ITDP ANNUAL REPORT 2024

40 years ITDP
Institute for Transportation & Development Policy

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INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

The Institute for Transportation and Development Policy (ITDP) works around the world to design and implement high quality transport systems and policy solutions that make cities more livable, equitable, and sustainable. ITDP is a global nonprofit at the forefront of innovation, providing technical expertise to accelerate the growth of sustainable transport and urban development around the world.

In 2024, ITDP announced its 'year of the bus' campaign to promote the importance of investing in high-quality, reliable bus rapid transit systems in key regions around the world, like here in Indonesia. Photo: ITDP

KEY ACHIEVEMENTS IN 2024

The 2024 BRT Standard marks a major update to the publication in several years.

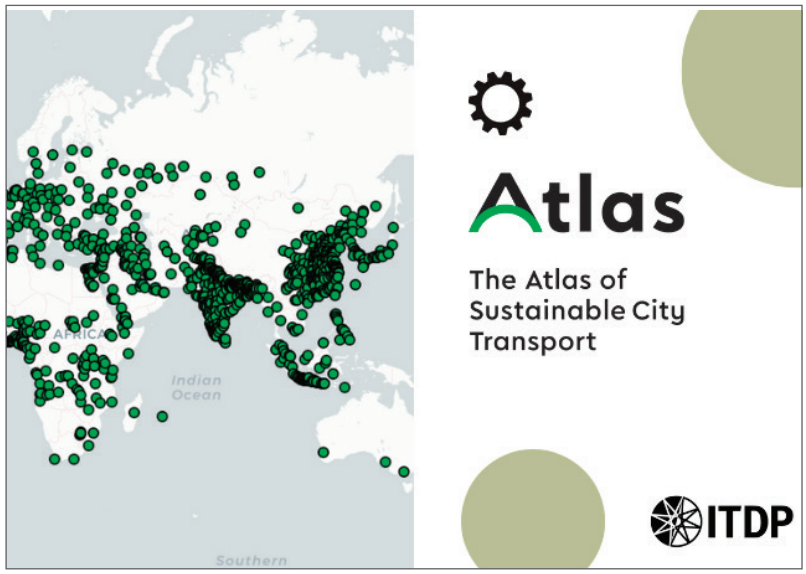
RELEASE OF THE 2024 BRT STANDARD AND SCOPE TOOL

Last updated in 2016, the 2024 BRT Standard edition provides a comprehensive framework and evaluation tool for BRT corridors, grounded in international best practices. This edition reflects extensive feedback from the BRT Technical Committee, composed of several ITDP partners. It includes a new emphasis on gender, safety, and access, as well as increased attention to climate resilience and greening measures, and a focus on optimizing business operations. Translations of the Standard into several of ITDP's key languages were also made available.

Building on the release of the BRT Standard and as part of ITDP's 'year of the bus' campaign, the BRT Simple Calculator of Project Effects (SCOPE) was released as a user-friendly spreadsheet tool that estimates the potential climate and air quality impacts of BRT projects. Development banks and cities can use it to make the case for funding BRT as a robust and sustainable transportation solution at a time when more investment is crucial to the future of public transportation systems. These launches were promoted alongside other knowledge products and resources as part of ITDP's 'Year of the Bus' campaign and communications.

RELEASE OF THE 'ATLAS OF SUSTAINABLE CITY TRANSPORT'

ITDP debuted the Atlas platform as a landmark tool for tracking sustainable mobility indicators worldwide. It offers measurements of nine indicators for over 1,000 metropolitan areas, as well as data on more than 40,000 legal jurisdictions and districts. The indicators include People Safe from Highways, People Near Protected Bikeways, People Near Car-Free Places, People Near Frequent Transport, People Near Rapid Transport, and more. The Atlas is designed as a tool for planners and policymakers at all levels of government to track their city's (or country's) progress in sustainable mobility. The release garnered media attention from outlets such as Bloomberg CityLab, Forbes, and Streetsblog US.



The Atlas is a first-of-its-kind platform of mobility indicators used by ITDP and our partners.

A key report on electric two-wheelers was released by ITDP in 2024.

CHARGING TOWARDS COMPACT, ELECTRIC CITIES

Released in March, the E-Bikes: Charging Towards Compact Electric Cities report highlights the need for cities to enhance e-bike regulations and policies to fully leverage the benefits of this mode. With input and feedback from global e-bike experts and ITDP teams, the report emphasizes the importance of designing infrastructure to accommodate e-bikes, integrating them into bikeshare systems, and offering incentives to enhance their accessibility and adoption. The recommendations also encourage national-level actions and the establishment of quality standards for e-bikes and their components.

ITDP also produced a series of Compact Cities Electrified country-level reports for the Africa region, Brazil, China, Egypt, India, Indonesia, Mexico, and the US. These reports model the policy scenarios necessary to decarbonize urban passenger transport. ITDP has presented the roadmaps to various national governments to ensure decision-makers have the evidence to design supportive policies for sustainable mobility.

TIANJIN, CHINA, RECEIVES THE 2024 SUSTAINABLE TRANSPORT AWARD (STA)

In March, ITDP team members from around the world attended Transforming Transportation 2024, themed “Mobilizing Finance for Climate Action,” at the World Bank headquarters in Washington, D.C. ITDP was joined by a delegation from Tianjin, China — the winner of the 2024 STA — and had the opportunity to present the Award in person on the main stage of the conference.

During the presentation, ITDP CEO Heather Thompson and Lin Xuefeng (Director of Tianjin’s Housing and Urban-Rural Construction Commission) described how the city was able to exceed its goal of 70% of transport by sustainable modes. With notable investment from the World Bank, Tianjin received the STA due to its substantial commitments to non-motorized transport infrastructure and public space improvements that have become a model for other Chinese cities.

IN AFRICA, FIRST ALL-ELECTRIC BRT SYSTEM MAKES WAVES

2024 marked the launch of Africa’s first electric BRT system in Dakar, Senegal – a project that ITDP Africa helped plan, design, and initiate over the past decade. The highly anticipated system debut includes plans for over 18 kilometers of corridors, 23 stations, and a fleet of 121 articulated buses. Dakar’s BRT is expected to serve 300,000 passengers daily, reducing journey times from 95 minutes to 45 minutes, resulting in significant time savings for users. In addition, the system is expected to help mitigate over 53,000 tons of CO_2 emissions per year with the all-electric fleet.

