

ITDP ANNUAL REPORT 2020



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INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

The Institute for Transportation and Development Policy 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.



KEY ACHIEVEMENTS IN 2020

TRANSJAKARTA HITS 1 MILLION PASSENGERS, MAJOR MILESTONE AND GOAL SET IN 2015

In 2015, ITDP and Transjakarta set a goal to reach one million daily passengers on the city's world-class BRT system. This major milestone was officially achieved on February 5, 2020, when the system served 1,006,579 customers. This peak represents an 185% increase in average ridership since 2015.



In Jakarta, Indonesia, a bus system which is well integrated with walking infrastructure allows people to transfer and change modes easily.

Photo: ITDP Indonesia

ITDP REVEALS FIVE-YEAR STRATEGIC PLAN

At the institutional level, ITDP recently released our new five-year 2020-2025 strategic plan to guide the course of our organization. This major effort has drawn input from our donors, board, and staff and we are proud to have this strategy completed. The goals of our strategy will guide our efforts over the next five years, maintaining our critical work on the basics of sustainable mobility as the foundation for sustainable cities (walking, cycling, transit, TOD), deepening our involvement in new areas (i.e. mobility pricing and electrification), and highlighting a new focus on scaling strategies (capacity building, elevating best practices). Even in the midst of the COVID-19 pandemic, we are finding that the goals in the strategy continue to ring true and are ever-more relevant now.

ITDP PUBLISHES A PEDESTRIANS FIRST WALKABILITY TOOL

In October 2020, ITDP launched an online version of our *Pedestrians First* walkability tool. The tool allows urban planners and city officials to assess the inclusivity of their cities' transit systems as well as the walkability of their neighborhoods and streets. The guide also includes walkability data for nearly 1,000 metropolitan areas worldwide, which users can explore in an interactive map, and data-based policy recommendations that can help local leaders improve their cities' walkability. The tool is especially timely as cities around the world are realizing the benefits of having more walkable cities with open public space during the pandemic.

ITDP ACHIEVED THE ADOPTION OF SUSTAINABLE MOBILITY INDICATORS FOR TWO BRAZILIAN CITIES

ITDP surpassed its goal of having at least two Brazilian cities officially adopt metrics from ITDP's suite of urban mobility indicators. As of 2018, governments at both federal and municipal levels have adopted indicators, with Belo Horizonte, Brasília, and Rio de Janeiro each notably adopting the key People Near Transit (PNT) metric. In addition, the PNT indicator is a core component of the aforementioned off-street parking reform in Rio de Janeiro. It was used to establish the areas where reductions in parking space would be most effective in shifting residents to sustainable transport and will also help monitor and strengthen enforcement efforts.

PARKING REFORM IN LATIN AMERICA

Mexico City and Rio de Janeiro both enacted historic off-street parking reforms that will collectively reduce 3.6 million tons of GHG by 2030. Mexico City's policy is broader, and in addition to setting a limit of one off-street parking space per residential unit, it also sets maximums for office developments, preventing them from building more than one parking space per 30 square meters of office space. Rio de Janeiro's policy sets more aggressive limits - one off-street space per four units - but only applies to areas within 800m of rapid transit, does not apply to office development, and does not apply in the sought-after seaside Barra da Tijuca district.

ITDP HOSTS VIRTUAL MOBILIZE SUMMIT

In light of COVID-19, ITDP's Mobilize 2020 summit set to take place in Pune, India was shifted to an entirely virtual event, the first of its kind. MOBILIZE convened over 1000 experts on sustainable transport virtually, including leading mobility experts, high level government officials, development banks, academics, and civil society with a focus from the Global South. The theme was "Building Collective Action for the Next Decade," chosen to highlight how 2020 is a milestone year for cities, from crisis management to resilient sustainable transport and urban development. 2020 marked the next decade as the most crucial period for setting new norms and more importantly, a paradigm shift in light of the global pandemic. In light of this theme, the agenda included plenaries, keynote addresses, deep dive discussions, and skill building for change workshops that addressed resiliency, air quality, public health, public transport, governance, young children, community planning, climate justice, urban freight, public space, walking and cycling, and electrification. 1075 people from 50 countries and 191 cities joined in thought provoking discussions and plenary sessions. Keynotes from Kunal Kumar from the Ministry of Housing and Urban Affairs in India and the Mayor of Tirana were presented.

Additionally, with Pune, India as the Sustainable Transport Award winner for 2020, ITDP hosted a virtual event for Mobilize entitled "Pune Leads India Toward a Sustainable Future." The webinar attracted 250 registrants from 76 cities, 21 countries, 106 organizations include in Walk21, 8 80 Cities, WRI, Asian Development Bank, the World Bank, and the Sierra Club. The presentations were given by Aswathy Dilip and Pranjal Kulkarni of ITDP India, as well as Pranjali Deshpande, Architect and Urban Planner and Sanskriti Menon, Senior Programme Director for the Centre for Environment Education.

KEY ACHIEVEMENTS IN 2020

ITDP PUSHES BRT FARTHER ALONG IN EVERETT, MASSACHUSETTS

The pilot, called Reimagine Broadway, launched in the second half of 2020, and included a first ever bus-only lane in Massachusetts on a rotary, as well as the state's first afternoon/pm peak outbound dedicated bus lane. A team of industry and community partners, including Transit Matters, Neighborways, the Everett Haitian Community Center, the Everett Community Growers, and La Comunidad, convened and managed by ITDP, effectively collaborated on the planning and executing of the project, all in coordination with the City of Everett. The project features new dedicated bus lanes, shared streets, wayfinding, new bike facilities, and tactical measures to encourage safe distancing on sidewalks and at/around bus stops, and was - and continues to be - delivered by the team of industry and community partners referenced above, coordinated and led by ITDP with all signage and materials in English, Spanish, Portuguese, Haitian Creole, and French. The bus priority elements of the pilot have remained permanent, while the shared streets installations and parklets were removed in early December 2020 to comply with DPW winter procedures.

ITDP INDIA LAUNCHES NATIONWIDE CYCLING AND WALKING PROGRAMS

In 2020, as part of the first round of the India Cycles4Change Challenge and Streets for People Challenge, cities have started testing interventions to improve walking and cycling and building support for their citywide scaleup with assistance from ITDP.

In 2021, the top 25 best performing cities will receive assistance from ITDP to scale-up walking and cycling initiatives across the city. This group includes large, influential cities such as New Delhi, Hyderabad, and Kochi. There are also a number of cities within our target states including Pimpri Chinchwad and Nagpur (in Maharashtra), Surat (in Gujarat), and Bengaluru (in Karnataka).

In India, the Cycles4Change Challenge has motivated cities across the country to push forward cycling agendas.

Photo: ITDP India



MICROMOBILITY AND BIKESHARE INCREASED IN CHINA

China, the first country to impose lockdowns as a result of the pandemic, responded to different waves with various sets of restrictions and sustainable transportation. In China, when restrictions on daily life were lifted, bikeshare in Beijing saw rides increase 187 percent. This uptake in shared bike ridership shows us how micro-mobility can be a critical resource for communities recovering from the pandemic. Though riders may continue to be reluctant to use public transportation, e-scooters and bikes can help individuals ease back into public life.

SPECIAL INITIATIVES

ROAD PRICING

With the support of an internal international mobility pricing task force, ITDP designed and delivered an organization-wide strategy for this body of work to advance mobility pricing and other city-level policies that can enable widespread electrification. ITDP has historically focused on parking management and pricing as our main tool for mobility pricing. We had also completed preliminary work on electronic road pricing and congestion pricing, but found those areas politically difficult and that cities were not ready to take on such measures. There has been a shift towards greater openness for trying pricing measures, as other cities, first movers, have shown that it can be done to good effect.

Pricing measures work when there are other transport alternatives for people to take advantage of besides driving. Over the past decade, ITDP has been working on delivering these alternatives, priming the conditions for pricing to work and be feasible. Finally, with the threat of climate change, the need for strong measures to discourage car use, the key driver of urban transport emissions, has become more critical. We are also seeing a window of opportunity to advance mobility pricing in response to COVID-19, as more cities are bracing for spikes in private vehicle use as an unintended consequence of social distancing practices.

Thus, ITDP sought to revisit and ramp-up our strategy on mobility pricing, first by evaluating a broad range of activities that fall under mobility pricing specifically and what is traditionally called travel demand management more broadly. We conducted a comprehensive review of six main strategies with multiple tactics under each with a look at level of impact (benefits) and level of probability of implementation (concerns).

Our analysis was augmented by interviews with our internal senior directors and external experts. While there are many policies that can be called mobility pricing (MP), we ultimately plan to focus on the three that command the most attention for ITDP: 1) parking policy; 2) low/zero emissions zones; and 3) congestion pricing.

In Addis Ababa, improved walking infrastructure is part of the government's ambitious NMT policy.
Photo: ITDP Africa



SPECIAL INITIATIVES

The strategy provides recommendations for the organization as a whole, as well as regional directives for promoting and evolving ITDP's work on MP. "First movers," Mexico, India, and the US already have real opportunities to engage in this work. "Emerging movers," Indonesia, China, Africa, and Brazil are likely in a position to move forward some of the interest and conversations about MP that show promise for success. The Global team supports all teams, developing resources and setting the overall vision for this work.

Within this, our India team has already started working on congestion charging in India, helping Mumbai develop messaging and a plan for implementing congestion charging. They have developed a congestion charging basics, which at a high level, delineates the steps to implementing congestion charging from how to choose what type, interface, and price to how to evaluate its effectiveness. The final draft is being reviewed and will be released later this year. In Los Angeles and Mexico City, ITDP is collaborating with C40 on developing low and zero emissions areas that balance the needs and concerns of the city to meet its environmental commitments while balancing the transportation needs of citizens. Both of these projects are early in development but quickly moving forward.

