



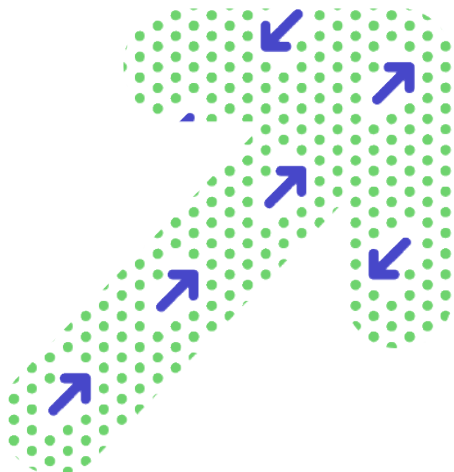
Photo credit: Codatu

# 2025 ANNUAL REPORT



**Codatu**

Working for sustainable mobility in developing cities





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# Glossary

<b>AFD</b>	French Development Agency
<b>AfDB</b>	African Development Bank
<b>AMUGA</b>	Greater Abidjan Urban Mobility Authority
<b>CIMDC</b>	International Conference on Sustainable Mobility and Climate
<b>CODATU</b>	Cooperation for Urban Mobility in the Developing World
<b>COS</b>	Comité d'Orientation Stratégique
<b>EIB</b>	European Investment Bank
<b>EU</b>	European Union
<b>FEXTE</b>	Technical Expertise and Knowledge Transfer Fund
<b>FFEM</b>	French Fund for the Global Environment
<b>GART</b>	Group of Transport Authorities
<b>NUMP</b>	National Urban Mobility Policy
<b>SSC</b>	Strategic Steering Committee
<b>SUMP</b>	Sustainable Urban Mobility Plan
<b>VREF</b>	Volvo Research and Educational Foundations

# Editorial

For Codatu, 2025 marks the year of implementation of Vision 2030, adopted the previous year: reinforcing our capacity for action on the ground and our relationships with our members, diversifying our partnerships, and evolving the association's governance to ensure a better understanding of the environment and greater agility. This momentum is a strength within a global development aid landscape in the midst of a crisis: the United States' withdrawal from international organisations, and a sharp decline in development aid budgets in France. This new situation leads us to consolidate ties with our members and partners, to increase synergies with a win-win vision.

Whilst global challenges – climate change, economic migration, the fragility of many states – are making the world an uncertain place, Codatu is carrying out extremely valuable groundwork: improving the functioning of cities in the Global South. Home to an ever-growing proportion of the population and the driving force behind economic development, these cities are key to the stability of these countries. In this regard, decentralised cooperation remains an essential tool for transferring skills and strengthening governance. More than ever, solidarity is proving to be the watchword of our work.

In line with our Vision 2030, we have been very proactive in building major new partnerships with the World Bank and local authorities in the Global South: Benin, which should soon become a reality, and Douala, which we also hope to launch in 2026. In each case, the aim is to support local authorities alongside a major investment programme.

2026 will be marked by the next international conference in Abidjan from 19 to 22 October, co-organised with AMUGA and Climate Chance, which promises to be exceptional. Several initiatives will be announced at the conference, and the first African Paratransit Fair will generate significant momentum on this major issue. The entire Codatu ecosystem is rallying behind this event, which promises to be a defining moment!

The President  
**François DUROVRAY**





## Les activités de CODATU en 2025

### CODATU Activities in 2025

- Evénements internationaux CODATU  
*CODATU international events*
- Coopérations techniques  
*Technical cooperation*
- Siège de CODATU  
*CODATU Headquarters*
- Participation à des événements internationaux  
*Participation in international events*
- Projet pilote  
*Pilote projet*
- Formations organisées par CODATU  
*CODATU training programmes*
- Projets en cours de développement  
*Projects under development*
- Intervention dans des programmes de formation  
*Contribution in training programmes*

# The association



# PRESENTATION OF CODATU

## THE ASSOCIATION

Codatu is an international Non Governmental Organisation, created in 1980 in Dakar during the World Conference on Urban Transport. Its vocation is to promote sustainable urban mobility in the cities of the South.

Codatu contributes to the capacity building of decision makers and transport actors in Southern countries, by proposing co-operation between cities, exchanges of experiences (scientific, technical, economic ...).

Historically dedicated to the organisation of international conferences, Codatu has diversified its activities and now also manages technical cooperations, trainings and publications on urban mobility issues in the South.

These different activities, carried out by Codatu team of employees and volunteers, are carried out in partnership with French (Agence Française de Développement, Ministry of Ecological Transition, etc.) and international (World Bank, European Union, etc.) economic and institutional actors.

## THE VALUES OF CODATU

- **Humanity and responsibility**

We believe that mobility is an essential element in improving the daily lives of all people living in urban areas.

- **Exchange and sharing**

We believe that solutions must be tailored to the context of each city in the South and that they can be effectively supported by strong cooperation between cities, both North/South and South/South, with the sharing of best practices and consideration of local constraints and the environment.

- **Challenge and innovation**

We are convinced that supporting cities of the Global South to meet the many challenges that lie ahead of them (economic, financial, political, environmental, societal, etc...) to implement sustainable mobility systems, they need feedback to develop innovative and long-term solutions.

- **Respect and openness**

We respect each other's cultural diversity and work together to find the most appropriate solution for each city, town or region, and define priorities and actions adapted to its history, culture, economy, vision and strategies.

## CODATU'S CHALLENGES

- Providing on-the-ground support for urban mobility stakeholders in cities in the Global South
- Disseminate and produce high-level knowledge in the fields of mobility and the sustainable cities
- Develop and lead its network of members
- Ensure the association's long-term future



Photo credit: AMUGA



## PRESENTATION OF CODATU

### CODATU TEAM



### CODATU IN FIGURES

#### A unique network of stakeholders in sustainable urban transport



5 colleges of 88 members, a Business Club, an International Club of Public Transport Authorities, a network of French-speaking training centres, a Volunteer Club and a Wise Persons' Committee

#### An operational presence in the field



4 ongoing technical cooperation in countries of the Global South (Côte d'Ivoire, Angola, Peru, Dominican Republic) and a pilot project (Madagascar).

#### A large-scale leveraging and dissemination of information pertaining to sustainable urban mobility



7481 subscriptions to the Codatu newsletter (4230 for the French version, 1 884 for the English version, 1367 for the Spanish version).

Over 10 110 subscribers on social networks

Facebook : 2 200 subscribers

Twitter : 1 595 subscribers

LinkedIn: 6 315 subscribers

More than 36 000 clicks on the codatu.org website in 2025

### STRENGTHENING CODATU'S COMMUNICATIONS SINCE 2023

Since March 2023, following the appointment of a dedicated communications officer, Salima MEZRAI, Codatu's communications have experienced structured development and a significant increase in impact. This momentum has resulted in a complete overhaul of the website and a deployment of outreach tools, contributing to greater visibility for the organisation's activities (over 36,000 clicks in 2025).

The newsletter subscriber base has grown significantly, with an increase of over 60% (rising from 4,600 subscribers in 2022 to 7,481 in 2025), largely thanks to the launch of a Spanish version. Our social media presence, meanwhile, has almost doubled (+84%), rising from around 5,500 followers in 2022 to over 10,100 in 2025, driven in particular by the growth of LinkedIn (from 1,600 to 6,315 followers).

Furthermore, the content strategy has diversified with the creation of a YouTube channel and the development of thematic publications and brochures.

Finally, project communication has also evolved, with greater promotion of on-the-ground initiatives and related outputs, as well as increased coverage of partners' news.

This development reflects the establishment of a more proactive, consistent communication strategy tailored to Codatu's visibility objectives.

## PRESENTATION OF THE EXECUTIVE BOARD 2024-2027

### EXECUTIVE COMMITTEE



**François DUROVRAY**  
**PRESIDENT**

François Durovray is President of the Essonne Departmental Council and has held the post since April 2015. Minister for Transport in 2024, Director of Ile-de-France Mobilités and member of the Supervisory Board of the Société du Grand Paris, François Durovray is also Chair of the Transport and Mobility Committee of the Assembly of French Departments, and Vice-Chair of the GART (Groupement des autorités responsables de transport) with responsibility for international cooperation.



**Christian PHILIP**  
**Vice-President of Codatu and President of the Wise Persons' Committee**

Christian PHILIP is a Professor of Law at University Lyon 3 and a specialist in European affairs. He has served as rector of the academy in different French districts. He was First Deputy to the Mayor of Lyon and President of SYTRAL from 1995 to 2001. He later served as member of parliament for the Rhône district from 2002 to 2007. President of CODATU from 2000 to 2010, Christian Philip returned in 2013 as Secretary General.



**Thibault de LAMBERT**  
**GENERAL SECRETARY**

After a career in finance in the industrial sector, Thibault de Lambert spent more than 30 years as administrative and financial director, then project director with the Transdev and RATP groups. In 2015 he was appointed Managing Director of RATP Coopération, the subsidiary responsible for development in developing countries.