BRT projects continue to evolve in other primary ITDP Africa geographies in 2024, with corridors under construction in Dar es Salaam, Tanzania, and in the design or tendering phases across Addis Ababa, Ethiopia; Kampala, Uganda; and Nairobi, Kenya.

KEY ACHIEVEMENTS IN 2024

BRAZIL COMMITS SIGNIFICANT FUNDING TO URBAN MOBILITY

In Brazil, investment in sustainable transportation surged in 2024, with 3 billion BRL earmarked under the Novo PAC program for electric buses. Overall, the government committed 10.6 billion BRL in fleet renewal across 61 Brazilian cities. On the ground, Rio de Janeiro saw the much-awaited launch of the TransBrasil BRT corridor. After ten years of development, February marked the debut of TransBrasil, a milestone for the city as it significantly expanded the potential of medium and high-capacity transport for Rio residents who rely on public transport every day. The BRT corridor, currently featuring 20 stations, is expected to serve over 250,000 people daily by 2030.

Planning modern public transport systems like the TransBrasil BRT in are key to reducing private vehicle use and managing congestion.
Photo: ITDP Brazil

Notably, its route along Avenida Brasil provides service to multiple neighborhoods comprising diverse, mixed-income, and transit-dependent populations. While the debut of TransBrasil offers much promise for the future of BRT in Rio, it is also essential to recognize the areas where the new system will need to improve to be a genuinely inclusive transportation option. ITDP Brazil has shaped the direction of national and local advocacy and funding programs, laying the groundwork for the ongoing expansion of urban mobility projects, which focus on public transport and beyond.

INDIA COMPLETES NATIONAL MOBILITY CHALLENGES

2024 marked the culmination of two successful national programs facilitated by our team in India: the India Cycles4Change and Streets4People Challenges. A national workshop, hosted by the Smart Cities Mission and other stakeholders, celebrated the Champion cities and launched a unique publication documenting the challenges. By 2024, 15 cities had emerged as leaders in these Challenges, with many others making significant strides in transforming their streets.

Across 33 cities, over 350 kilometers of improved footpaths and more than 220 kilometers of cycle tracks were developed, while 48 towns launched projects to revamp over 1,400 kilometers of streets. Additionally, 15 cities

adopted Healthy Streets Policies, 18 established dedicated Healthy Streets groups, and 17 developed their three-year action plans. To top it off, 33 cities formed Apex Committees to maintain momentum and foster future collaboration. These programs have helped establish a blueprint for advancing our work on sustainable cities at the national level.

INDONESIA ADVANCES ELECTRIFICATION OF PUBLIC TRANSPORT

In Indonesia, ITDP launched the National Roadmap and Incentive Program for Road-based Public Transport Electrification and presented it to the

ITDP is working in cities like Surabaya to promote more active mobility policies tied with public transport.
Image: ITDP Indonesia

Ministry of Transportation in 2024. This framework supports the achievement of the public transportation electrification target set by the Ministry of Transportation for 2030. This was one of ITDP Indonesia's key accomplishments in influencing government transport policy at the national, metropolitan, and city levels. In response to the recommendations of this study, Budi Karya Sumadi, the Minister of Transportation of Indonesia, expressed a positive reaction and indicated an intention to utilize them in accelerating the development of infrastructure and regulations to support future electrification policy.

TRANSIT-ORIENTED DEVELOPMENT GAINS GROUND IN MEXICO

In Mexico, the team continued to make cities more sustainable, with transport-oriented development principles guiding much of this work. Notably, ITDP Mexico has been designing two station areas on a Monterrey rail line, prompting the authorities to adopt transit-oriented development criteria in future urban development projects, elevating walking and cycling connectivity. ITDP Mexico implemented necessary measures in the Guadalajara region to restrict private car use, including plans for a low-emission zone pilot and metropolitan parking reforms that involve eliminating or reducing parking requirements for new buildings.

KEY ACHIEVEMENTS IN 2024

THE US PROGRAM'S BOSTONBRT INITIATIVE WINDS DOWN

In Greater Boston, USA, the BostonBRT program, led by ITDP US, accelerated regional progress toward better buses and BRT over the course of 10 years through a unique fusion of storytelling, art, and technical expertise. By working closely with municipalities, State agencies, and local advocacy partners, BostonBRT has contributed significantly to an ongoing regional movement to implement bus priority and elements of BRT, changing the perception of what reliable bus service can be in the region. The Initiative concluded in 2024.

APPROACHING THE FINAL YEAR OF CYCLING CITIES

In collaboration with 34 global cities, dozens of institutional partners, and regional teams, ITDP continued to champion its landmark Cycling Cities campaign as it enters its final year in 2025. In 2024, the Campaign's cohort cities built over 630 km of cycle lanes (including 213 km of protected lanes), held over 320 learn-to-ride and cycle training events, and hosted over 1,000 car-free and open streets events.

Cycling Cities | ITDP

Since 2021, ITDP's Cycling Cities campaign has been working to promote safe cycling infrastructure with cohort cities like Glasgow, Scotland.
Photo: City of Glasgow

The BostonBRT project wound down in 2024, but was key to elevating bus-based public transport regonally. Image: Ad Hoc Industries

PROGRAM AND WORK AREAS

PUBLIC TRANSPORT

In Africa, ITDP Africa continues to provide technical assistance to the Addis Ababa Transport Bureau (AATB) regarding the design of the B6 BRT corridor. ITDP has provided feedback on the station locations and designs to ensure appropriate spacing and station designs incorporating passing lanes. In October 2024, ITDP, along with consortium partners Logit, Delin, and Transconsult, commenced a project to undertake data collection, analysis, and detailed design for the Kumasi, Ghana BRT system, with the support of the World Bank. The team has so far submitted the project Inception report and survey methodology report to the Department of Urban Roads.

