ITDP ANNUAL REPORT 2025



ITDP
Institute for Transportation
& Development Policy

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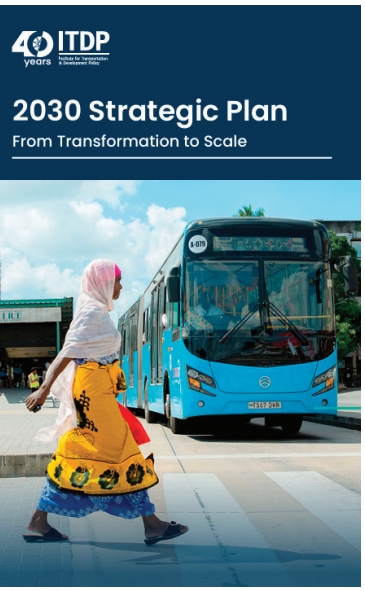
INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

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 2025, ITDP debuted its strategic vision and plan that highlights the importance of advancing well-funded, well-managed, zero-emission public transport worldwide.

KEY ACHIEVEMENTS IN 2025



In 2025, ITDP publicly debuted its five-year, 2030 Strategic Plan and vision for public transport. Image: ITDP

DEBUTING ITDP'S 2030 STRATEGIC PLAN

Launched in 2025, ITDP's 2030 Strategic Plan sets a clear direction to scale the organization's impact and drive greater transformation in the transport sector. For the first time, ITDP has also made the strategy's overarching messages publicly available, helping strengthen alignment with partners and funders around a shared goal: increasing public transport ridership on systems that are electric, well-funded, and delivered at scale. Looking ahead to the next five years, ITDP's Plan emphasizes our commitment to prioritizing public transport to create equitable, sustainable cities that provide people with access to jobs, services, and opportunities.

The alternative is chronic traffic, social segregation, economic isolation, skyrocketing emissions and pollution, and mounting road injuries and fatalities. This Plan draws on ITDP's extensive experience to ensure our work continually adapts to new challenges while seizing emerging opportunities. By sharing this strategy transparently, we also hope to foster alignment, increase collaboration, and inspire stakeholders to join us in pursuing ambitious and transformative change.

ITDP'S HIGH-PROFILE PRESENCE AT COP30 IN BELÉM, BRAZIL

ITDP brought sustainable, equitable urban mobility to the heart of COP30, with CEO Heather Thompson and ITDP Brazil Director Clarisse Cunha Linke participating in more than a dozen events throughout this high-profile conference. From discussions on electric public transport to a major fund announcement supporting Brazil's electric bus transition, ITDP highlighted how climate finance and better transport systems can accelerate decarbonization while delivering social and economic benefits. A recurring theme this year was the importance of scalable finance and cross-sector governance in enabling the electric transition. Discussions focused on leveraging climate funding for cleaner buses, expanding subnational and city-level action, and aligning public–private partnerships.

As part of a collective effort, ITDP Brazil co-hosted the Decarbonizing Public Transport event in Rio de Janeiro in the lead-up to COP30, bringing together leading regional experts from the transport and energy sectors. COP30 and the Local Leaders Forum also featured a significant announcement from ITDP Brazil and high-profile partners at WRI Brazil, BTG Pactual, and the Mitigation

Action Facility. Together, the group is working to structure a new credit fund to finance the acquisition of more than 1,700 electric buses for public transport operators across Brazil.



ITDP CEO Heather Thompson speaking at a COP30 event co-hosted in Rio de Janeiro by ITDP Brazil in 2025.
Photo: ITDP Brazil

CELEBRATING 40 YEARS OF ITDP

ITDP marked its 40th anniversary in 2025 by reflecting on four decades of innovation, advocacy, and impact in sustainable transportation. To honor and recognize ITDP's impact, the organization ran a communications campaign throughout the year and produced multimedia products highlighting our influence across key regions. From conversations with organizational leaders and founders, to data-driven visuals, to webinars with teams and partners around the world, the anniversary allowed us to honor ITDP's history while highlighting the people and partnerships shaping its future. Over forty years, ITDP has had several significant impacts, including:

- **Support for over 850 sustainable transport projects and policies in more than 120 cities worldwide since 1985**
- **Reducing nearly 2.2 gigatons of CO2 equivalent emissions by 2050 because of our previous strategic plan (2018-2024)**
- **Influencing the development of over 2,400 kilometers of bus rapid transit (BRT) corridors around the world since 1988**
- **Supporting the roll-out of over 45,000 electric buses globally across all key regions**

- **Supporting the roll-out of more than 676,000 bikes in bikeshare systems since 1985**
- **Leveraging more than USD $200 billion of financing from development banks and institutions towards mobility projects while engaging over 24,500 decision-makers**

Our Impact Since 1985

850
sustainable transport projects and policies



200
cities with a Bus Rapid Transit (BRT) system

3,000+
bikeshare systems established



120+
cities improved



5,800
kilometers covered

$200b
in financing secured for sustainable transport

24,000
government and institutional decision-makers reached

700,000
e-buses introduced in ITDP regions over eight years



DAKAR, SENEGAL WINS THE 2025 SUSTAINABLE TRANSPORT AWARD HONOR

Dakar earned the 2025 Sustainable Transport Award for launching Africa's first fully electric BRT system, a transformative project expected to serve 300,000 passengers each day while cutting travel times and emissions and creating thousands of jobs. Mexico City received an Honorable Mention for its progress in expanding and electrifying public transport, alongside major investments in bikeshare, electric trolleybuses, and Cablebús. Collectively, the 2025 Sustainable Transport Award finalists – which include Delhi, India; Mérida, Mexico; and Niteroi, Brazil – showcase cities that are responding to urgent mobility challenges with innovative, sustainable solutions.

KEY ACHIEVEMENTS IN 2025

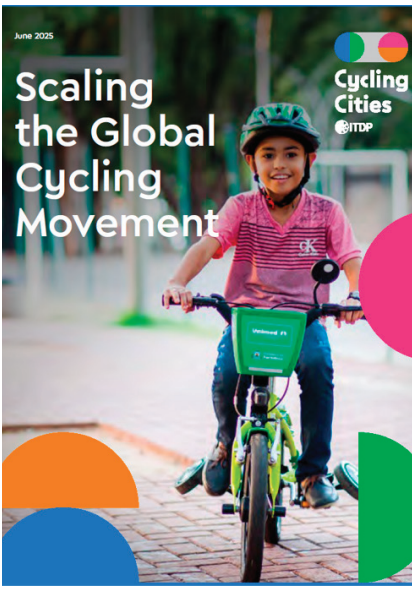


Dakar received the 2025 STA recognition for its innovative and landmark electric BRT system. Photo: CETUD

CONCLUDING THE CYCLING CITIES CAMPAIGN

Amid the devastation wrought by the COVID-19 pandemic, small glimmers of hope emerged. Vehicle use fell, and people wanted to spend time outside, enjoy public spaces, and take advantage of the opportunity to walk and cycle safely. This motivated the launch of Cycling Cities, a global campaign aimed at making cycling a permanent, reliable, healthy, and safe transportation option in cities. Launched in 2021 with these goals for urban cycling in mind, the Cycling Cities campaign ended in 2025 with significant achievements and impacts from participating cities, institutions, and advocates.

