

Annual Report 2009



ITDP

Institute for Transportation
& Development Policy

ITDP Annual Report 2009

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Mission

Founded in 1985, the Institute for Transportation and Development Policy (ITDP) is a leading organization in the promotion of sustainable and equitable transportation policies and projects worldwide. ITDP is at the forefront of efforts to reduce carbon emissions, protect the environment, enhance economic opportunity, and improve the quality of urban life.

By providing technical transport and planning expertise to local authorities, ITDP helps cities: build bus rapid transit (BRT) systems, develop high quality cycling and

walking facilities, manage traffic demand, and promote pedestrian and transit oriented development. ITDP's work also extends to guiding transport and climate policy at all levels of government.

Every ITDP project builds local knowledge and skills while generating greater public awareness of viable sustainable transport solutions. In addition, completed projects serve as demonstrations - inspiring other cities towards more environmentally friendly and people-centered transportation.



Letter from the Executive Director

By Walter Hook



ITDP turns 25 in 2010. For the last two and a half decades, ITDP has brought together leading transportation thinkers to challenge the ‘so-called’ experts to reclaim the right to self determine the cities we live in. ITDP challenges NGOs, citizens, and elected governments to think about urban space in a different way, to raise questions about the sort of city we want to live in. There is nothing natural about our children living in fear of every passing car. Unsafe, car-clogged streets are not facts of nature, they are political acts that can be transformed through organization and enlightened leadership.



But ITDP is not just about talking. In the last year, ITDP has been directly responsible for some of the most important urban transport projects in the world. ITDP played a key role in initiating and designing two exciting new bus rapid transit (BRT) systems that have just opened: the Janmarg BRT system in Ahmedabad, India and the Rea Vaya BRT system in Johannesburg, South Africa. In addition, Guangzhou, China is expected to open Asia’s highest capacity

BRT in early 2010. We helped initiate and design new pedestrian zones and bike friendly road designs in Mexico City and Guadalajara, including almost 1,000 new bike parking spaces, and a new bike sharing program in Mexico City and Guangzhou. We helped initiate new BRT projects underway in Buenos Aires, Cape Town, and other cities. These projects are not creating hardship by taking away people’s cars; they are giving new options to people currently trapped in lousy transport systems with few options.

ITDP is now part of the Best Practice Network of the ClimateWorks Foundation, a new coalition of some of the smartest and most strategic experts, advocates and donors trying to stop climate change. By joining ClimateWorks, ITDP is part of a team that has marshaled financial and political resources on the scale of a multinational corporation but brought to bear on beating climate change through effective, sector-specific work. Together, while we are working on better transport choices and BRT systems, we can also help bring in cleaner vehicles, and greener buildings around transit stations, and greener appliances in the buildings.

ITDP is somewhat unique in this group. Much of the sector level work is focused on national regulations that will push progressive technological change. ITDP’s approach is more viral. We don’t want to just change what type of light bulb people use, or what type of car they drive. We work with a few enlightened cities who are willing to turn their dominant transportation systems

on their head, and serve as role models and mentors to other cities.

There will always be people who would rather drive down the block to buy every quart of milk and who are happy spending hours a day behind the wheel, but this choice should not be imposed on those of us who want to live car-free, in neighborhoods where our streets are safe enough for our kids to play. We want enough control over our cities to have the choice to leave our cars at home, to use a great BRT if it is cold and raining, and have great safe bike facilities when the weather is great, to keep our cholesterol down and our spirits up. In short, we want our cities for ourselves.

ITDP would like to gratefully acknowledge the commitment of its partners who are helping us work towards profound transformations in cities. In 2009, we were fortunate to be included into the ClimateWorks Foundation network, which has allowed us to drastically scale up our activities and reach more cities with CO2 reducing transport solutions. We were fortunate to continue to work with the Clinton Climate Initiative, as well as the Rockefeller Foundation. Their funding and help has been instrumental in catalyzing the BRT project in Johannesburg. The William and Flora Hewlett Foundation continues to provide vital funding for our work in Mexico, Brazil, and China. The Clean Air Initiative for Asian Cities allowed us to continue an innovative new program on two and three wheelers in developing cities. We also received funding



from The Energy Foundation for our work on sustainable urban design and transport in China.