Under USAID's Program for Local and Urban Sustainability (PLUS), ITDP is undertaking a study to develop a gender-responsive public transport industry transition for the Dar Rapid Transit (DART) BRT system phase 3. The project aims to improve service quality and security. It also aims to enhance operator business practices and establish incentives to support hiring, training, and retaining women at all levels of bus operations. ITDP has commenced project activities, starting with stakeholder coordination meetings with DART and the Land Transport Regulatory Authority (LATRA), as well as primary data collection on existing operations.

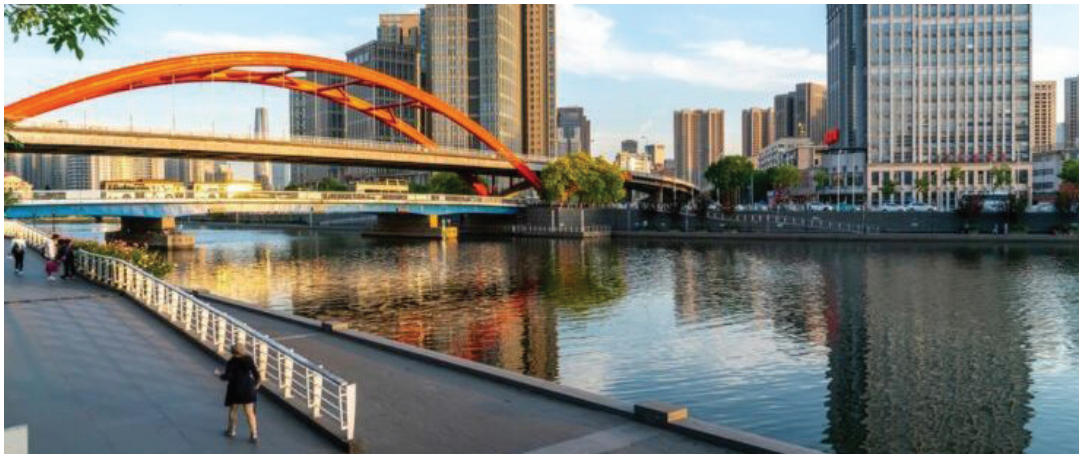
ITDP Africa also commenced a project to develop an e-bus financing framework for Ethiopia with support from the Children's Investment Fund Foundation (CIFF). ITDP issued a letter of introduction to the Minister of Transport and Logistics (MoTL), who responded positively to working with ITDP on the project. The project aims to establish a national framework for the electrification and formalization of public transport services in Addis Ababa and three secondary cities (possibly Bahir Dar, Dire Dawa, and Hawassa).

Dakar, Senegal, launched its landmark electric BRT system in 2024 with ITDP's support.
Photo: ITDP Africa

To date, the team has conducted the inception meeting with MoTL and the AATB. The following steps will include conducting primary data collection and key informant interviews to inform people about the design of the framework.

The World Bank appointed ITDP Africa to review the detailed design of the BRT corridor in Abidjan, Côte d'Ivoire. The Yopougon-Bingerville BRT corridor is integrated with a grade-separated highway, which has posed several challenges in terms of accessibility and safety. ITDP reviewed the designs and provided solutions to improve access to stations, intersection design, and service integration with other mass rapid transit corridors, including the metro line and other BRT corridors.

In China, the modernization of the Jinan trolleybus project has been completed, resulting in a restructured public transportation network, the introduction of a tiered bus system, streamlined bus routes, and enhanced integration with the metro system. Financed by the Asian



Tianjin, China, was honored with the 2024 STA for the city's renewal of public space and active mobility infrastructure.

Images: ITDP China

Development Bank (ADB), the project includes six trolleybus lines, 80 km of on-road BRT corridors, the procurement of 661 bus vehicles (210 trolleybuses, 451 electric buses), the construction of 16 bus yard stations, and 75.1 km of power supply facilities. According to the Jinan Bus Company, the project is expected to save 41,200 tons of GHG emissions and 17.9 tons of PM2.5 emissions per year. ITDP has been a key partner throughout this work, providing technical and strategic support since 2017, including BRT corridor selection, multi-modal integration, LEZ design, and bus line operation.

At nearly USD $157 million, Tianjin completed one of the most significant urban street improvement projects of its kind in China, with financial support from the World Bank. The project resulted in over 260,000 more daily trips by walking and cycling, and 175,750 more trips by metro. The project supported upgrades and improvements to 189 roads in the city's urban core, totaling 132 kilometers. Upgrades included reconfiguring existing street layouts, repaving streets, and installing barriers to separate NMT from vehicles. In addition, the city is updating pedestrian crossing facilities, signage, bus shelters, and junction connections. The project also improved areas around 96 metro stations. ITDP provided support throughout the project through planning and design recommendations.

As of December 2024, India has deployed 9,500 electric buses to cities nationwide, following the national government's announcement of a new

financing scheme in 2023 to facilitate their deployment. ITDP was appointed as the lead technical partner for implementing the scheme by the Association for State Road Transport Undertakings (ASRTU), the lead agency supporting cities. ITDP developed the "Carbon Credit Guidebook for State Transport Undertakings (STUs) in India," a comprehensive framework for unlocking carbon financing for e-bus operations, ensuring the long-term sustainability of their e-bus fleets. This initiative marks a significant step forward for India's e-bus sector. Additionally, the National Ministry of Heavy Industry has formed 11 Task Forces to accelerate transport electrification. As part of the Task Force on Freight, ITDP was tasked with designing city and state-level interventions for freight transportation.

In Brazil, Rio de Janeiro marked a significant milestone towards reducing emissions with an essential extension of its BRT system. The new TransBrasil corridor along Avenida Brasil, one of Rio de Janeiro's main thoroughfares, will enable 250,000 more people to ride sustainable transport by 2030. It passes through 26 neighborhoods in the city and connects with many municipalities in the metropolitan area. Over the last decade, ITDP Brazil has been a strong advocate of the corridor, providing recommendations for improved operations and infrastructure.