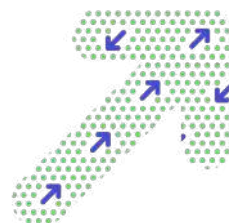
**Raymond DESCHAMPS**  
**TREASURER**

Raymond Deschamps managed the "Syndicat mixte des transports pour le Rhône, l'agglomération lyonnaise et le Département du Rhône" (SYTRAL), first as Deputy Chief Executive Officer for 6 years and then as Chief Executive Officer from 2011 to 2020. He has held the position of Administrative and Financial Director of several groups, including a subsidiary of PEUGEOT.



**Marie-Hélène CHAPEL**  
**Head of events/communication and President of the Volunteers' Club**

Graduated in Political Sciences, Marie-Hélène Chapel manages a consulting firm specialized in Sustainable Mobility Marketing. She has worked as Marketing Director of SEMITAG (Grenoble urban transport network – Transdev Group), as Commercial Manager and Quality Manager of the Marseille Metro (Marseille Transport Authority) and as Head of the Commercial Department of RTM, Marseille Transport Authority.



## EXTENDED BOARD



**Françoise ROSSIGNOL**  
President of the Public Transport Authorities (PTA) Club

Françoise Rossignol has been Mayor of Dainville since 2008 and Vice-President of the Urban Community of Arras in charge of Mobility since 2014. She is also a member of the Board of Directors of GART, and President for the Club des Villes et Territoires Cyclables et Marchables since 2021.



**Catherine Pila**  
Vice-President of the Public Transport Authorities Club

Catherine PILA is a councillor of the Metropolitan Council of Aix Marseille Provence, Chairwoman of the Régie des Transports Métropolitains (RTM) and Chairwoman of the Board of Directors of the AGIR Transport association.



**Bruno Jansem**  
Vice-President for Relations with Companies and Public Transport Authorities

Bruno Jansem is a qualified architect, has a doctorate in town planning and is a geographer. He was Director of Mobility and Transport at Strasbourg Eurométropole.



**Armand Béouindé**  
President of the Committee of Developing Cities

Armand Roland Pierre BEOUINDE has been Mayor of the city of Ouagadougou, President of the Greater Ouaga Community of Municipalities (Greater Ouaga Metropolis), President of the Greater Ouaga Urban Mobility Programme, President of the Association of Municipalities of Burkina Faso, Vice-President of UCLG-World (United Cities and Local Governments). He was a member of the Board of Directors of AIMF (International Association of French-speaking Mayors).



**Guy Lebras**  
President of Relations with Companies and Public Transport Authorities (PTA)

Guy Le Bras trained as a civil engineer at the Ecole des Mines and is the former Managing Director of the Groupement des Autorités Responsables de Transport (GART), an association of elected representatives responsible for transport at national and European level. He began his career as head of relations between Renault Véhicules Industriels and the World Bank, then as head of bus sales for south-east France. In 1995, he became Chief of Staff to the Mayor of Laval and then, from 1997, Director of Laval Mayenne Technopole. He joined Veolia Transport in 2006, where he was Director of External Relations.



**Dominique Breuil**  
President of the Education and Research Committee

Doctor of Science and Engineer, Dominique Breuil was Director of Research at EIGSI (School of Engineering of La Rochelle) and head of the Intelligent Mobility team until 2016. With more than 40 years of experience in various research and engineering positions, he is a consultant in new mobilities



**Bruno Loustalet**  
Vice-President of the Wise Persons' Committee

Bruno Loustalet is a research associate at the RIVES Laboratory at ENTPE (Vaulx-en-Verin) and holds a double doctorate in town planning and political economy. For more than 25 years, he held various engineering positions in companies promoting radio communication systems applied to public transport. Between 2008 and 2020, he was Mayor of Thil, a suburban commune near Lyon, and Vice-Chairman of its intercommunal authority in charge of transport.



## BOARD OF DIRECTORS

### College I – Training, study and research establishments

**Joris MARREL, CEREMA** – France

**Pablo DIAZ, IEP RENNES** - France

### College III – Transport professionals: public and private research and engineering companies, manufacturers and equipment suppliers, operators, infrastructure or equipment manufacturers, professional associations or organisations, other specialised organisations

**Jean-Pierre DEGHAYE / Nicolas PELISSIER, KEOLIS**  
– France

**Bruno PLUMEY / Olivier BOUVART, EGISRAIL** –  
France

**Nicolas BLAIN, RATP** – France

**Aurélie JARDIN / Gauthier RICORD, IVECO** – France

**Marc DELAYER, AGIR** – France

**Laurent MAZILLE, TRANSDEV** – France

**Philippe DELLEUR, ALSTOM** – France

**Diego DIAZ, SNCF** – France

**Jérémy RUBEL / Yassine EDDARAI, SETEC** – France

### College II – Local authorities, groups or associations of local authorities and public transport organising authorities

**Cédric AUBOUIN/ Hélène LAMBERT, IDFM** – France

**Françoise ROSSIGNOL, GART** – France

### College IV – Individuals

**François Durovray** – France

**Dominique BREUIL** – France

**Christian PHILIP** – France

**Catherine PILA** – France

**Thibault de LAMBERT** – France

**Guy LE BRAS** – France

**Raymond DESCHAMPS** – France

**Bruno JANSEM** – France

**Bruno LOUSTALET** – France

**Marie-Hélène CHAPEL** – France

**Armand BEOUINDE** – Burkina Faso

## CODATU MEMBERS

### College I – Training, study and research establishments



### College III – Transport professionals



### College II - Territorial governments



### College IV - Individual members

28 membres

### College V - Associations & NGO



## FINANCIAL PARTNERS



## TECHNICAL AND BENEFICIARY PARTNERS





*Photo credit: Codatu*

## *The Codatu project*

In 2018, in response to the growing challenges of urban transition in cities in the Global South, Codatu drew up a multi-year development strategy. This vision, set for 2020, refocused on Codatu's specific added value: supporting governance and sustainable urban mobility policies, with key objectives grouped into five types of actions, which in turn were broken down into around fifty concrete sub-actions. These actions have, in the post-Covid era, reignited the Association's growth momentum, which has reached record levels in its history in terms of its budget, the number and diversity of its members and partners, and the volume and types of projects it undertakes. To build on this momentum, the Association began a process of reflection during a team seminar held in October 2023 to draw up its new roadmap for 2030.

This "Codatu Vision 2030", finalised and approved by the Association's governing bodies in 2024, remains anchored in Codatu's *raison d'être*: to promote tailored and sustainable projects that meet the daily travel and spatial planning needs of a growing urban population. It consolidates Codatu's added value across the two core areas on which the association has worked since its inception: "understanding mobility and building relationships between stakeholders" and "cooperating and training", whilst strengthening its work in the third area that has emerged over the years: "supporting public policy". Codatu has developed genuine expertise in supporting the development and implementation of sustainable urban mobility policies and wishes to take this to the next level, namely to be able to act, with the support of its members, on all levers for improving urban mobility.

By 2025, this approach is seen to be developing primarily around the following themes: the professionalisation of paratransit (Antananarivo pilot project; Codatu proposals to the authorities in Lomé, Cotonou and Douala; technical assistance to AMUGA in Abidjan), South-South exchanges (working group on the exchange of models between Latin America and Africa, various technical visits), governance with various opinions from the Wise Persons' Committee, and a contribution to a forthcoming reference publication.



Photo credit: Codatu

# Activity report

# 1. Scientific and training activities

In line with its historical positioning, Codatu continues to pursue scientific activities, the focus of which has been redefined in the context of the "2030 vision", as well as training activities. In 2025, the association's scientific activities continued to focus on three areas:

- **Developing partnerships with institutions specialising in urban mobility in cities in the Global South (strengthening Collège I);**
- **Producing knowledge on the association's areas of expertise with an operational dimension, and disseminating it through training and publications;**
- **Supporting the structuring of the research landscape in cities in the Global South.**

Ad hoc, tailor-made training activities were also organised as part of the technical cooperation projects led by Codatu, to develop the skills of local partners on specific topics.

## Partnership activities

In January 2025, an agreement was signed between Codatu and the French National Research Institute for Sustainable Development (IRD), represented by the Prodig research unit. This agreement formalises the regular and numerous exchanges between several Prodig and Codatu researchers over several years, and is reflected in Codatu's involvement in a Master's programme at Paris 1 University, Prodig's support for the establishment of a training course on geomatics, and joint scientific publications (one in 2025, another to be published in 2026).

More generally, within the framework of the agreements between Codatu and the universities of Collège I, the association regularly contributes to courses related to urban mobility, including the Master's in Urban Network Services Engineering at Sciences-Po Rennes, the Master's in Transport and Sustainable Development at the Ecole Nationale des Ponts et Chaussées, the Specialised Master's Degree in Public Policy and Action for Sustainable Development at the Ecole Nationale des Ponts et Chaussées, the Master's Degree in Transport, Planning and Urban Development at the Ecole Nationale des Ponts et Chaussées and the Institut National Polytechnique Houphouët-Boigny, and the DynSud Master's Degree at the University of Paris 1 Panthéon-Sorbonne. At the end of 2025, an agreement was being prepared with the TRUST Master's programme at the Institute of Urban Planning and Alpine Geography in Grenoble.