We are also fortunate in having the United Nations Environmental Programme – Global Environment Facility as a funder and partner for the Jakarta BRT and congestion charging project. Funding from Roy A. Hunt Foundations allows ITDP to fund innovative bicycle projects in Africa. We are also deeply grateful to the Margaret A. Cargill Foundation and the Open Planning Project for their support of our work.

I would like to thank all these organizations for their support, as well as the individuals who continue to support ITDP. Together, we can harness transportation to meet our shared goals for the environment, social equity, and urban vitality.

Walter Hook, Ph.D.
Executive Director

OUR PROGRAMS

Public Transport

Around the world, car ownership is not only a growing source of greenhouse gas emissions, but is also leading to increased traffic congestion, air pollution, and mounting social disparities, particularly in cities. ITDP believes that safe, modern, and efficient public transit can answer these problems. ITDP's specific area of expertise is bus rapid transit (BRT), and we work to spread knowledge about BRT and provide high-level technical assistance to cities worldwide. Over a dozen BRT systems owe their existence to ITDP's assistance.

Cycling & Walking

For decades, traditional transport planning has focused on improving conditions for private automobiles at the expense of safe sidewalks and bike facilities. Yet, the majority of the world's people rely on cycling, walking, and other forms of human-powered transport like rickshaws to commute to work and get around their cities every day. ITDP is committed to increasing the use of bicycles and improving the ease of walking as one of the most affordable and practical ways to reduce CO2 emissions, while boosting access to economic opportunity for the poor.

Traffic Reduction

Reducing private car use not only requires improvements in public transit, cycling, and walking facilities, but also active discouragement of the use of private automobiles. ITDP believes that traffic management solutions that regulate parking and charge motorists for driving in city centers have the greatest potential to reduce traffic congestion. By coaxing people out of their cars, cities can reduce CO2 emissions and air pollution, increase public transit ridership, and enjoy safer and more livable urban environments.

Sustainable Urban Development

Rising incomes and the growing trend towards private car ownership around the world have often resulted in the flight of the middle classes to car-oriented, and indeed high carbon, living and working environments – vast expanses of expressways, interchanges, wide roads and parking lots. ITDP believes that the solution to sprawl lies in designing residential developments to be accessible by transit and by foot. Vibrant, liveable neighborhoods not only attract residents and stimulate economic opportunity, but also foster low carbon lifestyles.

Climate & Transport Policy

Developing more sustainable communities and transportation will require fundamental shifts in the policy and funding priorities of city, state, and national governments, as well as multinational institutions. ITDP works at all levels to advise and build partnerships between governments, nongovernmental organizations, and business towards this end. This work focuses on improving accountability for how different investment and policy choices affect greenhouse gas emissions, public health, transportation system performance, and costs.

Key Achievements in 2009



Janmarg Opens in Ahmedabad, India: “The People’s Way”

Ahmedabad launches the first full BRT on the Indian sub-continent. Janmarg improves not only the image of public transport in Ahmedabad, but also the image of BRT in the country.



Rea Vaya Opens in Johannesburg, South Africa: “We Are Going”

South Africa launches the first full BRT in sub-Saharan Africa. Rea Vaya was successfully fast-tracked to be ready in time for the 2010 World Cup.

PUBLIC TRANSPORT



Bus Rapid Transit (BRT) is an increasingly popular way to provide sophisticated, high-quality transit at a fraction of the cost and construction time of other options, making it an ideal solution for developing cities in particular. Over the years, ITDP has been instrumental in spreading BRT throughout the world by working on two fronts: first, ITDP works to facilitate information-sharing between city leaders so more cities can learn the benefits of BRT; second, ITDP offers direct technical, legal and contractual assistance to cities pursuing BRT.