ITDP Brazil has been instrumental in advancing e-buses across Brazil, including helping the City of Rio de Janeiro participate in a global initiative called the Breathe Cities Initiative, which supports the implementation of e-buses. ITDP is supporting the initiative by providing the technical basis for the inclusive advancement of electrification. Through this work, Rio aims to gradually increase the number of electric buses to reach its target of replacing 20% of the public road transport fleet with non-emitting vehicles by 2030.

In Belo Horizonte, ITDP signed a new MoU with the City to support e-bus procurement as part of the national PAC program. Belo Horizonte is seeking 100 e-buses and requested ITDP's collaboration to define the services to be prioritized, secure a high-quality operational plan, and revise key documents essential for implementation. Salvador will soon acquire 100 e-buses through World Bank financing, after signing an MoU with the municipality to strengthen collaboration. ITDP was a key part of the planning process, providing comparisons for operations performance for electric versus diesel buses.

In India, following the resounding success and high national participation, the national government extended the Smart Cities Mission and the Ministry of Housing and Urban Affairs (MoHUA)-led Transport4All, Cycles4Change, and Streets for People Challenges until June 2024, when the programs concluded. ITDP has been a long-time partner of the Indian national government through every step of these programs to promote active mobility, street improvements, and transport innovation through capacity-building and investments in pilot projects.

At the sub-national level, the Indian state of Tamil Nadu's government released a revised Electric Vehicle (EV) policy that included revisions by ITDP, focusing on private sector and public transport electrification, as well as the provision of charging infrastructure. The updated EV Policy is a promising step by Tamil Nadu towards accelerating electric mobility in the region. In addition, following a successful first-ever research study on the

electrification of the private bus sector in India, ITDP hosted capacity-building sessions on electrification for private bus operators. The findings from the workshops were submitted to the state and national government, which advocated for policy and regulatory reforms to support private sector electrification in Tamil Nadu. With Tamil Nadu boasting one of India's largest private bus fleets, this initiative is significant.

In the state of Maharashtra, ITDP has also been a crucial knowledge partner, supporting the state in the recent rollout of 5,150 electric buses and presenting the local public transport provider, Pune Mahanagar Parivahan Mahamandal Limited (PMPML), with a revised roadmap for fleet electrification, demonstrating how to meet a 30% fleet electrification target.

ITDP CEO Heather Thompson with ITDP Indonesia and government officials debuting the team's transport electrification study in 2024.
Photo: ITDP Indonesia

In Indonesia, momentum for electric public transport continues in cities across the country. ITDP has pushed forward several exciting transport electrification projects in six different cities. TransJakarta is now operating 300 e-buses (100 low-entry for non-BRT routes, 200 high-deck for BRT routes). ITDP has been an integral partner to this milestone. ITDP developed a comprehensive roadmap for the adoption of Transjakarta electric buses until 2030, including the provision of alternative financing schemes, a robust regulatory framework to support implementation, an evaluation of the e-bus pilot, and a technical planning toolkit. In Bogor, ITDP developed an electrification roadmap for public transport feeders to scale up electrification infrastructure, as well as improvements to pedestrian and cycling infrastructure.

Both were presented to the Bogor City government in December 2024, and ITDP is currently incorporating the city's feedback. The final roadmap for public transport electrification will be delivered in 2025 and will be used by the government to support the creation of a regional development plan for 2025-2029. In Semarang, ITDP developed reports on the e-bus pilot and route recommendations for the BRT Trans Semarang. Medan and Bandung secured a loan from the World Bank to build infrastructure for electric BRT systems in 2023. ITDP has provided technical support to the Medan City government as it launches e-bus corridors, set for 2025.

In Mexico, ITDP continues to make progress on its transport digitalization objectives, aiming to accelerate improvements in mobility and reduce GHG emissions. With the support of the governments of Mexico City, Monterrey, Guadalajara, and Mérida, ITDP is preparing to publish a document on the process of public transport digitalization in Mexico in collaboration with the Inter-American Development Bank (IDB). The report is expected to be published in the Bank's library in early 2025. Draft versions of the report have been used in training sessions with authorities across various cities, including Leon, Puebla, Oaxaca, Toluca, and Tijuana, to demonstrate the importance of digital tools as means to design and improve low-emission transport.

Mérida also inaugurated its IE-Tram electric BRT, featuring 32 electric buses that connect the city to nearby urban areas. ITDP played a crucial role in this milestone, reviewing and refining the proposed road design for corridors and routes. The Tram will enhance the sustainability and modernization of public transportation in the region, and ITDP will continue to assist in guaranteeing the integration of the IE-Tram system with other public transport projects.

CYCLING AND WALKING

In Africa, ITDP plans to launch a project aimed at improving sustainable transport solutions in Mwanza, Tanzania, a rapidly growing city and transport hub. In collaboration with local authorities, ITDP plans to develop an active mobility implementation plan for the city center that prioritizes NMT to enhance pedestrian safety and comfort. ITDP will also review designs for proposed markets to identify opportunities to improve pedestrian access. ITDP Africa is also working with the Addis Ababa Transport Bureau on the third phase of the NMT implementation plan for 2024-2028. This will be the final implementation plan under the city's NMT Strategy, adopted in 2019.

In February 2024, ITDP China helped organize a Car-Free day in neighborhoods in Shekhou, China. Photo: ITDP China

ITDP is following up with the Addis Ababa City Plan and Development Bureau, Ethiopian Engineering Corporation, and local consultants on the designs for the corridor development project. After constructing 48 km of cycle tracks and wide walkways in the first phase of the project, the city is now designing an additional 30 km of corridors. ITDP is providing input to ensure that the designs incorporate best practice intersection designs, as well as provisions for BRT.

In China, Guangzhou continues to advance green mobility. Following ITDP's recommendations and advocacy, Guangzhou has delivered a massive transformation toward green mobility. Responding to growing public demand for improved bicycle infrastructure, the Guangzhou municipal government has prioritized road rights to non-motorized transportation (NMT). These efforts have led to notable improvements in cycle lane development, a testament to ITDP's influence. Capitalizing on this momentum, ITDP produced a report on green mobility in Guangzhou focused on two-wheelers and BRT systems. In 2024, the city collectively promoted the construction and transformation of 439 kilometers of bike lanes across various districts, including the addition of a protected bicycle lane to Zhongshan Avenue, a key thoroughfare in Guangzhou.