ITDP produced a summary report celebrating the achievements of the Cycling Cities campaign in 2025. Image: ITDP



Together, the cohort built more than 2,000 kilometers of cycle lanes, hosted nearly 3,900 car-free or open streets events, and delivered more than 1,070 cycling training sessions. The campaign's legacy will continue through ITDP's 2030 Strategic Plan, where active mobility remains an important part of growing public transport ridership and ensuring a future of accessible cities.

EXPANDING BRT AND E-BUS KNOWLEDGE RESOURCES

In 2025, ITDP continued to expand its global knowledge offerings with new tools and resources to help cities plan and deliver better public transport. With high-quality data sources and less work for users, ITDP launched the BRT SCOPE web tool in 2025 to empower transport planners, city staff, and other advocates to

champion sustainable urban public transport. ITDP also released its hallmark report, Advancing E-Buses: A Guide to Batteries and Charging, which provides practical guidance on fleet electrification and charging infrastructure.

This report provides an overview of technology options and the key considerations for each, serving as a practical guide for governments and planners as e-bus deployment continues to grow. A new BRT Resource Hub course further expanded access to technical knowledge for city officials, planners, and advocates through a guided collection of in-depth and general resources from ITDP.

ADVANCING THE CASE FOR COMPACT, ELECTRIFIED CITIES

At Transforming Transportation 2025, an annual high-profile event hosted by WRI and the World Bank, ITDP brought together global and regional leaders to explore how compact urban development and electrified transport can work together to create more sustainable cities.



The World Bank and ITDP collaborated on a report and online tool to show the economic benefits of active mobility investments. Image: ITDP

The session drew on ITDP's Compact Cities Electrified research to highlight the benefits and investment opportunities emerging across regions, while connecting local transport transformation to broader climate and development goals. In particular, the high-level technical session hosted by ITDP built on region-specific analyses from the broader Compact Cities Electrified research, including reports released in 2024 and 2025 focused on Africa, Brazil, China, India, Indonesia, Mexico, and the United States.

LAUNCHING CYCLINGMAX WITH THE WORLD BANK

ITDP and the World Bank partnered together in 2025 to launch CyclingMax, a new tool that helps cities quantify the long-term economic benefits of investing in cycling infrastructure. By measuring gains in public health, travel time, emissions, and safety, the tool gives policymakers the evidence they need. It advocates stronger evidence to prioritize cycling investments and shows how the benefits of connected protected cycling networks can far outweigh their costs.

A downloadable companion report highlights the multiple benefits of cycling infrastructure, including safety improvements, environmental impacts, health benefits, and travel time savings. It provides further detailed case studies from various cities, demonstrating the tool's application and the significant socioeconomic returns of cycling investments.

LAUNCHING THE UN DECADE OF SUSTAINABLE TRANSPORT 2026-2035

As the United Nations launched its first Decade of Sustainable Transport at the end of 2025, ITDP called for governments, development banks, and private-sector partners to translate the global framework into concrete investments and policy action. At the UN launch event in December, ITDP emphasized the need to scale well-funded, electric public transport and turn the Decade into a catalyst for meaningful change.

Central to ITDP's call is scaling up electric public transport as a cornerstone of every country's energy security and economic resilience strategies. Transitioning mass public transport, especially bus fleets, to electric vehicles and infrastructure can transform global cities. Supported by clean, reliable energy grids, this shift will dramatically reduce dependence on imported fossil fuels, lower costs, and protect individuals and economies from volatile energy markets.



ITDP representatives with officials from the World Bank, the STA Committee, and Dakar's CETUD agency in Washington, DC in March 2025. Photo: ITDP

PROGRAM AND WORK AREAS

PUBLIC TRANSPORT AND ELECTRIFICATION

ITDP Africa is working closely with the Ministry of Transport and Logistics (MoTL) in Ethiopia and the Ministry of Roads and Transport (MoRT) in Kenya to advance a national framework to formalize and electrify public transport. As the work has progressed, the initiative has naturally deepened its focus on Addis Ababa and Nairobi, where the transition to electric mobility presents near-term impact.

A comprehensive baseline assessment in Ethiopian cities has clarified current operations, policy gaps, and electrification readiness, while stakeholder inputs have strengthened the evidence base for reform. To accelerate e-bus deployment, the team has also prepared technical documentation, including institutional restructuring options to improve coordination, and an initial financial model outlining three viable pathways: a fully public approach, a public–private partnership (PPP), and a hybrid model that provides entry for the private sector and allows public oversight.

The Government of Tanzania has approved the gross-cost contract (GCC) model for phase 1 operations of the DART project, although it continues to resist adopting this model in later phases. Phase 2 is currently being executed under a net-cost contract (NCC), which places revenue risks on operators. While the GCC model would provide stable compensation based on service delivery and improve financial sustainability, reliance on the NCC has led to poor service quality, limiting ridership and greenhouse gas savings, as informal minibusses continue to operate alongside the BRT corridors.

To address these issues, ITDP Africa, with the support of the World Bank, is organizing an exposure visit for key stakeholders to improve their understanding of GCC, risk management, and successful practices from cities like Dakar and Jakarta. This was expected to take place in November 2025; however, due to election-related disruptions, it will now take place in early 2026. An Africa E-Mobility Week workshop was organized in Addis Ababa in October 2025. ITDP, in collaboration with UNEP, the Africa E-Mobility Alliance, and the Ministry of Transport and Logistics, hosted the workshop, which brought together over 350 participants from around the world, including academics, government agencies, private companies, and other e-mobility stakeholders.

The event explored cutting-edge vehicle technologies, policy frameworks, financing mechanisms, and business models. On October 14th, ITDP hosted an industry tour that gathered key stakeholders from government agencies, the private sector, and development partners to provide first-hand insights into the operational landscape of e-bus systems, charging infrastructure, light rail integration, public transport bus depot management, and traffic management in the capital.

ITDP Brazil completed a comprehensive study mapping locally available electric buses to support the federal government's aggregated procurement process. As part of this effort, we developed a proposal for standardized specifications for electric fleets, which industry stakeholders and partner organizations, including the Brazilian Association of Electric Vehicles and the National Association of Urban Transport Companies, received well. These recommendations were presented to the Ministry of Cities and incorporated into ongoing discussions to guide future



ITDP has been supporting programs and policies to further investment in electric bus fleets across Brazilian cities.

Photo: ITDP Brazil

investments, ensuring that procurement processes align with national climate goals and prioritize efficiency and scalability.

The bidding process for Rio de Janeiro's new bus system, originally scheduled for 2028, was brought forward to this December following a court settlement between the city and bus operators. The city made the draft Terms of Reference for the new bus lines available for public consultation and accepted feedback until the end of August to support fleet modernization. The new concession will be divided into 5 batches. The second batch, planned to be rolled out within a couple of months, will already include electric buses, as the first phase in the roadmap that ITDP Brazil has been designing with the City, to secure the transition to 1,000 electric buses by 2030 and 100% of the fleet by 2040 (+4,500 buses).

The ITDP China–ADB Jinan Modern Trolleybus Project was featured on national television, highlighting the integration of electric trolleybus systems with urban design upgrades and Jinan's commitment to a modern, low-carbon public transport network. This public visibility enhances political buy-in and positions Jinan as a replicable model for other tier-2 cities. Jinan's electric BRT/trolleybus integration strongly aligns with the vision for multimodal and connected transport systems.