Crédit photo : Codatu

## Production and sharing of knowledge on urban mobility

Herrie Schalekamp and Sophie-Anne Monplaisir carried out work to capitalise on feedback from several African city officials in order to better understand the need to improve skills in the management of informal transport in African cities. The results and analyses are presented in a VREF-Codatu publication entitled: Building capacity on informal public transport in African cities: Government officials' experiences, available on the Codatu and VREF websites.

As part of its cooperation with the Prodig research unit, Codatu was involved in writing a scientific article in The Routledge Handbook of Sustainable Urban Transport (editors Lucy Budd, Stefan Ison and Maria Attard) entitled Trends of urban mobility systems in the Global South: [the case of African cities](#), co-authored by Nora Mareï, Olivier Ninot, Solène Baffi and Jérôme Lombard.

The coordination of issue no. 38 of Grafigéo, led by the Prodig research unit and Codatu on the theme "African transport at a crossroads", is continuing, with its publication scheduled for 2026.

## Institutional scientific activities

Codatu is an active member of the Sustainable Urban Mobility Network (RÉMUD), and as such, the association is implementing the Mobidoc programme, which aims to facilitate the international mobility of African doctoral students, with financial support from the Agence Universitaire de la Francophonie. After identifying the relevant host laboratories in several countries and putting the five PhD students selected for the programme in touch with each other, the first doctoral students undertook international mobility: Imane Tarafi, a PhD student at the Institut National d'Aménagement et d'Urbanisme in Rabat, spent several weeks at the Laboratoire Ville Mobilité Transport in Ecole Nationale des Ponts et Chaussées, and Alourou Sébabé, a PhD student enrolled at the University of Kara, Togo, visited the Institut National d'Aménagement et d'Urbanisme in Rabat. Three other international mobility programmes are expected in 2026.

With a view to supporting the structuring of scientific research on urban mobility in cities in the Global South, Codatu was invited to participate in discussions led by the Ecole Nationale des Ponts et Chaussées, Cetud, the Ecole Polytechnique de Thiès, the Ecole Supérieure Multinationale des Télécommunications and the Ecole Polytechnique de Dakar concerning the establishment of a doctoral chair on urban mobility in Dakar.

In addition, the first internal meetings were held at Codatu to start discussing the format and topics to be addressed during the XIX Codatu Conference to be held in October 2026 in Abidjan.



Alourou SEBABE, a PhD student at the University of Kara in Togo and a recipient of the MOBIDOC programme, November 2025

## Ad hoc training activities

In 2025, training activities were organised at the request of local technical partners to develop the skills of Codatu's partners. For example, a training was organised for two AMUGA (Greater Abidjan Urban Mobility Authority) agents on geomatics and data management in urban mobility. This intensive 15-day training course was delivered by researchers and lecturers from the Prodig research unit, experts in geomatics and transport data analysis, also with the support of Île-de-France Mobilités to share with AMUGA agents the authority's experience in transport data collection and analysis.



Geomatics training course attended by two AMUGA staff members, delivered by the Prodig research laboratory with the support of Ile-de-France Mobilités, July 2025

## 2. Operational projects

### 2.1 Technical cooperations

#### In Sub-Saharan Africa: Côte d'Ivoire

**Name of the mission:**  
FEXTE 2 – AMUGA/CODATU/AFD technical cooperation (2024-2027)

**Codatu Budget:** 845 000 €

**Country:** Côte d'Ivoire

**Beneficiary:** AMUGA  
Greater Abidjan Urban Mobility Authority

**Funding body:** Technical expertise and experience exchange fund (FEXTE), French Treasury, managed by AFD

**Technical partner:** CODATU

**Start date:** June 2024

**End date:** May 2027

**Codatu team:**

- Manon DEBAIN, FEXTE 2 Cooperation Coordinator
- Solène BAFFI, FEXTE 1 and 2 Project Manager
- Raymond DESCHAMPS, Senior Volunteer Expert

#### Project description:

FEXTE 2 in Abidjan, a technical cooperation project between AMUGA, CODATU and AFD, aims to support AMUGA in its strategic, institutional and operational development, against a backdrop of major changes to the Greater Abidjan transport system (introduction of the metro and BRT, network restructuring, integration of informal transport, etc.).

The project has **three main objectives**:

**1. Consolidation of AMUGA's governance and internal operations**, enabling it to fully exercise its role as the organising authority for mobility, with AMUGA evolving into a project management structure during the construction phase and operationalisation of urban mobility policy, including the implementation of network restructuring, the professionalisation of the paratransit sector, pricing, interoperability and monitoring of transport operators.

**2. Strengthening the technical capacities of AMUGA's teams** through training, study visits and targeted expertise.

**3. Technical support for the implementation of structural reforms**, particularly in terms of fare policy and transport financing, the professionalisation and integration of paratransit, operational monitoring and contracting.

The project also includes institutional advocacy and promotion of the actions carried out by AMUGA.



AMUGA development support mission, June 2025

## Description of activities carried out in 2025 and project highlights

### Public transport fare and financing study

In 2025, CODATU continued to support AMUGA in monitoring and implementing the conclusions of the fare study undertaken as part of FEXTE 1. Support focused on understanding the proposed scenarios, analysing the financial balance and identifying the institutional implications of implementing an integrated fare policy across the Greater Abidjan. This phase helped to consolidate the technical basis needed for future decisions.

### Roadmap for the professionalisation and integration of paratransit

The year 2025 was marked by the launch of a study aimed at defining an operational roadmap for the professionalisation of the paratransit sector. This work will clarify the governance and contracting scenarios, the business model, the modalities for restructuring the offer and training the operators, and the first priority actions to be taken to gradually integrate the paratransit sector into the future network of the Greater Abidjan. CODATU is supporting AMUGA in the technical monitoring of the study. The study is currently at the diagnostic stage, and initial proposals are expected to be discussed in early 2026 for finalisation before the summer, enabling the first operational phase to be implemented before the end of the cooperation.



The launch mission of the study "Roadmap for the professionalisation and integration of paratransit" took place in May 2025 in Abidjan.

### Support for the institutional development of AMUGA

The mission to support the organisational development of AMUGA continued in 2025. CODATU worked with AMUGA's senior management to monitor the mission entrusted to consultants to develop AMUGA's short- and medium-term organisation, ensuring that the proposals made (target organisational chart, management tools, training plans) were in line with the institution's actual needs. This activity, which will be finalised in early 2026, will help to strengthen the Authority's internal structure, in a context of increasing operational workload linked to major ongoing projects (metro, BRT, network restructuring).

### Study visit to France – Brand platform and governance

In January 2025, a study visit was organised to strengthen AMUGA's knowledge on the implementation of a network brand platform and the challenges of changing the legal framework in relation to mobility governance. Discussions with French organising authorities provided an opportunity to compare Abidjan's approach with concrete feedback from other institutions and to identify methodological steps for structuring the local approach. This activity was a highlight in terms of peer-to-peer exchanges.



AMUGA study visit to France, January 2025

## Training on mapping and data management

In June and July 2025, training dedicated to mapping tools and data analysis provided by the Prodig research unit helped to strengthen the technical skills of the AMUGA teams and also enabled them to share their everyday professional practices with the Ile-de-France Mobilité teams. The aim was to consolidate their ability to exploit data relating to transport supply and demand, particularly with a view to the Mobility Observatory. This increase in technical skills is an essential lever for supporting the planning and monitoring of public mobility policies. The activity will continue in 2026 with other exchange and training activities.



Feedback after an interactive exercise as part of the workshop on contracting and operational monitoring, November 2025.

## Workshops on contracting and operational monitoring

In November 2025, a training and application workshop was organised in Abidjan on contracting and operational monitoring. These discussions helped to clarify the role of the organising authority in monitoring operators, identify priority indicators and define the basis for a monitoring system adapted to the local context. With a view to the commissioning of mass transport projects, this activity will be carried out by AMUGA in the coming years in order to monitor the performance of operators. Activities will therefore continue in 2026 on this theme.

## Targeted expertise and technical support

Throughout 2025, CODATU provided targeted technical support on strategic issues, including support for the East-West BRT operating contracts, the evolution of AMUGA's legal framework and the implementation of the network's brand platform. This ad hoc expertise provided useful technical insights on ongoing topics.

## Institutional advocacy and promotion

Finally, 2025 was marked by advocacy and promotion of mobility issues in Greater Abidjan. Through technical notes and public interventions, CODATU contributed to stimulating discussion on urban mobility in Abidjan and Côte d'Ivoire.



Workshop to present the findings of Phase 3 of the study on public transport funding in Greater Abidjan, January 2025

## In Sub-Saharan Africa: Angola

### Name of the mission:

Coopération technique auprès du Ministère du Transport de l'Angola

Codatu Budget: 400 000€

Country: Angola

Beneficiary: Angolan Ministry of Transport

Financing body: Agence Française de Développement

Start date: May 2022

End date: May 2025

### Codatu team:

- Lucile BOUDET, Project Manager
- Sophie-Anne MONPLAISIR, Cooperation Officer in Luanda
- Alain DESCAMPS, Senior Expert

## Project description:

Codatu, AFD and the Angolan Ministry of Transport signed a technical cooperation agreement in May 2022 to support the Angolan authorities in improving urban mobility and developing efficient, integrated and sustainable transport projects, particularly in Luanda.

