

## TIM YATES

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<b>Contact details</b>	Tel:	+44 20 7735 0735, +44 (0) 7904069851
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Year of birth	1947	

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<b>Qualifications</b>	MSc, financial economics, SOAS, University of London, 2001 MBA (distinction), Kingston Business School (1990/2) Postgraduate certificate in economics (distinction), Birkbeck College, London University (1988/9) BSc, civil engineering, University of Westminster, London (1965/9) Member, International Consulting Economists' Association Member, Transport Economists' Group Fellow, Royal Society of Arts
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<b>Languages</b>	English	mother tongue
	German	excellent
	French	fair

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<b>Countries of work experience</b>	<u>Asia:</u>	China, Vietnam, India, Pakistan, Bangladesh, Sri Lanka, Turkey, Malaysia, Indonesia, Turkmenistan, Korea, Nepal, Georgia, Kazakhstan
	<u>Europe:</u>	UK, Ireland, Estonia, Latvia, Bulgaria, Romania, Poland, Czech Republic, Russia, Albania, Lithuania, Armenia
	<u>Others:</u>	Yemen, Jordan, Guyana, Kenya, Tanzania, S Africa, Cameroon, Zimbabwe, Swaziland, Trinidad, Dubai, Ghana, Uganda, Nigeria

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Tim Yates is an economist and financial analyst specialising in transport and environmental projects. He has 25 years' consulting experience, during which time he has advised on a range of overseas highways and rural road projects, inland waterways, water, wastewater and solid waste management projects and on flood and coastal defence schemes.

He has worked as transport economist or financial analyst on many ADB transport PPTAs in the far east, central and south Asia - and was co-author of a financial model widely used on ADB transport feasibility studies. He has also worked on highways projects in Kenya and Uganda, Georgia, Yemen and Malaysia and has completed axle load studies in Dubai for the Roads and Transport Authority and in the Philippines. He has extensive HDM4 experience and has undertaken training programmes for roads engineers in Nepal for ADB in 2007 and for the EU in Malawi in 2015.

His environment sector work includes roles as economics team leader on projects proposed for ISPA or Cohesion Fund funding in Estonia, Romania and Latvia. He completed an appraisal of a landfill remediation project in Bulgaria. In 2013 he undertook a willingness to pay study for a water quality improvement project in China for ADB.

He participated in the project completion review of the Nigerian Infrastructure Advisory Facility in November 2011.

He has worked on transaction advisory, preparatory or mid-term review assignments for PSP/PPP in the water sector in South Africa (Durban), Albania, Jordan, Sri Lanka, Guyana, Trinidad and Saudi Arabia.

In addition he was responsible for official UK government guidance on the economic appraisal of river and

## Selected experience

2006-2017

*Independent consultant*

**Vietnam: TA-9002-VIE Sustainable and resilient urban development**

Urban economist: housing finance options, cost-benefit analysis of storm- and flood-proofing.

Client: Asian Development Bank

**Nepal: Infrastructure and vertical structures**

Transport economist: prioritised program of highway and feeder road maintenance interventions

Client: Millennium Challenge Corporation

**Central Asia: Staff consultant 106694-REG Economist for Transport projects**

Transport economics inputs as required: review of project evaluation reports, evaluation of Armenia M6 upgrade. Re-evaluation of N50 and N65 upgrades in Pakistan, CAREC II and III upgrades in Uzbekistan and Tajikistan.

Client: Asian Development Bank

**China: TA 8922-PRC Xinjiang Changji Integrated Urban-Rural Infrastructure Project**

Economic analysis of project sub-components: solid waste management, urban roads, carbon sequestration, water supply.

Client: Asian Development Bank

**Kazakhstan: ADB TA-8414 Preliminary Economic Analysis for performance-based Road Maintenance**

Transport economist: analysis of alternative maintenance strategies using HDM-4.

Client: Asian Development Bank

**Armenia: ADB TA-8710 Strengthening Sector Management Capacity in Road and Water Sectors**

Roads economist: development of a road sector financing plan.

Client: Asian Development Bank

**Malawi: Technical assistance under the Malawi Road Sector Policy Support Programme**

HDM-4 expert: training and guidance on development of a sector investment programme.

Client: EU Delegation

**Kenya: Development and Implementation of National Transport Funding Policy**

Roads economist: development of highway tolling options

Client: Trade Mark East Africa

**Kenya: Additional Low Volume Sealed Roads Feasibility Study 2013**

Transport economist: development of low cost seals for use on rural roads in five regions in Kenya

Client: ADF

**China: ADB TA-8151 Hubei Huanggang Integrated Urban Environment Improvement project**

International economist & financial analyst: economic evaluation (including contingent valuation survey) of environmental improvements and SWM

Client: Asian Development Bank

**Tanzania: Irrigation and Rural Roads Infrastructure Project (IRRIP2)**

Road and irrigation planner/economist. Assessment and prioritisation of rural roads and irrigation projects.