2009 was an extremely exciting year for ITDP's BRT projects. Just in time for the World Cup, Johannesburg, South Africa opened its new BRT system called Rea Vaya, or "we are going," in September. Connecting Soweto to downtown, this is the first real public transit system that has been implemented since the end of apartheid. People who normally had to crowd into small minibuses now have enclosed stations with real time information displays to inform them when the next bus is coming. The system has opened to rave reviews, and has raised the bar for public transit in sub-Saharan Africa. According to the latest figures, Rea Vaya carries approximately 35,000 passengers per day, and the city expects the system to eventually reach 80 percent of residents.

In October, the Ahmedabad, India opened its BRT system, termed Janmarg or "people's

way," becoming India's first fully-featured BRT service with median stations, level boarding, and central control. Janmarg is helping revive the image of public transport in Ahmedabad and in India. The enclosed stations of the BRT system have become some of the finest quality public spaces in the city, and system opened to extensive media coverage. According to the latest figures, Janmarg carries approximately 40,000 passengers per day. In January 2010, the City of Ahmedabad won the Sustainable Transport Award, in large part because of the improvements garnered by Janmarg.

Elsewhere in Asia, ITDP is helping the city of Guangzhou, China with its BRT, which started construction this year. This system is designed to be the highest volume and highest speed BRT in China, and is expected to open in early 2010. ITDP is also working with the city of Lanzhou to get their BRT plans off the ground.

In Latin America, ITDP opened its first office in Argentina, and already Buenos Aires started construction of its BRT, which is expected to launch in 2011.

Why BRT?

Bus rapid transit (BRT) is an innovative mass transit system that combines the efficiencies and quality of metros with the flexibility and relative low cost of buses, while offering significant environmental benefits. BRT achieves comparable levels of speed, capacity, and passenger comfort and convenience as rail-based systems, but can be built at a fraction of the cost and construction time.



BRT provides cities with a pragmatic and affordable solution to ensure that their transit systems keep pace with urban growth.

Compared to a regular bus, the journey on a BRT is much quicker, because BRTs enjoy bus-only lanes, and passengers pay at the station, rather than on the bus. And since the station floor is at the same level as the bus floor, BRT is easily accessible to individuals with limited mobility.

BRT also reduces greenhouse emissions and air pollution. By increasing bus speeds, encouraging motorists to switch to buses, and often using more fuel efficient buses, BRT is an important tool in mitigating climate change. In fact, some BRT systems are approved by the United Nations to generate and sell carbon credits.

Just a decade ago, BRT was virtually unknown outside of Latin America, but has since spread to more than 40 cities worldwide.

Key features of world-class BRT systems include:

- Physically separated bus lanes
- Rapid boarding and alighting because fares are collected in the station, not on the bus
- At level boarding so people in wheelchairs or with strollers can roll right onto the bus
- Clean bus technologies
- Performance-based contracts with the bus operators to ensure high quality service
- Real-time information displays
- Bus priority at intersections
- Integration with other transport modes
- Sophisticated marketing identity
- Excellent customer service

CYCLING & WALKING



The majority of the world's people rely on cycling, walking, and other forms of human-powered transport to get around their cities and hometowns everyday. For decades, traditional transport planning has focused on improving mobility for private automobiles at the expense of safe, public sidewalks and bike facilities. ITDP works with cities to build roads and paths that are safer for pedestrians and cyclists, to initiate bike-share programs, and to improve the quality and availability of affordable bicycles.

ITDP has made significant strides in advancing the cause of cyclists and pedestrians this year. In Mexico City, ITDP helped the city create over 1,000 bike parking facilities, giving cyclists a safe and protected area to store their bikes. In Rio de Janeiro and Buenos Aires, more "Car Free" days were organized, freeing up normally congested city streets and encouraging people to get out of their cars. In São Paulo, ITDP helped bring about bike parking facilities for over 1,700 bikes.

In China, ITDP is helping city authorities in Guangzhou to plan top quality bike lanes in tandem with the new BRT corridor, as well as a bike share program that is expected to be one of the largest in the world when complet-

ed. These will be some of the first bike lanes built in Guangzhou in decades. In Harbin, ITDP developed extensive pedestrian facility improvement proposals and presented them to officials at major workshops. The team will continue to push the city to make those proposals into realities.