## Description of activities carried out in 2025 and project highlights:

In 2025, the final months of the cooperation provided an opportunity to review the support provided to public transport operators in Luanda (TCUL and CFL) and to remind Angolan partners of the best practices to be applied in order to further improve their management.

Furthermore, the results of mobility surveys in Luanda helped identify priority BRT corridors in the capital, which will be the subject of a study funded by the cooperation fund.

Finally, Codatu took part in a mission to two secondary Angolan cities to select one that would benefit from funding for an Urban Mobility Plan (PMUD) in partnership with AFD and MYC.



Field visit to Huambo, March 2025

## In Latin America: Peru

**Name of the mission :**  
Technical cooperation with Promovilidad  
(a programme of the Peruvian Ministry of Transport and Communications)

**Codatu Budget:** 800 000€

**Country :** Peru

**Beneficiary:** PROMOVILIDAD  
(Peruvian Ministry of Transport and Communications)

**Financing body:** Agence Française de Développement (AFD)

**Start date:** September 2022

**End date:** February 2026

**Codatu team:**

- Lucile BOUDET, Project Manager
- Francesca GAL, Cooperation Officer in
- Jean-Marc MIRAILLES, Senior Expert in Lima

### Project description:

Codatu, AFD and the Peruvian Ministry of Transport signed a technical cooperation agreement in June 2022 to support Promovilidad, an organisation that assists Peruvian cities (with the exception of the capital, Lima-Callao) with their transport and mobility projects. This programme follows on from an initial cooperation initiative that ran from 2016 to 2019.

### Description of activities carried out in 2025 and project highlights:

In 2025, cooperation activities focused on developing the investment programme for resilient and sustainable urban mobility in six cities in Peru, which is to be co-financed by AFD and the World Bank. The senior cooperation expert, assisted by two Peruvian consultants, worked on assessing needs and defining the scope of the projects that will form part of this programme. Teams from Promovilidad, Codatu, AFD and the World Bank are working closely together to develop this programme, which envisages low-impact, rapidly implementable measures to improve mobility (establishment of dedicated bus lanes, traffic management and the creation of super-blocks, etc.) and capacity building.

Codatu, AFD and Promovilidad plan to extend the duration of the cooperation to continue structuring the programme and are also considering requesting a budget extension in the first quarter of 2026.



Meeting at Trujillo Town Hall, March 2025

## In Latin America: The Dominican Republic

**Name of the mission :**  
Support for INTRANT to promote sustainable urban mobility in the Dominican Republic (FIMUS project)

**Total project budget: 1 400 000€**

**Country : Dominican Republic**

**Beneficiary : National Institute for Transit and Land Transport (INTRANT)**

**Financing body: Agence Française de Développement (AFD)**

**Technical Partner: Expertise France**

**Start date: October 2025**

**End date: October 2029**

**Codatu team:**  
• Lucile BOUDET, Project Manager

Signing of a contract between Codatu and Expertise France to support INTRANT, the Santo Domingo transport authority, on various transport issues such as intermodality, the professionalisation of paratransit, and the development of active transport modes, October 2025

### Project description:

In October 2025, Codatu and Expertise France signed a contract to jointly implement the FIMUS project, which supports INTRANT in its work to coordinate and integrate urban transport, promote active modes of transport and support local authorities, and manage and monitor sustainable urban mobility. It also aims to strengthen INTRANT's technical, organisational and institutional capacities, and is primarily intended to support projects and stakeholders in the Santo Domingo area. This project is funded by a European Union fund, delegated to AFD.

### Description of activities carried out in 2025 and project highlights:

During the first few months of the partnership, the teams at Codatu and Expertise France have been able to draw up the programme of activities and its budget, and prepare for the project's launch, which is scheduled for early 2026. Codatu also recruited a mobility project officer who will be based at INTRANT from March 2026 to oversee the project's local coordination.



## 2.2 Pilot projects

### Madagascar: The 'Zotra Fitaratra' pilot project

**Name of the mission :**  
Project to modernise 'taxi be' in Greater Antananarivo: 'Zotra Fitaratra'

**Codatu Budget:** 616 225 €

**Country :** Madagascar

**Beneficiary:** Ministry of Transport and Meteorology (MTM), Ministry of Land Use Planning and Land Services (MATSF)

**Financing body:** Agence Française de Développement (AFD)

**Technical Partner:** Land Transport Agency (ATT), Antananarivo Urban Municipality (CUA), Greater Antananarivo Urban Planning Agency (IPAM), Ambohimangakely Rural Municipality

**Start date:** march 2023

**End date:** scheduled for 2026

**Codatu team:**

- Jean-Jacques HELLUIN, Project Director
- Karine ANDRIAMIRAHO, Project Manager
- Rojo ANDRIANAMPOINA, Deputy Project Manager
- Ikanto ANDRIANANJAVAO, Officer for the Promotion of Women in Public Transport
- Jurich RASAIA, Research Officer
- Tsiky ANDRIANAFERO, Communications Officer

### Project description:

The Zotra Fitaratra project consists of a pilot ring road scheme known as the 'Rocade Iarivo', which will serve as a 'demonstration' of the feasibility of introducing an innovative bus route in terms of:

- **Vehicles:** the project involves the deployment of higher-capacity 40-seater midi-buses designed for passenger transport. The internal layout of the new buses will ensure smooth traffic flow by separating boarding and alighting areas. Standing passengers will be accommodated;
- **Operations:** the passenger transport service on the Iarivo line will be operated in accordance with specifications defined by the line's organising authority, precisely setting out the route and distance to be covered, bus frequency, operating hours, etc.;
- **Ticketing:** A digital ticketing system will be introduced on the new buses to eliminate the need for cash transactions on board. Tickets will be purchased at cash points and validated by on-board equipment upon boarding the vehicles. This system will ensure reliability whilst securing revenue and limiting fraud.
- **Human capital development:** the project includes a salary system for employees.

This line will be put into service on infrastructure recently inaugurated in June 2021.

Over the long term, the completion of this pilot project is expected to have a knock-on effect and lead to large-scale implementation across the entire local informal transport system.

"Zotra Fitaratra" means "model line" or "benchmark line". This name suggests that the project will become the benchmark and symbol of public transport in Antananarivo, and in Madagascar.



Presentation of the 'Zotra Fitaratra' project at the Antananarivo Business Forum, May 2025

## Description of activities carried out in 2025 and project highlights:

As a reminder, this pilot project aims to demonstrate that it is possible to significantly improve the service provided to users on a new route operated by locally-owned minibuses. Under the project management of two Madagascar ministries, and with funding from AFD, Codatu has set up a small local team. The project was temporarily 'put on hold' at the end of 2025 following national political events in Madagascar. Five components nevertheless made good progress in 2025:

### Strategic guidance and change management

- Workshop to present the business model to transport operators in Greater Antananarivo (24–26 February 2025)  
Objective: to strengthen transport operators' skills in preparing operating accounts, enabling them to better understand the economic principles behind the operation of bus routes, in particular the Rocode Iarivo route, the first modernised route in the project.

- Launch of the Call for Expressions of Interest (28 May 2025)  
Codatu supported the ATT and the MTM in developing the strategy and drafting the Call for Expressions of Interest for Zotra Fitaratra, thereby formalising the start of the operator selection phase.

- Simulation of the decision-support tool  
Simulations were carried out by Codatu to present operational scenarios (interval, frequency, ticket price, etc.) and their impact on the route's profitability. This work will be refined by the MTM.

- Drafting of the Public Service Delegation (PSD) contract  
A draft PSD contract has been drawn up by Codatu with the support of a legal expert and has been approved by the authorities. The aim is to establish a secure contractual framework guaranteeing control over operations and service quality, rather than a simple operating licence.

### Infrastructure

A design consultancy commissioned by Codatu has carried out the preliminary design studies for the bus depot at Amorona-kona. Preliminary design studies for the other developments planned along the ring road are currently underway.

### The Feminisation of Transport Professions

An in-depth survey was conducted among cooperatives, driving schools, households and workers in the sector. The aim was to identify the barriers and opportunities for the integration of women into transport professions (drivers, dispatchers, inspectors, etc.). The qualitative and quantitative data collected will be used to draw up an implementation plan.



Workshop to present the business model to transport operators in Antananarivo, February 2025

## Communication and public engagement

- Co-creation workshops with local residents

Two participatory workshops were held on 19 and 21 August 2025 in collaboration with the CUA and the Rural Municipality of Ambohimangakely. Participants came from the fokontany (neighbourhoods) surrounding the Iarivo ring road. On the agenda: Raising awareness of the project and mobility challenges, participatory mapping of the customer journey, gathering the perceptions, ideas and concerns of residents living near the Iarivo ring road.

- Creation of the Zotra Fitaratra [Facebook](#) and [LinkedIn](#) pages

## Support for the future transport company

- Development of the training programme

A comprehensive training programme has been designed for all roles within the future company: drivers, ticket inspectors, dispatchers, supervisory staff and management.

