

FORM TECH-5: CURRICULUM VITAE (CV)

Position Title and No.:	
Name of Expert:	James Michael Duggan BA, MSc, MCILT, MCIHT
Date of Birth:	03 July 1969
Country of Citizenship:	United Kingdom

Education:

- Master of Science (MSc) in Transport Planning & Management, University of Westminster, UK; 1993-1995
- Bachelor of Arts (B.A.) in Geography, University of Leeds; 1987-1990

Employment record relevant to the Services:

Period	Name of Employing organization	Country	Summary of activities performed
1997-	Independent International Transport Consultant Positions Held: Team Leader / Senior Transport Specialist Reference: Huong Nguyen Lupton Associates huongnguyen@lupton.org Reference: Kapil Chaudhery Spatial Decisions kapilchaudhery@gmail.com Reference: Hans Orn CONTRANS hans.orn@contrans.se	Worldwide	Senior international transport expert and Team Leader with over 30 years of experience in multimodal transport planning, infrastructure and project development, transport demand forecasting, master planning, public transport, rail and metro systems, road sector development, sustainable mobility, low-carbon transport and institutional strengthening. Experienced in leading multidisciplinary teams, developing transport strategies and investment programmes, managing project preparation and implementation, coordinating government and development-partner stakeholders, and delivering institutional capacity development, climate-responsive transport planning, monitoring and evaluation, and project management support across Asia, Europe and the Middle East.
1995-1996	MVA Consultancy Position Held: Transport Consultant	UK	Transport consultant supporting demand, revenue and financial forecasting for UK rail privatisation, including infrastructure, rolling stock and operations.
1994-1995	SDG Consultancy Position Held: Transport Consultant	UK	Graduate Transport Consultant undertaking transport planning, transport modelling and data analysis
1991-1993	Saffery Champness Position Held: Chartered Accountant Trainee	UK	Chartered accountancy trainee covering financial reporting, audit, business law and business planning

Membership in Professional Associations and Publications:

- Member, Chartered Institution of Highways & Transportation (MCIHT), UK – member since 1997
- Member, Chartered Institute of Logistics and Transport (MCILT), UK – member since 1999

Other training:

- Graduate Conversion Course in Accounting – ACCA, UK
- Certificate of Engineering Project Management, Alison (Ireland)

Language Skills:

	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
English:	Native	Native	Native

Adequacy for the Services:

I am a senior independent transportation planning consultant and Team Leader with over 30 years of international experience delivering complex transport planning, infrastructure, policy and institutional development assignments for the Asian Development Bank, World Bank, European Union, KfW and national governments. I have served as Team Leader, Deputy Team Leader, Project Manager, Lead Consultant and Key Expert on multidisciplinary assignments covering sustainable urban mobility, rail and metro systems, BRT, road sector development, transport policy reform, multimodal and master planning, demand forecasting, road safety, climate change adaptation and resilience, low-carbon transport, and institutional capacity development.

My leadership experience spans more than two decades and includes the direction of international and national expert teams across urban mobility, rail, highways, transport policy, master planning and project preparation assignments. I have extensive experience managing multidisciplinary technical inputs, coordinating implementing



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agencies and senior government stakeholders, supporting development-partner programmes, and providing strategic oversight across complex institutional and delivery environments.

My experience covers the full project cycle, including policy and strategy development, master planning, feasibility and project preparation, technical review, transport demand forecasting, economic and financial appraisal, procurement support, implementation planning, contract and risk management, monitoring and evaluation, institutional strengthening and stakeholder coordination. I have particular experience translating technical and policy objectives into practical investment priorities, implementation frameworks and bankable programmes.

My recent work increasingly focuses on future-facing transport challenges, including smart mobility, digitalisation, data-driven planning, ITS, MaaS, e-mobility, low-carbon transport, climate resilience, performance-based monitoring and integration of new transport technologies. This complements a long-standing technical foundation in public transport, rail and metro planning, highways, transport demand management, mode choice analysis, economic appraisal and transport master planning.

I have worked extensively across ASEAN, Central Asia, South Asia, Eastern Europe and the Middle East, including Vietnam, the Philippines, Lao PDR, Myanmar, China, India, Nepal, Pakistan, Uzbekistan and Georgia, together with major assignments in the United Kingdom and Europe, including transport planning work associated with the London 2012 Olympic Games.

I hold an MSc in Transport Planning and Management from the University of Westminster and a BA in Geography from the University of Leeds. I am a member of the Chartered Institute of Logistics and Transport (UK) and the Chartered Institution of Highways & Transportation (UK). My combination of senior technical expertise, long-standing team leadership, multidisciplinary project delivery, development-finance experience and institutional engagement provides a strong basis for Team Leader, Senior Transport Specialist, Project Director and Lead Expert assignments.