Client: USAID (Feed the Future initiative)

**China: TA-7988 Anhui Intermodal Sustainable Transport Project**

Economic evaluation of four road improvement proposals and an inland waterways project in Anhui province.

Client: ADB

## Selected experience

**Nigeria: Project completion report on the Nigerian Infrastructure Advisory Facility (NIAF)**  
Part of a four person team evaluating the performance of NIAF over the past three years. Focus was on value for money in the transport sector.

**Client: DFID**

**Uganda: Road sector development programme 3**

Transport economist: development of a sector wide priority investment programme for 2012-13 to 2021-22.

**Client: Uganda Ministry of Works and Transport**

**Grenada: St Johns flood mitigation project**

Development economist: assessment of expected flood damage arising from flooding around St Johns river, Grenada.

**Client: Ministry of Works, Physical Development and Public Utilities**

**Bangladesh: Priority roads project**

Transport economist and traffic engineer: economic appraisal of adding capacity to three roads - the Joydevpur-Hatikamrul, Dhaka-Mawa-Bhanga and Faridpur-Barisal roads. The work involved estimating diversions across the proposed Padma bridge. Costs and benefits were evaluated using HDM4.

**Client: ADB (TA 7383-BAN)**

**Uganda: Kampala bypass capacity enhancement (lot B)**

Transport economist: economic assessment of proposals to dual or otherwise increase the capacity of 17km of the recently opened northern bypass.

**Client: Uganda National Roads Administration**

**France: Water for All executive training**

Lecturer: four day module on financial management to water company managers.

**Client: AgroParisTech**

**Montenegro: Danilovgrad municipal infrastructure project, technical and cost review**

Financial and economic assessment of proposals to improve water and sewerage services in Danilovgrad.

**Client: EBRD**

**Mozambique: Water PPPs**

PPP options study for follow-on arrangements in Maputo and options for one other area.

**Client: IFC**

**Philippines: Managing truck overloading in the Philippines**

Transport economist: appraisal of the costs and benefits of enforcing axle load limits, using HDM4 to evaluate changes in vehicle operating costs.

**Client: Dept of Public Works and Highways and AusAid (project RA009-1)**

**Nigeria: Port Harcourt Ring Road**

Financial analysis and economic review of proposal to construct a ring road around Port Harcourt using private finance.

**Client: Roughton International (for Africa Finance Corporation)**

**Uganda: Rukungiri-Ishasha and Kyenjojo-Hoima-Kigumba roads (lot D)**

Transport economist: economic assessment of proposals to upgrade approx 300km of gravel roads in western Uganda.

**Client: Uganda National Roads Administration**

**Georgia: Ajara bypass roads development project**

Transport economist and financial analyst on ADB PPTA project: economic appraisal, traffic projections, diversion modelling, toll evaluation, highway funding, financial projections.

**Client: ADB (PPTA 7059-GEO)**

## Selected experience

### **Mozambique: Liberdade financial assessment**

Financial assessment of a proposal by EMA, a Mozambican enterprise, to take over water supply responsibilities in Bairro da Liberdade, Maputo.

**Client:** WSUP

### **UK: Audit of Bristol Water's and Severn Trent's PR09 CBAs**

Economist: audit of Bristol Water's and Severn Trent's cost benefit analyses undertaken for PR09.

**Client:** Bristol Water/Severn Trent Water

### **UK: Draft regulatory impact assessments**

Economist: review of consultants' draft regulatory impact assessments for the water framework directive.

**Client:** Environment Agency

### **Ghana: Accra bus rapid transit pilot project**

Transport economist: economic and financial appraisal of proposed BRT project.

**Client:** Department of Urban Roads/World Bank

### **Ghana: Transport sector planning and integration plan**

Financial analyst assessing transport costs and sector financing.

**Client:** Ghana Ministry of Finance and Economic Planning

### **Nepal: Capacity building in road feasibility study**

Transport economist: workshops, training and case study using HDM4, RED etc.

**Client:** ADB (TA-4825 NEP)

### **Dubai: Axle loading and relevant economic impacts**

Assessment of the economic impacts of enforcing axle load limits in Dubai.