Due to the current political climate, the project has been put on hold. Discussions are underway with the authorities responsible for the project to re-establish the necessary conditions for its completion and success.



Co-creation workshop for representatives of local communities ('fokontany') in the areas surrounding the future line, September 2025

## 2.3 Knowledge capitalisation projects

### ADEME Project

**Name of the mission :**  
Climate Change Adaptation Project

**Total project budget: 158 000 € (of which €110,629 was funded by ADEME)**

**Financing body: ADEME**

**Technical Partner: MobiliseYourCity and Résalliance**

**Start date: July 2025**

**End date: September 2025**

**Codatu team:**  
Milnael GOMEZ and Jean-Jacques HELLUIN

### ADEME project – Completion of project on Strengthening the consideration of climate change adaptation in planning

The project "Strengthening the consideration of climate change adaptation in planning", launched in 2023, co-financed by ADEME and AFD, and implemented by MobiliseYourCity, Résalliance and Codatu, was completed in 2025. During this project, the focus was on identifying relevant measures to be included in planning approaches such as Sustainable Urban Mobility Plans to take climate change adaptation into account. The chosen approach, which was resolutely collaborative, enabled the emergence of knowledge based on the feedback shared by cities, experts and key stakeholders in urban mobility. At the end of this project, three deliverables were published and are freely available on MobiliseYourCity website:

- **Adapting urban mobility and the built environment to climate change: nine principles for effective action**

This publication aims to provide a methodological framework to help cities design infrastructure and mobility policies that can withstand climate impacts such as flooding, extreme heat, storms and sea level rise. International case studies illustrate the implementation of these principles: from Beira (Mozambique) to Cartagena (Colombia), from Durban (South Africa) to Toyooka (Japan), among others, they show the diversity of approaches and the relevance of nature-based solutions and integrated planning.

- **Integrating climate change adaptation into Sustainable Urban Mobility Plans (SUMP)**

This tool translates the nine principles identified in the project into concrete steps in the cycle of Sustainable Urban Mobility Plans (SUMP) and National Urban Mobility Plans (NUMP). This reflection is based on an assessment of the plans developed with the support of MobiliseYourCity, revealing that while climate awareness is growing, adaptation actions remain limited and are rarely tested in the field.

- **Adaptation actions to transform urban mobility – Catalogue of measures**

This practical guide identifies concrete measures for integrating climate change adaptation into planning processes, ranging from regulatory and public policy actions (green measures) to more technical and engineering solutions (grey measures).

Publications resulting from the project are freely available on the MobiliseYourCity website.

The main results of this project were shared and communicated by MobiliseYourCity, Résalliance and Codatu teams throughout the year, notably at the Climate Change Summits in Marseille and Cotonou, at the CIFFRiCA event, during the Tumi Conference in Leipzig and at Transport and Climate Change Week in Berlin.

Through this project, Codatu was able to explore issues related to the relationship between urban planning and transport, facilitate links with a network of international partners and experts, and contribute to discussions on how to improve the consideration of issues specific to cities in the Global South in planning processes. Given the climate emergency and the scale of current and future challenges, the project's outcomes will continue to be widely shared and promoted as part of Codatu's activities.



## ADEME Project

**Name of the mission :**  
Decarbonisation of paratransit

**Total project budget: 167 000 € (of which  
€135,300 was funded by ADEME)**

**Financing body : ADEME**

**Technical Partner: MobiliseYourCity**

**Start date: January 2025**

**End date: March 2027**

**Codatu team:**  
Jenny SALINAS and Solène BAFFI



Jenny Salinas, Project Officer for Decarbonisation and Paratransit, at Transport and Climate Change Week in Berlin in September 2025

## Projet ADEME : Strengthening the consideration of the paratransit sector ecological transition in cities and countries members of the MobiliseYourCity Partnership

In 2025, a second project was launched, co-financed by ADEME and AFD, with implementation by MobiliseYourCity and Codatu: this project focuses on the decarbonisation of paratransit in cities in the Global South.

More specifically, the project aims to integrate the ecological transition into the paratransit sector by identifying the types of stakeholders, suitable actions to accelerate the transition, and contractual and financing schemes to promote less polluting transport in the context of Mobilise Your City initiative.

The project proposes to develop a practical guide for integrating the transition into the paratransit sector, detailing the specific challenges, analysing the stakeholders and their respective roles, and providing a roadmap for implementing decarbonisation actions, based on a review of existing projects and knowledge, exchanges with experts in the sector and cities in the Global South that are interested in this topic. A corollary to this work will focus on identifying contractual arrangements and financing tools relevant to the paratransit sector. Finally, a third area of work focuses on quantifying greenhouse gas emissions produced by the sector, both to improve the modelling of current emissions and to reflect on the potential impacts of decarbonisation measures.

In parallel, capacity-building activities dedicated to this topic will be offered as part of MobiliseYourCity's activities, and several communications have already been made (Transport and Climate Change Week 2025) and are planned, notably with the final presentation of the project results at the International Conference on Sustainable Mobility and Climate in Abidjan in October 2026.

## CAPISUMP Project

**Name of the mission :**  
Capitalisation on 6 Sustainable Urban Mobility Plans (SUMPs) in Africa, with a focus on active transport and climate action

**Total project budget: 39 940€**

**Financing body: FFEM**

**Date de début : June 2025**

**Date de fin : October 2026**

**Codatu team:**  
Héloïse CHAUMIER and Tressy RAMANOARA

## Projet "CAPISUMP" : Capitalisation on 6 Sustainable Urban Mobility Plans (SUMPs) in Africa, with a focus on active transport and climate action

Codatu has led a highly innovative knowledge-sharing mission focusing on six Sustainable Urban Mobility Plans (SUMPs) in Africa, centred on the integration of active transport and climate issues into urban planning. Funded by the French Global Environment Facility (FFEM), this initiative is part of the partnership initiative led by MobiliseYourCity, the Ministry for Ecological Transition (MTE) and the French Development Agency (AFD). It covers the cities of Bouaké (Ivory Coast), Dakar (Senegal), Dire Dawa (Ethiopia), Douala and Yaoundé (Cameroon), and Antananarivo (Madagascar).

The aim is to collect, analyse and disseminate lessons learnt and best practices, particularly regarding the promotion of walking and cycling as well as the integration of climate change mitigation, in order to enhance the effectiveness and quality of future African SUMPs.

The methodology combines an in-depth literature review of the six plans, carried out using a standardised analysis grid, semi-structured interviews with local authorities, consultancy firms, donors and NGOs involved in the development of these SUMPs, as well as the collection of user feedback. Visual materials (photos and videos) were also produced to enrich and facilitate the dissemination of the results. The lessons learned from these analyses and interviews then informed the drafting of a booklet of recommendations summarising the main levers for action, as well as the launch of a knowledge-sharing publication for the Cap'Sur collection of the French Global Environment Facility.



Valorisation des modes actifs, et notamment du vélo à Dakar

## 2.4 Study visits

### AMUGA delegation to France from 27 to 31 January 2025

This visit was organised as part of the technical cooperation with the Greater Abidjan Urban Mobility Authority (AMUGA), with funding from FEXTE. As part of the cooperation initiatives led by CODATU, AMUGA has already had the opportunity to visit France to discuss, among other things, urban mobility governance and financing. This second study visit also had other objectives, in particular to support AMUGA teams on two issues central to the institution's work and prerogatives:

- Support for the development of a brand platform for the Abidjan network (strategy, components, implementation and monitoring procedures, etc.)
- Legal support for AMUGA in analysing the legal framework in which it operates, with the aim of clarifying its missions and responsibilities.

Given the AMUGA teams' familiarity with French mobility systems and Codatu's understanding of AMUGA's challenges and needs, this study visit was designed as a series of brainstorming workshops with institutions experts on these topics. In Paris, the AMUGA teams benefited from in-depth discussions with specialists at Île-de-France Mobilité and additional discussions with the Société des Grands Projets. In Lyon, AMUGA was able to discover the new brand platform that had just been finalised with Sytral Mobilité and share feedback on the evolution of the governance framework. A meeting with GART provided further perspectives and feedback. Throughout the week, volunteers and employees from the Codatu team accompanied the delegation by organising working sessions dedicated to these two topics, with the aim of helping AMUGA's team to make progress on their issues.

Codatu members involved: Île-de-France Mobilités, Sytral Mobilités, GART



The AMUGA delegation visiting Lyon, January 2025

## 2.5 Projects currently in development

### Democratic Republic of the Congo

In 2025, relations between the Kinshasa authorities and Codatu intensified. At the request of the Kinshasa city authorities (Governor, Provincial Minister of Transport), an expert mission was carried out in February 2025 by two Codatu experts to provide a diagnosis of urban mobility in Kinshasa, consider possible transformations and the support that Codatu could provide. One of the main conclusions of this report was to make urban mobility a real topic of interest locally and to align the various actors involved and in charge of urban mobility in order to develop a common vision and action plan.