ITDP has worked on developing research and capacity to build knowledge and enhance communication around China's growing electric two- and three-wheeler environment. In 2024, ITDP held four workshops with government stakeholders to facilitate effective communication and promote the growth of the electric two-wheeler industry based on our findings. Over 200 participants attended, including members from the Ministry of Transport, the National Development and Reform Commission (NDRC), the Ministry of Industry and Information Technology (MIIT), the Ministry of Public Security, National planning institutions, city-level government agencies, e-bike manufacturers, and media. We gathered all event insights to formulate an article published in Urban Transport, a leading academic journal in China. Online, the report was also well-received, with the report and related blog posts receiving over 1,500 online views.

ITDP conducted a study to develop a comprehensive analysis and report on the current development status of three-wheelers. The project addressed research gaps in three-wheeler policies in China and provided policymakers with valuable resources based on international best practices. Building on this, ITDP presented recommendations for addressing management issues at the state and regional level and

ITDP India has collaborated with city and national ministries to promote healthier streets for walking and cycling.
Photo: ITDP India

evaluating the trajectory of future development to key experts. ITDP's recommendations were positively received, with stakeholders expressing strong interest in seeing more user-scenario-specific and model-specific research in the future.

In Indonesia, ITDP is providing technical support to officials in Jakarta to scale up active mobility. ITDP released the "Roadmap of the Development of Pedestrian and Cyclist Infrastructure in DKI Jakarta 2023 – 2027." The roadmap, which was well-received by the Jakarta Transport Agency, was designed to ensure integrated planning and development of both pedestrian infrastructure and cyclist infrastructure during urban planning. ITDP is leveraging these efforts to conduct a large-scale evaluation of Jakarta's bike lanes, aiming to understand better cyclist counts and bike infrastructure needs that can inform future transport planning. Finally, ITDP is providing technical support to the city by monitoring and evaluating multi-operator pilots at various MRT stations, which will inform the official program launch set for mid-2025.

Also in Indonesia, in May 2024, the Surabaya government adopted ITDP's recommendations, resulting in a revitalized and connected tourist destination that is friendly to pedestrians, cyclists, and easily accessible by public transport. Building on this work, ITDP is developing a conceptual design for the compact and electrified development of Surabaya City, including a cycling infrastructure roadmap and pilot plan. The study will be summarized into a document titled "Conceptual Design of Compact Electrified Development of Surabaya City."

In Mexico, the City of Mérida is addressing various aspects of its urban transport system to improve mobility in the city. After implementing a successful bike-share pilot that expanded to 400 bikes at over 50 stations, the Merida municipality has decided to create a permanent program. ITDP was a crucial partner during the pilot phase, providing recommendations throughout. ITDP is now assisting in defining the implementation of the permanent program.

ITDP Mexico is also evaluating and improving NMT integration across rail stations in Guadalajara, Jalisco, and Monterrey. In Guadalajara, ITDP delivered an improved pedestrian and cyclist infrastructure plan, which includes sidewalk improvements, street intersection redesigns, and implementation of protected bicycle parking.

In Jalisco, after sharing an evaluation of NMT integration at light rail stations with Jalisco authorities, ITDP will develop a proposal for street design interventions. ITDP also presented a final design proposal to Monterrey

Public transit is best used when integrated with streets designed for communities, like this bus station in Chelsea, MA, USA.
Photo: Ad Hoc Industries

authorities for the integration of two stations along Metrorrey to improve accessibility. Finally, ITDP's TOD evaluation of a strategic district in the central area of Monterrey prompted the state authority to adopt TOD criteria in future urban development projects in the area.

SUSTAINABLE URBAN DEVELOPMENT

In Africa, ITDP is developing a global report on pathways to livable cities in the region. The project will discuss the need for increased investment in NMT and public transportation, as well as measures to formalize public transportation services and land-use transportation integration. ITDP further initiated a project to enhance non-motorized transport infrastructure in Nairobi, Kenya, focusing on improving urban mobility for pedestrians and cyclists, particularly for vulnerable groups such as women, children, and persons with disabilities. The project involves collaboration with key government agencies to address gaps in NMT design.

In Kenya, ITDP is further supporting KeNHA with the design review for the regional road that passes through various cities. The review will include an assessment of the stretches that traverse urban areas to incorporate best practice street designs with safe crossings for pedestrians and cyclists. ITDP is supporting an evaluation of 37 km of streets in Dar es Salaam, Tanzania, focusing on seven areas of the city. A workshop held on August 22, 2024, gathered feedback on future NMT improvements and detailed

Sidewalk and bike lanes in central Jakarta were upgraded to promote safe, active mobility.
Photo: ITDP Indonesia

Sustainable development centered around bus systems is crucial for better urban mobility, like the Mi Macro BRT in Mexico.

Photo: ITDP Mexico

designs for corridors in Tegeta and Sinza. ITDP provided feedback on designs received from TARURA for the DMDP 2 project, emphasizing best practice street design across various corridors.

Since 2023, ITDP China has been deeply involved as an external advisor to the World Bank-financed Hubei City Cluster Decarbonization Project, China's first World Bank-funded Program for Results (PforR). The project, a massive undertaking involving coordination across 60 departments, spans five years and has a total investment of $435.6 million, including a $252.7 million loan from the World Bank.

Upon completion in 2028, the project is expected to reduce transport emissions by 500,000 tons, increase public transport use by 30%, and help Yichang achieve its carbon reduction goals, positioning it as a pilot for low-carbon urban transport. Through over 70 online and in-person meetings, ITDP has supported the preparatory work for this transformative program, providing recommendations and GHG modeling, which have resulted in detailed project scenarios and plans for cities, including Yichang.

The plans provide a roadmap for policies and actions in the areas of transport demand management, transport modal shift, incentives for low-carbon choices, finance schemes, parking reform, and low-emission zones. World Bank's management, the Yichang government's management, and the Yichang government are expected to become a benchmark for urban transportation decarbonization initiatives in China.

