

Peter Darley

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Profile:

Experienced Consulting Engineer/Economist and Team Leader/Project Manager with substantial international experience across a range of sectors, including water resources, water supply, hydropower, irrigation, ports and transport, oil and gas. Skilled in management of multi-disciplinary teams, both local staff and expatriates, integration of engineering and economics, costing, economic/financial appraisal, and writing/editing of complex technical/economic reports, often within tight deadlines. Articulate and numerate, with well-developed language skills (French, German, Spanish, Russian), presentation and communication skills, IT skills and cultural awareness. Experience of business administration, including strategy formulation, market research, and development/implementation of sales processes and databases. Also experienced in business development and the requirements of international funding agencies.

Areas of Expertise:

1. Project Management/Technical Leadership

- Founder and director of **Camden Railway Heritage Trust**, a charity concerned with preservation and restoration of railway and associated heritage, public access and education. Responsible for funding, restoration projects, and administration. Developed relationships with local government authorities, public/private sector stakeholders, national infrastructure companies, developers and other partners. Enlisted public support and funded Trust through guided walks, presentations, newsletters, and campaigns. Wrote, funded, published and sold acclaimed booklet on Railway Heritage Trail. Made two successful applications to English Heritage to upgrade sites to Grade II*, with a further application under review (*ongoing*).
- Team Leader during first phase of \$7M **Red Sea – Dead Sea Water Conveyance Feasibility Study**. Examined options for conveyance system to carry up to 60 m³/s from Red Sea to Dead Sea. Facilities included a desalination plant (up to 860 Mm³/year capacity), hydropower plant, potable water transmission pipelines and associated pumping stations and reservoirs. Set up Project Office and developed working relationships in Jordan, Israel and Palestine. Planned and initiated multi-disciplinary approach to complex set of technical, environmental and economic issues (*2008*).
- **Disi-Amman Water Conveyance Project, Jordan** - responsible for leadership of joint venture for BOT project; technical, economic and financial studies including financial modelling, and development of concepts and proposals (*1996-2000*).
- Team Leader responsible for establishment, organisation and operation of **Project Preparation Unit** within Ministry of Land Reclamation, Egypt. Managed up to 15 expatriate and 30 local professional staff. Arranged formal and informal training and equipment procurement. Led preparation of two major feasibility studies (*1984-88*).

2. Engineering Consultancy

- Led preparation of **Uvat Preliminary Design Report**. The objective was to reduce significantly the costs of civil infrastructure supporting oilfield development in the peat bogs of Tyumen province, Russia, by selective use of geotextiles (*2007-08*).

- Infrastructure and Logistics Team Leader on **Kovykta Gas Condensate Project** for Russia Petroleum (incl. TNK-BP), a \$1.1 Bn regional project and major gas export scheme. Planned logistics of supply and infrastructure upgrade including rail, ice road, river barge, and sea transport to East Siberia, working with local engineers (2004-05).
- Technical Team Leader on **Aqaba Port Study** for Ministry of Planning, Jordan. Turned around a failing project and produced report for implementation of the \$150M project (2004).
- Chief Project Engineer on Water Utilisation Phase of **Great Man-made River Project**, Libya. Directed irrigation, water distribution and infrastructure engineering teams undertaking full range of services from concept planning through design, tender document preparation, tendering and implementation of works totalling over \$2 Bn in installed cost (1988-2002).

3. Economic/Financial Consultancy

- **Nigeria Infrastructure Advisory Facility**, leading team advising the Federal Ministry of Agriculture and Water Resources on the legal and regulatory framework for PPP, on water resource projects suitable for the introduction of the private sector and on appropriate contract forms (2008-09).
- Prepared **Master Plan for Water Sector Development** as integral part of economic plan for Office of the Prime Minister, Algeria, examining cost of water according to source and value of water by use to formulate water allocation strategy and irrigation development plan (2001).
- Economist on World Bank funded **MWSS II Project**, augmenting public water supply to Greater Manila. Established macro-economic model for water demand linked to growth of economy and price/income sensitivity. Carried out economic/financial appraisal and formulated tariff policies (1984).
- Economist on numerous water resources, hydropower and irrigation project studies, including market analyses, power system and load allocation studies, project optimisation and economic/financial appraisal (*various*).