To this end, holding an Urban Mobility Forum in Kinshasa would provide an opportunity to jointly develop a shared diagnosis of urban mobility issues in the city and an engaging roadmap for all parties. Several high-level meetings and working sessions have taken place, including a meeting between the Governor of Kinshasa and the President of Codatu on 25 June 2025 in Paris, and a meeting between the Governor of Kinshasa, his teams and the Codatu team on 4 September 2025 in Paris, to establish this strategy and determine the implementation modalities. Terms of Reference and a budget have since been produced and shared with several strategic actors, prior to the organisation of the Kinshasa Urban Mobility Forum, which could be held in 2026.



Working meeting between Codatu experts and Metrokin teams during the February 2025 mission

### Cotonou, Douala, Lomé

In 2025, Codatu made significant progress in its analysis and proposals regarding three cities set to receive donor support: Cotonou and Douala, whose BRT projects will be funded by the World Bank, and Lomé, where the revitalisation of the bus network (SOTRAL) is to be supported by AFD. Each case is different, but local authorities and donors expect Codatu to support local project management on an aspect that is particularly crucial to the success of capacity-building projects: integration with informal transport, and more specifically, in these three cities, with motorbike taxis. This is therefore a particularly complex and sensitive issue, on which Codatu has been conducting forward-looking research for several years. The first concrete results are expected in 2026.

### 3. International Conference on Sustainable Mobility and Climate - CIMDC2026

#### Institutional preparation

The institutional preparations for the International Conference on Sustainable Mobility and Climate (CIMDC2026) reached a decisive milestone with the signing, on 5 June 2025 in Abidjan, of a tripartite agreement between CODATU, the Greater Abidjan Urban Mobility Authority (AMUGA) and the Climate Chance association, under the auspices of the Ivorian Ministry of Transport. This landmark agreement formalises a shared and ambitious governance framework, setting out the roles and commitments of each partner in organising this major international event, scheduled for 19–22 October 2026.

The choice of Abidjan is fully in line with the strategic priorities of the conference: as a metropolis experiencing strong demographic and economic growth, the Ivorian economic capital faces major urban mobility challenges, whilst establishing itself as a pilot region in West Africa for the development of sustainable and transformative transport solutions.

Beyond its operational role, this agreement illustrates the strategic convergence between stakeholders committed to sustainable and resilient urban mobility, and reflects a shared desire to position Abidjan as a regional hub for dialogue and innovation in the ecological transition of transport. It thus serves as a key lever for bringing together stakeholders, strengthening institutional synergies and making CIMDC2026 an unmissable event dedicated to inclusive, decarbonised mobility systems adapted to contemporary climate challenges.



Signing of the partnership agreement between Codatu, Climate Chance and AMUGA, under the auspices of the Ivorian Ministry of Transport, 5 June 2025

#### The Strategic Steering Committee (SSC)

This edition of the CIMDC stands out for its original approach to design and organisation, as exemplified in particular by the establishment of a Strategic Steering Committee (SSC). As a key and innovative body, the SSC brings together experts, public decision-makers, representatives from the private sector, NGOs and international institutions to help shape the conference's overarching themes.

Working in conjunction with the Programme Committee, which is responsible for operational management, content development and the organisation of the conference, the SSC plays a strategic support role. It helps to shape the broad outlines of the two-day conference programme around the four main themes, ensuring they are consistent with the global challenges of climate change and sustainable mobility.

By incorporating a diversity of perspectives, particularly those of countries in the Global South and local stakeholders, the SSC strengthens the event's international and inclusive reach. Through its preparatory work and its ability to foster a long-term vision, it contributes to the relevance of the discussions and the overall ambition of CIMDC 2026, as a platform for dialogue and action on mobility that is compatible with climate objectives.



models linked to rising fuel costs and the reduction in commercial speeds caused by congestion. However, there are developments underway, particularly following the pioneering initiatives to modernise minibus fleets in South Africa and Senegal.

Thus, an idea emerged during the preparations for the International Conference on Sustainable Mobility and Climate (CIM-DC2026): to bring together, for the first time in Africa, all these initiatives and solutions, to share them across the continent and inspire change wherever transformations are struggling to take shape. Hence the proposal to create the First African Paratransit Fair. Such an exhibition will also help to raise the profile and lend greater legitimacy to this sector, which continues to meet the bulk of mobility needs in cities across the Global South. It could cover the sector of minibuses, motorbike taxis, tricycles – motorised or otherwise – shared taxis and other more or less informal vehicles, where ownership of the fleet is fragmented.

Its aim will be to showcase concrete solutions in the following areas:

- Road safety
- Working conditions
- Rolling stock and accessories
- Environmental impact (electrification, but also improvements to combustion engines, fuel quality, etc.)
- Sector innovations (geolocation, platformisation, ticketing, electrification, digitisation of administrative procedures, passenger information, new operational data, etc.)
- Intermodality, fare integration, etc.
- Sector structuring (economic interest groups, etc.), social protection, regulatory frameworks, access to finance, insurance, maintenance, spare parts, etc.
- Innovative dialogue between public authorities and transport operators ...

The exhibition will primarily bring together three categories of stakeholders:

- Vehicle owners and their associations
- Suppliers of 'solutions' tailored to the specific needs of paratransit, who will be the exhibitors:
  - manufacturers of minibuses, motorcycles and tricycles
  - platform operators
  - providers of innovations (geolocation, adapted ticketing systems, new data, secure transactions, electrification...)
  - providers of professionalisation solutions: access to finance, insurance, driver training, vehicle maintenance, mutual insurance schemes for drivers, business management tools, etc.
  - the repair sector and the circular economy...
- Finally, public authorities, which have varying levels of power over the sector but which can, for example, impose operational specifications and rolling stock specifications.

## From the Dakar Declaration to the Abidjan Declaration

The 2022 Dakar conference resulted in the adoption of a declaration addressed to various groups of stakeholders: local and national governments, international donors and cities in the North. In Abidjan, in 2026, the aim is to take stock of what has, or has not, been achieved since that declaration and to launch concrete initiatives, which will be announced at the conference but prepared well in advance. These initiatives, to be launched from 2025, will focus in particular on supporting the structuring of mobility governance, providing support to medium-sized cities in the field of urban mobility, increasing the representation of women in urban transport professions in Africa, and enhancing the resilience of urban transport infrastructure.

Beyond these actions, the work, discussions and debates arising from the two conferences and the First African Paratransit Fair must lead to more than just advocacy: they aim to produce a set of concrete and operational recommendations for improving mobility systems, in a context where their environment has been severely weakened by an international political, economic and climate situation that has been steadily deteriorating since the start of the decade.

## Work carried out under the Dakar Declaration with a view to a presentation at CIMDC2026

### Urban Mobility Observatory

The project to establish the African Urban Mobility Observatory, launched in September 2025, forms part of an initiative to pool strategic monitoring of developments in urban mobility and its governance in major African cities. It responds to the recognised need to centralise, structure and analyse existing data in order to better support decision-making and public policy on mobility.

The Observatory's main objectives are to capitalise on existing data relating to urban mobility in African cities, to capitalise on studies produced on these themes, to regularly update the strategic data compiled, and to monitor the frameworks and modes of governance for urban mobility. In its initial pilot phase, the Observatory is focusing on one city per country and/or on cities with a population exceeding one million. At this stage, the scope of the initiative covers 20 countries and a total of 27 cities: Luanda, Douala, Yaoundé, Abidjan, Bouaké, Alexandria, Cairo, Nairobi, Antananarivo, Antsirabe, Toamasina, Casablanca, Rabat, Kinshasa, Dakar, Lomé, Cape Town, Cotonou, Bobo Dioulasso, Ouagadougou, Dire Dawa, Kumasi, Nouakchott, Niamey, Mwanza, Tunis, Maputo, with a view to gradually incorporating other cities as the project progresses.

During this pilot phase, basic statistical indicators were defined and adopted, notably demographic data, urban population figures and the modal shares of existing transport systems, including vehicle fleets. A foundational stock-taking exercise was carried out for each city, involving the collection and organisation of all data and documents available within Codatu. This initial database is then progressively enriched with relevant documents on urban mobility in Africa, with the support of members, national correspondents, partners, diplomatic networks and volunteers, in order to consolidate and ensure the long-term viability of the Observatory.



Paratransit in Abidjan (photo credit : AMUGA)

## 4. Advocacy and lobbying

### Codatu in the MobiliseYourCity Partnership 2025

Being a founding member of MobiliseYourCity Partnership, Codatu acts as an implementing partner of MobiliseYourCity projects. Codatu also partially staffs the Partnership's Global Secretariat in Brussels with the support of the AFD and the EU.

Since its launch in December 2015 at COP21, the MobiliseYourCity Partnership has become a leading global Partnership for sustainable urban mobility planning, policy development and increased investment for sustainable transport in developing and emerging economies.

MobiliseYourCity's implementing partners, primarily the Agence Française de Développement (AFD), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and Codatu are collaborating with cities and countries worldwide to develop scalable solutions for complex urban environments.

Thanks to contributions from the European Union (EU), the French Development Agency (AFD), the French Ministry for Ecological Transition (MTE), the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) and the French Global Environment Facility (FFEM), by December 2025 the Partnership had raised €119.3 million in grants. These funds support 64 cities and 8 countries, through technical assistance and project preparation. This mobilisation has already generated additional funding for concrete initiatives to promote sustainable urban mobility.