Based on initial research and the finalization of our strategy, we are now preparing an external paper on mobility pricing in lower income countries, which face capacity and resource constraints. The main question is what mobility pricing and controlling polluting, private vehicle use might look like in these types of situations. This paper will become available in the mid-year and it aims to show cities what tools are at their disposal for managing private car and motorcycle use. We expect the paper to be more relevant post-COVID-19 as cities and citizens would have discovered blue skies and open streets and will seek to retain these healthy benefits.

ELECTRIFICATION

The Institute for Transportation and Development Policy (ITDP) has made significant progress in the area of electrification in urban transport. In China, we published a report that provides a roadmap for cities to phase out fossil fuel-based internal combustion engine (ICE) vehicles in the public sector, and we presented it to the Ministry of Industry and Information Technology (MIIT).¹ ITDP also finished a draft of the China Electric Bus Report.

The report describes the following: the current situation of bus electrification in Chinese cities; success factors and impediments with operations; required charging infrastructure; battery life-cycle management requirements; government policies and subsidies to-date; and finance and business models or arrangements.

National policy on public sector EVs in China. In October 2020, the China State Council approved the 'Development Planning of New Energy Automobile Industry', which highly reflects the policy recommendations from an ITDP report to increase support for new energy vehicles in the public sector. According to the new policy, from 2021 onwards, the proportion of added or updated public vehicles such as public transportation, rental, logistics and distribution will be comprised of at least 80% new energy vehicles. The Ministry of Industry and Information Technology (MIIT), which oversees electric vehicle development, is working on the detailed implementation plan, to be published soon. In addition,



Electric buses, shown here in China, are an important part of carbon neutrality.

Photo: ITDP China



China unveiled a large, articulated, electric bus.
Photo: ITDP China

the Chinese government extended the subsidy for the electrification of vehicles, including public transportation, taxis, private coach buses, and other municipal vehicles until 2022, which also reflects ITDP's research recommendations. ITDP made the projection that by 2028, 75 major Chinese cities will phase out ICE buses.

In India, we worked with the city of Pune on the procurement of 119 electric buses using funds from the Smart City Mission. Pune now has the largest operational e-bus fleet of any Indian city. Additionally, in Maharashtra and Tamil Nadu, we worked closely with the state transportation departments to accelerate the roll-out of e-buses across the two states. Over the grant period, ITDP also prepared three draft reports on the status of: 1) electrification of buses; 2) informal public transport (IPT); and, 3) micromobility in India. The first reports offer an analysis of the current state of electric buses, and it will serve as the basis of in-depth guidelines on e-bus roll-out in India. The two remaining reports on IPT and micromobility will form the basis for regulatory frameworks.

In China, ITDP worked to advance electrification at the city level, focusing on buses and other public fleets; prepared e-bus policy and implementation guidance for the China context; and advanced shared electric mobility.

ITDP conducted extensive research that examines the situation of e-bikes and shared e-bike systems in China. Our research analyzed the situation of electric bicycles in China, the latest policies, and the implementation of policies in various regions. Based on the analysis and summary of electric bicycles in Chinese cities, ITDP drafted a report that includes comprehensive policy recommendations for other cities on how to promote electric bicycles as a low-carbon option.

At the same time, ITDP jointly participated in the e-mobility salon series organized by the World Bank with a number of institutes, NGOs, scientific research institutes, and others to discuss China's electric development and share experiences and lessons learned. As part of this joint effort, we worked together with the World Bank, other NGOs such as WRI, EF-China, EV-100, RMI, iCET, NRDC, China Automotive Technology and Research Center, and others to draft a comprehensive report on EVs that aims to share

SPECIAL INITIATIVES

China's experience with other countries and cities. ITDP's e-bike research will be included in the report under the title Sharing the Experience of Chinese Electric Bicycles, and the World Bank is expected to publish the full report by September 2020. The inclusion of our research in a larger report with other partners and published by the World Bank is important because it will enable our work to reach more audiences, such as high level decision-makers, and gain wider distribution, while elevating e-bikes within the EV policy discourse.

In China, we also strengthened our partnership around electrification with EV-100, a joint online research platform. "EV-100 Think-Tank" is a well-known electric advocacy organization whose aim is to jointly build a platform for sharing experiences around electric promotion and to promote electric development, in general.

In India, we worked with the city of Pune on the procurement of 119 electric buses using funds from the Smart City Mission; collaborated with the transport departments of Maharashtra and Tamil Nadu on developing guidelines for the procurement of e-buses for Indian states and cities; and prepared three draft reports on 1) electrification of buses; 2) informal public transport (IPT); and 3) micromobility.

ITDP prepared a draft status report on Electrification of the Informal Public Transport (IPT) sector. The draft report highlights the current status of e-IPT in the country and the regulatory frameworks necessary to support electrification and formalize operations. It is currently being evaluated by experts in the field for inputs and feedback. We conducted extensive research for the report on the existing status of e-IPT vehicles in India. Three principal findings emerged: 1) data on IPT usage is insufficient and unreliable; 2) cities have little to no regulations governing e-IPT operations, but some regulations do exist on manufacturing of vehicles; and, 3) the scale-up of e-IPT operations faces two main challenges: high capital cost and charging time. ITDP also prepared a draft status report on Electrification in the Micromobility Segment in India.

Electric micromobility is in a growing stage in most countries around the world; however, it lacks a standard, agreed-upon definition, making the collection of data more difficult. The draft report examines the evolution, forms, and definition of micromobility modes across the globe and its relevance in Indian cities, especially in smaller cities without a formal public transportation system. Based on our research, in early 2019, ITDP published blog posts on e-IPT and micromobility that highlighted some of our initial findings.

Many of the on-the-ground projects for e-buses are halted due to the COVID-19 pandemic; we do not, however, anticipate a lessening of interest in cities in this topic. We are finding peer-to-peer learning to be effective in helping cities understand how to approach pilots and implementation. In January, we facilitated a meeting to exchange lessons learned between Jakarta officials and officials from Washington, DC who have been implementing an e-bus pilot for the past two years. Peer-to-peer learning works because it helps cities anticipate the challenges that other cities faced when they started their pilots. This includes not having the charging infrastructure ready when the buses arrive; understanding how differently buses perform depending on weather conditions (climate control is hugely energy intensive) and mitigation methods; and addressing differences in maintenance compared to diesel (e-buses need professionals who



The electrification of bus fleets, here an electric Transjakarta vehicle, is an important step in lowering GHG emissions and improving air quality.

Photo: ITDP Indonesia



In smaller Chinese cities, shared electric two-wheelers have gained a lot of popularity and usage in the past year.

Photo: ITDP China

understand the electronic and software integration than mechanical upkeep). Learning how to best balance risk in operations with performance is instructive for other cities as they begin their e-bus pilots.

Throughout ITDP's program areas and geographies, it is becoming increasingly clear that the electrification of transport modes will have a major role to play in significantly cutting GHG emissions from the transport sector. To deepen its involvement in this crucial, emerging area, ITDP has launched an electrification strategy with new activities and research. Brazil presents a unique opportunity to become a best practice model for bus fleet electrification due to the quantity of diesel buses and prevalence of relatively clean grids. ITDP is pursuing a strategy to catalyze this transformation, in addition to the electrification of two- and three-wheeled vehicles.

MICROMOBILITY

Over the past couple of years, cities have witnessed a proliferation of personal mobility devices. This includes electric scooters and bicycles among others, many of which are dockless and shared, and have become commonplace along downtown thoroughfares and enthusiastically adopted by riders across the globe. While cities stand to benefit from these

SPECIAL INITIATIVES



The emergency cycle lane on Avenida de los Insurgentes in Mexico City can be used by cyclists and micromobility users alike.

Photo: ITDP Mexico

devices, technology companies have, for the most part, taken the lead on development and adoption. We began looking at the rise of e-bikes, as well as the emergence of e-scooters, and how that related to the domination of motorized two-wheelers that we are seeing in many regions around the world. We conducted secondary research by looking at grey and academic materials on this, as well as primary research, including a survey of all ITDP field offices and a focus group with external experts regarding e-bikes and motorcycles.

In early 2020, the Chinese Ministry of Industry and Information Technology proposed 'to study the objectives, methods and policies and measures of electric vehicles in different areas, regions and vehicle types, and actively promote electric vehicles in public sectors.' ITDP's research is highly consistent with the development of electric vehicles in the public domain advocated by the Ministry of Industry and Information Technology. In April 2020, we submitted the research results on the Research on roadmap of phasing out traditional internal combustion engine vehicles (ICE vehicles) in public sectors in Chinese cities to the Ministry of Industry and Information Technology; however, we have not yet received a response from the MIIT. This research can serve as a reference for the Ministry of Industry and Information Technology to promote the electrification of public sector vehicles and give ideas of the timetable and roadmap on fully electrifying the public sector vehicles in 75 major Chinese cities.

During the grant period, China was affected by COVID-19, and the pandemic revealed how micromobility can build resilient cities. Cities are likely to see another wave of changes as they recover from the pandemic. In China, where restrictions on daily life have been lifted, bikeshare in Beijing saw rides increase 187 percent. This uptake in shared bike ridership shows us how micromobility can be a critical resource for communities recovering from the pandemic. Though riders may continue to be reluctant to use public transportation, e-scooters and bikes can help individuals ease back into public life. With a slowing economy and widening fiscal gap, the central government aims to spur car sales.

This presents an opportunity to advocate for the reduction of car use and improve air quality. Some probable options might include congestion charging, parking management, low emission zone and other mobility pricing strategies, and offering incentives for new-energy vehicles purchase. ITDP will closely monitor any new stimulus packages and strategize on how to optimize opportunities.