In Brazil, the Rio de Janeiro City Council has approved a City Master Plan that will guide the city's development over the next ten years, promoting compact urban development around Rio's mass transit network, particularly in the city center and the North Zone. The plan established an "Urban Structuring" macrozone, which will promote compact urban development around Rio's mass transit network and abolish or enforce off-street parking minimum requirements in most parts of the city.

With support from ITDP Mexico, the Municipal Planning Institute of the Mexican city of Morelia (IMEPLAN) has passed its Urban Plan, which includes the elimination of parking requirements in urban development plans. This is the first parking reform in a metropolitan area of a city in Mexico, which has a growing population of over one million and significant urban sprawl.

Funding has been secured for the first phase of implementation of the massive overhaul of the Buenavista rail station in Mexico City, which follows ITDP's TOD framework. This marks years of advocacy and technical work, achieved by ITDP despite years-long funding challenges. ITDP's efforts included a complete master plan for design and implementation, which was presented to the Ministry of Urban Development. In 2024, ITDP published and presented the plan at CoRe Foro Urbano 2024, marking the official delivery of the project to public authorities. Buenavista is a vital rail station with tremendous potential to anchor sustainable urban development and serve as a model for TOD in Mexico.

TRAFFIC REDUCTION

In Africa, ITDP reviewed the draft parking strategy prepared by the Addis Ababa Traffic Management Agency to ensure it adheres to best practices in parking management. The city has revised the document, and the draft has been shared again. ITDP has provided additional feedback on the study.

In India, ITDP is supporting the implementation of low-emission zones across

Maharashtra in Pune, Pimpri-Chinchwad, and Aurangabad. Our roadmaps for implementation provide insight into assessing transport emissions, identifying possible locations, and mechanisms to restrict polluting vehicles. To scale up capacity building, ITDP India created the "LEZ Basics" publication, an illustrated step-by-step guide to help Indian cities implement LEZs. ITDP also co-hosted India's first national workshop on LEZ's to cover various aspects of planning and implementing LEZs.

ITDP India's support to the Chennai Unified Metropolitan Transport Authority (CUMTA) in developing their progressive Parking Policy for the Chennai Metropolitan Area culminated in the inclusion of the new Parking Policy in the Chennai 2024-25 budget. This achievement marks a substantial success, reflecting the city's interest and commitment to implementing a parking policy. ITDP played a key role in drafting the policy and engaging stakeholders. The policy proposes recommendations, including reinvesting surplus parking revenue in local area improvements, integrating parking management with statutory planning, and increasing pricing for on-street parking.

Across Brazil, ITDP has been a key partner with cities seeking to advance the low-emission zone (LEZ) agenda. Belo Horizonte expressed a clear interest in advancing an LEZ agenda. In early 2024, ITDP initiated the "Clean Mobility Plan for Belo Horizonte City Center" project to establish an LEZ. With involvement from the Inter-American Development Bank (IDB), ITDP delivered three key outputs: an assessment of LEZ locations, participatory activities involving over 70 stakeholders, and recommendations for project proposals. As a result of ITDP's work, the final proposal and pilot project were approved by the city in December 2024. ITDP expects implementation to begin in 2025.

In Indonesia, ITDP is finalizing the development of the National Low Emission Zone guidelines. The guidelines provide a framework for Indonesian cities to plan and implement LEZ appropriately in the future.

At the World Urban Forum in Cairo, Egypt, in 2024, ITDP teams promoted the importance of sustainable and active mobility modes. Photo: ITDP

ITDP is also supporting local implementation, including in Medan, where we developed conceptual, implementation, and monitoring plans for the Kesawan LEZ area. In Jakarta, ITDP released the “Parking Reform Guidelines and LEZ Roadmap,” which provides recommendations and outlines next steps for implementation.

ITDP Indonesia further assisted the Jakarta Transport Agency in drafting the “Regional Regulation on Traffic Demand Management.” This document incorporates the results of ITDP's studies and recommendations on electronic road pricing (ERP), LEZ, and parking management, and would serve as the legal umbrella for car reduction strategies. The Regional House of Representatives is currently discussing the draft.

In Guadalajara, ITDP Mexico drafted a proposal for off-street parking reform that aligns with the metropolitan area's decarbonization plan. At the request of local authorities, the proposal includes the elimination of parking requirements and the implementation of an on-street parking management strategy. It will be presented to municipal authorities at the Metropolitan Council in early 2025. ITDP continues to make progress on parking reform policies throughout Mexico.

RESEARCH AND POLICY

ITDP’s Global program released several milestone global reports and knowledge products in 2024, including:

• ***The BRT Standard, 2024 Edition:*** ITDP’s newest edition of our flagship BRT Standard, along with translated versions, resulted in 2,592 publication downloads. With the global expansion of BRT, this latest edition features an expanded focus on climate and electrification.

• ***The BRT Resource Hub:*** A curated collection of resources like case studies, technical guides, and webinars. The Hub is organized into four modules

ITDP Brazil at the annual Urban20 Summit in Brazil in 2024, where team members presented new mobility research and policy solutions.

Image: ITDP Brazil

that provide a roadmap for city officials, transportation planners, and advocates to understand why cities need BRT, as well as tools and technical resources for planning, evaluation, service planning, and insights into implementation.

• ***Compact Cities Electrified Country Series***: Following our report, "The Compact City Scenario – Electrified," ITDP has leveraged local contexts and data to outline various regional scenarios for the future of urban transport. ITDP has released reports for Brazil, China, Egypt, India, Indonesia, Mexico, and the United States.

• E-***bikes: Charging Toward Compact Cycling Cities***: The key recommendations outlined in this report emphasize the importance of governments recognizing e-bikes as a vital component of a sustainable transportation network.

• ***The Path Less Travelled: Scaling Up Active Mobility to Capture Economic and Climate Benefits***: A report co-developed with the World Bank and released at COP28 that makes the case for scaling up investment in active mobility infrastructure to meet access, climate, and health goals. Notably, ITDP partnered with the World Bank to develop innovative tools to better capture the return on investment (ROI) from cycling throughout 2024. The World Bank requested ITDP's continued support in co-developing additional tools and strategies to increase funding for active mobility.