Detailed Tasks Assigned to Consultant's Team of Experts	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Name of Assignment: Preparation of Hai Phong City Master Plan to 2050, Vision to 2075 Year: Aug 2026 – Feb 2027 Location: Hai Phong / Hanoi, Vietnam Client: Hai Phong Department of Construction / AREP Vietnam Major Project Features: Urban and Regional Master Planning, Multimodal Transport Planning, Transport Demand Forecasting, Road Transport, Rail Transport, Waterborne Transport, Public Transportation, Mode Choice Analysis, Transport Demand Management (TDM), Sustainable Transportation Strategy, Infrastructure Planning, Urban Development and Transport Integration, Low-Carbon Mobility, Climate-Responsive Planning. Position Held: Senior Transportation Specialist (International) Activities Performed: Provided senior transport planning input to the preparation of the Hai Phong City Master Plan to 2050, Vision to 2075. Reviewed existing transport conditions, planning information and available demand data; supported assessment of future transport demand and long-term multimodal requirements; and contributed to the integration of road, rail, public transport and waterborne transport within the wider urban development framework. Reviewed transport forecasts, modal distribution, network development and strategic connectivity requirements, and provided technical advice on the relationship between land use, infrastructure provision and sustainable mobility. Participated in technical coordination with AREP, consortium partners, the Client and other stakeholders and supported review and refinement of transportation planning outputs during the approval process.	
Name of Assignment: Project Management Support (PMS) – Preparation of Investment Project for Urban Railway Line No. 3 (Hanoi Station – Hoang Mai) and Development of Integrated Urban Transport System Framework Year: Feb 2026 – Nov 2026 Location: Hanoi, Vietnam Client: Hanoi Metropolitan Urban Railway Management Board (MRB) – financed by ADB, EU, AFD and KfW Major Project Features: Urban Rail and Metro Development, Project Management Support, Feasibility Study Preparation, Procurement and Contract Management, Institutional Capacity Development, System Integration and Interoperability, Financial and Cost Management, Risk Management, Sustainable Urban Mobility, Integrated Transport Planning, Stakeholder Coordination. Position Held: Team Leader / Mass Public Urban Transportation Expert (International) Activities Performed: Led the international and national Project Management Support team supporting preparation of the southern extension of Hanoi Metro Line 3. Acted as the primary interface between MRB, development partners and project stakeholders and directed multidisciplinary inputs covering project planning, procurement, financial management, contract management, institutional strengthening and system integration. Oversaw preparation and refinement of the Feasibility Study TOR, programme and schedule management, risk identification and mitigation, cost and financial oversight, and procurement support. Coordinated interoperability and integration planning across the wider Hanoi metro network and delivered capacity development and mentoring support to MRB staff. Provided quality assurance, strategic advice and stakeholder coordination across a complex multi-donor urban rail programme.	
Name of Assignment: ASEAN Smart Mobility & Innovation Roadmap to Support the Green Transition, Phase I Year: Oct 2025 – Jan 2026 Location: ASEAN Region Client: UK Government Overseas Development Fund Major Project Features: Smart Mobility, Sustainable Transport, Low-Carbon Transport, Public Transportation,	

Rail and Metro, BRT, E-Mobility, Electric Vehicles, Mobility-as-a-Service (MaaS), Digitalisation, Emerging Transport Technologies, Transport Demand Management, Transit-Oriented Development, Innovation Roadmapping. Position Held: Smart Mobility Technical Expert Activities Performed: Provided specialist technical input, analytical review and quality assurance for development of the ASEAN Smart Mobility & Innovation Roadmap. Assessed smart mobility readiness, emerging technology applications and innovation opportunities across public transport, e-mobility, MaaS and digitally enabled mobility systems. Contributed to preparation of an evidence-based, outcome-led roadmap, prioritisation of innovation pathways and development of pilot portfolio concepts suitable for progression to feasibility and implementation. Supported integration of smart mobility, decarbonisation and green-transition objectives across diverse ASEAN country contexts.
Name of Assignment: ADB TA 7796-PHI: Project Preparation Services for the San Mateo Railway Project Year: Aug 2024 – Sep 2025 Location: Manila / Philippines Client: Asian Development Bank (ADB) Major Project Features: Railway and Public Transport Planning, Urban Rail, Corridor Assessment, Preliminary Alignment and System Configuration, Transit-Oriented Development, Transport Demand Management, Active Transportation, Low-Carbon Transport, Preliminary Cost Estimation, Financial Analysis, Stakeholder Consultation. Position Held: Team Leader / Railway Planner Activities Performed: Led the multidisciplinary consultant team undertaking project preparation for the San Mateo Railway Project. Directed assessment of existing corridor conditions, railway alignment options and system configuration and coordinated technical inputs supporting identification of the preferred project concept. Oversaw preparation of preliminary cost estimates and financial analysis, integration with the wider public transport system and consideration of accessibility, urban development and sustainable mobility objectives. Managed specialist inputs, quality assurance, stakeholder engagement and presentation of findings and recommendations to ADB and relevant project stakeholders.
Name of Assignment: ADB TA 9925-REG: Southeast Asia Transport Project Preparatory Facility Phase 2 – Hanoi Metro Line 3 Year: Mar 2024 – Aug 2024 Location: Hanoi, Vietnam Client: Asian Development Bank Major Project Features: Urban Rail and Metro Planning, Sustainable Urban Mobility, Feasibility Study Preparation, Project Management Support, Institutional Capacity Assessment, Project Readiness, Procurement Preparation, TOR Development, Cost Estimation, Implementation Planning, TOD and TDM. Position Held: Transport Specialist (International) Activities Performed: Provided international transport planning and project preparation support for the proposed extension of Hanoi Metro Line 3. Reviewed implementation arrangements and lessons from existing and ongoing metro projects in Vietnam, assessed implementing-agency capacity and project readiness, and contributed to definition of the PMS and Feasibility Study scopes. Refined the FS Terms of Reference and associated cost estimates, identified priority technical assistance requirements and implementation risks, and developed recommendations on institutional and implementation arrangements to support procurement and subsequent project delivery.
Name of Assignment: KfW Project Georgia – Tbilisi Sustainable Urban Mobility Plan Year: May 2023 – Mar 2024 Location: Tbilisi, Georgia Client: KfW / European Union Major Project Features: Sustainable Urban Mobility Planning, Public Transport, Rail, BRT, Transport Demand Management, Transit-Oriented Development, Active Mobility, Climate Change, Air Quality, Low-Carbon Transport, E-Mobility, New Transport Technologies, Stakeholder Engagement, Master Planning. Position Held: Team Leader Activities Performed: Led the multidisciplinary consultant team in preparation of the Tbilisi Sustainable Urban Mobility Plan, providing strategic direction across public transport, rail, BRT, TDM, TOD, active mobility, low-carbon transport and emerging transport technologies. Coordinated technical inputs, stakeholder engagement and integration of transport and land-use planning, and guided the development of practical interventions, implementation priorities and policy recommendations to support a more sustainable, efficient and climate-responsive urban transport system.
Name of Assignment: ADB Project Lao PDR – Vientiane Sustainable Urban Transport Project Year: Jan 2023 – Aug 2023 Location: Vientiane, Lao PDR Client: Asian Development Bank Major Project Features: Sustainable Urban Transport, BRT Operations, Public Transport Management, Monitoring and Evaluation, Institutional Capacity Development, Parking Management, E-Mobility, TDM, TOD, Active Transport, Road Safety, Low-Carbon Transport, Climate and Air Quality, Stakeholder Engagement. Position Held: Urban Transport Operation Team Leader Activities Performed: Led development of the operational monitoring and evaluation framework for new sustainable public transport services in Vientiane. Supported management and oversight arrangements for BRT, parking, electric mobility and pedicab operators, including service-quality standards, operational performance and future system development. Provided institutional capacity development, operational procedures and staff training, and supported stakeholder communication and implementation planning. The assignment combined public transport operations, low-carbon mobility, institutional strengthening and performance-based management.
Name of Assignment: ADB TA-6762 NEP: Master Plan for Road Connectivity