Since 2002, ITDP has been operating the Access Africa program in Ghana, Senegal, South Africa, Tanzania, and Uganda to promote and distribute bicycles to rural and low-income communities - giving them access education, employment, and healthcare. As of 2009, ITDP had supplied over 10,000 bikes, all while helping to build up local bicycle industries in each country. In cities where BRT systems are in development, ITDP is working to ensure that bike lanes are being planned and integrated as well.

TRAFFIC REDUCTION

ITDP believes that reducing the demand for private cars in cities begins with reducing free parking and free road use. By creating traffic management systems that regulate parking and charge for driving in dense metropolitan centers, individuals will turn to public transit as a more convenient and less expensive way to meet their transportation needs. By coaxing people out of their cars, cities can improve air quality, regain economic productivity lost to congestion, and enjoy safer and more liveable urban environments.

In 2009, most of ITDP's work in reducing traffic focused on parking research and reform. In Harbin, China ITDP is working on a study for presentation to city officials to assess and map the parking situation in the city and draw comparisons to other cities around the world. The ITDP team in Ahmedabad, India is working on providing the city with parking management recommendations. ITDP has also commissioned preeminent researchers in the US to develop a report that takes a critical look at so-called "free" parking, due to be released in 2010.



SUSTAINABLE URBAN DEVELOPMENT



The world is undergoing the largest wave of urban growth in history. By 2030, five billion of the world's population will reside in cities and 95 percent of that growth will occur in Africa and Asia. This rapid urbanization has resulted in congestion, slow and poor quality mass transit, air pollution, and an urban quality of life degraded by unregulated automobile use.

Expanding mass transit systems, along with safe sidewalks and bike lanes, at a pace that keeps ahead of urbanization is critical. With good governance and planning, cities can be sites of transformation and examples for the rest of the world.

In China, ITDP was able to push through improvements in the landscaping of the Guangzhou BRT corridor, creating an attractive pedestrian access and public space. In

Mexico City, ITDP is working alongside city authorities and local planners to revitalize the downtown historic district. In Rio de Janeiro, Brazil, ITDP is working with Gehl Architects to help develop a concept around Madureira, a very populous part of town where the city would like to create large new parks. ITDP has been working with the City of Rio and the new mayor is interested in making some radical urban transformations that will improve the city's quality of life.

In all projects, ITDP works to make the urban environment more livable – from ensuring that bike paths are included in poorer neighborhoods to installing solar lights in BRT stations. ITDP is committed to not only building better transportation solutions, but also developing more eco- and people-friendly cities.

CLIMATE AND TRANSPORT POLICY

ITDP works on the local, national, and international levels to encourage governments and other authorities to incorporate policies to reduce transport-related emissions and traffic congestion, while ensuring adequate funding for sustainable mobility programs.

A key component of this work is conducting research to educate decision-makers and stakeholders. Extensive research was conducted on two and three wheelers, with a report expected in 2010. ITDP is also working to document parking practices and develop a website that tracks information. A technical guide on bike parking is also in the works.

On an international scale, ITDP helped frame the Bellagio Declaration on Sustainable Low-Carbon Transport for Developing Countries, which laid the foundation for the Partnership for Sustainable Low-Carbon Transport, a group of UN organizations, multilateral development banks, technical cooperation agencies, NGOs, research organizations and other organizations dedicated to implementing transportation solutions to combat climate change. ITDP is also working to develop standards for calculating transport related CO₂ emissions in an effort to improve decision-making and accountability at development institutions.

Our Supporters

ITDP would like to thank the following organizations and individuals for their support and encouragement in 2009.

Without them, our work would not be possible.

\$500,000 +

ClimateWorks Foundation

William & Flora Hewlett Foundation

United Nations Environment Programme

\$100,000 – \$499,999

Rockefeller Foundation

The Energy Foundation

William J. Clinton Foundation

\$5,000 – \$99,999

Clean Air Initiative – Asia

Diane Steingart & Jonathan Woodbridge

Open Planning Project

Margaret A. Cargill Foundation

Michael Flood & Lydia Morris

Roy A. Hunt Foundation



FINANCIAL INFORMATION

The following statements are excerpts from ITDP's audited financial statements. For a complete presentation of the 2009 financial statements see www.itdp.org. ITDP is a 501(c)3 nonprofit organization.