• ***The 'Atlas of Sustainable City Transport'*** was officially released in May 2024. Atlas is a powerful web-based data dashboard that includes nine indicators of sustainable mobility, powered by open data, in approximately 1,000 cities and 40,000 legal jurisdictions worldwide. The Atlas features indicators that no other organization has been able to measure, including global measurements of people near rapid transit, those near bike lanes, those near car-free areas, and air quality.

ITDP has been developing a strategy to promote higher-quality open-source data standards and data collection. This strategy primarily focuses on public transportation schedule data (GTFS) and bicycle lane infrastructure data (OpenStreetMap), with which we maintain regular communication with standard-setting organizations and data collectors.

ITDP released a number of knowledge and visual products in 2024 including infographics on crucial issues like parking reform.

In Africa, ITDP is assisting in the preparation of an urban street design manual for Ethiopian cities in partnership with the Ministry of Urban Development and Infrastructure, the Ministry of Transport and Logistics, the Ethiopian Roads Administration, and the Road Safety Insurance Fund Service. The manual launched in late 2024. In Rwanda, ITDP Africa has also been working on developing a street design manual. ITDP is finalizing the necessary updates to the manual based on feedback from a stakeholder workshop. In Kigali, ITDP is developing an NMT master plan. After organizing a workshop, the team is incorporating input from stakeholders.

In Brazil, ITDP has played a significant role in advancing mobility decarbonization policy. The Brazilian federal government has achieved several critical milestones in the last two years. The government launched the Growth Acceleration Program (PAC) in 2024, allocating 10 billion reais (USD 1.7 billion) for the acquisition of 2,296 electric buses across 61 cities and seven states. This initiative is expected to reduce emissions by approximately 82,000 tonnes of CO2eq per year.

ITDP presented a study to the Ministry of Cities, demonstrating pathways for Brazil to replace over 14,000 diesel buses with electric buses in the short term, while maintaining the existing bus allocation and operations. The study utilized vehicles already available in the local industry, resulting in an estimated reduction in emissions of 440,000 tonnes CO2eq per year. The results from the survey will support the electric vehicle purchase schedule and aid the Ministry of Cities in its negotiations with operators and manufacturers.

Furthermore, BNDES (Brazil's national development bank) has made significant advancements in designing a public transit funding and financing policy for the 21 most populous metropolitan areas, reflecting top transit priorities with green and inclusive projects. The Ministry of Cities and the Ministry of Environment & Climate Change adopted ITDP's recommendations, resulting in the development of the Green and Resilient Cities Program.

ITDP Indonesia collects feedback from community members and transit users for various research projects.
Photo: ITDP Indonesia

In Indonesia, to support the country's national transport electrification targets, ITDP presented a National Roadmap and Incentive Program for Road-Based Public Transport Electrification to the Indonesian Minister of Transportation. The study presents an action plan, policy framework, and recommendations for an incentive program to support the higher marginal purchase price of e-buses, encouraging public transport operators to make the switch.

This document supports the achievement of the public transportation electrification target set by the Ministry of Transportation in 2030. This accomplishment is a testament to ITDP's advocacy at the national, metropolitan, and city levels. Building off this momentum, ITDP also introduced a "Bus Electrification Dynamic Planning Toolkit" designed to assist decision-makers in identifying their readiness to electrify the public transportation system.

ITDP Indonesia is also in the final stages of outlining financing and funding schemes for low-carbon transport interventions in the Greater Jakarta area. In November 2024, ITDP presented recommendations to the Jakarta Government outlining alternative financing and funding frameworks for the city that could also serve as a model for the rest of the country and region.

The government received our recommendations and is considering applying the financing mechanism to the Pulogebang-Joglo LRT project, which is in active development. Building on this, Jakarta also issued Governor's Decree 576/2023 on Air Pollution Control Strategy, which now establishes strategies aimed at mitigating air pollution in Jakarta. ITDP supported government stakeholders in developing the new regulation, which will promote zero-emission transport.

ITDP's release of its "Compact Cities Electrified: United States" report received support from the USDOT and several key advocacy partners across the transportation sector. ITDP presented the report to an exclusive audience in Washington, D.C. in January 2024, including representatives from the USDOT policy team.

The US Department of Transportation cited our original "Compact Cities Electrified" research in its report to Congress on decarbonizing transportation. At the time, the USDOT expressed interest in incorporating our infrastructure goals into future policy guidance. Given the current US administration's focus on federal funding reductions, this work is not expected to continue.

Although ITDP concluded its US programming in 2024, one of our final activities included completing modeling for state-level roadmaps for Georgia, Illinois, New Mexico, New York, Texas, and California. We hope this work will serve as a valuable tool for efforts at the regional level.

ITDP's East Asia Director signed a key partnership with the Beijing-based think tank International Green Economy Association (IGEA) in 2024.
Photo: ITDP China

In megacities like Mexico City, modern systems like the Cablebus cable car network are helping make more communities accessible by public transit.
Photo: ITDP

During 2024's Climate Week NY, one of the largest such weeks of its kind, ITDP and partners from the Crux Alliance co-hosted a panel and event focused on bus electrification.
Photo: ITDP

In 2024, ITDP China worked to assess strategies to meet the growing demand for two-wheelers across major cities. Photo: ITDP China

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FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2024

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 1,322,047	$ 1,313,441
Investments	5,877	-
Accounts receivable, net	538,465	259,307
Grants receivable	8,844,951	1,568,382
Prepaid expenses	168,315	155,553
Total current assets	10,879,655	3,296,683
PROPERTY AND EQUIPMENT		
Equipment	31,273	31,273
Furniture	62,240	62,240
Computer equipment	322,553	324,880
Leasehold improvements	593,603	571,228
	1,009,669	989,621
Less: Accumulated depreciation and amortization	(889,674)	(862,937)
Net property and equipment	119,995	126,684
NON-CURRENT ASSETS		
Right-of-use assets, net	1,481,866	1,745,132
Deposits	114,352	138,183
Total non-current assets	1,596,218	1,883,315
TOTAL ASSETS	$ 12,595,868	$ 5,306,682