With COVID-19, there is both a threat and an opportunity for nascent micromobility. We are seeing bikes as a more robust solution to the crisis - we have seen this trend after other disasters, earthquakes like in Mexico City, prior to this pandemic. Around the world, we see an uptick in bike usage for longer trips as people avoid crowded public transit. Some cities are giving essential workers free use of bike share, which reveals very different patterns of usage (hospitals and grocery stores becoming hubs). We also see cities opening up their streets to walking and cycling as car usage is down. This could be a moment when people realize the possibilities of different street space allocation. It is unclear how this will affect scooters, since they tend to be mainly used for shorter trips and many companies have suspended service during the pandemic. Before the global health pandemic; however, scooter usage was emerging as a new possible mode of transportation that could fill local trip needs.

As we dove into the global e-micromobility guidance area more, it became clear that a standard definition of micromobility was nowhere to be found. Therefore, we teamed up with other organizations working in this space to develop a working definition that we then disseminated via our blog. There is also little agreement on policies and infrastructure for managing the use and access to these devices. This should be a priority for future projects as micromobility devices and options continue to proliferate. There is a tension between the Global North and Global South where e-bikes are perceived as catering to the rich, like in Brazil. Bikes in many geographies still do not have sufficient, protected infrastructure (the first order for bike use in cities) for wide, safe use, and scooters are not widely available in many countries, in part due to the condition of the streets (in terms of pavement and maintenance) and perceptions of safety. Moreover, when we speak of micromobility, the focus in the Global North is on scooters and e-bikes as a solution to help get people out of their cars, while in the Global South, the widespread use of three-wheelers needs to be addressed and how this relates to the wide proliferation of motorcycles. The next steps will be exploring deeper some of the issues and challenges facing the Global South.

The timeline for delivering the e-bus guidance State of Knowledge product has been extended to allow for more time to gather results and case studies from the field. Since this body of work is ever developing, it is important to allow a slightly longer timeline to ensure we are relying on the best knowledge available. In addition, seeing the value of learning from first movers, we will be focusing on developing case studies that can help inform a better path forward for implementation and piloting.

PROGRAM AREAS

PUBLIC TRANSPORT

ITDP continues to work closely with development partners that are active in the region, including the World Bank, African Development Bank, AFD, and European Union. These institutions have shown increased interest in supporting the implementation of BRT projects across ITDP's project cities and close collaboration will be key to the success of these projects. In Uganda, ITDP is working with the World Bank country team to develop an institutional plan for the BRT project. Kigali recently completed a feasibility study for a first-phase BRT network. ITDP reviewed and provided feedback to it in early 2019 to bring it in line with BRT best practices. In 2020, ITDP provided detailed feedback to the World Bank and Ministry of Infrastructure on the draft TOR for the detailed design of the first-phase BRT corridor.

The Ministry of Works and Transport, in partnership with the Kampala Capital City Authority (KCCA), has prepared designs for a first-phase BRT network. However, the designs are flawed and the planned infrastructure would not be able to handle expected growth in passenger demand. Due to ITDP's advocacy, MOWT and UNRA now accept the need to revise the designs. In anticipation of BRT implementation, UNRA agreed to change the designs in 2020 for an ongoing flyover project along the BRT network to incorporate a median BRT station with passing lanes and adequate pedestrian access. The flyover designs were revised in 2020. Addis Ababa launches the 17.4 km first-phase B2 BRT corridor, with reliable service and strong corridor management. The city also finalizes the designs for a second 11.1 km BRT corridor and begins implementation. Addis Ababa adopts best-practice street design standards and develops local area plans for several TOD zones. The city launches a bicycle sharing system paired with high-quality bicycle infrastructure. At the national level, the Federal Transport Authority finalizes guidelines on mobility planning. Two secondary cities adopt progressive mobility plans, leading to an increase in sustainable transport investments in both cities.

In Nairobi, ITDP provided input to the Nairobi Metropolitan Area Transport Authority (NAMATA) regarding the ongoing BRT planning process in order to

In Kampala, Uganda, paratransit operators make up a large portion of the informal, public transit.

Photo: ITDP





In Nairobi, Kenya, ITDP has been working towards better mode share citywide.

Photo: ITDP Africa

ensure best practices will be met. Based on a service plan that ITDP prepared together with NAMATA in 2019, ITDP continued to advocate for best practice designs for the Line 2 corridor. Unfortunately, the current designs omit key elements such as passing lanes, infrastructure in the city center, and an adequate bus fleet. ITDP continued to raise concerns about the designs in discussions with senior officials and technical staff. ITDP has also partnered with organizations such as the Kenya Private Sector Alliance and Institute of Engineers of Kenya to call attention to BRT design principles and best practices.

In 2020, Pune opened a new corridor of the Rainbow BRT for public use with 10 stations over a 5 kilometer stretch. ITDP supported PMPML, the city bus operator, with route rationalisation and the planning of the BRT corridors.

Despite the challenging circumstances brought on by the COVID-19 pandemic, ITDP continued to make measurable progress towards the objectives of the Reducing Emissions through Integration and Optimization of Public Transport in Indonesia project in 2020. ITDP's technical guidance and recommendations have led to measurably positive results on the ground. This includes the achievement of a major milestone for Transjakarta and the project on February 5, 2020, when the system surpassed 1 million daily riders for the first time with 1,006,579 customers. This peak represents an 185% increase in average ridership since the project began in 2015. ITDP's support was crucial in achieving this goal by providing technical assistance to improve service quality and integrate more than 250 additional routes. While the COVID-19 pandemic has impacted ridership in the last year, achieving the 1 million riders' milestone still cements Transjakarta as a regional best practice and model system for Southeast Asia and the world. ITDP is now working to implement service and operational improvements to ensure that ridership bounces back to pre-pandemic levels in the coming months.

In collaboration with UNEP and UNIDO, ITDP is assisting Transjakarta electrify 10,000 of its buses by 2030. ITDP is supporting Transjakarta by providing recommendations on e-mobility policy gaps and developing a roadmap and implementation phase for the Transjakarta e-bus plan. A study from the International Council on Clean Transportation (ICCT) shows that the Transjakarta e-bus plan to electrify more than 50% of their fleets will reduce GHG emissions around 177 ktCO₂e or equal to 49%, aligning and supporting the objectives of this project.

Unfortunately, when the COVID-19 pandemic began in March 2020, daily ridership numbers understandably dropped. Due to the pandemic, new regulations were introduced by the Jakarta Governor that reduced the maximum capacity on public transport to 50% to support social distancing efforts. Several Transjakarta routes were paused, such as border routes, non-BRT routes, and tourism routes. As a result, average daily ridership for the rest of 2020 remained around 30% of the pre-pandemic numbers.

By February 2021, average daily ridership had again begun to rise to 340,000 passengers. ITDP is working to implement service, operational, and accessibility improvements to mitigate the decrease in ridership. In addition, Transjakarta is currently not operating at full service with a number of routes paused. To mitigate this in the short term, ITDP is advising on the integration of additional angkot routes this year. As a result of these efforts, ITDP expects that when restrictions are eased and Transjakarta resumes full capacity, the average of daily passengers will increase substantially.

PROGRAM AREAS



In Jakarta, Indonesia, a Car-Free Day shows residents the power of a human scaled street and how pleasant roads can be when they're not clogged with cars and motorcycles.

Photo: ITDP Indonesia

Semarang signed an MoU to work with ITDP in 2017 to plan and implement a BRT system with a full corridor and other supporting measures, such as pedestrian and cycle facility improvements. The first corridor of Trans Semarang was implemented in 2009 as a BRT-lite corridor, as it did not fully meet the requirements of a BRT including dedicated lanes. From 2017 to 2019, ITDP assisted on improvements to corridor 5, 6, 7 and an airport service corridor. ITDP also assisted in the process of transforming payment procedures from government to the operators and the implementation of a fully-dedicated lane of Trans Semarang BRT with PT SMI which will be implemented in 2023 and will represent a major step up in the quality and service of Trans Semarang.

In 2020, ITDP continued to monitor Trans Semarang and provide recommendations for the implementation of four additional feeder routes and a rerouting plan for mikrotrans (angkots) in Semarang. Since the COVID-19 outbreak, ITDP has worked with the local city bus operator (PT. Trans Semarang) to monitor challenges and provide recommendations on

ways to mitigate the spread of COVID-19 at public transport facilities and improve health protocols for staff and employees.

Corridor 1 Transjakarta on Jalan Sudirman - Thamrin, which was completed in 2019, has retained its “silver” rating. This corridor also connects with MRT routes. Unfortunately, the COVID-19 outbreak caused delays in additional Transjakarta station expansion projects in 2020. Corridors 6 and 9 are still under development and have the potential to receive silver ratings and will be connected with the LRT Jabodebek, in addition to corridor 4 that is connected with the LRT Jakarta.

It is estimated that once construction is complete many of these corridors will be re-scored as “Silver-standard BRT”. Transjakarta and ITDP plan to continue this expansion work this year in the 2nd semester of 2021. The LRT Jabodebek (Metropolitan Jakarta) is planned to be in operation by mid-2022, which would allow ITDP to achieve the target of six “silver” Transjakarta corridors.

Transjakarta currently has 248 routes operating daily in total with 55 BRT routes, 14 border routes, 69 direct service routes, 13 royal trans routes, 21 affordable housing routes, and 7 tourism routes, and 69 microtrans (angkot) routes that already integrate with the Transjakarta system. Some stations of Transjakarta are already saturated as shown by bus overcrowding. In 2019, Transjakarta renovated and expanded one station in Senayan, near the main AG venue. This project was to demonstrate the benefits of station expansion and has the potential for replication on more stations and corridors. ITDP has been providing assistance to the development of station expansions for several stations on Transjakarta corridors, but because of the Covid-19 outbreak in 2020, there are some delays on this work. This station expansion work will be continued in this work this year.