In addition, the SUMP and NUMP have enabled the mobilisation of an additional 6.4 billion, bringing the total investment dedicated to sustainable urban mobility to €2.3 billion. As the Partnership celebrates its tenth anniversary, it now brings together 82 cities and 16 member countries. Through close collaboration, Codatu actively participates in the progress of MobiliseYourCity in each of its service areas. This progress is documented each year in the MobiliseYourCity Global Monitor. The global results for 2025 are presented in the 2026 edition of the report.

Codatu has implemented the Technical Expertise and Experience Transfers (FEXTE) on behalf of the AFD and in the framework of MobiliseYourCity to support cities in Angola, Ivory Coast, Madagascar, and Peru. Codatu, as an implementing partner of MobiliseYourCity, manages these funds to support capacity building in three institutions: Promovilidad (a planning unit within the Peruvian Ministry of Transport and Telecommunications), AMUGA (the Abidjan Urban Mobility Authority), and the Angolan Ministry of Transport. The progress of these projects is detailed in the Global Monitor 2025, which includes a dedicated factsheet for each of them.

Codatu's support for the MobiliseYourCity Partnership also includes partially staffing the Global Secretariat based in Brussels. Codatu is directly responsible for the staff members and interns financed by the AFD-Codatu grant agreement. During 2025, Codatu supervised the deputy head of secretariat, one mobility expert, an M&E expert, a communication expert and two interns.

During 2025 the project "Strengthening the consideration of the ecological transition of paratransit transport in cities and countries that are members of the MobiliseYourCity Partnership" started under the financing agreement between The French Environment and Energy Management Agency – ADEME and CODATU. The recruitment of the mobility expert attached to the MobiliseYourCity Global Secretariat in charge of the development of this contract took place in August 2025.



The 2025 edition of the Global Monitor

## Networks and Partnerships: Drivers for innovative Urban Mobility

Over the past year, 371 people from all over the world have been trained in various topics related to sustainable urban mobility through 12 online training sessions, some of which were organised in close collaboration with Codatu. With the new webinar format 'Expert Voices', MobiliseYourCity invited CODATU members to share their experience in implementing urban mobility projects in African cities. Calypso and Meridiam participated in the format to explain their work in ticketing and private sector investment, respectively.

Financed by the French Facility for Global Environment (FFEM), CODATU built [6 Recommendations for Promoting Active Mobility and Climate Action in African Cities](#) is a concise publication drawing on six Sustainable Urban Mobility Plans (SUMPs) developed in Dakar, Douala, Yaoundé, Dire Dawa, Bouaké and Antananarivo. It distils practical lessons from these plans into six targeted recommendations to advance walking and cycling and strengthen climate action in African urban mobility systems. Grounded in real city experiences and operational challenges, the publication provides planners and decision-makers with actionable guidance to translate strategic planning into concrete, sustainable mobility outcomes across the continent.



Publication « 6 recommandations pour promouvoir la mobilité active et l'action climatique dans les villes africaines »

Since 2023, Codatu, in collaboration with ADEME, has been helping to strengthen the integration of climate change adaptation into MobiliseYourCity's SUMPs and NUMPs. In 2025, thanks to funding from ADEME and support from Codatu, MobiliseYourCity was able to further develop and integrate this approach into its methodology.

As part of this project, three publications were delivered:

- [Adapting Urban Mobility and the Built Environment to Climate Change: Nine Principles for Effective Action](#)
- Integrating climate adaptation into Sustainable Urban Mobility Plans (SUMPs)
- [Adaptation actions for urban mobility – Catalogue of measures](#)

These publications were presented during the [Transport and Climate Change Week](#) – TCCW in Berlin in September 2025. The closing event for the project with ADEME, CODATU and Mobilise Your City was held in late October 2025 in Paris.

Thanks to CODATU's support, MobiliseYourCity also delivered trainings on climate adaptation for urban mobility. In the framework of International Francophone Conference on Research, Networks and Innovation in Africa (CIFRRICA 2025) Codatu conducted a training called "Effective Climate Adaptation Actions in Urban Mobility in Africa (CIFRRICA)" between 24-26 February 2025, in Alexandria, Egypt. Another training in which CODATU participated was "Integrating Crisis Management & Climate Resilience in Urban Transport Governance" in the framework of the TUMI Conference 2025 – Towards Resilient and Inclusive Mobility in



Codatu's participation in the training session 'Integrating crisis management and climate resilience into urban transport governance' as part of the TUMI 2025 conference, on 20 May 2025 in Leipzig

## Connecting Ideas and Players to Change

In 2025, the MobiliseYourCity Secretariat took part in 15 events to strengthen its cooperation with partner organisations, as well as with member cities and countries. Among these engagements, three significant meetings, in collaboration with Codatu, were particularly significant:

- Climate Chance Europe Africa Summit - Marseille

On 31 March–1 April 2025, MobiliseYourCity, in partnership with Codatu and with the support of ADEME, contributed to the workshop “Adapting Public Transport in Africa: How to Integrate Adaptation into the Preparation of a Sustainable Urban Mobility Plan?” as part of the Climate Chance Europe Africa Summit 2025. The session highlighted how climate adaptation can be integrated into Sustainable Urban Mobility Plans (SUMP), drawing on concrete planning steps and case studies from French cities and exploring their transferability to African urban contexts through decentralised cooperation.

- UITP Summit 2025 - Hamburg

From 15 to 18 June 2025, MobiliseYourCity took part in the UITP Summit in Hamburg, contributing to several sessions and co-hosting the EU Global Gateway booth. In collaboration with Codatu and DG INTPA, the Partnership facilitated exchanges between European industry representatives and city leaders from Africa and Latin America, focusing on private sector engagement and implementation opportunities under the EU Global Gateway strategy.

- Codatu Business Club - Paris

On 16 October in Paris, MobiliseYourCity participated in the Codatu Business Club, bringing together major mobility companies and institutions such as AFD, the European Commission and MEDEF International. The Secretariat presented the Partnership’s Sustainable Urban Mobility Plans (SUMP), showcasing projects developed through these plans and highlighting opportunities for collaboration with private sector actors committed to sustainable urban mobility.



MobiliseYourCity to take part in the Codatu Business Club in Paris, 16 October 2025

## The MobiliseYourCity Partnership: a growing community

In 2025, the MobiliseYourCity Partnership continued to grow with the addition of four new member cities and territories: Cajamarca (Peru), Movamos Región (Colombia), Jakarta (Indonesia) and Istanbul (Türkiye). Their accession, as MobiliseYourCity celebrates its 10th anniversary, confirms the continued relevance and attractiveness of the Partnership, as well as the increasing demand for international cooperation and peer exchange on sustainable urban mobility.



MobiliseYourCity: a rapidly growing community

In this context, regional exchanges and emerging communities of practice remain essential to foster dialogue and knowledge sharing among members. In 2025, MobiliseYourCity contributed to the Conversápolis event in Bogotá, Colombia, organised by GIZ Colombia, which brought together a cohort of Latin American cities and institutions working on urban mobility. MobiliseYourCity organised one of the five parallel trainings, focusing on climate finance, and targeting participants of the TUMI Learning Cohort, including counterparts of BMZ-financed bilateral projects and several MobiliseYourCity cities. The training gathered more than 60 participants on the first day and around 35 on the second day and provided an opportunity to exchange on access to climate finance and project development.



As the Partnership enters its second decade, MobiliseYourCity has continued to refine its strategic orientation to respond more effectively to evolving urban mobility challenges and to strengthen its impact on the ground. Building on its role as a platform translating global climate and development priorities into city-level, investment-ready mobility frameworks, the Secretariat has initiated an update of its strategy to reinforce coordination among partners, accelerate implementation, and better connect planning with financing and delivery.

In 2025, strategic efforts focused in particular on strengthening the transition from planning to implementation, enhancing private sector engagement, and integrating economic, climate and resilience considerations more systematically into Sustainable Urban Mobility Plans (SUMP). These priorities reflect the Partnership’s ambition to support low-carbon, inclusive and resilient urban mobility systems, while aligning local mobility investments with broader frameworks such as the EU Global Gateway and the UN Decade of Sustainable Transport.

Working with long-standing partners such as CODATU remains central to this approach. Through joint activities on capacity building, policy dialogue and engagement with public and private stakeholders, MobiliseYourCity continues to support cities and countries in developing solutions that are both locally grounded and aligned with international best practices, contributing to more sustainable, efficient and resilient urban transport systems.

## The 1% Mobility

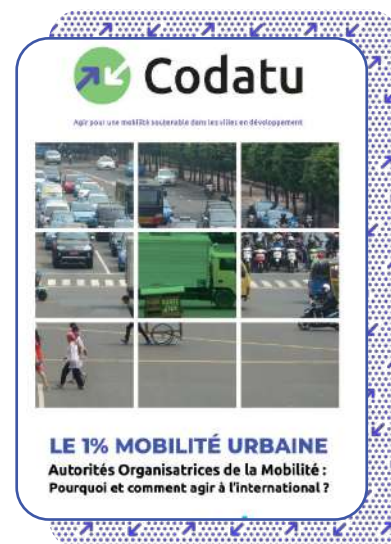
In Codatu’s view, decentralised cooperation in the field of urban mobility remains underdeveloped. This situation is paradoxical, given that mobility is a core responsibility of local authorities, both in the North and in the South.