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	$ 820,614	$ 766,333
Deferred revenue	45,637	-
Accrued salaries and related benefits	251,477	155,735
Refundable advances	342,263	636,476
Operating lease liabilities	252,814	282,325
Total current liabilities	1,712,805	1,840,869
NONCURRENT LIABILITIES		
Operating lease liabilities, net	1,342,786	1,566,560
Total liabilities	3,055,591	3,407,429
NET ASSETS		
Without donor restrictions	(1,947,427)	(2,673,600)
With donor restrictions	11,487,704	4,572,853
Total net assets	9,540,277	1,899,253
TOTAL LIABILITIES AND NET ASSETS	$ 12,595,868	$ 5,306,682

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

FOR THE YEARS ENDED DECEMBER 31, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE			
Contributions:			
Government and cost reimbursable grants	$ 3,211,314	$ -	$ 3,211,314
Grants, contributions and sponsorships	1,253,629	13,292,204	14,545,833
Net assets released from donor restrictions	6,377,353	(6,377,353)	-
Total contributions	10,842,296	6,914,851	17,757,147
Consulting and contract revenue	1,859,983	-	1,859,983
Interest and investment loss, net	(7,277)	-	(7,277)
Total support and revenue	12,695,002	6,914,851	19,609,853
EXPENSES			
Program Services	10,375,322	-	10,375,322
Supporting Services:			
Management	1,350,051	-	1,350,051
Fundraising	144,817	-	144,817
Total supporting services	1,494,868	-	1,494,868
Total expenses	11,870,190	-	11,870,190
Changes in net assets before other item	824,812	6,914,851	7,739,663
OTHER ITEM			
Exchange rate loss	(98,639)	-	(98,639)
Changes in net assets	726,173	6,914,851	7,641,024
Net assets at beginning of year	(2,673,600)	4,572,853	1,899,253
NET ASSETS AT END OF YEAR	**$ (1,947,427)**	**$ 11,487,704**	**$ 9,540,277**

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

		Supporting Services			
	Program Services	Management	Fundraising	Total Supporting Services	Total Expenses
Salaries	$ 2,066,489	$ 490,894	$ 74,505	$ 565,399	$ 2,631,888
Payroll taxes	158,325	37,610	5,708	43,318	201,643
Employee benefits	340,824	80,963	12,288	93,251	434,075
Subtotal	2,565,638	609,467	92,501	701,968	3,267,606
Bank charges	86,210	16,050	2,135	18,185	104,395
Conferences and meetings	139,597	3,128	299	3,427	143,024
Consultants	1,305,409	40,453	13,232	53,685	1,359,094
Depreciation and amortization	-	29,063	-	29,063	29,063
Equipment rental	5,679	925	6	931	6,610
Field staff	4,311,877	47,960	5,066	53,026	4,364,903
Insurance	46,270	17,045	353	17,398	63,668
Legal	39,178	4,698	703	5,401	44,579
License fees and subscriptions	242,986	30,944	9,337	40,281	283,267
Miscellaneous	823	246	7	253	1,076
Office supplies	45,468	1,450	2,405	3,855	49,323
Postage and delivery	5,757	600	1,339	1,939	7,696
Printing	19,895	118	150	268	20,163
Professional development	21,482	939	70	1,009	22,491
Professional fees	594,255	315,767	12,101	327,868	922,123
Leases and office cleaning	472,573	42,763	4,198	46,961	519,534
Taxes	23,842	-	-	-	23,842
Telephone and internet	19,601	551	71	622	20,223
Travel	428,782	12,064	844	12,908	441,690
Credit loss expense	-	175,820	-	175,820	175,820
TOTAL	**$ 10,375,322**	**$ 1,350,051**	**$ 144,817**	**$ 1,494,868**	**$ 11,870,190**

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2024

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	$ 7,641,024	$ (4,703,398)
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	29,063	50,790
Realized loss	14,407	-
Donated securities	(1,211,603)	-
Proceeds from sale of donated securities	1,197,170	-
Change in allowance for credit losses	175,820	-
Amortization of right-of-use asset	288,546	179,206
(Increase) decrease in:		
Accounts receivable	(454,978)	(76,132)
Grants receivable	(7,276,569)	2,716,551
Prepaid expenses	(12,762)	(9,870)
Deposits	23,831	(61,083)
Increase (decrease) in:		
Accounts payable and accrued liabilities	54,281	(212,195)
Deferred revenue	45,637	-
Accrued salaries and related benefits	95,742	(23,398)
Refundable advances	(294,213)	636,476
Operating lease liabilities	(278,565)	(161,864)
Net cash provided (used) by operating activities	36,831	(1,664,917)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	(22,374)	(13,461)
Purchase of investments	(5,851)	-
Net cash used by investing activities	(28,225)	(13,461)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from payments on line of credit	700,000	640,000
(Payments on) line of credit	(700,000)	(640,000)
Proceed from loan	340,000	-
(Payments on) loan	(340,000)	-
Net cash used by financing activities	-	-
Net increase (decrease) in cash and cash equivalents	8,606	(1,678,378)
Cash and cash equivalents at beginning of year	1,313,441	2,991,819
CASH AND CASH EQUIVALENTS AT END OF YEAR	**$ 1,322,047**	**$ 1,313,441**
SUPPLEMENTAL INFORMATION:		
Interest Paid	**$ 45,948**	**$ 12,719**
Taxes Paid	**$ 23,842**	**$ 40,181**
SCHEDULE OF NONCASH OPERATING TRANSACTIONS:		
Right-of-Use Assets	**$ 25,280**	**$ 113,729**
Operating Lease Liabilities for Right-of-Use Assets	**$ 25,280**	**$ 111,895**

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Top: A Metrobus bus at the station in Mexico City.Image: ITDP Mexico

Middle: A BRT station with dedicated bus lanes in Dar es Salaam, Tanzania. Image: ITDP Africa

Bottom: Protected cycling infrastructure in Lima, Peru. Image: ITDP