ITDP India had initiated a nationwide survey on women's experiences in public transport, gathering responses from 2,00,000 citizens, including 78,000 women, across 46 cities through the Transport for All Challenge with the Ministry of Housing and Urban Affairs (MoHUA). To deepen these insights, we also conducted focus group discussions with 75 women working in bus-based public transport systems, including drivers, conductors, and mechanics from Delhi, Pune, Bengaluru, and Chennai, to understand the barriers women face in the public transport workforce.

Based on these findings, ITDP India published the Gender Inclusivity in India's Public Transport report in collaboration with GIZ, which contributed additional case studies from two Indian cities. The publication was launched at the Urban Mobility India (UMI) conference '25, at a technical session with GIZ. We are currently in discussions with



In 2025, ITDP India helped Indian cities plan LEZs and improve street infrastructure. Photo: ITDP India

partners such as GIZ to scale up this initiative and support strategies to improve women's participation in the workforce and enhance their experience and safety in public transport systems across the country.

This period marked significant progress in ITDP India's Zero Emission Vehicles (ZEV) efforts, highlighted by the completion of the ZEV Framework and the publication of Accelerating Clean Mobility through India's ZEV Opportunity. The team actively contributed expert inputs across multiple national platforms, including the Clean Air Workshop led by Mr. Shashi Tharoor – Member of Parliament, organized by Air Quality Asia and CEEW, the National Research Development Corporation (NRDC) workshop on strengthening supply-side regulations for ZEVs, and a Shakti Foundation workshop focused on enhancing fuel-efficiency norms for heavy-duty vehicles.

ITDP India also convened a ZEV Roundtable in Delhi with bus manufacturers, bus operators (private and public), and industry experts to gather stakeholder recommendations, which it is consolidating into a detailed consultation report. DP India will formally submit the ZEV Framework to the national Ministry to guide national policy on accelerating clean mobility.

Tamil Nadu's EV charging ecosystem rollout gained momentum when the Chief Minister launched the Public Charging Guidelines and Status Report, developed by ITDP India, at the Hosur Investment Conclave. To support implementation, ITDP India submitted a Phase I proposal covering 348 government-owned locations for EV charging and battery-swapping stations to the Ministry of Heavy Industries (MHI) for funding under the PM E-Drive Scheme. In the coming period, ITDP India will initiate Phase II of the proposal and engage with the CMA to establish EV Cells across five designated EV cities, supporting coordinated implementation and scaling of the state's EV network.

The Reach Your Riders (RYR) national program with GIZ India has progressed significantly, with the partnership formally confirmed and Phase 1 scheduled to begin with a workshop in Singapore. Building on ITDP India's 2024 research, the program guides State Transport

Undertakings (STUs) in strengthening communications, improving commuter engagement, and elevating overall user experience. MoHUA has approved the initiative and issued letters to ten STUs to participate. Phase 1 will focus on capacity building for all 10 STUs; Phase 2 will shortlist four STUs for deep-dive engagement; and Phase 3 will support these STUs in developing robust communication strategies and piloting at least one intervention each.

Pune continued to advance its sustainable mobility initiatives with progress on both public transport enhancement and structured parking management. Pune Mahanagar Parivahan Mahamandal Limited (PMPML) has tendered 1,000 CNG buses, with 200 expected to arrive by year-end, significantly boosting service availability in key corridors. The city also secured sanction for 1,000 e-buses under the PM E-DRIVE Scheme. These achievements build on ITDP India's ongoing collaboration with PMPML, which includes presenting the People Near Transit (PNT) analysis to the CMD and supporting the route rationalization process.

ITDP India has also developed methodologies to increase bus frequency in transit deserts and strengthen feeder connectivity to Metro stations, ensuring that upcoming fleet additions directly address service gaps. ITDP India also facilitated a knowledge exchange with the Bengaluru Metropolitan Transport Corporation (BMTC) CTMO to explore station and depot development through PPP models. In the coming months, ITDP India will assist PMPML with BRTS frequency improvement surveys, route rationalization studies, and user surveys to refine feeder connectivity and ensure the new fleet additions translate into effective service improvements.

Nashik's public transport improvements are progressing, with Citilinc reviewing the benchmark analysis and PNT Pune study to guide service enhancement, supported by ITDP India's recommendations. Under PM E-Bus SEWA, 50 e-buses are expected by December, strengthening the city's clean mobility transition. Over the next month, ITDP India will work to secure buy-in from Citilinc leadership and the Municipal Commissioner on the PNT analysis. It will conduct user perception surveys to inform service optimization and data-driven planning.



ITDP continued its promotion of Jinan, China's's innovative electric trolleybus system in 2025.
Photo: ITDP China

In Indonesia, Transjakarta has expanded its operations to 16 routes throughout the Greater Jakarta region. By the end of 2025, Transjakarta will deploy an additional 200 e-buses to reach its target of 500 e-buses in operation. In this expansion phase, Transjakarta is applying the business model recommended by ITDP under the World Bank's Second Stage Business & Financing Model Analysis for the Electrification of Transjakarta's Bus Fleet. ITDP continues to support the Rebel Group in completing this World Bank's second-stage business and financing model development.

This stage builds on the first study's findings and tailors business models to operator type, service typology, bus category, and financing structures. The goal is to identify the most suitable approach for e-bus operations and charging infrastructure while enabling private sector participation. ITDP, under ARUP, recently completed e-bus facility design work for the Feasibility Study and Preliminary Design Preparation to support DAMRI's Battery Electric Bus (BEB) rollout. At the end of the project, ITDP recommended 3 selected depots with 8 conceptual design scenarios in newly selected locations. ITDP presented the designs to the Asian Development Bank (ADB).

In August 2025, ITDP Indonesia and Transjakarta signed an MoU to launch the second batch of the Transjakarta Academy as part of Transjakarta's Women Empowerment Program, supported by UNEP. The program expands pathways for women to enter the e-bus ecosystem workforce, particularly as e-bus drivers, through training in technical driving skills, customer service, and gender equality modules. ITDP developed the curriculum and training modules and evaluated the learning process. The program culminated in a graduation ceremony on 10 November 2025, celebrating 13 women drivers certified for Transjakarta's e-bus operations.

In November 2025, ITDP Indonesia also organized MOV-E, a public outreach event in Jakarta, as a collaborative space for stakeholders to improve public awareness and engagement in accelerating the transition to a low-emission



ITDP Indonesia organized MOV-E, a public outreach event in Jakarta, to raise awareness around electric transport.
Photo: ITDP Indonesia

mobility system. Key highlights included a talk show on the role of e-buses in reducing emissions and improving service quality, interactive exhibits such as an electric angkot (minibus) prototype, and participation from community groups, which enriched perspectives on mobility, public health, and sustainability.

ITDP Indonesia previously recommended Trans Semarang's electric bus pilot project, including proposed corridors and operational considerations. This month, the Semarang City Government began passenger trials of Trans Semarang e-buses on Corridor 1, partially following ITDP's recommendation. The city also initiated a trial on Corridor 5, which was not part of ITDP's recommended routes, but the local government implemented it nonetheless. On 30 November 2025, a passenger trial will take place on Corridor 4, which fully aligns with ITDP's recommended pilot corridor. These ongoing trials represent a positive first step toward broader electrification of public transport in Semarang and demonstrate growing local commitment to cleaner, more sustainable urban mobility.