Year: Feb 2022 – Nov 2022 Location: Kathmandu, Nepal Client: Asian Development Bank Major Project Features: National Road Master Planning, Demand Forecasting, Road Sector Development, Rural Connectivity, Investment Programming, Economic Appraisal, Transport Surveys, Public Transport, Low-Carbon Transport, E-Mobility, Mode Choice Analysis. Position Held: Transportation Specialist Activities Performed: Supervised transport demand forecasting and strategic analysis supporting preparation of Nepal's national road connectivity master plan and priority investment programme for 2023–2033. Contributed to assessment of future network requirements, prioritisation of infrastructure investments and integration of demand, economic and policy considerations within long-term road-sector planning. Supported development of an evidence-based framework for programming transport investments and strengthening national connectivity.
Name of Assignment: ADB Project 42414-045: Tbilisi Sustainable Urban Mobility Plan Year: Feb 2020 – Mar 2021 Location: Tbilisi, Georgia Client: Asian Development Bank Major Project Features: Sustainable Urban Mobility Planning, Monitoring and Evaluation, Public Transport, Rail, TDM, TOD, Active Mobility, Road Safety, Climate Change, Air Quality, Low-Carbon Transport, E-Mobility, Demand Forecasting, Mode Choice Analysis. Position Held: Transportation Monitoring and Evaluation Specialist Activities Performed: Developed the monitoring and evaluation framework for implementation of the Tbilisi SUMP action plan. Established outcome and performance indicators to assess progress across sustainable mobility interventions, including public transport, active transport, road safety, low-carbon mobility and wider transport-system performance. Supported development of a results-based framework linking transport interventions to measurable strategic outcomes.
Name of Assignment: ADB TA-9384 NEP: Regional Urban Development Project – Strengthening Capacity for Urban Planning, Urban Design and Investment Planning Year: Aug 2019 – Feb 2020 Location: Nepal Client: Asian Development Bank Major Project Features: Urban and Transport Planning, Road and Highway Planning, Public Transport, Rail, TDM, TOD, Active Transport, Road Safety, Climate Change, Low-Carbon Transport, Institutional Capacity Development, Monitoring and Evaluation, Investment Planning. Position Held: Traffic and Transportation Specialist Activities Performed: Provided senior traffic and transportation planning inputs to urban development and investment planning across eight municipalities in Nepal's southern Terai region. Assessed transport requirements for urban corridors and municipal plans, led traffic assessments and contributed to integration of transport infrastructure with wider urban planning and investment priorities. Supported resilient urban development, institutional strengthening and sustainable transport planning within a multidisciplinary programme.
Name of Assignment: Transportation Master Plan for Qatar Year: Mar 2019 – Oct 2019 Location: Doha, Qatar Client: Worley Parsons / Ministry of Transportation Major Project Features: National Transportation Master Planning, Multimodal Transport Strategy, Demand Forecasting, Roads and Highways, Public Transportation, Rail and Urban Rail, TDM, Mode Choice Analysis, Sustainable Transport, Low-Carbon Transport, Financial and Economic Appraisal, E-Mobility, New Transport Technologies, Stakeholder Coordination. Position Held: Team Leader Activities Performed: Led the consultant team in review and development of transport policy and strategic planning inputs for the State of Qatar Transportation Master Plan to 2050. Directed multidisciplinary work covering road, public transport, rail, demand management and emerging mobility requirements and guided development of an integrated long-term transport framework aligned with national development objectives. Reviewed existing policy, coordinated international benchmarking and bespoke analysis, and led preparation of sustainable transport strategies, implementation priorities and policy recommendations supporting long-term investment planning and decision-making by the Ministry of Transportation.
Name of Assignment: ADB TA-9379-PRC: Comprehensive Hub-Oriented Transportation Strategy for Urumqi Metropolitan Area Year: Jul 2018 – Feb 2019 Location: Urumqi, PR China Client: Asian Development Bank Major Project Features: Sustainable Transport Strategy, Transport Hubs, TOD, Rail and Urban Rail, BRT, TDM, Active Transport, Road Safety, Climate Change, Air Quality, Low-Carbon Transport, E-Mobility, Monitoring and Evaluation, Demand Forecasting, Mode Choice Analysis, Master Planning. Position Held: Sustainable Transportation Strategy / Transit-Oriented Development Specialist Activities Performed: Developed strategic sustainable transport and TOD inputs for the Urumqi metropolitan area. Used forecast demand and accessibility analysis to identify and prioritise transport hubs with potential for transit-oriented development and improved inter-city connectivity. Prepared strategy and policy recommendations covering public transport, BRT and road-network development and contributed to monitoring and evaluation indicators. The assignment integrated land-use planning, public transport, low-carbon mobility and strategic infrastructure development.
Name of Assignment: ADB TA-9314-MYA: Greater Mekong Subregion East-West Economic Corridor Highway



