridge to Beef Island.

1989-90 UK, King’s Cross Railways Bill, House of Commons Select Committee Proceedings

Supported expert witness for British Rail.

1989-91 Kenya, Mombasa South Coast Link Road (DFID)

Assessed traffic generation from induced industrial development.

SUMMARY of ASSIGMENTS As EMplOYEE of WS Atkins

1988-89 UK, Severn Barrage Regional Economic Impact Study (Severn Tidal Power Group)

Estimated regional economic development impact in terms of employment creation and income generation from construction and operation of the proposed barrage.

1992 UK, Severn Crossing Traffic Growth Study (Dept. of Transport)

Traffic forecasting for proposed second bridge.

1987-88 Kuwait, Development of Traffic Models and Public Transport Corridors (Municipality of Kuwait)

Survey manager and statistical analyst for traffic forecasting.

1987-89 UK, Development of Traffic Management and Accident Prevention (Dept. of Transport)

Economic appraisal of small schemes to improve network capacity and safety on London’s roads.