In 2020, ITDP Indonesia began to provide technical assistance to Transjakarta and the Jakarta government on the revitalization of 25 Transjakarta stations. ITDP provided designs for station expansion for the stations which were subsequently approved. Due to the pandemic, further activity has been put on hold.

In Massachusetts, ITDP continued in its efforts to create a permanent BRT to serve the people of Everett, Massachusetts. One of the activities in this mission was to implement a BRT pilot. The pilot, called Reimagine Broadway, launched in the second half of 2020, and included a first ever bus-only lane in Massachusetts on a rotary, as well as the state's first afternoon/pm peak outbound dedicated bus lane. A team of industry and community partners, including Transit Matters, Neighbor ways, the Everett Haitian Community Center, the Everett Community Growers, and La Comunidad, convened and managed by ITDP, effectively collaborated on the planning and executing of the project, all in coordination with the City of Everett. The project features new dedicated bus lanes, shared streets, wayfinding, new bike facilities, and tactical measures to encourage safe distancing on sidewalks and at/around bus stops, and was - and continues to be - delivered by the team of industry and community partners referenced above, coordinated and led by ITDP with all signage and materials in English, Spanish, Portuguese, Haitian Creole, and French. The bus priority elements of the pilot have remained permanent, while the shared streets installations and parklets were removed in early December 2020 to comply with DPW winter procedures. Their re-introduction in the spring will hinge on the results of the project evaluation which is currently

PROGRAM AREAS

ITDP US and other advocates celebrate their shared street initiative during the pandemic.

Photo: ITDP US



underway in the form of a community survey to be followed by a presentation and meeting with the City Council. Reimagine Broadway is unique in that it includes a comprehensive set of interventions that extend the benefits of improved mobility into the neighborhoods around the proposed BRT corridor from new wayfinding signage to additional bike facilities to shared streets and parklets. The project also acted as a direct response to the COVID-19 pandemic by incorporating public health safety into urban space through multilingual “distance of care” and “walk here” tactile signage strips at bus stops along the corridor. In addition, the project included direct dissemination of personal protective equipment (PPE) through “BRT care packages” including face masks, hand sanitizer, and transit safety tip postcards in five languages. The care packages were handed to bus riders both at the bus stop on several occasions and through direct delivery in coordination with the Everett Haitian Community Center’s mobile food distribution service. The closer connection to community-based groups during Reimagine Broadway has been important in the evolution of BRT in metro Boston. After ITDP made presentations to the Everett Community Growers about how to include pop-up farm stands and access to fresh food benefits in the pilot, and to the Everett Haitian Community Center about leveraging and supporting their mobile food distribution program to engage residents in the pilot, both groups were integrated into the pilot by demonstrating how BRT can be an anchor for community engagement and support, and meet the existing needs of the community. Reverend Myrlande from the Everett Haitian Community Center was a key speaker at the launch of Reimagine Broadway alongside former Massachusetts Transport Secretary Pollack, Mayor of Everett Carlo DeMaria, and Mary Skelton Roberts of the Barr Foundation. The connection for ITDP to the local groups shows how the process of realizing BRT can better involve different levels of stakeholders at the community as well as government levels. The lessons from the multi-scalar collaboration shows how ITDP can approach a regional network in metro Boston that involves several corridors with their own dynamics.

On February 5, 2020, the Transjakarta BRT system reached its five-year goal of achieving one million daily passengers—a 185% increase in average

ridership since 2015. With this achievement, Transjakarta cements its place as a regional best practice and model system for Southeast Asia and the world, having influenced other cities such as Iskandar and Kuching, Malaysia; Ho Chi Minh, Vietnam; Vientiane, Laos; Dhaka, Bangladesh; and Peshawar, Pakistan.

In 2015, ITDP and Transjakarta set a goal to reach one million daily passengers on the city's world-class BRT system. This major milestone was officially achieved on February 5, 2020, when the system served 1,006,579 customers. This peak represents an 185% increase in average ridership since 2015. Following on this success, Transjakarta, with ITDP assistance, has launched an e-bus pilot as part of a long term goal to electrify the bus fleet. Other Indonesia cities like Bandung and Semarang have also requested ITDP assistance to develop pathways to e-bus fleets. Cycling has increased in Jakarta, in some locations four fold increases have been observed and Jakarta has implemented pop-up cycle lanes on a busy roads to support cycling.

Pedestrian access and the incorporation of the needs of a diverse population in Brazilian BRT corridors is generally poor. To improve this scenario, ITDP partnered with the São Paulo metropolitan transit agency (EMTU) and local grassroots organizations to roll out a methodology that ensures the design of the future (<http://itdpbrasil.org/itdp-brasil-emptu-sp-e-a-pe-desenvolvem-projeto-piloto-para-aprimorar-integracao-do-corredor-brt-perimetral-leste-com-seu-entorno/>) Jacu-Pêssego corridor considers the needs of children, adolescents, and elders. The upcoming BRT corridor will serve as a key link to the São Paulo rapid transit network and will be located in a peripheral area of the capital, densely occupied by low-income neighborhoods and where current conditions prioritize high-speed through traffic. This effort represents one of the first attempts from the São Paulo metropolitan transit agency to engage vulnerable groups and school users in the planning of BRT corridors. ITDP is working to ensure the effort is scaled up to impact the planning of the entire network of over 300 km over 13 operational corridors in São Paulo's Metropolitan Area. ITDP is also utilizing the project as a model and advocating for replication in other cities.



Before photo and after rendering of the dedicated BRT lane in Brazil.

Photo: ITDP Brazil

PROGRAM AREAS

CYCLING AND WALKING

In Ethiopia, ITDP has helped broker discussions between the Ministry of Transport and African Development Bank (AfDB) regarding potential financing for implementation of the Bahir Dar cycle network.

ITDP joined with the Smart Cities Mission to launch two national programmes—the India Cycles4Change Challenge and the Streets for People Challenge—to shape India’s green recovery from COVID-19. Over a hundred Indian cities are participating in these programmes to make cycling and walking safe and accessible for everyone. As the Mission’s knowledge partner and coordinator of these two Challenges, the ITDP India Programme has been guiding cities—through online workshops and with technical resources—on participatory planning, communication, and the design and implementation of cycling and walking initiatives. In early 2020, work in Tamil Nadu started well with the launch of Chennai’s Mega Streets Programme and a state budget allocation for non-motorised transport initiatives. Momentum for sustainable mobility initiatives slowed down due to the pandemic as well as frequent changes in leadership at the state transport department, but it began to pick up again in late 2020.

Tamil Nadu set a precedent for states across the country when it allocated more than 30 percent of its urban transport budget for 2020-21 towards sustainable transport. For the first time, the Government of Tamil Nadu emphasized non-motorised transport (NMT) as its priority in its annual budget for 2020-21 (announced in February 2020) and allocated USD 165 million for improving streets for walking and cycling in cities across the state.

In early 2021, Chennai introduced 450 electric cycles as part of its public bicycle sharing system launched in 2019. In addition to these, the city also expanded the system from 500 cycles at 65 stations to 950 cycles at 84 stations. ITDP supported GCC in planning the locations of new stations and

Below: In China, bikeshare has been a hugely popular endeavor and has grown significantly throughout the pandemic.

Photo: ITDP China

Bottom: In Mombasa, Kenya, cycling events and rallies are great ways to encourage and grow cycling.

Photo: ITDP Africa





In Kisumu, Kenya, pedestrians enjoy the new and improved walkway.

Photo: ITDP Africa

integrating the system with the city-wide NMT network being created as part of the Chennai Mega Streets Programme.

In 2020, as part of the first round of the India Cycles4Change Challenge and Streets for People Challenge, cities have started testing interventions to improve walking and cycling and building support for their citywide scaleup with assistance from ITDP

In 2021, the top 25 best performing cities will receive assistance from ITDP to scale-up walking and cycling initiatives across the city. This group includes large, influential cities such as New Delhi, Hyderabad, and Kochi. There are also a number of cities within our target states including Pimpri Chinchwad and Nagpur (in Maharashtra), Surat (in Gujarat), and Bengaluru (in Karnataka).

In 2020, ITDP guided over a hundred cities participating in the India Cycles4Change Challenge to test interventions such as pop-up cycle lanes and traffic calming to make cycling safe and accessible and learn from these pilots to create city-wide cycling network plans.

To inform their priorities, cities conducted consultations with a diverse set of stakeholders including women, children, and persons with disabilities. Cities launched public perception surveys to identify obstacles to cycling. Nearly 60,000 citizens responded. City leaders also cycled with citizens to identify barriers to cycling. Cities are also garnering widespread public support through a variety of campaigns using social media and events like cycle rallies.

Due to the ongoing pandemic and subsequent bicycle boom that is happening in Indonesia, an increased focus is now being placed on non-motorized transport, vehicle electrification, and curbing the spread of the virus on public transport facilities. To this end, ITDP successfully assisted the Jakarta Government in the implementation of pop-up bike lanes and bike-share and with the release of new recommendations and guidelines to support resilience during the pandemic. Additionally, ITDP has been a key player in planning for the transition to electric buses and two-wheelers in order to help achieve Jakarta's ambitious electrification targets.