**Client:** Dubai Roads & Transport Authority

### **UAE: Due diligence of Metito Holdings Ltd**

Review of business plan, financial projections and competitive position of MHL, a supplier and operator of desalination plants.

**Client:** IFC

### **India: Financial analyst supporting small town WSS**

Short term consultancy supporting business planning in small town water utilities.

**Client:** World Bank (WSP)

1996-2006

*Halcrow Group Limited - Associate*

### **China: Western Guangxi roads development project**

Transport economist and financial analyst on ADB PPTA project: economic appraisal, traffic projections, diversion modelling, toll evaluation, highway funding, rural road evaluation, poverty impact, financial projections

**Client:** ADB (PPTA 4792-PRC)

### **UK: Northern Ireland Water Services - review of costing methodology**

Review of costing methodology and application of UK Treasury "optimism bias" estimates in run up to corporatisation of NIWS in 2007.

**Client:** NIWS

### **Bangladesh: Dhaka eastern bypass and flood control embankment multipurpose project - updating and upgrading of 1998 study**

Economist: appraisal of transport and flood defence benefits and financial appraisal of gains in land values.

**Client:** Bangladesh Water Development Board

## Selected experience

**Jordan: PSP strategy and poverty issues**

Financial expert: strategy papers were drafted on international and local trends in water PSP, and on access to services by the poor. Conclusions were drawn and recommendations made on the future direction to be taken.

**Client: European Commission**

**UK: Economics support to TE2100**

Cost benefit analysis advice to team preparing high level options for flood defence in the Thames estuary, London.

**Client: Environment Agency**

**Pakistan: Capacity building for environmental management in Sindh (ADB TA 4432-PAK)**

Financial economist, advising on international best practice on water, sanitation and solid waste management tariffs and practical implementation in Sindh.

**Client: ADB (TA 4432-PAK)**

**China: Talled highway study**

Financial modelling advisor during study of market entry strategies for a Korean company considering investment in the Chinese toll road market.

**Client: SK Group (Korea)**

**Jordan: Financial benchmarking, Amman**

Financial expert: a financial review of Aqaba Water Company and recommendations on financial indicators as part of a benchmarking exercise.

**Client: European Commission**

**Romania: TA for the preparation of Baia Mare ISPA application**

Financial, economic and regulatory appraisal of Baia Mare water supply as part of EU ISPA fund application process. Financial modelling, tariff design, affordability issues.

**Client: Ministry of Public Finance**

**Albania: Transaction advice for Berat-Kucova concession**

Financial analyst/water economist undertaking assessment and potentially concession (PSP) design for Berat and Kucova. Tariff design and affordability issues addressed.

**Client: OSH/KfW**

**Yemen: Amran-Aden Road: section 2 from Dhamar to Taiz**

Economic appraisal of proposed 156km highway using HDM4: road user benefits, accident savings.

**Client: Ministry of Public Works and Urban Development/Saudi Fund for Development**

**Malaysia: Management of toll roads**

Toll policy study including a review of Malaysian concession (PSP) agreements, comparison of toll practice and affordability in Malaysia with international best practice and recommendations for future policy.

**Client: Malaysian Highway Authority**

**Barbados: Coastal conservation plan**

Economist: cost recovery proposals for planned coastal defences. Various payment vehicles considered (admission charges, departure taxes, general taxation) and their institutional implications.

**Client: Inter-American Development Bank**

**UK: Appraisal methodology for Thames tidal defences**

Development of a risk based investment appraisal method for capital programmes on the tidal Thames, in accordance with UK Treasury guidance.

**Client: Environment Agency**

## Selected experience

### **Trinidad & Tobago: WASA mid term review of Interim Operating Arrangement**

Business performance expert, reviewing WASA's progress under the IOA (a PSP arrangement) against business plan objectives.

**Client:** World Bank

### **Bangladesh: Strategy study to mobilise finance and increase efficiency in the Dhaka water sector**

Financial analyst and team leader on a PSP options study. Financial modelling of the utility under various PSP options, constrained by affordability. A "road map" for reform was developed and presented at a stakeholders' workshop.

**Client:** World Bank and Dhaka WASA

### **Vietnam: Provincial water supply and sanitation**

Financial specialist: financial models of six towns' water operations as part of ADB loan conditions. A major issue was ability to comply with loan covenants.

**Client:** ADB (loan)

### **Philippines: Transport strategy study (PTSS)**

Transport economist undertaking prioritisation of highway, port and airport projects for investment planning.

**Client:** ADB (TA 2487-PHI) and NEDA

### **UK: Worcester Woods Project**

Financial analysis of proposed new leisure project for those with special needs

**Client:** Hereford and Worcester County Council