The City of Pekanbaru formally committed to electrifying public transport after a strategic "Public Transport Electrification Roadmap and Reform Study" conducted by ITDP Indonesia with the city. As an initial step, the city has begun operating eight electric feeder buses to serve two routes connecting residential areas to the main public transport network. The government also plans to support infrastructure development, such as charging stations, along with regulatory and budgetary commitments.

ITDP Mexico deepened its role as a technical partner to the National Mobility and Road Safety System (SNMSV) by actively participating in Working Groups 2 and 4. In Working Group 2 (focused on Public Transport), ITDP supported translating the national government's electromobility objectives into actionable policies for state mobility authorities, who ultimately hold responsibility for public transport planning and operations. This engagement is helping create a coherent national–subnational implementation pathway for public transport electrification across the country's 32 states.

Simultaneously, in Working Group 4 (dedicated to vehicle registration and data management), ITDP contributed to the technical foundations of the National Vehicle Registry. This instrument is essential not only for tracking vehicle fleets at the national level but also for designing electric mobility goals and transport demand management (TDM) policies, such as low emissions zones. Because this is a long-term goal that will take time to implement, ITDP has agreed with key states representing about a quarter of the population to advance a regional pilot, starting implementation in 2026. This pilot is key to road management and Guadalajara's low-emissions zone.

ITDP Mexico also advanced the national electromobility roadmap by coordinating alignment meetings between SEMARNAT, SICT, SE, and SEDATU. These meetings ensured that guidelines for electrifying public transport fleets (covering infrastructure, regulation, data requirements, and financing mechanisms) are integrated consistently across the ministries involved. PROTRAM's new strategy to channel funding for public transport is moving forward using ITDP Mexico's methodology to create origin-destination matrices, assess demand, and/or sketch public transport routes. Our analysis, based on GPS data from phones, has been

tested and approved by PROTRAM and state authorities, unlocking funds for public transport in 2025 and setting the stage for nationwide use in 2026.

The Governor of Quintana Roo, Mexico, approved the state's sustainable mobility fund strategy based on two pillars: fines for speeding and a minimum increment in income tax; both will be directed to the sustainable mobility fund. The strategy will now be presented to the business community and discussed in the State's Congress. Finally, within the SNMSV Public Transport Working Group, ITDP helped shape the final version of the 2025–2026 workplan. The updated plan now incorporates a strengthened focus on public transport electrification and system digitalization, establishing federal–state coordination for implementation over the next two years.

Substantial progress is being made on the digitalization and electrification components of transport systems in Monterrey and Mexico City, which form the core of the GTFS & Control Center project designed to accelerate the e-bus transition. In Monterrey, ITDP Mexico moved from the scoping phase into active technical work with the local bus provider selected by the municipality (Regio Ruta system). ITDP held a series of coordination sessions with the provider's technical team to align data structures, assess system capabilities, and validate the processes needed to generate a complete, standardized GTFS dataset.

In Mexico City, collaboration with Metrobús continued to advance toward the public release of the agency's GTFS dataset. The latest update confirmed that the dataset is undergoing a final stage of quality assurance (QA review). Metrobús has indicated that a few remaining issues are still under internal evaluation, and ITDP remains in close communication to support swift publication. Beyond digitalization, ITDP also advanced two pilot concepts in partnership with Metrobús to support operational efficiency and innovative uses of electric transport infrastructure.

First, ITDP is preparing a pilot to monitor and analyze battery performance on electric Metrobús lines through eco-driving and operational optimization strategies. This pilot aims to generate empirical evidence on how driving practices, charging cycles, and corridor characteristics influence battery durability and energy consumption—information needed to scale e-bus systems in Mexico City. Secondly, ITDP is working with Metrobús on a feasibility concept to repurpose spare electrical capacity and unused charging windows on the system's infrastructure for electric freight vehicles.



ITDP Mexico presented the results and findings of its latest Ciclociudades Monitor and assessment in 2025.
Image: ITDP Mexico

Metrobús has agreed to work on the pilot with us and the National Association of Private Transport (ANTP), which unites Mexico's largest logistics fleet operators. This initiative seeks to explore a dual-use model in which public transport charging facilities can support last-mile logistics operators during off-peak hours, generating an additional revenue stream for Metrobús. If the pilot is successful, the transition to electric fleets of Metrobús will gain a new funding stream; improved charging facilities in the 11 bus depots of Metrobús will be implemented, impacting not only the 872 buses that Metrobús operates but a large and still to be determined number of vans and freight vehicles from companies that will join the scheme.

CYCLING AND WALKING

In Africa, a roadmap document was developed to build on lessons from improvements in walking and cycling infrastructure in Addis Ababa and establish standards for network planning related to walking, cycling, public transport, and green network development. The team shared the draft document with the Ministry of Transport and Logistics for review. The Ministry provided feedback recommending the inclusion of information on the current status of non-motorized transport (NMT) infrastructure in selected secondary cities across Ethiopia. After incorporating these comments, the study will be finalized and shared with cities nationwide as minimum standards to follow, complementing the National Street Design Manual ITDP developed in 2024.



ITDP continued its support of Addis Ababa's NMT Strategy and implementation plan for improving citywide walking and cycling infrastrucutre.
Photo: ITDP Africa



In 2025, ITDP Indonesia produced several guides focused on improving cycling and bikeshare networks in Jakarta. Image: ITDP Indonesia

ITDP Africa is supporting the Addis Ababa City Transport Bureau in selecting the operators for the bikeshare system. Previously, ITDP helped the city develop the bikeshare feasibility study and prepare the operating financial model. The feasibility study identifies the bikeshare system's coverage area, targeting key neighborhoods and urban centers. It determines optimal station locations for user accessibility and convenience and includes street profiling to assess roadway suitability for bikeshare operations. Starting in February 2025, the AATB began receiving requests from various interested operators and is currently reviewing their proposals. ITDP is advising on selecting the best operator to manage the first bikeshare operation in Addis Ababa.

ITDP China provided expert input to the Beijing Transport Institute and Beijing Transportation Committee on active mobility strategies for the 15th FYP, including: clarifying right-of-way for rapidly growing e-bike volumes; enhancing e-bike charging/parking systems; and differentiated management of shared e-bikes and delivery riders. In November 2025, the Beijing Municipal Committee of the Communist Party of China issued the “Proposal for Formulating the 15th Five-Year Plan for National Economic and Social Development of Beijing,” outlining key development priorities for the city over the next five years. The proposal specifically emphasized strengthening non-motorized vehicle management, promoting the standardized and orderly development of e-bikes, and enhancing collaborative oversight of the on-demand delivery industries. ITDP’s advice contributes directly to the national discourse shaping 2026–2030 planning priorities.

ITDP China also completed the EF-supported bicycle lane optimization project for central Guangzhou. Experts recognized its timeliness and practical value given Guangzhou’s rapid growth in e-bike use. A keynote on “The Death and Life of Urban Expressways” further sparked strong interest among Guangzhou Planning & Design leaders in collaborating on sustainable infrastructure transformations. Guangzhou is emerging as a leading multimodal integration city combining active mobility, public space upgrades, and cleaner logistics.

A significant milestone for ITDP China occurred in September, when China officially implemented the updated National E-bike Safety Technical Specification, incorporating many core recommendations that ITDP had advocated for over the past years. The new standard strengthens requirements for batteries, controllers, speed-control devices, and safety technologies such as GPS and real-time battery monitoring. Before the standard's release, ITDP held dedicated technical consultations with the revision team, helping ensure that battery and charging safety—one of the country’s most pressing risk areas—received central attention. National momentum continued with the release of the Guidelines for Shared Battery Swapping (Trial), which reflects growing recognition of ITDP’s push for standardized, safe charging systems.