ITDP's strategy in Recife has been channeled through the "Escritório da Bicicleta" (Bicycle Office), a mixed civil society and government organization convened to discuss, observe, and supervise the implementation of a city Cycling Plan. ITDP's technical contributions have focused particularly on securing the integration of the Plano Diretor Ciclovitário da Região Metropolitana do Recife (PDC) at the metropolitan level and the city's Mobility Plan (MobilidadeRECIFE). Coordination between these plans is integral to the sustainability of the cycling policy. The new Origin and Destination Survey for Recife and Recife Metropolitan Area, currently being led by Instituto da Cidade Pelópidas da Silveira with input from ITDP, will play a key role in defining this integration.

ITDP supported the city of Ranchi with the launch of its new bicycle sharing system. Since its inception in early 2019, the bicycle sharing system enjoys more trips per bicycle than any other system in India, which is already serving as a model for replication in other cities. In the first phase 600 bicycles were deployed. In 2020, the city will deploy an additional 600 bicycles. In addition, ITDP is providing support to two additional cities in Jharkhand, namely Jamshedpur and Dhanbad, to create similar systems.

PROGRAM AREAS

SUSTAINABLE URBAN DEVELOPMENT

In Kenya, ITDP began preparation of national-level Sustainable Urban Development Guidelines, which aim to guide county governments in the preparation of pedestrian- and transit-oriented land use plans.

In mid-2020, the Government of Rwanda and the City of Kigali launched the Kigali Master Plan 2050, which incorporates transit-oriented building control and zoning regulations. ITDP worked closely with the project consultants to ensure that the document reflected TOD principles. The final Master Plan incorporates several TOD elements, including higher densities along planned BRT corridors, explicit incentives for provision of affordable housing near rapid transit, and a flexible off-street parking regime that gives the city the ability to waive off-street parking requirements in areas where parking management plans have been completed.

As part of the Pune Streets Programme, Pune is transforming over 150 km of major streets into walking- and cycling-friendly spaces. Additionally, the city has transformed over 1000 km of other streets as well. ITDP supported the Pune Municipal Corporation to launch the programme, hire consultants to implement the work, and review their designs.

After several years of efforts, ITDP celebrated a major achievement in 2018 when the national government officially adopted ITDP's guidelines for locating future developments of the national social housing program near public transit. The housing program, Minha Casa Minha Vida, serves nearly 25 million people and the new guidelines will have a huge impact on efforts to increase access to opportunities and mitigate the marginalization of low-income communities.

ITDP surpassed its goal of having at least two Brazilian cities officially adopt metrics from ITDP's suite of urban mobility indicators. As of 2018, governments at both federal and municipal levels have adopted indicators, with Belo Horizonte, Brasília, and Rio de Janeiro each notably adopting the key People Near Transit (PNT) metric. In addition, the PNT indicator is a core component of the aforementioned off-street parking reform in Rio de Janeiro. It was used to establish the areas where reductions in parking space would be most effective in shifting residents to sustainable transport and will also help monitor and strengthen enforcement efforts.

TRAFFIC REDUCTION

ITDP assisted the previous state government of Maharashtra (2014-2019) in developing a draft of the sustainable urban mobility policy. There has been a slowdown in momentum in 2020 due to the changes in state government, the ensuing changes in leadership at the state urban development department, as well as the COVID pandemic. In 2021, ITDP will restart the conversation with the new leadership to refine the draft for its adoption. This policy aims to reduce the use of personal motor vehicles (PMVs) and related congestion and pollution in the state. The draft policy aims to ensure that walking, cycling, and public transport will account for at least 80 percent of all trips by 2028 and stipulates financing guidelines to support this direction.

As part of the city government's parking fee increase planning process, ITDP is working on the recommendation of parking zones. ITDP has a plan to include areas within a walkable distance of mass public transit corridors to be included in premium parking fare zones.



Cycling paths in Pune, India support the sustainable mode share.

Photo: ITDP India

An evaluation of the existing on-street parking system was presented to the Vice Governor and the Transportation Agency in 2017. Strategic recommendations for on-street and off-street parking regulations were presented in 2019. In 2020, ITDP assisted the Jakarta Parking unit in implementing a planned fare reform and formulating a complete guideline for parking management in Jakarta (including parking regulations at TOD areas) by submitting recommendations and a joint survey. Unfortunately, the discussion was delayed and will be further taken up in 2021.

In 2020, ITDP also assisted Jakarta's Transport Agency begin planning and discussions for Electronic Road Pricing, which will be further taken up in 2021. As mentioned above, a Low Emission Zone is being piloted in the northern part of Jakarta, per ITDP's support and recommendation. This scheme is still in trial mode and the evaluations and discussions are ongoing.

In Los Angeles, Rio de Janeiro, and Mexico City, ITDP helped the cities take major steps towards planning Low or Zero Emission Zones, which would be the firsts outside of Europe. These high profile zones are designed to prioritize sustainable transport over polluting vehicles, and can be effectively leveraged for more widespread change.

Embedding parking reform as a key climate policy in Latin America. Due to a lack of international model for estimating the impacts of parking reforms, ITDP developed a new method for predicting these impacts on greenhouse gas emissions by synthesizing city-specific information about travel behavior, real estate development patterns, and vehicle emissions

Well shaded and protected sidewalks give parents and children a safe space to walk and relax.

Photo: ITDP China



PROGRAM AREAS



Top: Well marked crosswalks and enforced traffic calming measures allow for a safe and secure pedestrian space in Guangzhou, China.

Photo: ITDP China

Bottom: In Guangzhou, China pedestrian calming measures protect passersby.

Photo: ITDP China

standards. With this method, ITDP was able to measure the policies of Rio de Janeiro and Mexico City to find that together, these two policies, if they continue as they were enacted, would result in a cumulative reduction of 3.6 million tons of CO₂-equivalent emissions by 2030. Off-street parking policies affect the gradual process of constructing and renovating buildings. That means that the annual impact of parking policy reform grows steadily over time. In fact, by 2050, the combined annual impact of the two policies will be about 4.5 million tons of CO₂-equivalent. That's equivalent to taking about a million cars off the road. ITDP's impact analysis was influential in the creation of Mexico City's new Climate Action Plan, which recognizes parking form as one of the most cost-effective climate measures. Mexico City's planning instruments have been a must-see reference in climate planning instruments throughout Mexico and Latin America, so we can expect replication in the future, particularly if we push for it in key cities.

ITDP allocated a modest level of AGCI support to assist Los Angeles in planning for an ambitious Zero Emission Area (ZEA), which would be the first of its kind outside of Europe. The ZEA aims to reach zero carbon emissions and air pollution by 2030 by strictly limiting emitting vehicles and accelerating a shift towards far more sustainable modes through mechanisms like infrastructure investment and parking reform. We had early progress assisting the city in designing the scheme and goals and

building the capacity of key decision-makers to ensure its success. However, progress towards implementation has now slowed due to the COVID-19 pandemic and fluctuating political will.

ITDP remains committed to achieving a Zero or Low Emission Zone outside of Europe, and Los Angeles is a key prospect for this ambition. Los Angeles would also serve as a highly visible model for other large cities around the world, given its reputation for traffic congestion.

ITDP adopted a new mobility pricing (MP) strategy for the next five years, which lays out a path forward toward achieving our objectives in MP. ITDP's MP strategy is designed to disincentivize polluting, private cars, motorcycles, and heavy-duty vehicles, shifting the market and consumer preference toward modes that emit less, such as electric vehicles; use less road space; and reduce other negative externalities. While there are many policies that can be called mobility pricing (MP), we ultimately plan to focus on the three that command the most attention for ITDP: 1) parking policy; 2) low/zero emissions zones; and 3) congestion pricing.

Mobility pricing is part of ITDP's overarching, integrated approach to reducing greenhouse gases (GHG) and other pollution, and promoting multimodal, accessible mobility. ITDP's MP strategy is designed to disincentivize polluting, private cars and heavy-duty vehicles, shifting the market and consumer preference toward modes that emit less, such as electric vehicles; use less road space; and reduce other negative externalities. A secondary benefit is raising revenue, thus providing a funding source to improve, maintain, and/or create alternative transportation options. With this dual function: behavior change and increased revenue, mobility pricing is an obvious solution to a myriad of transportation problems.

Left: In Recife, Brazil, roadways are opened up for cycling and pedestrian usage every Sunday.

Photo: ITDP

Left: Right: Mexico City's emergency cycle lane on Avenida de los Insurgentes helped cyclists travel safely during the pandemic.

Photo: ITDP Mexico



PROGRAM AREAS



Top: In Boston, Massachusetts, some streets were taken over for outdoor dining in order to maintain social distancing during the pandemic.

Photo: ITDP US



Bottom: Bicycle parking has been an important part of mode integration in Jakarta, Indonesia.

Photo: ITDP Indonesia

In Mexico City, the EcoParq curb pricing program transformed parking. Before implementing the program, parking space occupancy would at times reach 130%, due to illegally and often dangerously parked vehicles. After the meter system was put in place, occupancy dropped to 80% during peak hours. Cruising time to find a space went from 13:26 minutes to 3:04 minutes, saving a combined 6.73 million hours of time each year, and reducing 18,000 tons of CO₂ per year in a single neighborhood (Polanco).

Mexico City and Rio de Janeiro both enacted historic off-street parking reforms that will collectively reduce 3.6 million tons of GHG by 2030. Mexico City's policy is broader, and in addition to setting a limit of one off-street parking space per residential unit, it also sets maximums for office developments, preventing them from building more than one parking space per 30 square meters of office space. Rio de Janeiro's policy sets more aggressive limits - one off-street space per four units - but only applies to areas within 800m of rapid transit, does not apply to office development, and does not apply in the sought-after seaside Barra da Tijuca district.