Development Project Year: Feb 2018 – Jun 2018 Location: Myanmar Client: Asian Development Bank Major Project Features: Highway Planning, Demand and Revenue Forecasting, Transport Surveys, GIS, Traffic Modelling, Economic and Financial Appraisal, Toll Road Assessment, Scenario Testing, Regional Connectivity. Position Held: Transportation Economist / Transport Demand Forecaster Activities Performed: Led demand forecasting and traffic modelling inputs for assessment of highway improvements on the East-West Economic Corridor. Designed and managed traffic and origin-destination surveys, developed the GIS and modelling framework, validated the base-year traffic model and prepared future demand and revenue forecasts. Assessed socio-economic and land-use trends, tested alternative tolling and infrastructure scenarios and supported identification of the preferred investment strategy.
Name of Assignment: ADB TA-9351-UZB: Railway Efficiency Improvement Project Year: Oct 2017 – Jan 2018 Location: Tashkent, Uzbekistan Client: Asian Development Bank Major Project Features: Railway Planning, Regional Connectivity, Demand Forecasting, Economic Appraisal, Financial Appraisal, Risk and Sensitivity Analysis, Project Sustainability, Performance Monitoring. Position Held: Transportation Economist Activities Performed: Prepared rail traffic forecasts and demand analysis supporting improvement of railway efficiency along CAREC corridors in Uzbekistan. Reviewed macroeconomic and sector trends, assessed project costs and benefits including environmental and sustainability considerations, and undertook sensitivity and risk analysis. Contributed to identification of performance indicators and appraisal of the project's contribution to regional connectivity and trade.
Name of Assignment: ADB TA-3248-VIE: Ben Luc–NH22 and NH22–Binh Chuan Sections, Ho Chi Minh City Third Ring Road Year: Apr 2017 – Sep 2017 Location: Ho Chi Minh City, Vietnam Client: Asian Development Bank Major Project Features: Urban Highway Planning, Demand and Revenue Forecasting, Traffic Surveys, Transport Modelling, GIS, Economic and Financial Appraisal, Toll Road Assessment, Scenario Testing. Position Held: Transportation Economist / Transport Demand Forecaster Activities Performed: Led traffic demand forecasting and modelling inputs for assessment of sections of the Ho Chi Minh City Third Ring Road. Designed and analysed traffic surveys, developed the GIS and modelling framework, validated the base-year model and forecast future traffic and revenue under alternative development scenarios. Assessed socio-economic and land-use trends and tested toll levels, infrastructure phasing and alternative configurations to support project appraisal and optimisation.
Name of Assignment: ADB Loan 2656-NEP: Kathmandu Sustainable Urban Transport Study – Mass Transit Options and Prioritisation Year: Jan 2017 – Mar 2017 Location: Kathmandu, Nepal Client: Asian Development Bank Major Project Features: Sustainable Urban Transport, Mass Transit Planning, Metro, Light Rail, BRT, Urban Ropeway, Demand Forecasting, Mode Choice, TDM, Active Transport, Low-Carbon Mobility, Economic and Financial Appraisal. Position Held: Transportation Specialist Activities Performed: Developed strategic mass-transit planning inputs for Kathmandu and assessed alternative high-capacity public transport technologies including metro, light rail, BRT and urban ropeway systems. Supported comparative assessment and prioritisation of modal options within the wider sustainable urban transport framework, considering network performance, demand, urban development and implementation requirements.
Name of Assignment: Ibadan and Epe Master Plans Year: Oct 2016 – Mar 2017 Location: Lagos / London, Nigeria / UK Client: World Bank / Dar Al Handasah Major Project Features: Urban Master Planning, Transport Demand Forecasting, Highway Planning, Public Transport, BRT, Transport Modelling, Urban Development, Economic Appraisal. Position Held: Transportation Economist / Transport Demand Forecaster Activities Performed: Developed strategic highway and transport assessment frameworks supporting preparation of the Ibadan and Epe urban master plans. Assessed future transport demand, infrastructure requirements and opportunities for BRT and improved public transport provision, contributing to integration of transport planning with long-term urban development.
Name of Assignment: ADB TA-8914 PAK: CAREC Corridor Development Investment Program Year: Jun 2016 – Dec 2016 Location: Islamabad, Pakistan Client: Asian Development Bank Major Project Features: Regional Road Connectivity, Highway Planning, Demand and Revenue Forecasting, Economic and Financial Appraisal, Investment Programming, Feasibility Assessment. Position Held: Transportation Economist / Transport Demand Forecaster Activities Performed: Provided transport demand, feasibility and economic appraisal inputs supporting development of the CAREC Corridor investment programme in Pakistan. Assessed future road demand and corridor performance and contributed to feasibility and economic evaluation of the first-tranche investment,