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2009
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2008

ASSETS

	<u>2009</u>	<u>2008</u>
CURRENT ASSETS		
Cash and cash equivalents	\$ 3,161,276	\$ 980,237
Accounts receivable	46,957	60,407
Grants receivable (Note 2)	546,638	311,227
Inventory	<u>-</u>	<u>11,527</u>
Total current assets	<u>3,754,871</u>	<u>1,363,398</u>
PROPERTY AND EQUIPMENT		
Bike shop	-	14,312
Equipment	10,418	10,539
Furniture	18,976	4,195
Computer equipment	109,099	96,881
Leasehold improvements	<u>77,128</u>	<u>14,675</u>
	215,621	140,602
Less: Accumulated depreciation and amortization	<u>(83,165)</u>	<u>(102,987)</u>
Net property and equipment	<u>132,456</u>	<u>37,615</u>
OTHER ASSETS		
Deposits	10,574	6,042
Grants receivable, net of current portion (Note 2)	<u>30,000</u>	<u>-</u>
TOTAL ASSETS	<u>\$ 3,927,901</u>	<u>\$ 1,407,055</u>

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 692,935	\$ 168,389
Accrued salaries and related benefits	39,192	20,946
Refundable advances	<u>-</u>	<u>300,000</u>
Total current liabilities	<u>732,127</u>	<u>489,335</u>
NET ASSETS		
Unrestricted	1,277,465	201,881
Temporarily restricted (Note 4)	<u>1,918,309</u>	<u>715,839</u>
Total net assets	<u>3,195,774</u>	<u>917,720</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 3,927,901</u>	<u>\$ 1,407,055</u>

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSEST
FOR THE YEAR ENDED DECEMBER 31, 2009
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2008

	<u>2009</u>			<u>2008</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>	<u>Total</u>
REVENUE				
Contributions	\$ 81,056	\$ -	\$ 81,056	\$ 84,605
Grants	1,098,862	6,615,318	7,714,180	2,590,209
Loss on disposal of fixed assets	(6,599)	-	(6,599)	-
Interest income	7,519	-	7,519	8,699
Consulting revenue	77,786	-	77,786	99,578
Bike sales, net of cost of goods sold	3,192	-	3,192	18,278
Contributed services (Note 5)	133,500	-	133,500	-
Other revenue	1,235	-	1,235	13,677
Net assets released from donor restrictions (Note 4)	<u>5,412,848</u>	<u>(5,412,848)</u>	<u>-</u>	<u>-</u>
Total revenue	<u>6,809,399</u>	<u>1,202,470</u>	<u>8,011,869</u>	<u>2,815,046</u>
EXPENSES				
Program Services	<u>5,406,804</u>	<u>-</u>	<u>5,406,804</u>	<u>2,442,090</u>
Supporting Services:				
Fundraising	47,675	-	47,675	66,739
Management	<u>232,666</u>	<u>-</u>	<u>232,666</u>	<u>49,862</u>
Total supporting services	<u>280,341</u>	<u>-</u>	<u>280,341</u>	<u>116,601</u>
Total expenses	<u>5,687,145</u>	<u>-</u>	<u>5,687,145</u>	<u>2,558,691</u>
Change in net assets from operations before other item	1,122,254	1,202,470	2,324,724	256,355
OTHER ITEMS				
Write-off of uncollectible grant	(9,176)	-	(9,176)	-
Write-off of inventory	<u>(37,494)</u>	<u>-</u>	<u>(37,494)</u>	<u>-</u>
Total other items	<u>(46,670)</u>	<u>-</u>	<u>(46,670)</u>	<u>-</u>
Change in net assets	1,075,584	1,202,470	2,278,054	256,355
Net assets at beginning of year	<u>201,881</u>	<u>715,839</u>	<u>917,720</u>	<u>661,365</u>
NET ASSETS AT END OF YEAR	<u>\$ 1,277,465</u>	<u>\$ 1,918,309</u>	<u>\$ 3,195,774</u>	<u>\$ 917,720</u>