In India, work toward Mizoram’s State Pedestrian Policy has begun with focused discussions between the Government of Mizoram, NIUA, and ITDP India to establish the policy direction. ITDP India has drafted the initial outline, which is now under joint review with NIUA to refine its scope and priorities. The team will finalize and submit the complete draft policy to the Mizoram Government by December 2025. This will be the state’s first-ever initiative to improve walking, cycling, and the overall street network.

ITDP Indonesia collaborated with MRT Jakarta and the Jakarta Transport Agency to explore a bikeshare pilot in the planned Blok M TOD area. However, regulatory limitations led to the discontinuation of the planned 2025 pilot. Despite this, ITDP prepared an evaluation report identifying key barriers

operators faced, the minimum conditions required from public and private stakeholders, and the policy and operational adjustments needed to implement bikeshare in Jakarta. ITDP is currently exploring coordination with the Jakarta Transport Department and will report the full chronology of the discontinued project and recommendations to the Governor of Jakarta to support Jakarta's vision of providing bikeshare services to strengthen first- and last-mile access.

ITDP Global used the Atlas of City Transport to evaluate progress on the Cycling Cities campaign, comparing the People Near Bikeways (PNB) indicator for each of the 30+ cohort cities from the campaign's start in 2021 to the final year in 2025. The campaign included the results in Scaling the Global Cycling Movement, its wrap-up report. Cities that saw the largest increases in PNB—the share of the population living near safe cycle lanes—over the course of the campaign were: Bogotá (14%), Mérida (13%), Guadalajara (11%), Santiago (10%), Buenos Aires (9%), Mexico City (8%), and Addis Ababa (8%). These cities share several factors that supported this progress: clear cycle lanes or active mobility plans, strong institutional capacity and technical support, and funding to implement priority projects.

SUSTAINABLE URBAN DEVELOPMENT

ITDP Africa has been working with the Addis Ababa City Transport Bureau to prepare a strategy to guide the city in implementing quality walkways, cycle tracks, bike share programs, parking management, vendor management, and greenway development. The Addis Ababa Transport Bureau submitted the draft document to various implementing agencies, and we gathered feedback on the study and addressed all comments. The team also organized a meeting at the AATB office with different stakeholders to obtain final feedback. The team shared the final draft document with the Bureau's NMT Directorate, with a launch expected before the end of the year.

ITDP Africa continued to support the government of Tanzania by participating in the review and selection process for the areas that will receive the needed priority interventions. The outcome is a revised



In 2025, ITDP Indonesia presented the results of a National Electrification Study to high-level transport and public officials.
Image: ITDP Indonesia

proposal to redesign 50,5 km of streets, categorized into three intervention typologies (Complete Streets Network, Streets Redesign, and NMT boost), plus 1.7 square kilometers for parking management. These selections reflect a deliberate effort to connect high-potential corridors and areas into a coherent, functional system that supports sustainable and inclusive urban mobility.

ITDP Brazil updated the Climate Change Vulnerability Index for Urban Mobility (IVMU), originally published in 2018, applying it to 320 municipalities with over 100,000 inhabitants, covering more than 115 million people. The 2025 edition reveals significant regional disparities and underscores the urgent need to integrate climate adaptation into transport systems and urban policies. The recommendations presented to BNDES and the Ministry of Cities urge future transport investments to prioritize areas most vulnerable to climate risks and to combine mitigation and adaptation strategies. These guidelines aim to strengthen governance, improve resilience, and promote climate justice across all levels of government.

The federal government held a public consultation on the National Mitigation Strategy and the Energy, Transport and Industry Sector Plans of the Mitigation axis of the Climate Plan. These plans drew broad participation from stakeholders across key sectors of our economy, including ITDP. Our contributions emphasized the need to set clear, medium- and long-term zero-emission targets for all urban vehicle types and to differentiate zero-emission from low-emission technologies to ensure real air-quality and climate benefits.

It also calls for structured fleet-electrification goals, charging-infrastructure planning, and interministerial coordination, including a National Electromobility Plan to guide the transition. We also reinforced the importance of integrated and sustainable urban planning, including climate-aligned master plans and urban development. We expanded support for active mobility, public transport, and nature-based solutions.



ITDP Brazil hosted several high-profile events during COP30 in 2025 that put a spotlight on climate action in the region. Image: ITDP Brazil

ITDP Brazil revised its Transit-Oriented Development (TOD) methodology to identify high-capacity transit stations with the greatest investment potential, incorporating climate resilience parameters and strategies to attract private concessionaires. This updated approach aims to strengthen multimodal integration and ensure future public transport investments contribute to both mitigation and adaptation goals. The methodology will inform discussions in Rio de Janeiro, São Paulo, Salvador, and Belo Horizonte, positioning these cities to advance sustainable and climate-ready mobility solutions.

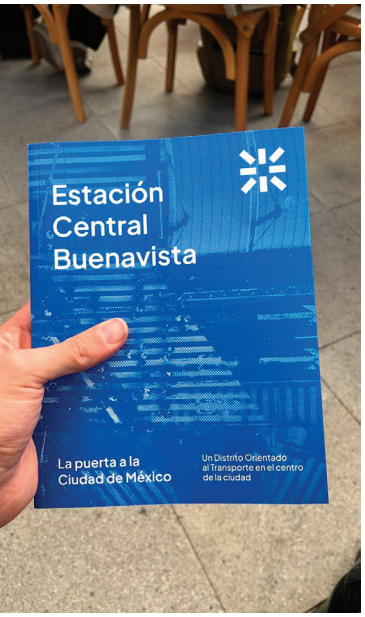
In India, under the Greater Chennai Corporation (GCC), 18 km of streets have been tendered, 40 km are being prepared for tendering, and draft designs are complete for another 30 km. In parallel, the parking management pipeline has strengthened: the Anna Nagar RfP has been approved by the Tamil Nadu Infrastructure Development Board (TNIDB), and the cluster-based rollout for Besant Nagar is advancing with consultant onboarding in progress. ITDP India continues to support RfP finalization, consultant onboarding, and coordination between GCC and TNIDB to maintain momentum.

Research and network-building activities complement these infrastructure efforts. Station accessibility studies across 20 MRTS and Metro stations are progressing with Sensing Local, with field surveys and consultant selection for Bus Road Routes (BRR) set to continue in the coming months. Meanwhile, the Mobility Charter under the Sustainable Mobility Network has been refined, and ITDP India is working with Asar to shape a communications strategy to support city-wide outreach and adoption.

ITDP India is supporting the Government of Maharashtra on three key fronts: enabling implementation of the state's EV policy, facilitating adoption of the Sustainable Urban Mobility Policy (SUMP), and securing financing for the ITDP-developed MahaBus program. The team engaged with the Transport Commissioner to define the technical assistance required to meet EV targets for buses and charging infrastructure and is



At the Tamil Nadu Infrastructure Summit 2025, ITDP India and experts from different sectors gathered for a discussion on transport integration. Image: ITDP India



ITDP Mexico produced a detailed book on Mexico City's Buenavista Station project that was disseminated to transport officials in 2025.
Photo: ITDP Mexico

exploring a status report to map existing charging facilities and identify gaps. Discussions on the SUMP continue, following its submission to the Urban Development Department - I (UDD-I) Secretary, with a formal presentation planned for the Joint Secretary. Preparations are also underway to present the MahaBus program, aimed at expanding bus fleets across cities, to the Finance Department and the Chief Secretary.