supporting prioritisation of improvements designed to strengthen regional connectivity and transport efficiency. Name of Assignment: Developing London Borough of Barnet Transportation Vision Year: Mar 2016 – Jun 2016 Location: London, United Kingdom Client: London Borough of Barnet / UK Government Major Project Features: Sustainable Urban Transport Strategy, Low-Carbon Transport Policy, Public Transportation, TDM, TOD, Active Mobility, Road Safety, Climate Change and Air Quality, E-Mobility, Demand Forecasting, Mode Choice Analysis. Position Held: Team Leader – Sustainable Urban Transportation Policy Activities Performed: Led development of a long-term sustainable transportation vision for the London Borough of Barnet within the wider London transport strategy. Directed preparation of multimodal policies and interventions designed to support economic growth while meeting environmental and mobility objectives. Integrated public transport, active travel, demand management, road safety, climate and air-quality considerations and advised on pedestrian and cycle infrastructure and associated urban improvements.
Name of Assignment: ADB TA-8775-PRC: Developing Pathways to Low-Carbon Transportation in Ningxia Hui Autonomous Region Year: Jan 2016 – Jan 2017 Location: Ningxia, PR China Client: Asian Development Bank Major Project Features: Low-Carbon Transport, Climate Change, Sustainable Urban Mobility, BRT, TDM, TOD, Active Transport, Road Safety, E-Mobility, Policy Reform, Institutional Development, Monitoring and Evaluation, Master Planning. Position Held: Urban Transportation Planner / Deputy Team Leader Activities Performed: Supported the Team Leader and Government of Ningxia in development of a low-carbon transport policy, sustainable transport strategy, phased implementation plan and associated policy reforms. Applied the Avoid–Shift–Improve framework to integrate land-use and transport planning and supported development of a major BRT expansion strategy for Yinchuan. Contributed to corridor planning, active-mobility infrastructure, road-safety considerations and monitoring and evaluation arrangements, with strong emphasis on institutional implementation and transition to lower-carbon mobility.
Name of Assignment: CKAD Toll Road Study Update Year: Jul 2015 – Nov 2015 Location: Moscow / UK Client: TransProject Major Project Features: Toll Road Planning, Demand and Revenue Forecasting, Highway Design, Financial and Economic Appraisal, Scenario Testing, Project Phasing. Position Held: Project Manager / Traffic Demand and Revenue Forecaster Activities Performed: Managed the consultant team updating traffic and revenue forecasts and supporting conceptual and preliminary design for the 430 km CKAD toll-road corridor. Directed assessment of highway alignments, toll tariffs, tolling technology, junctions, cross-sections and project phasing based on updated demand forecasts and scenario testing.
Name of Assignment: ADB Direct Contract – CAREC National Motorway M-4 Gojra–Shorkot Section Year: Mar 2015 – Jul 2015 Location: Pakistan / UK Client: Asian Development Bank Major Project Features: Highway Planning, Demand and Revenue Forecasting, Regional Connectivity, Feasibility Study, Economic and Financial Appraisal, Transport Surveys. Position Held: Team Leader / Transportation Economist Activities Performed: Led development of a national traffic assessment framework for Pakistan to support appraisal of the proposed 240 km motorway scheme. Directed preparation of traffic demand and revenue forecasts, scenario testing and economic assessment and coordinated technical inputs supporting feasibility and investment decision-making for the CAREC motorway programme.
Name of Assignment: Axminster Transportation Study Year: Jan 2015 – Mar 2015 Location: United Kingdom Client: Hydrock UK Major Project Features: Multimodal Transport Planning, Demand Forecasting, Public Transport, Highways, Mode Choice, Active Transport, Sustainable Transport, Master Planning. Position Held: Project Manager / Transportation Planner Activities Performed: Led development of a multimodal transport assessment framework supporting option testing across public transport, highway provision, modal shift, demand management and infrastructure planning. Integrated transport strategy and land-development considerations to support identification of sustainable long-term solutions.
Name of Assignment: Shrewsbury Transportation Study Year: Jul 2014 – Jan 2015 Location: United Kingdom Client: Mouchel Major Project Features: Multimodal Transport Planning, Demand Forecasting, Public Transport, Rail, Highways, Active Transport, Mode Choice, Sustainable Transport, Master Planning. Position Held: Project Manager / Transportation Planner Activities Performed: Managed preparation of a multimodal transport assessment framework to test alternative transport and development scenarios. Assessed modal shift, public transport service provision, demand-

management measures and infrastructure requirements and contributed to development of an integrated sustainable transport strategy.
Name of Assignment: CKAD Toll Road Study Update Year: Mar 2014 – Jun 2014 Location: Moscow, Russian Federation / United Kingdom Client: TransProject Major Project Features: Toll Road Planning, Demand and Revenue Forecasting, Highway Design, Tolling Strategy, Financial and Economic Appraisal, Project Phasing. Position Held: Project Manager / Traffic Demand and Revenue Forecaster Activities Performed: Updated traffic and revenue forecasts and supported conceptual and preliminary design for the 430 km CKAD corridor, including highway alignments, toll tariffs, tolling technology, junction configuration and project phasing.
Name of Assignment: MSPb Toll Road Study Update Year: Nov 2013 – Mar 2014 Location: Moscow, Russian Federation / United Kingdom Client: TransProject Major Project Features: Toll Road Planning, Demand and Revenue Forecasting, Highway Design, Tolling Strategy, Financial and Economic Appraisal, Project Phasing. Position Held: Project Manager / Traffic Demand and Revenue Forecaster Activities Performed: Prepared updated demand and revenue forecasts and supported conceptual highway, tolling and phasing assessment for a 682 km strategic toll-road programme.
Name of Assignment: ADB Loan 44425-013 IND: Bihar Road Master Plan Year: Aug 2013 – May 2014 Location: Bihar, India / United Kingdom Client: Asian Development Bank (ADB) Major Project Features: Road Master Planning, Strategic Highway Planning, Transport Demand Forecasting, Regional and Rural Connectivity, GIS-Based Transport Analysis, Transport Demand Management (TDM), Mode Choice Analysis, Public Transportation, Non-Motorized Transport, Economic Appraisal, Cost-Benefit Analysis, Investment Prioritisation, Sustainable Transport Planning. Position Held: Transportation Planner / Deputy Team Leader Activities Performed: Supported the Team Leader in preparation of the Bihar Road Master Plan, providing senior transport planning, demand forecasting and strategic network assessment inputs. Developed a regional highway traffic assessment framework integrating socio-economic, land-use and transport demand data within a GIS-based planning platform. Assessed future traffic growth, network performance, infrastructure requirements and alternative investment scenarios, including demand-management considerations and wider regional connectivity objectives. Contributed to the identification and prioritisation of strategic road investments using economic appraisal and cost-benefit analysis, linking forecast demand and infrastructure performance to the project's investment criteria. As Deputy Team Leader, also supported coordination of technical inputs and integration of transport planning, economic assessment and network development considerations within the overall Master Plan.
Name of Assignment: M1 Toll Road Study Update Year: Apr 2013 – Jul 2013 Location: Moscow, Russian Federation / United Kingdom Client: TransProject Major Project Features: Toll Road Planning, Demand and Revenue Forecasting, Highway Design, Tolling Strategy, Financial and Economic Appraisal, Scenario Testing, Project Phasing. Position Held: Project Manager / Traffic Demand and Revenue Forecaster Activities Performed: Managed the update of traffic and revenue forecasts for the M1 corridor and supported conceptual and preliminary design, tolling strategy, junction configuration and project phasing based on updated demand scenarios.
Name of Assignment: K.A.CARE Transportation Master Plan Year: Jan 2013 – Mar 2013 Location: Saudi Arabia / United Kingdom Client: Buro Happold Major Project Features: Multimodal Transport Planning, Demand Forecasting, Highways, Public Transport, TDM, Mode Choice, Sustainable Transport, Urban Development. Position Held: Project Manager / Transportation Planner Activities Performed: Developed a multimodal transport assessment framework for a major new-city master plan, testing highway, public transport, demand-management and modal-shift strategies against long-term regional development objectives.
Name of Assignment: Sabah Al Ahmed Sea City Transportation Master Plan Year: Dec 2012 – Jan 2013 Location: Kuwait / United Kingdom Client: Buro Happold Major Project Features: Multimodal Transport Planning, Public Transport, Highways, TDM, Mode Choice, Urban Planning, Sustainable Transport. Position Held: Project Manager / Transportation Planner Activities Performed: Developed multimodal transport strategy inputs covering public transport provision, demand management, infrastructure planning and accessibility for a major new-city development.
Name of Assignment: KAEC Transportation Master Plan Year: Oct 2012 – Dec 2012 Location: Saudi Arabia / United Kingdom Client: Buro Happold Major Project Features: Multimodal Transport Planning, Demand Forecasting, Highways, Public Transport, TDM, Mode Choice, Urban Development, Sustainable Transport. Position Held: Project Manager / Transportation Planner Activities Performed: Developed multimodal transport assessment and strategy inputs for a major new-city master plan, including infrastructure provision, modal choice and demand-management options.