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2009
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2008

	2009			2008	
	Program Services	Supporting Services		Total Expenses	Total Expenses
		Fundraising	Management		
Salaries	\$ 781,382	\$ 19,076	\$ 89,169	\$ 889,627	\$ 464,837
Payroll taxes	62,186	1,363	7,029	70,578	37,586
Employee benefits (Note 7)	103,008	4,576	14,146	121,730	58,662
Subtotal	946,576	25,015	110,344	1,081,935	561,085
Bank charges	13,817	1,748	220	15,785	9,037
Bikes and parts	39,119	-	-	39,119	13,359
Conferences and meetings	192,898	1,681	109,508	304,087	73,204
Consulting	1,094,966	1,020	-	1,095,986	537,659
Depreciation	33,625	161	723	34,509	13,883
Entertainment	20,249	41	475	20,765	-
Equipment rental	2,527	3	25	2,555	813
Field staff	876,175	-	925	877,100	385,189
Insurance	13,099	30	2,229	15,358	8,345
Legal	57,093	-	-	57,093	45,137
Miscellaneous	38,364	3,620	2,078	44,062	24,766
Office supplies and expense	41,113	50	154	41,317	11,554
Postage and delivery	11,165	3,356	301	14,822	7,713
Printing	33,840	5,337	330	39,507	61,983
Professional fees	131,943	3,127	752	135,822	65,168
Rent	110,136	182	1,367	111,685	52,658
Subcontractors	997,826	-	-	997,826	131,708
Subscription and dues	28,496	1,484	-	29,980	2,155
Telephone and internet	46,526	49	444	47,019	23,999
Training	91,776	-	-	91,776	41,637
Travel	585,475	771	2,791	589,037	487,639
TOTAL	\$ 5,406,804	\$ 47,675	\$ 232,666	\$ 5,687,145	\$ 2,558,691

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2009
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2008

	2009	2008
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 2,278,054	\$ 256,355
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	34,509	13,883
Loss on disposal of fixed assets	6,599	-
Loss on write-off of inventory	37,494	-
(Increase) decrease in:		
Accounts receivable	13,450	76,980
Grants receivable	(265,411)	(289,382)
Inventory	(25,967)	62,804
Prepaid expenses	-	1,200
Deposits	(4,532)	(307)
Increase (decrease) in:		
Accounts payable and accrued liabilities	524,546	(8,640)
Accrued salaries and related benefits	18,246	7,280
Refundable advances	(300,000)	300,000
Net cash provided by operating activities	<u>2,316,988</u>	<u>420,173</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(135,949)	(11,786)
Net cash used by investing activities	<u>(135,949)</u>	<u>(11,786)</u>
Net increase in cash and cash equivalents	2,181,039	408,387
Cash and cash equivalents at beginning of year	980,237	571,850
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$ 3,161,276	\$ 980,237

Board and Staff

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Cecile Medina
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Héctor Puebla Niño
Project Leader

Héctor Manuel Sanromán Flores
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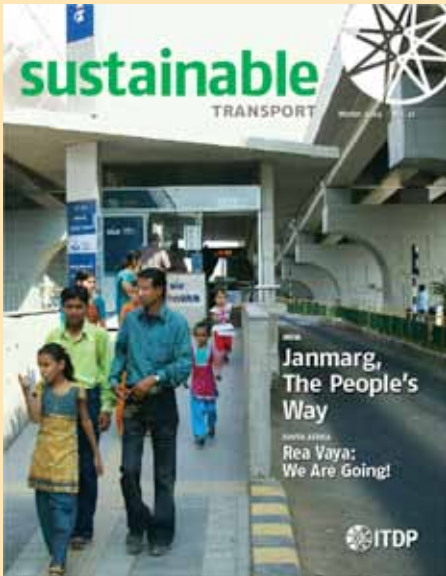
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Promoting sustainable and equitable transportation worldwide





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TRANSPORT

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