ITDP Indonesia has incorporated its recommendations into Surabaya's 2025-2029 Regional Medium-Term Development Plan (RPJMD), which covers the Compact City Electrified strategy, including spatial planning, electric bus operation, and the city's budgeting. This secures the city's commitment to enhancing public transport networks, connectivity, and accessibility. Currently, ITDP is still supporting the city in finalizing the city development strategy and public transport operation strategies, including inclusive bus stop guidelines, typologies, and cost estimates for priority stops.

Through the Green Cities and Infrastructure Program (GCIP) with Mott MacDonald, ITDP Indonesia completed preparatory work for the TOD Roadmap for Greater Surabaya. Recent progress indicates a strong opportunity to elevate TOD issues to the national government. Discussions with the Coordinating Ministry of Infrastructure and Regional Development highlight the potential for a Presidential Regulation on TOD that incorporates inclusivity principles and financing instruments such as Land Value Capture (LVC).

In parallel, ITDP and Techne Praxis are leading feasibility studies for an Integrated Transit and Development (ITD) model that combines TOD and LVC for mid-sized cities such as Semarang and Kendal. The project takes an inclusive approach, emphasizing community workshops to align development goals with the needs of vulnerable groups and identify barriers specific to mid-sized cities, whose contexts differ significantly from big cities like Jakarta and Greater Surabaya.

Recently, the World Bank approached ITDP Indonesia to help produce evidence-based, corridor-specific NMT strategies, along with a high-level master plan and conceptual designs, to improve FMLM connectivity to BRT in Mebidang. This is a great opportunity to address poor FMLM connectivity and inadequate NMT infrastructure along the BRT corridor. It is expected to increase BRT ridership, strengthen NMT-BRT integration, improve access for vulnerable groups, and reduce congestion and emissions.

ITDP Mexico began working with the Trains and Integrated Transport Agency (ATTRAPI) to redevelop Buenavista Station, promoting its integration with different transport services and the surrounding neighborhoods. This transformation will help the expected 100,000 or more users who will use Buenavista as the main gateway to enter Mexico City from Pachuca, Querétaro, and the Felipe Ángeles Airport shift from automobile to train commuting.

TRAFFIC REDUCTION AND MANAGEMENT

ITDP Africa has been working with the Kampala Capital City Authority (KCCA) to review the street designs in the Central Business District. ITDP provided feedback to KCCA and the consultant on a 2.08 km extension of non-

motorized transport (NMT) infrastructure along these routes. ITDP is following up with KCCA and the consultant to ensure that some of the design recommendations, which focus on limiting on-street parking to free up space for wider walkways and dedicated cycling tracks, are incorporated into the designs. Proper street planting and well-placed pedestrian crossings aim to improve comfort and safety for all road users.

ITDP India participated in the sub-national consultation on Odisha's Draft Parking Policy in Bhubaneswar, following an invitation from the Housing and Urban Development Department. The draft was shared in advance, allowing the team to submit detailed written feedback, including three priority actions, key gaps, and suggested reframing to strengthen clarity and implementation. These inputs were consolidated into a formal note and shared as part of the consultation supported by GIZ's SUMACA project. ITDP India also met Rajesh Patil, Special Secretary, H&UD. It shared PCMC's Non-Motorized Transport (NMT) Policy, highlighting the need for Odisha's parking policy to align with a broader Healthy Streets framework.

Under the Healthy Streets portfolio, ITDP India advanced state-level discussions on creating safer, people-first streets by presenting the Street Development Regulations to the Directorate of Town Planning and Valuation (DTP) office and submitting them to the UD-I Joint Secretary for review. In addition, we provided technical inputs and recommendations to the High Court Report on reducing vehicular emissions in the Mumbai Metropolitan Region, supporting a more actionable framework to improve regional air quality and strengthen Maharashtra's commitment to low-emission streets.

Over 300 newly recruited engineers in Chennai and Madurai participated in intensive training programs on People-First and Healthy Streets, combining classroom sessions with on-site exposure to ongoing city street interventions. The workshops covered key topics including Chennai's street design journey, national best practices in street transformations, parking management, and low-emission zones. ITDP India facilitated these sessions,



In cities across India like Udaipur, ITDP's Healthy Streets work is helping improves public space for all types of communities.
Photo: ITDP India

providing technical guidance, case study insights, and practical demonstrations to equip engineers with the knowledge and tools to implement better street design in their respective cities. Following the training, participants are expected to apply these learnings to advance city-level street planning, design, and management, contributing to more livable and sustainable urban environments across Tamil Nadu.

Pimpri Chinchwad marked a significant phase of progress during this period, with ITDP India closely supporting the city across research, documentation, and national-level visibility. With ITDP India's technical inputs, the team completed a comprehensive pedestrianization case study and a best-practice report, capturing lessons from existing interventions and outlining evidence-based approaches to guide PCMC's future street improvements and pedestrian-friendly transformations. These resources are now informing the ongoing work on the Nigdi–Dapodi Corridor. They will also steer upcoming efforts in the Linear Garden area, where pedestrian-centric improvements are planned as part of the broader parking and street management program.

The LEZ initiative is progressing in both Pimpri Chinchwad and Pune, with ITDP India supporting analysis, coordination, and evidence-building. In Pimpri Chinchwad, the Corporation has approved the LEZ report, the legal study has been presented, and the team is analyzing and compiling citizen survey inputs into a report. The team is collecting traffic data from selected locations, while a state-level finance study supported by Nikore Associates is in progress. In parallel, the team is analyzing central budget insights to inform broader global OKRs.

In Pune, traffic data analysis has begun to identify suitable LEZ zones, while the legal study and citizen survey findings have been shared with the Corporation. Focus Group Discussions are scheduled to gather deeper behavioral and stakeholder insights. Over the coming months, ITDP India will synthesize these datasets, frame initial LEZ frameworks for both cities, and support consultations to move the initiative toward a city-ready implementation pathway.



In Brazil, ITDP's advocacy and technical support throughout 2025 have advanced investments in bus electrification.
Photo: ITDP Brazil

FUNDING, FINANCE, AND POLICY

In Africa, Ethiopia's strong fiscal position and political leadership have been critical to kick-starting early e-bus deployment. However, relying solely on public funds over the long term carries significant sustainability risks as the system expands. Recognizing this, ITDP Africa has developed various business models and engaged with government partners to create new structures that attract private finance. In 2026, ITDP will work with the Ministry of Transport and Logistics and key agencies to adopt a robust business model that ensures the first e-BRT corridor includes private-sector investment.

ITDP Africa has begun identifying funding and financing streams for both infrastructure and operations, although progress has been slow. ITDP plans to continue engaging at various levels, including national and city government and MDBs, to build a clearer picture of the financing landscape. This understanding will enable efforts to advocate for increased allocation to e-BRTs in Addis Ababa. In 2025, ITDP Africa began discussions with the Ministry of Transport and NaMATA on viable business models that can attract private investment and accelerate BRT implementation in Nairobi. In 2026, ITDP will continue this engagement through targeted meetings to support adoption of the recommended model. In parallel, ITDP is engaging the AfDB to explore supplementary climate finance that could strengthen implementation readiness. Across all fronts, ITDP will work proactively to fast-track progress and ensure the conditions needed for a successful rollout.