Name of Assignment: Liverpool Permit Scheme Year: Jul 2012 – Sep 2012 Location: United Kingdom Client: Swift Argent Consultancy Major Project Features: Transport Planning, Demand and Revenue Forecasting, Urban Infrastructure, Financial Assessment. Position Held: Transportation Planner Activities Performed: Developed a bespoke demand and revenue forecasting spreadsheet to support implementation and financial assessment of the Liverpool utility permit scheme.
Name of Assignment: Ruwais Transportation Study Year: Jan 2012 – Apr 2012 Location: Saudi Arabia / United Kingdom Client: Buro Happold Major Project Features: Multimodal Transport Planning, Public Transport, Highways, TDM, Mode Choice, Sustainable Transport, Urban Development. Position Held: Project Manager / Transportation Planner Activities Performed: Developed multimodal transport planning inputs covering public transport provision, highway infrastructure, demand management and long-term transport strategy for a major urban development.
Name of Assignment: M1 Toll Road Study Year: Sep 2010 – Jan 2012 Location: Russian Federation / United Kingdom Client: TransProject Major Project Features: Toll Road Planning, Demand and Revenue Forecasting, Tolling Strategy, Highway Design, Scenario Testing, Financial Appraisal. Position Held: Project Manager / Traffic Demand and Revenue Forecaster Activities Performed: Led development of the traffic and revenue forecasting model and tolling strategy for the 440 km Moscow–Minsk corridor, including scenario testing, toll optimisation, highway-design inputs, project phasing and stakeholder presentation.
Name of Assignment: London 2012 Olympic Transportation Policy Year: Dec 2009 – Feb 2010 Location: United Kingdom Client: Arup Major Project Features: Major Event Transport Planning, Demand Forecasting, Public Transport, Rail, Highways, TDM, Mode Choice, Sustainable Transport. Position Held: Transportation Planner Activities Performed: Worked within a multidisciplinary team testing updated transport policy, infrastructure and demand-management measures for the London 2012 Olympic and Legacy scenarios, with focus on maintaining reliable movement for Olympic and background traffic.
Name of Assignment: Vauxhall Nine Elms and Battersea Opportunity Area Study Year: Feb 2008 – Jan 2009 Location: London, United Kingdom Client: Sinclair Knight Merz Major Project Features: Urban Regeneration, Multimodal Transport Planning, Rail and Metro, Demand Forecasting, TDM, Mode Choice, Development Planning. Position Held: Transportation Planner Activities Performed: Developed a wide-area transport assessment framework for one of central London's major regeneration areas, including testing development scenarios and the proposed Northern Line extension.
Name of Assignment: Kuwait City Model Software Selection Year: Apr 2007 – Jun 2007 Location: Kuwait Client: Parsons Brinckerhoff Major Project Features: Transport Modelling, Software Assessment, Master Planning, Stakeholder Consultation. Position Held: Project Manager / Transportation Planner Activities Performed: Developed a comparative framework for selection of transport modelling software for the Kuwait City Transportation Master Plan and presented recommendations to senior stakeholders.
Name of Assignment: Jeddah Transportation Study Year: Dec 2006 – Jan 2008 Location: Jeddah, Saudi Arabia / United Kingdom Client: Buro Happold Major Project Features: Transport Policy, Demand Forecasting, Public Transport, Highways, TDM, Urban Planning, Sustainable Transport. Position Held: Project Manager / Transportation Planner Activities Performed: Undertook strategic transport policy review and prepared recommendations supporting long-term development of the Jeddah transport system.
Name of Assignment: Transportation Assessment for London 2012 Olympic Games Year: Jul 2006 – Dec 2006 Location: United Kingdom Client: Arup Major Project Features: Major Event Transport Planning, Demand Forecasting, Public Transport, Rail, Highways, TDM, Mode Choice, Sustainable Transport. Position Held: Transportation Planner Activities Performed: Developed a wide-area transport planning framework for the London 2012 Olympic Park and Legacy scenarios and tested policy, infrastructure and demand-management options within a large multidisciplinary team.
Name of Assignment: Dubai World City Study Year: Feb 2006 – Jul 2006 Location: United Arab Emirates Client: Dar Al Handasah Major Project Features: Urban Master Planning, Demand Forecasting, Public Transport, Highways, TDM, Mode Choice, Freight Planning. Position Held: Transportation Planner Activities Performed: Tested policy and conceptual infrastructure options for the Dubai World City Master Plan, with particular focus on modal shift, transport demand management and commercial freight.