For over 50 years, Rio de Janeiro's building code has required a minimum of one parking space for every single housing unit built. According to an ITDP analysis, this resulted in 42% of the total built area in Rio de Janeiro between 2006 and 2015 being dedicated to vehicles. When examining non-residential buildings alone, this number skyrocketed to 70%. The astounding proportion of city space being dedicated to cars directly enables private vehicle use and can severely restrict the availability of public space and low-carbon mobility infrastructure. ITDP's findings showed, for instance, that the space currently dedicated to vehicles could address 57% of the city's housing deficit.

After extensive research and advocacy from ITDP and like-minded partners, Rio de Janeiro in January 2019 approved transformational new building codes that, for the first time, put strict restrictions on the number of off-street parking spaces allowed in new buildings and instead promotes non-motorized transport. The new law, approved by the Legislature and sanctioned by Rio Mayor Marcelo Crivella, institutes a one parking space maximum for every four housing units for buildings within 800m of a transit system, while requiring bike parking facilities. ITDP is monitoring the rollout of this new law and developing plans to evaluate and assess its impact.

Additionally, the Rio City Council and Mayor also approved a new cycling policy, prepared with support from ITDP, which will guide people-oriented street design and increase bike parking facilities and bike sharing systems throughout the city.

In India, in the wake of national and state elections in Jharkhand in 2019, there was not much appetite for parking reform initiatives. The ITDP team did manage to obtain support from the Ranchi Traffic Police for the implementation of a smart parking management system in 2020.

KNOWLEDGE RESEARCH AND POLICY

ITDP together with our implementation partner, UN-Habitat, organized the second annual regional workshop, bringing together 70 government officials from East Africa to share experiences and discuss best practices in sustainable mobility planning. Due to travel restrictions amidst the COVID-19 pandemic, the workshop was held online. The workshop focused on public transport reform, including approaches to service contracting between governments and private bus operators as well as the process of forming modern bus companies, drawing on case studies from Africa and Latin America. The workshop served as an occasion for the soft launch of a new ITDP publication, the Quick Guide to Bus Sector Modernisation.



The Kisumu Triangle Project is an ambitious pedestrian project in Kenya.

Photo: ITDP Africa



Since 2016, Pune has consistently allocated around 50 percent of its transport budget for sustainable transport every year, including in 2020, based on inputs from ITDP, in partnership with various local civil society organizations.

ITDP's [Everett BRT Implementation Playbook](#) was completed in December 2020 and is now in final layout design, to be published by March 2021. It will be shared with the MassDOT Silver Line 3 (SL3) feasibility study stakeholder working group by April 2021, which includes the municipalities of Everett, Boston, Somerville, Cambridge and Chelsea.

Complete Neighbourhood Design Essentials for Infants, Toddlers, and Caregivers to be released in August 2021 A brief supplement meant to augment the [TOD Standard](#) from the perspective of babies, toddlers, and caregivers. It illuminates why TOD is important for babies, toddlers, and caregivers and then provides an analysis on each principle, objective, and metric. The first draft was disseminated at MOBILIZE Fortaleza in June 2019 and later harmonized with the Pedestrians First Online Toolkit.

Pedestrians First Online Edition was released in October 2020. ITDP updated Pedestrians First in order to incorporate the needs of babies, toddlers, and caregivers. In select sections of Pedestrian First, we



highlighted the importance of the needs of babies, toddlers, and caregivers, as well as throughout the different neighborhood and streetlevel tools. We contracted a PR firm to assist with the release and garnered significant press attention. In addition, we conducted a workshop on the new Pedestrian First online tool at MOBILIZE 2020 and later a webinar.

ITDP staff from the Global and Brazil teams organized two events at WUF10 and spoke in various sessions related to sustainable mobility and urban development. ITDP also presented on Pedestrians First at a virtual conference organized by Open Street Maps called the “State of the Map 2020” in July 2020; at the Walk21 conference in May 2021; and at the Walk/Bike/Places conference in June 2021. Lastly, due to the ongoing global COVID-19 pandemic, MOBILIZE 2020, held in October 2020, pivoted to a virtual platform. We incorporated nine speakers from the BvLF network. A total of 683 attendees from 191 cities participated in MOBILIZE 2020, three times the amount of participants who normally attend MOBILIZE. We were able to increase language accessibility to five languages from two the year prior.

From October 30 to November 1, 2019, ITDP conducted qualitative focus group research in Recife, Brazil with 40 caregivers to identify their use of the bus system to access child services. The report was finalized in March 2020 and presented in virtual meetings on July 28 and August 7, 2020, to members of the Secretary of Planning (SEPLAG), Secretary of Early Childhood, Secretary of Health, Secretary of Education, Secretary of Urban Innovation, State Secretary of Urban Development and Housing (SEDUH), Municipality of Traffic and Urban Transport (CTTU), Municipality Institute Pelópidas Silveira (ICPS), Agency for Innovation and Strategy (ARIES) and the Municipality of Maintenance and Urban Cleaning (EMLURB). Between January 12 and 18, 2020, ITDP applied The Walkability Index, mapped transport systems and facilities, and surveyed sidewalk conditions from tree root damage in Recife. The analysis was included in a report delivered in March 2020 and presented in virtual meetings on July 28 and August 7, 2020.

The methodology for structured interviews was conducted from July 20 to August 5, 2020, with the Secretary of Planning (SEPLAG), Secretary of Early



Clockwise from left:

ITDP China's Richard Liu presented at a conference about sustainable mobility in China.

Photo: ITDP China

ITDP Mexico works with civil groups to implement inclusive sustainable transportation plans.

Photo: ITDP Mexico

ITDP Brazil participates in discussions in Fortaleza, Brazil.

Photo: ITDP Brazil



Childhood, Secretary of Health, Secretary of Education, State Secretary of Urban Development and Housing (SEDUH), Municipality of Traffic and Urban Transport (CTTU) and the Municipality Institute Pelópidas Silveira (ICPS). The findings and recommendations were included in a report delivered in September 2020 and presented in a virtual meeting on October 6, 2020. The recommendations regarding playful, safe, and comfortable mobility including bus stops, walkability and sidewalk conditions from tree root damage in Recife were included in the report delivered in March 2020 and presented in virtual meetings on July 28 and August 7, 2020.

The recommendations for the bus service improvements were included in a report delivered in September 2020 and presented in a virtual meeting on October 6, 2020. The ITDP team worked closely with the Secretary of Innovation team to define indicators that incorporate the needs of young children and caregivers in regards to quality public space as part of Mais Vida nos Morros initiative. The final report was presented on May 20, 2020 and is available [here](#).

In October 2020, ITDP launched an online version of our **Pedestrian's First** walkability tool (<https://pedestriansfirst.itdp.org/>). The online tool includes walkability data for nearly 1,000 metropolitan areas worldwide, which users can explore in an interactive map, and data-based policy recommendations that can help local leaders improve their cities' walkability. The tool is especially timely as cities around the world are realizing the benefits of having more walkable cities with open public space during the pandemic. The launch received significant attention around the world with coverage in nearly 50 media outlets, including the BBC, Guardian, Thomson Reuters, China Daily, Jakarta Post, O Estado de S. Paulo, and more than 700 tweets.

ITDP improved methodologies to calculate the GHG emissions impact of our work, including developing new and more accurate methods of evaluating non-motorized transport (NMT) and parking reform policies. This insight was important as we developed our strategy for 2020-2025 and set 5-year OKRs that prioritize high impact strategies.

In October 2020, ITDP launched an online version of our [Pedestrian's First](#) walkability tool. The tool allows urban planners and city officials to assess the inclusivity of their cities' transit systems as well as the walkability of their neighborhoods and streets. The guide also includes walkability data for nearly 1,000 metropolitan areas worldwide, which users can explore in an interactive map, and data-based policy recommendations that can help local leaders improve their cities' walkability. The tool is especially timely as cities around the world are realizing the benefits of having more walkable cities with open public space during the pandemic.



A global best practice report on e-buses, due out this year, will feature a dozen case studies from e-bus pilots and fleets from around the world and describe the current state of play for technology and charging around the world, with a focus on India, China, and Brazil. ICCT is involved as a peer reviewer. ITDP has completed the draft of the global e-bus state of knowledge paper, which is undergoing final review. This lays out the current knowledge about e-buses, and leads to future phases of research and guidance. This will be released in May or June 2021.

“A Practical Guide to E-mobility”, a report on e-bikes in China, was completed. The report analyzes the development of electric bicycles in China, the latest policies and the implementation of policies in various regions, and ITDP's suggestions on policies to promote E-mobility. Based on the analysis and experience summary of electric bicycles in Chinese cities, this paper provides references and suggestions for other cities to promote electric bicycle as a low-carbon option. ITDP's research on e-bikes will be included in a forthcoming report on electric vehicles in China to be published by the World Bank, which will elevate the findings and increase visibility. The report was updated to include information about those used for deliveries of goods and food.

ITDP published the, “Guide on Micromobility Regulation for Latin American Cities” that will provide guidance on how Latin American cities could create or update their regulation of dockless bikeshare and e-scooter systems, while promoting environmental sustainability and social equity, is also due out soon. Multiple stakeholders have been involved in the review of the guide, including Latin American local governments, private micro mobility operators, NGOs and other ITDP offices. As of October 2020, the guide has been improved based on feedback from IDB and is now undergoing style editing and graphic design, and will be finalized soon.