ITDP Brazil, WRI Brasil and BTG Pactual are leading the creation of a new blended finance fund to accelerate the decarbonization of public transport in Brazil. Structured with the Mitigation Action Facility and supported by national ministries, C40 Cities, and Catalytic Finance Foundation, the fund aims to finance the purchase of over 1,700 electric buses and provide technical assistance, policy support, and incentives for local industry. BTG Pactual has committed €24 million of the €80 million needed, while the Facility plans to contribute €16 million to reduce investment risk. If implemented, the initiative could avoid 2.7 million tons of CO_2 emissions and promote a just transition, gender equity, and inclusion across the transport sector.

During the Local Leaders Forum in Rio, ITDP Brazil, WRI Brasil and BTG Pactual launched, together with Bloomberg Philanthropies, the new blended finance fund to accelerate the decarbonization of public transport in Brazil. Structured with the Mitigation Action Facility and supported by national ministries, C40 Cities, and Catalytic Finance Foundation, the fund aims to finance the purchase of over 1,700 electric buses and provide technical assistance, policy support, and incentives for local industry. BTG Pactual has committed €24 million of the €80 million needed, while the Facility plans to contribute €16 million to reduce investment risk. If implemented, the initiative could avoid 2.7 million tons of CO_2 emissions and promote a just transition, gender equity, and inclusion across the transport sector.

BNDES finalized the National Urban Mobility Study, identifying 187 priority projects across 21 metropolitan regions, and presented it during COP30. These projects represent an estimated investment of R$600 billion in essential infrastructure. The updated plan reinforces the recommendation to add over 2,400 km of new transit corridors, with significant BRT expansion and the integration of electric buses. Importantly, ITDP's indicators—Rapid

Transit to Resident (RTR) and People Near Transit (PNT)—were used to define priorities. With the proposed network expansion, RTR is projected to increase by 170%, while PNT coverage will rise from 15% to over 35%, delivering substantial benefits for low-income, Black, and Indigenous populations. This milestone shows how ITDP's technical contributions are shaping national strategies to accelerate decarbonization and promote equity in urban mobility.

In March 2025, ITDP Brazil submitted a contribution to the public consultation of the Brazilian industry sustainable taxonomy. This contribution aimed to strengthen the strategic vision for mobilizing and redirecting necessary investments to address the climate crisis, with a focus on the transport sector. The contribution highlighted the importance of electrifying buses and proposed gradually replacing conventional buses to reduce greenhouse gas emissions. Additionally, the proposal highlighted integrating micromobility into public transport systems to support more sustainable, efficient, and inclusive urban mobility. The contribution aims to support the development of public industrial policies to decarbonize the transport sector and improve air quality in cities.

ITDP Brazil exceeded its partnership and engagement goals, establishing and strengthening relationships with over 30 key stakeholders across government agencies, private sector companies, and NGOs in Brazil and across Latin America. Through participation in a mix of Brazilian and international events, including COP30 in Belém and the Local Leaders Forum in Rio de Janeiro, ITDP amplified the message on the urgent need to electrify 100% of the bus fleet, expand funding and financing mechanisms, and strengthen public transit as a cornerstone of climate and equity strategies. These efforts ensured aligned messaging before, during, and beyond COP30, positioning ITDP as a trusted technical voice and a catalyst for collaborative action toward sustainable and compact cities.

ITDP Brazil is advancing its finance agenda by establishing a strategic partnership with the CCFLA Brazil Hub to align its work with national priorities such as the Cidades Verdes e Resilientes (Green and Resilient Cities Program). As part of this collaboration, ITDP aims to provide technical input to the preliminary assessment of mobility projects submitted in the first call for projects launched by the Ministry of Environment, ensuring that proposals incorporate sustainability criteria and climate resilience. The mapped urban projects will form a unified database to increase visibility, enabling financial and technical cooperation institutions to identify gaps and priority actions. This engagement reinforces ITDP's commitment to advocate for allocating at least 20% of transport funding to sustainable modes, while promoting integrated solutions that combine mitigation and adaptation strategies.

ITDP China released the draft Zero-Emission Freight Corridor Development Guidelines, establishing an actionable framework across corridor selection, green financing, and operational models. The guidelines are being refined with CATS and will launch at the Ministry of Transport's industry expo by the end of 2025. ITDP China also facilitated a major national pilot—deploying 1,500 new energy heavy-duty trucks and 30 charging/swap stations beginning in 2026—providing critical evidence to shape 15th FYP national freight policies.

In October 2025, the National Energy Administration issued the "Guiding Opinions on Promoting the Integrated Development of New Energy," aimed

at advancing the transition of new energy from standalone power generation to an “integrated and converged” model, with particular emphasis on integrating transportation and energy. The policy encourages large-scale deployment of new-energy heavy-duty trucks alongside supporting charging and battery-swapping infrastructure. This support is crucial to establishing zero-emission freight corridors. ITDP’s policy engagement, guideline development, and national-scale pilots have strategically positioned zero-emission transport as a central component of the forthcoming 15th FYP.

Following ITDP China-supported progress in the Yulin Zero-Emission Freight Corridor pilot, three provincial departments (Transport, Development and Reform, and Ecology and Environment) are conducting specialized research to develop policy recommendations to fast-track province-wide adoption. Guangxi, Guizhou, and Chongqing are increasingly involved through national freight corridor planning and represent strong candidates for future provincial commitments.

Guangdong already meets the definition of a provincial commitment; Shaanxi is close behind. With additional western provinces showing momentum, ITDP China is well on track to secure commitments in at least two provinces by 2026. Six provincial departments jointly issued the Implementation Plan for Reducing Costs, Improving Quality, and Increasing Efficiency in Guangdong's Transportation and Logistics (2025–2027), which includes: support for zero-emission freight fleets in major cities; development of provincial zero-emission freight corridors; accelerated deployment of charging and swap facilities for heavy-duty trucks across national/provincial highways and expressway service areas. ITDP China contributes through its research project on data-driven charging infrastructure planning for expressways.

ITDP India is supporting the implementation of Tamil Nadu’s EV Policy through multiple coordinated efforts. To support policy implementation, ITDP submitted the Demand Aggregator Policy to the Transport Commissionerate to strengthen EV ecosystem coordination and promote



ITDP's work in China have been focused on advancing zero-emission freight corridors that prioritize low-carbon truck fleets.
Photo: ITDP China

environmentally sustainable operations, such as a phased E-Mobility transition. In parallel, the Circular Economy Draft Policy is scheduled for discussion in the cabinet, and adoption will lead to a formal government order from the Transport Department. The Scrappage Policy has already been adopted via G.O. Ms. No. 451. To strengthen last-mile connectivity, ITDP India facilitated meetings between Namma Yatri, Yulu, and relevant government departments. ITDP India is also researching e-tractor adoption to assess opportunities and challenges for e-tractor rollout in the state, aiming to support the transition to low-emission agricultural machinery.