Name of Assignment: Stansted Regional Transportation Study Year: Aug 2004 – Jan 2006 Location: United Kingdom Client: UK Government / European Union / Halcrow Major Project Features: Regional Multimodal Planning, Airport Surface Access, Demand Forecasting, Public Transport, Rail, Highways, TDM, Feasibility and Economic Appraisal. Position Held: Transportation Planner Activities Performed: Developed a regional multimodal transport assessment framework for airport surface-access planning, testing alternative demand, policy and infrastructure scenarios and supporting feasibility and investment appraisal.
Name of Assignment: Brighton Multimodal Transportation Strategy Year: Jan 2004 – Jul 2004 Location: United Kingdom Client: UK Government / European Union / Halcrow Major Project Features: Multimodal Transport Planning, Demand Forecasting, Public Transport, Rail, Highways, TDM, Mode Choice, Sustainable Transport. Position Held: Project Manager / Transportation Planner Activities Performed: Developed a multimodal assessment framework testing modal shift, public transport, demand management and infrastructure options within the city transport strategy.
Name of Assignment: Dublin Multimodal Transportation Strategy Year: Sep 2003 – Jan 2004 Location: Ireland / United Kingdom Client: European Union / Halcrow Major Project Features: Multimodal Transport Planning, Public Transport, Rail, Highways, Road Tolling, TDM, Mode Choice. Position Held: Transportation Planner Activities Performed: Developed multimodal assessment and option-testing inputs covering road tolling, public transport provision, demand management, revenue optimisation and infrastructure strategy.
Name of Assignment: Weymouth Multimodal Transportation Strategy Year: Oct 2002 – Aug 2003 Location: United Kingdom Client: UK Government / European Union / Dorset County Council Major Project Features: Multimodal Transport Planning, Public Transport, Rail, Highways, TDM, Mode Choice, Sustainable Transport. Position Held: Project Manager / Transportation Planner Activities Performed: Developed a multimodal framework to assess public transport, highway, demand-management and sustainable transport options within the wider transportation strategy.
Name of Assignment: A47 Multimodal Study Year: Aug 2002 – Oct 2002 Location: United Kingdom Client: UK Government / European Union / Atkins Major Project Features: Corridor Planning, Highway Planning, Demand Forecasting, Rural Connectivity, Economic Appraisal. Position Held: Transportation Planner Activities Performed: Developed corridor-level multimodal assessment and option testing for a 290 km strategic highway corridor.
Name of Assignment: Lowestoft Transportation Strategy Year: Nov 2001 – Mar 2002 Location: United Kingdom Client: UK Government / European Union / AECOM Major Project Features: Multimodal Transport Planning, Public Transport, Rail, TDM, Mode Choice, Sustainable Transport, Economic Appraisal. Position Held: Transportation Planner Activities Performed: Developed multimodal policy and infrastructure assessment inputs covering public transport, rail, demand management and sustainable mobility.
Name of Assignment: Cambridge to Huntingdon Multimodal Study Year: Apr 2001 – Dec 2001 Location: United Kingdom Client: UK Government / European Union / AECOM Major Project Features: Corridor Planning, Public Transport, BRT, Highways, TDM, Mode Choice, Economic and Financial Appraisal. Position Held: Transportation Planner Activities Performed: Developed a corridor transport assessment framework testing highway, BRT, public transport, service and fare options and supporting economic and financial appraisal.
Name of Assignment: London Rail Study Year: Jan 2001 – Mar 2001 Location: United Kingdom Client: UK Government / European Union / Jacobs Consulting Major Project Features: Rail Planning, Demand Forecasting, Network Capacity, Public Transport, Infrastructure Prioritisation. Position Held: Lead Consultant Activities Performed: Led rail demand forecasting using the PLANET model to identify future capacity constraints and support prioritisation of rail infrastructure interventions around London.
Name of Assignment: Portishead Multimodal Transportation Strategy Year: Sep 2000 – Jan 2001 Location: United Kingdom Client: UK Government / European Union / Scott Wilson Major Project Features: Multimodal Transport Planning, Public Transport, Rail, Highways, Active Transport, TDM, Mode Choice, Urban Planning. Position Held: Transportation Planner / Joint Project Manager Activities Performed: Jointly managed development of a multimodal transport assessment framework covering roads, rail, public transport, active transport, demand management and urban development.