In light of COVID-19, ITDP's Mobilize 2020 summit set to take place in Pune, India was shifted to an entirely virtual event, the first of its kind. MOBILIZE convened over 1000 experts on sustainable transport virtually, including leading mobility experts, high level government officials, development banks, academics, and civil society with a focus from the Global South. The theme was “Building Collective Action for the Next Decade,” chosen to highlight how 2020 is a milestone year for cities, from crisis management to resilient sustainable transport and urban development. 2020 marked the next decade as the most crucial period for setting new norms and more importantly, a paradigm shift in light of the global pandemic. In light of this

theme, the agenda included plenaries, keynote addresses, deep dive discussions, and skill building for change workshops that addressed resiliency, air quality, public health, public transport, governance, young children, community planning, climate justice, urban freight, public space, walking and cycling, and electrification. 1075 people from 50 countries and 191 cities joined in thought provoking discussions and plenary sessions. Keynotes from Kunal Kumar from the Ministry of Housing and Urban Affairs in India and the Mayor of Tirana were presented.

We have also made significant progress in our international policy work, and ITDP participated at several high-level international events and panel discussions to share lessons learned and challenges facing the transport sector in countries worldwide.

At the institutional level, ITDP recently released our new five-year 2020-2025 strategic plan to guide the course of our organization. This major effort has drawn input from our donors, board, and staff and we are proud to have this strategy completed. The goals of our strategy will guide our efforts over the next five years, maintaining our critical work on the basics of sustainable mobility as the foundation for sustainable cities (walking, cycling, transit, TOD), deepening our involvement in new areas (i.e. mobility pricing and electrification), and highlighting a new focus on scaling strategies (capacity building, elevating best practices). Even in the midst of the COVID-19 pandemic, we are finding that the goals in the strategy continue to ring true and are ever-more relevant now.

In January 2020, ITDP developed an internal document titled “Global Mobility Pricing Strategy 2020-2025: Leveraging pricing tools to control polluting, private vehicles” in which we defined mobility pricing (MP) as a “demand management tool used to make the true cost of transportation, including pollution and congestion externalities more transparent to users”. It is a market-based tool designed to achieve better environmental

Heather Thompson, ITDP CEO, moderated a plenary discussion about air quality and road safety during the Virtual Mobilize Conference. Screen grab: ITDP





Rehana Moosajee, ITDP Board Member, moderated a panel with policy experts on racial equity and racism in urban planning during Mobilize Plenary Session 2.

Screen grab: ITDP

and social outcomes. Better outcomes include less pollution, more efficient use of resources, and more equitable access to opportunities. Mobility pricing strategies can be categorized under six areas: parking (on and off street); congestion; emissions; occupancy; vehicle ownership; and vehicle use. While the strategy document was designed to hone ITDP's approach to MP, the process of developing the strategy yielded important research and findings about MP measures that ITDP plans to take forward in an external white paper in 2020.

The past year was remarkable in part due to the progress we made in elevating transportation in the international arena.

First, transport was one of the main agenda items discussed at the UN Climate Action Summit in New York in September 2019, where the launch of the Action towards Climate-Friendly Transport (ACT) initiative, an effort to scale up electrification of buses, freight vehicles, and two-wheelers, was announced. At the beginning of last year, we focused on a two-step process towards COP25, originally to be held in Santiago, but due to protests, was held in Madrid instead. The first step led to the UN Climate Action Summit in New York in September 2019. Preparation for the Summit began to intensify in April, with ITDP coordinating with the Sustainable Low Carbon Transport (SLOCAT) and the Transport Decarbonization Alliance (TDA) to promote electrification at the Summit. The TDA has become a more important player in this space, bringing the private transport sector into the coalition as well as a few countries as leaders. At the UN Climate Action Summit, we worked with SLOCAT and the Transport Decarbonization Alliance (TDA), and subsequently were joined by a couple of dozen groups that worked on the advancement of the ACT initiative.

In addition, we were prepared to hold the first ever Transport Ministerial Meeting during the COP in Chile until the protests in Santiago derailed the meeting. ITDP, together with SLOCAT, began working on preparing a Ministerial Declaration for COP25 on sustainability, climate change, and mobility. However, due to protests and demonstrations in Santiago, COP25 was held in Madrid, Spain instead. Due to this change, the Transport Ministerial Meeting was suspended. We were hopeful that the Transport Ministerial Meeting would take place at COP26 in Glasgow; however, uncertainties due to the COVID-19 pandemic prevail and most high-level events are likely to be cancelled for the remainder of 2020.

Finally, Regional Climate Weeks were held and provided unique opportunities to influence countries and their ambition for the Paris Agreement. ITDP participated, for the first time, in Regional Climate Weeks in an effort to secure support from Member States to raise their level of ambition on sustainable transport in their NDCs as countries were gearing up for the first update to the Paris Agreement. The strongest regions were Latin America and Africa, where significant progress was made in working with the Member States on understanding the role of transport in mitigating climate change and how to do so. ITDP participated as panelist, discussant and facilitator in a workshop with EuroClima+ and SLOCAT with staff from Ministries of Transport from Latin America on the creation of National Mobility Plans and their relation with NDCs.

From the international policy perspective, changes in global political context were very noticeable during COP25, in contrast to the past. Climate change-denying countries including the U.S., Brazil, Australia, and Russia significantly damaged the UNFCCC process by creating obstacles to advance the Paris Agreement. The rise of populism at the national level is impacting both international policy advancement, as well as local and sub-national work. These political changes are having profound impacts on our work, from rethinking how we position transport in order to get traction, to how comfortable we are in advocating to the government. The political environment has become hostile in many countries where we work and in the international arena, in general. While climate-change denying countries are doing more harm than expected, many other countries and cities are displaying leadership.

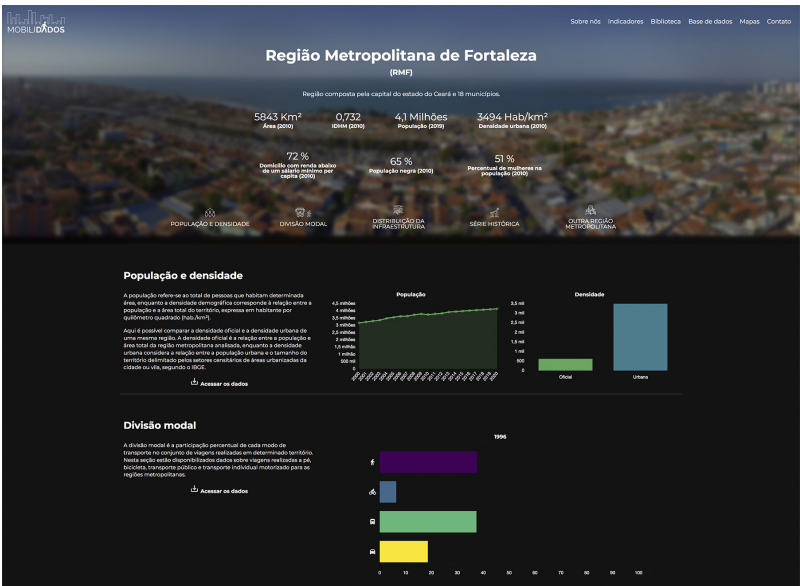
As is the case with most events around the globe, the International Policy Program has been greatly impacted by the COVID-19 pandemic. All major events that were to be held in the next six months to a year+ have been postponed; however, we expect that the sector will pick up the schedule in the next year. It is unfortunate, as the transportation sector is poised and ready to deliver on the momentum we have been building with high level political engagement and activation. We will continue to keep up this momentum and involvement with the TDA, SLOCAT, SuM4All Global Roadmap discussion, the Marrakech Partnership for Global Climate Action, and others. There is also concern that COVID-19 could derail the work towards strengthening the NDCs, as countries re-evaluate their commitments in light of their economic recovery. On the other hand, if national governments are planning stimulus packages, transport may become a beneficiary and we want to be involved in making it happen.

After two years of advocacy from ITDP and partners, Brazil's 2020 Census will now include a range of new questions on mobility. This will help support public policymaking and improve the quality of information about mobility.

ITDP's MobilIDADOS (<https://mobilidados.org.br/>) database of urban mobility and development indicators across Brazilian cities has become an influential resource for decision-makers and planners in Brazil and has served as a lever for dialogue between the public sector and civil society. In 2018, eight new indicators were added, including new general data (including black population, households below minimum wage, and percentage of women) and three metropolitan areas (Salvador, Fortaleza, and Belém). The platform now has over 20 indicators covering 27 cities and nine metropolitan areas.

MobiliDADOS has become a crucial source of neutral and objective data pertaining to transportation for Brazilian cities.

Visual: ITDP Brazil



In an effort to update MobiliDADOS and utilize it for policy creation, ITDP has been recruiting partners that can help provide local information and assist in advocating for local authorities to share data and adopt evidence-based communication and planning processes. During this process in Rio de Janeiro, São Paulo, Recife, and Belo Horizonte, ITDP formalized cooperation agreements with five organizations: IEMA, NossaBH, HabitatGeo, Ameciclo, and Casa Fluminense. ITDP also conducted four workshops that, in total, gathered 68 participants from 52 organizations, including civil society (53%), academia (19%), the public sector (14%), and the private sector (9%). The workshops identified the current and new indicators that represent common interests among the organizations and explored joint efforts to work on a common agenda involving multiple cities.

The MobiliDADOS platform attracted the interest of mainstream media in the country and secured ITDP the opportunity to insert quotes and interviews in many outlets such as GloboNews, CBN, TV O Globo, Jornal O Globo, Estadão, Folha de São Paulo and Correio Braziliense. One noteworthy example was ITDP's inclusion in several episodes of "Em Movimento" (<https://globosatplay.globo.com/globonews/v/7028137/>), an 11-part series presented by GloboNews, the main journalism channel in Brazil. In each episode, experts comment on the current mobility landscape and the challenges facing sustainable mobility in Brazil. "Em Movimentio" episodes were shown on repeat, which has led to a diverse array of partners and government officials acknowledging ITDP's participation.