4. Business Administration

- Led team of six engineers/analysts in preparation of **Europe Business Plan**, to direct penetration of CEE markets, providing market research and analysis (2002).
- Directed production of **2001 Business Plan** and formulated **Global Water Strategy** (2001).
- Guided introduction of **corporate sales processes**, developed **management reporting systems**, and planned and implemented **sales prospects database** with about 50 users (2001-04).

Career History:

January 2007-date Camden Railway Heritage Trust

Set up charitable trust to protect and restore major railway heritage dating from the first main line into London, working with local authority, English Heritage, Network Rail, National Grid, British Waterways, property developers, grant funding organizations and others to link the sites via a Railway Heritage Trail and create public access to the sites. Wrote Historic Area Assessment report as consultant to English Heritage on the significance of the heritage assets in the former Camden Goods Depot (2010).

July 2005-date Freelance Consultant

Worked on Nigeria Infrastructure Advisory Facility for Adam Smith International. For Coyne et Bellier, led preparation of successful proposal for Red Sea - Dead Sea Conveyance Feasibility Study, and undertook Team Leader role for first phase. Engaged by Granherne on Uvat Preliminary Design Report and on contract strategy and infrastructure and logistics for oilfield development projects in West, Central and East Siberia and UK for TNK-BP as client.

1988-2005 Kellogg Brown & Root

Employed by KBR, an international engineering and project management company, on consulting services and major projects, undertaking EPC projects on a selective basis, and participating in major PFI/PPP projects within alliances and consortia. The UK regional HQ covered all regions except the Americas and Asia-Pacific regions. Undertook the following roles:

2004-2005 Technical Team Leader

Engaged on a variety of pre-investment planning and investment justification projects, principally Aqaba Port Study and Kovykta Gas Condensate Project.

2001-2004 Sales Support Manager

Responsible for coordinating and guiding introduction of opportunity appraisal and sales management processes across the Infrastructure business, and developing, implementing and supporting/administering the sales prospects database. Provided a range of services, including market research, strategic analysis, business planning, portfolio analysis and management reporting.

1997-2001 Business Development Manager

As a seller-doer, was responsible for business development through to delivery to the client, contacts with funding agencies, job acquisition and project execution of Water Division work in Africa and Middle East. Also pursued major projects (leases and BOT) in the region. Typical projects were the \$10M water sector rehabilitation outside Beirut, funded by the World Bank, and the \$600M BOT Disi-Amman Water Conveyance Project.

1992-1996 Technical Department Manager, Water Resources & Environment

Responsible for technical work, interviewing and recruitment, staff deployment, training and administration. The department provided support to, and engaged with, both projects and business development.

1988-2002 Chief Project Engineer, Water Utilisation Phase, Great Man-made River Project

Built up and led irrigation, engineering teams responsible for concept planning, design, tender document preparation and tendering, through to implementation of major irrigation and water supply schemes.

1984-1988 WS Atkins, Project Preparation Unit, Egypt

As above, under Project Management/Technical Leadership

Before 1984

Trained initially as a Drilling Engineer with Shell Exploration and Production, moving into offshore oil and gas exploration in the North Sea for two years. Following an MSc course, reoriented towards civil engineering, working on hydropower, ports and irrigation projects principally for consulting firms - Binnie & Partners, Electrowatt, and Coode & Partners. These assignments were focused overseas and involved a number of longer-term postings, generally as team leader, as well as shorter visits. Following completion of an Economics degree, assumed the roles both of technical specialist and economist/financial analyst on many projects, and responsibility for assembling and editing the contributions of a multi-disciplinary team.

Education:

- MA in Mechanical Sciences, Cambridge University, 1969
- MSc in Irrigation Engineering, Southampton University, 1970
- BSc in Economics, London University, 1975

Interests:

- Skiing, scuba diving, swimming, running
- Gardening and carpentry
- Local railway heritage and heritage conservation