Name of Assignment: Tyne and Wear Public Transportation Plan Year: Dec 1999 – Aug 2000 Location: United Kingdom Client: UK Government / European Union / Arup Major Project Features: Public Transport Planning, Rail, Urban Transport Strategy, TDM, Mode Choice, Infrastructure Planning. Position Held: Transportation Planner Activities Performed: Undertook strategic assessment of public transport service provision and prepared policy and infrastructure recommendations for senior stakeholders.
Name of Assignment: Development of Bus Strategies for Dublin Year: Oct 1999 – Dec 1999 Location: Ireland / United Kingdom Client: European Union / Scott Wilson Major Project Features: Public Transport Planning, Bus Priority, Urban Transport Strategy, TDM, Mode Choice, Sustainable Transport. Position Held: Transportation Planner / Joint Project Manager Activities Performed: Planned and designed Quality Bus Corridors and related bus-priority strategies, including spatial planning of Dublin's central public transport interchange.
Name of Assignment: West Wiltshire Multimodal PFI Scheme Year: Jul 1998 – Oct 1999 Location: United Kingdom Client: UK Government / European Union / Wiltshire County Council Major Project Features: Multimodal Transport Planning, Public Transport, Rail, Highways, TDM, Financial and Economic Appraisal, PFI. Position Held: Transportation Planner Activities Performed: Developed a multimodal transport assessment framework supporting policy, infrastructure and PFI investment option testing across a 65 km corridor.
Name of Assignment: Appraisal of Cascais / Azambuja Rail Services Year: Apr 1998 – May 1998 Location: Portugal Client: European Union / Transportation Consultants International Major Project Features: Rail Planning, Stated Preference, Mode Choice, Public Transport, Transport Surveys, System Design. Position Held: Lead Consultant Activities Performed: Led design and analysis of stated-preference surveys to determine rail mode-choice coefficients and inform service and system design.
Name of Assignment: Channel Tunnel Opening Assessment Year: Feb 1998 – Mar 1998 Location: United Kingdom Client: UK Government / European Union / Kent County Council Major Project Features: Strategic Highway Planning, Rail Integration, Network Impact Assessment. Position Held: Transportation Planner Activities Performed: Assessed the impact of the Channel Tunnel opening on strategic routes in Kent and presented findings to senior stakeholders.
Name of Assignment: Bangkok Elevated Rail Transportation Scheme (BERTS) Year: Aug 1997 – Oct 1997 Location: Thailand / United Kingdom Client: Arup Major Project Features: Urban Rail Planning, Demand and Revenue Forecasting, Fare Policy, Mode Choice, Public Transport, TDM. Position Held: Transportation Planner Activities Performed: Prepared rail demand forecasts, fare-policy analysis and option testing for the proposed Bangkok elevated rail system, with emphasis on mode choice and revenue optimisation.
Name of Assignment: Middle East Regional Transportation Study (MERTS) Year: 1996 – 1997 Location: Jordan / United Kingdom Client: Sir Frederick Snow & Partners Major Project Features: Regional Multimodal Planning, Demand Forecasting, Highways, Public Transport, Rail, Mode Choice, Master Planning. Position Held: Transportation Planner Activities Performed: Supported development of a regional multimodal transportation model and analytical framework for testing strategic policy and infrastructure scenarios across a major Middle East transport planning study.
Name of Assignment: UK Rail Privatisation Year: 1995 – 1996 Location: United Kingdom Client: MVA / Systra Major Project Features: Rail Planning, Demand and Revenue Forecasting, Financial Analysis, Mode Choice, Franchise Assessment. Position Held: Rail Specialist Activities Performed: Prepared rail demand, revenue and financial analysis supporting privatisation and bid evaluation for major UK rail franchises including Thames Trains, ScotRail and West Coast Main Line services.
Name of Assignment: Manchester Metrolink & Merseyside Transportation Studies Year: 1994 – 1995 Location: United Kingdom Client: Steer Davies Gleave Major Project Features: Urban Rail, Public Transport Planning, Demand Forecasting, Mode Choice, Transport Surveys. Position Held: Graduate Transportation Planner Activities Performed: Supported demand forecasting, mode-choice analysis and option testing for the Manchester Metrolink Airport Extension and Merseyside public transport studies.

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Certification:

 **James Michael Duggan / 10**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications and my experience and I am available to undertake the Services in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client.



James Michael Duggan

October 3, 2026

Name of Expert

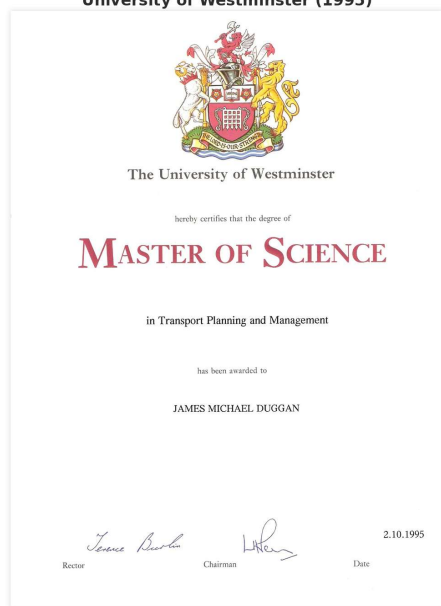
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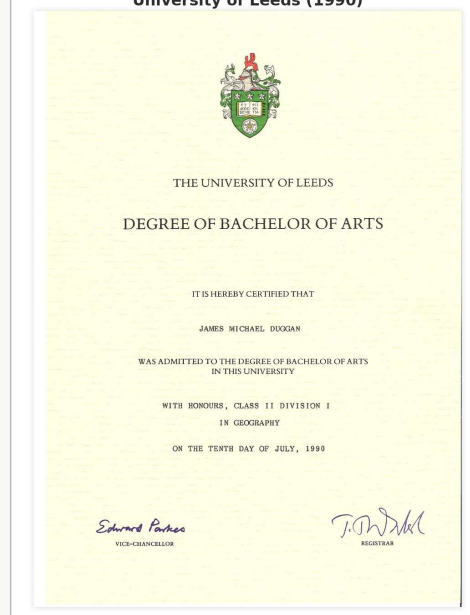
QUALIFICATIONS & PROFESSIONAL MEMBERSHIPS

James Michael Duggan BA, MSc, MCILT, MCIHT

MSc Transport Planning & Management University of Westminster (1995)



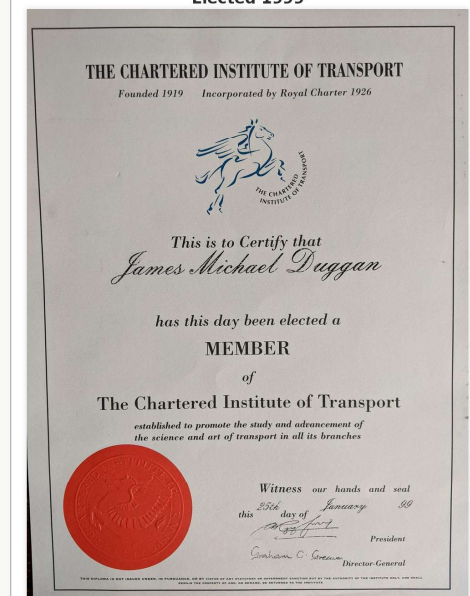
BA (Hons) Geography University of Leeds (1990)



Member - Institution of Highways & Transportation Elected 1997



Member - Chartered Institute of Transport Elected 1999



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