In November 2025, ITDP Indonesia met with the Chief of the Jakarta Governor's Special Staff to align views on Jakarta's future mobility vision and to prepare ITDP for an upcoming audience with the Governor. They discussed Jakarta's vision to move toward low-carbon transport and reduce air pollution through improved public transport services, bus electrification, policy pushes, and bikeshare to improve first- and last-mile connectivity. ITDP presented the tariff integration study and shared findings on the evaluation of the bike-share implementation. These inputs will be presented to the Governor to support Jakarta's ambition to build a multimodal and integrated transport network.



In 2025, ITDP facilitated a study tour to Mexico City for Egyptian government officials as part of a cross-regional knowledge sharing program.
Photo: ITDP Africa

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FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2025 AND 2024

	2025	2024
CURRENT ASSETS		
Cash and cash equivalents	$ 1,493,766	$ 1,321,242
Investments	74,724	6,682
Accounts receivable, net	699,847	538,465
Grants receivable	4,159,590	8,844,951
Prepaid expenses	123,235	168,315
Total current assets	6,551,162	10,879,655
PROPERTY AND EQUIPMENT		
Equipment	31,273	31,273
Furniture	62,240	62,240
Computer equipment	327,938	322,553
Leasehold improvements	593,603	593,603
	1,015,054	1,009,669
Less: Accumulated depreciation and amortization	(915,565)	(889,674)
Net property and equipment	99,489	119,995
NONCURRENT ASSETS		
Operating right-of-use assets, net	1,370,158	1,481,866
Other assets	239,551	114,352
Total noncurrent assets	1,609,709	1,596,218
Total Assets	$ 8,260,360	$ 12,595,868
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	$ 491,808	$ 820,614
Deferred revenue	276,949	45,637
Accrued salaries and related benefits	155,898	251,477
Refundable advances	345,158	342,263
Operating lease liabilities	286,471	252,814
Total current liabilities	1,556,284	1,712,805
LONG-TERM LIABILITIES		
Operating lease liabilities, net	1,151,025	1,342,786
Total liabilities	2,707,309	3,055,591
NET ASSETS		
Without donor restrictions	(1,720,347)	(1,947,427)
With donor restrictions	7,273,398	11,487,704
Total net assets	5,553,051	9,540,277
Total Liabilities and Net Assets	$ 8,260,360	$ 12,595,868

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

FOR THE YEARS ENDED DECEMBER 31, 2025

	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE			
Contributions:			
Government and cost reimbursable grants	$ 2,953,764	$ -	$ 2,953,764
Grants, contributions, and sponsorships	195,660	2,973,207	3,168,867
Net assets released from donor restrictions	7,187,513	(7,187,513)	-
Total contributions	10,336,937	(4,214,306)	6,122,631
Consulting and contract revenue	1,167,078	-	1,167,078
Net investment return	2,516	-	2,516
Event and other revenue	20,000	-	20,000
Total support and revenue	11,526,531	(4,214,306)	7,312,225
EXPENSES			
Program Services	9,452,304	-	9,452,304
Supporting Services:			
Management	1,628,095	-	1,628,095
Fundraising	130,167	-	130,167
Total supporting services	1,758,262	-	1,758,262
Total expenses	11,210,566	-	11,210,566
Changes in net assets before other item	315,965	(4,214,306)	(3,898,341)
OTHER ITEM			
Exchange rate loss	(88,885)	-	(88,885)
Total other item	(88,885)	-	(88,885)
Changes in net assets	227,080	(4,214,306)	(3,987,226)
Net assets at beginning of year	(1,947,427)	11,487,704	9,540,277
Net Assets at End of Year	$ (1,720,347)	$ 7,273,398	$ 5,553,051

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2025

		Supporting Services			
	Program Services	Management	Fundraising	Total Supporting Services	Total Expenses
Salaries	$ 1,737,969	$ 616,860	$ 90,220	$ 707,080	$ 2,445,049
Payroll taxes	133,420	47,355	6,926	54,281	187,701
Employee benefits	279,974	99,372	14,534	113,906	393,880
Subtotal	2,151,363	763,587	111,680	875,267	3,026,630
Bank charges	33,336	20,018	927	20,945	54,281
Conferences and meetings	325,046	1,954	94	2,048	327,094
Consultants	683,988	199,234	1,616	200,850	884,838
Depreciation and amortization	-	25,893	-	25,893	25,893
Equipment rental	6,786	-	-	-	6,786
Field staff	4,257,634	34,760	834	35,594	4,293,228
Insurance	24,969	34,471	110	34,581	59,550
Legal	34,909	14,736	37	14,773	49,682
License fees and subscriptions	137,633	55,897	3,849	59,746	197,379
Miscellaneous	1,953	21	35	56	2,009
Office supplies	100,626	6,153	3,582	9,735	110,361
Postage and delivery	6,532	488	2,001	2,489	9,021
Printing	30,585	912	107	1,019	31,604
Professional development	91,185	625	18	643	91,828
Professional fees	609,938	195,491	3,651	199,142	809,080
Leases and office cleaning	414,283	117,668	1,237	118,905	533,188
Taxes	60,799	-	-	-	60,799
Telephone and internet	14,434	763	10	773	15,207
Pass through expenses	31,678	-	-	-	31,678
Travel	434,627	78	379	457	435,084
Bad debt	-	152,071	-	152,071	152,071
Credit loss expense	-	3,275	-	3,275	3,275

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2025

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	$ (3,987,226)	$ 7,641,024
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Depreciation and amortization	25,893	29,063
Realized loss	2,574	14,407
Donated securities	(102,451)	(1,211,603)
Bad debt	152,071	-
Proceeds from sale of donated securities	32,000	1,197,170
Changes in allowance for credit losses	3,275	175,820
Amortization of right-of-use asset	192,092	288,546
(Increase) decrease in:		
Accounts receivable	(164,657)	(454,978)
Grants receivable	4,533,290	(7,276,569)
Prepaid expenses	45,080	(12,762)
Other assets	(125,199)	23,831
(Decrease) increase in:		
Accounts payable and accrued liabilities	(328,806)	54,281
Accrued salaries and related benefits	(95,579)	95,742
Deferred revenue	231,312	45,637
Refundable advances	2,895	(294,213)
Operating lease liabilities	(238,488)	(278,565)
Net cash provided by operating activities	178,076	36,831
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of fixed assets	(5,387)	(22,374)
Purchases of investments	(165)	(6,155)
Net cash used by investing activities	(5,552)	(28,529)
CASH FLOWS FROM FINANCIAL ACTIVITIES		
Proceeds from line of credit	-	700,000
(Payments on) line of credit	-	(700,000)
Proceeds from loan	1,100,000	340,000
(Payments on) loan	(1,100,000)	(340,000)
Net cash used by financing activities	-	-
Net increase in cash and cash equivalents	172,524	8,302
Cash and cash equivalents at beginning of year	1,321,242	1,312,940
Cash and Cash Equivalents at End of Year	$ 1,493,766	$ 1,321,242

	2025	2024
SUPPLEMENTAL INFORMATION		
Interest Paid	$ 7,777	$ 45,948
Taxes Paid	$ 60,799	$ 23,842
SCHEDULE OF NONCASH INVESTING AND FINANCING TRANSACTIONS		
Right-of-Use Asset	$ 27,722	$ 25,280
Operating Lease Liability for Right-of-Use Asset	$ 27,722	$ 25,280



As ITDP works towards our 2030 Strategy, building better cities centered on walking, cycling, and public transit is core to our vision.

ITDP Institute for Transportation & Development Policy

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