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FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2020 AND 2019

ASSETS			
		2020	2019
CURRENT ASSETS			
Cash and cash equivalents	\$	3,113,379	\$ 2,899,706
Accounts and grants receivable		3,199,413	1,419,011
Prepaid expenses		116,944	137,782
Total current assets		<u>6,429,736</u>	<u>4,456,499</u>
PROPERTY AND EQUIPMENT			
Equipment		36,602	41,962
Furniture		52,992	52,992
Computer equipment		313,922	339,053
Leasehold improvements		386,174	386,174
		789,690	820,181
Less: Accumulated depreciation and amortization		<u>(751,884)</u>	<u>(745,187)</u>
Net property and equipment		<u>37,806</u>	<u>74,994</u>
NON-CURRENT ASSETS			
Deposits		<u>78,319</u>	<u>91,204</u>
TOTAL ASSETS	\$	<u>6,545,861</u>	<u>\$ 4,622,697</u>
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES			
Accounts payable and accrued liabilities	\$	792,439	\$ 477,794
Deferred revenue		251,598	-
Accrued salaries and related benefit		118,682	220,570
Funds held on behalf of other		<u>1,967</u>	<u>74,739</u>
Total liabilities		<u>1,164,686</u>	<u>773,103</u>
NET ASSETS			
Without donor restriction:			
Board designated		67,548	526,499
With donor restriction		<u>5,313,627</u>	<u>3,323,095</u>
Total net assets		<u>5,381,175</u>	<u>3,849,594</u>
TOTAL LIABILITIES AND NET ASSETS	\$	<u>6,545,861</u>	<u>\$ 4,622,697</u>

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	2020			2019		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT						
Contributions:						
Government and cost reimbursable grant	\$ 3,591,383	\$ -	\$ 3,591,383	\$ 2,481,512	\$ -	\$ 2,481,512
Grants, contributions and sponsorship	210,574	6,472,890	6,683,464	564,397	5,492,018	6,056,415
Contributed services	18,752	-	18,752	20,323	-	20,323
Net assets released from donor restriction	<u>4,482,358</u>	<u>(4,482,358)</u>	<u>-</u>	<u>4,591,139</u>	<u>(4,591,139)</u>	<u>-</u>
Total contributions	<u>8,303,067</u>	<u>1,990,532</u>	<u>10,293,599</u>	<u>7,657,371</u>	<u>900,879</u>	<u>8,558,250</u>
Consulting and contract revenue	395,213	-	395,213	837,866	-	837,866
Interest income	4,760	-	4,760	7,494	-	7,494
Event revenue	<u>17,484</u>	<u>-</u>	<u>17,484</u>	<u>33,725</u>	<u>-</u>	<u>33,725</u>
Total revenue and support	<u>8,720,524</u>	<u>1,990,532</u>	<u>10,711,056</u>	<u>8,536,456</u>	<u>900,879</u>	<u>9,437,335</u>
EXPENSES						
Program Services	<u>7,723,394</u>	<u>-</u>	<u>7,723,394</u>	<u>7,819,525</u>	<u>-</u>	<u>7,819,525</u>
Supporting Services:						
Fundraising	104,837	-	104,837	86,786	-	86,786
Management	<u>1,315,117</u>	<u>-</u>	<u>1,315,117</u>	<u>1,127,740</u>	<u>-</u>	<u>1,127,740</u>
Total supporting services	<u>1,419,954</u>	<u>-</u>	<u>1,419,954</u>	<u>1,214,526</u>	<u>-</u>	<u>1,214,526</u>
Total expenses	<u>9,143,348</u>	<u>-</u>	<u>9,143,348</u>	<u>9,034,051</u>	<u>-</u>	<u>9,034,051</u>
Changes in net assets from operations before other item	(422,824)	1,990,532	1,567,708	(497,595)	900,879	403,284
OTHER ITEM						
Exchange rate loss	<u>(36,127)</u>	<u>-</u>	<u>(36,127)</u>	<u>(28,402)</u>	<u>-</u>	<u>(28,402)</u>
Changes in net assets	(458,951)	1,990,532	1,531,581	(525,997)	900,879	374,882
Net assets at beginning of year	<u>526,499</u>	<u>3,323,095</u>	<u>3,849,594</u>	<u>1,052,496</u>	<u>2,422,216</u>	<u>3,474,712</u>
NET ASSETS AT END OF YEAR	<u>\$ 67,548</u>	<u>\$ 5,313,627</u>	<u>\$ 5,381,175</u>	<u>\$ 526,499</u>	<u>\$ 3,323,095</u>	<u>\$ 3,849,594</u>

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2020

	Program Services	Supporting Services		Total Supporting Services	Total Expenses
		Fundraising	Management		
Salaries	\$ 2,182,041	\$ 57,363	\$ 770,115	\$ 827,478	\$ 3,009,519
Payroll taxes	160,316	4,119	54,471	58,590	218,906
Employee benefits	283,025	2,590	143,076	145,666	428,691
Subtotal	2,625,382	64,072	967,662	1,031,734	3,657,116
Bank charges	17,689	1,383	4,532	5,915	23,604
Conferences and meetings	229,622	26	10,670	10,696	240,318
Consultants	1,273,618	1,322	32,067	33,389	1,307,007
Depreciation and amortization	33,823	471	5,893	6,364	40,187
Equipment rental	23,383	32	400	432	23,815
Regional office staff	2,156,044	-	42,914	42,914	2,198,958
Insurance	33,607	294	3,686	3,980	37,587
Legal	15,853	3	44,679	44,682	60,535
License fees	77,205	20,699	5,268	25,967	103,172
Miscellaneous	6,298	57	3,019	3,076	9,374
Office supplies	47,079	76	3,143	3,219	50,298
Postage and delivery	14,280	1,847	693	2,540	16,820
Printing	11,199	3,491	53	3,544	14,743
Professional development	6,081	94	9,936	10,030	16,111
Professional fees	504,776	6,873	141,355	148,228	653,004
Rent and office cleaning	428,375	2,682	33,570	36,252	464,627
Taxes	42,360	-	-	-	42,360
Telephone and internet	24,176	86	1,052	1,138	25,314
Travel	152,544	1,329	4,525	5,854	158,398
TOTAL	\$ 7,723,394	\$ 104,837	\$ 1,315,117	\$ 1,419,954	\$ 9,143,348

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2019

	Program Services	Supporting Services		Total Supporting Services	Total Expenses
		Fundraising	Management		
Salaries	\$ 1,761,495	\$ 62,202	\$ 523,306	\$ 585,508	\$ 2,347,003
Payroll taxes	132,315	4,403	39,204	43,607	175,922
Employee benefits	245,425	2,510	100,719	103,229	348,654
Subtotal	2,139,235	69,115	663,229	732,344	2,871,579
Bank charges	27,263	1,188	2,174	3,362	30,625
Conferences and meetings	194,571	243	33,395	33,638	228,209
Consultants	933,073	765	108,862	109,627	1,042,700
Depreciation and amortization	60,825	579	8,604	9,183	70,008
Equipment rental	7,495	10	571	581	8,076
Regional office staff	2,353,305	-	13,814	13,814	2,367,119
Insurance	38,890	280	4,470	4,750	43,640
Legal	8,349	-	33,216	33,216	41,565
License fees	87,114	1,487	12,517	14,004	101,118
Miscellaneous	9,859	868	8,977	9,845	19,704
Office supplies	92,499	1,433	6,925	8,358	100,857
Postage and delivery	10,631	1,323	504	1,827	12,458
Printing	35,529	881	1,022	1,903	37,432
Professional development	21,527	969	2,237	3,206	24,733
Professional fees	557,707	4,624	136,754	141,378	699,085
Rent and office cleaning	491,501	2,558	38,820	41,378	532,879
Taxes	54,098	-	-	-	54,098
Telephone and internet	30,483	68	1,821	1,889	32,372
Travel	665,571	395	49,828	50,223	715,794
TOTAL	\$ 7,819,525	\$ 86,786	\$ 1,127,740	\$ 1,214,526	\$ 9,034,051

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	<u>2020</u>	<u>2019</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	\$ 1,531,581	\$ 374,882
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Depreciation and amortization	40,187	70,008
(Increase) decrease in:		
Accounts and grants receivable	(1,780,402)	122,674
Prepaid expenses	20,838	34,348
Deposits	12,885	8,034
Increase (decrease) in:		
Accounts payable and accrued liabilities	314,645	(20,766)
Deferred revenue	251,598	-
Accrued salaries and related benefit:	(101,888)	30,474
Funds held on behalf of other	<u>(72,772)</u>	<u>-</u>
Net cash provided by operating activities	<u>216,672</u>	<u>619,654</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	<u>(2,999)</u>	<u>(17,444)</u>
Net cash used by investing activities	<u>(2,999)</u>	<u>(17,444)</u>
Net increase in cash and cash equivalents	213,673	602,210
Cash and cash equivalents at beginning of year	<u>2,899,706</u>	<u>2,297,496</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 3,113,379</u>	<u>\$ 2,899,706</u>



Kisumu, Kenya has been subject to increases in pedestrian spaces.
Photo: ITDP Africa



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Top Left: In Guangzhou, China, an elevated walkway was opened in May 2020, to many excited residents.

Photo: ITDP China

Bottom Left: Pune, India began In Addis Ababa, Car Free Days have been a great method of raising awareness about sustainable transportation.

Photo: ITDP Africa

Top Right: Pune, India began electrifying its Rainbow BRT fleet in 2019.

Photo: ITDP India

Pune, India won the 2019 Bottom Right: Sustainable Transport Award in part because of its increased and improved pedestrian spaces.

Photo: ITDP India