It is often perceived as a complex field, where results only become apparent over the long term. Yet it is precisely this type of approach that decentralised cooperation facilitates, by taking a long-term view and strengthening partners’ capacities.

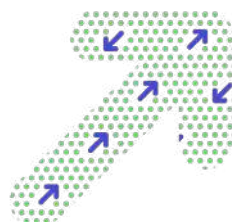
In light of this, and in a context where the ‘1% urban mobility’ scheme has not yet been widely adopted by the Public Transport Authorities (PTA) in France — with the notable exception of Bordeaux Métropole — Codatu has developed a scheme enabling PTAs that so wish to pool their efforts.

An information and support website has been developed to answer PTAs’ questions. Codatu hopes that the future executives elected in 2026 will seize this opportunity, which is now fully operational.

Further information (in French): <https://www.codatu.org/le-1-mobilite-urbaine/>



1% Mobility Brochure



## Hosting international delegations: a means of exerting influence



Meeting between Codatu and an official delegation from Shanghai, October 2025

In 2025, Codatu also strengthened its role as an influential player by hosting international delegations outside the framework of formal cooperation agreements. These exchanges served to highlight the association's expertise and foster strategic dialogue with leading institutions. For example, Codatu hosted an official delegation from Shanghai, with whom it shared over forty years of experience in urban mobility, covering topics such as governance, public transport funding and the integration of different modes of transport.

Similarly, a meeting with Rabat Région Mobilité provided an opportunity to discuss key operational challenges such as intermodality, ticketing systems and decarbonisation, opening up prospects for technical cooperation. These visits demonstrate Codatu's ability to bring together international stakeholders and disseminate expertise, thereby helping to reinforce its position as a leading authority on sustainable urban mobility and as a catalyst for international partnerships.

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## Participation in international events

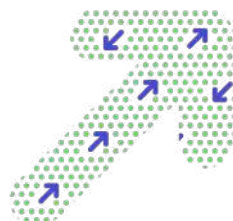
Codatu consolidates its international position by actively participating in several leading events in the field of sustainable mobility and climate action. In particular, the NGO was represented at the Climate Chance Europe-Africa Summit in Marseille, where it contributed to discussions on adapting transport systems to climate challenges, as well as at the UITP 2025 Summit in Hamburg, a key forum for dialogue with major international networks.

Its participation in Transforming Transportation in Washington, the SSATP General Assembly in Cotonou and the SITRASS seminar in Lomé also provided an opportunity to showcase its work, share feedback from cities in the Global South and deepen its partnerships with institutional, academic and operational stakeholders.

Through these initiatives, Codatu actively contributes to international debates and helps shape the agenda on sustainable urban mobility and climate action.



Presentation by Solène BAFFI, Codatu Project Manager, at the UITP Summit in Hamburg, June 2025





## 5. Association life



Community engagement is a cornerstone of Codatu’s identity and work, in line with the principles of its Vision 2030, which places the network members at the heart of its strategy. Bringing together the entire urban mobility ecosystem – organising authorities, local authorities, businesses, experts, researchers and volunteers – Codatu draws on this diversity to assert its role as a platform for dialogue, cooperation and influence at the international level. In this context, the association is committed to consolidating and revitalising relations with its members by encouraging their involvement in activities, projects and governance bodies, whilst developing new forms of engagement and networking. This approach aims to better harness the collective intelligence of the network, foster joint initiatives and strengthen the impact of Codatu’s work in support of cities in the Global South.

### Codatu's Business Club

In 2025, Codatu stepped up the coordination of its Business Club and the support provided to members of College 3 – the private sector – through a number of key initiatives carried out with its partners. The meetings organised provided an opportunity to address key issues, notably institutional cooperation, the positioning of companies in relation to future projects, and the identification of business opportunities in the association’s areas of operation, particularly in Kinshasa and Cotonou following field missions.

Furthermore, member companies were invited to participate in the meeting organised by MEDEFI and the World Bank on redefining procurement criteria in transport infrastructure; Codatu distributed the minutes of this meeting to share strategic intelligence useful to the sector.



Codatu members attending the Business Club event on 16 October 2025 in Paris

The association also co-organised a meeting dedicated to the private sector with the European Union during the UITP summit in Hamburg, at which it presented business opportunities in cities in the Global South, whilst the EU announced a new funding scheme for European companies.

Throughout the year, Codatu continued its role as a facilitator by regularly inviting donors such as AFD, the EU and the EIB to Business Club meetings, promoting new European tools, including the Global Gateway Investment Hub, and fostering networking among members to facilitate the emergence of collaborative projects.

All these actions have consolidated Codatu’s position as a platform for dialogue and intermediation serving the private sector committed to sustainable urban mobility.

### Strengthening ties with members: launch of “Codatu & You”

With a view to developing ties with its members and encouraging regular dialogue, Codatu has developed new communication tools over the course of the year. Among these, the “Codatu & You” format has established itself as a monthly video conference, designed as a dedicated space for dialogue within the network.

Hosted by the Executive Director, Jean-Jacques Helluin, this session provides an opportunity to share the association’s latest news, present ongoing projects and partnerships, and outline future prospects. It also offers a flexible and interactive setting that encourages direct exchanges with members, who can respond, ask questions and share their own experiences.

This format thus helps to enhance transparency regarding Codatu’s activities, streamline the flow of information and foster a collective dynamic. By creating a regular and accessible forum for discussion, “Codatu & You” plays a key role in bringing the network to life and developing an active and engaged community.

## Codatu working groups

### Cable Transport

In response to the growing interest among our partners in cities in the Global South in cable car transport, Codatu organised a working group to bring its members together and collectively analyse experiences with this type of project. The result was the production of a publication entitled 'Recommendations for successful cable car projects in cities in the Global South', available in French, English and Spanish.

The Codatu working group brought together volunteers from the association, representatives from engineering consultancies, manufacturers, operators and local authorities, who participated on a voluntary basis in four discussion sessions between November 2024 and February 2025.

This diversity of participants made it possible to bring together a range of perspectives in order to draw up a comprehensive list of recommendations. The aim is to provide decision-makers, project promoters and local operators with the tools to overcome the technical, economic, institutional and social challenges of an urban cable transport project, whilst maximising its benefits for the communities concerned.



Publication produced by the 'Cable Transport' working group

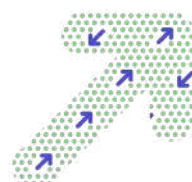
### Exchange of best practices between Latin America and Africa on urban mobility

The Working Group on "Exchange of best practices between Latin America and Africa on urban mobility" was launched in November 2025 and will run over five sessions. The establishment of this new Working Group responds to Codatu's desire to develop the transfer of experience between cities in the Global South, to the request expressed by local partners to draw inspiration from contexts more similar to their own realities, and to the presence of numerous Codatu members in these regions, enabling a comparative perspective on the projects, policies and innovations being implemented.

### The Wise Persons' Committee

The Wise Persons' Committee is an innovative mechanism designed to support sustainable urban mobility policies, established following the 2022 Dakar Declaration. Including recognised experts – from organising authorities, academia and the operational sector – its purpose is to provide independent, reliable and detailed advice, both prior to and during the development of projects.

When consulted by public institutions, local authorities or local stakeholders, the Committee provides an in-depth analysis of projects across various dimensions (technical, economic, environmental, institutional and political) to inform decision-making. By drawing on the neutrality and diversity of its members, Codatu thus builds on its role as a trusted third party and a catalyst for expertise, capable of providing concrete strategic support to cities in the Global South facing fundamental choices regarding mobility.



## The signing of agreements

Developing and diversifying partnerships is a key focus of Codatu's Vision 2030, which aims to consolidate its role as a platform for international cooperation in support of sustainable urban mobility. As part of this initiative, several agreements were signed in 2025 to establish high-impact collaborations.

The signing, on 5 June 2025 in Abidjan, of the tripartite agreement with AMUGA and Climate Chance formalised the organisation of the CIMDC 2026.

On 23 January 2025, Codatu also concluded a Memorandum of Understanding with UITP, acknowledging synergies with the world's leading public transport network, particularly regarding capacity-building and the integration of mobility systems in cities in the Global South.

Furthermore, the signing of an agreement with Expertise France is the first step towards the development of mobility policies in the Dominican Republic in the context of the FIMUS project, illustrating Codatu's commitment to operational cooperation projects.

The partnership established with the Higher Institute of Technology (IST) in Madagascar, meanwhile, demonstrates a commitment to strengthening ties with training providers.

Finally, the agreement signed with the IRD (Institut de Recherche pour le Développement) consolidates scientific collaborations and the link between research and action, in line with Codatu's ambition to produce and disseminate knowledge useful for mobility policies.

Taken together, these agreements reflect a coherent partnership strategy, aimed at implementing concrete actions and enhancing the capabilities of international mobility stakeholders.



Signing of a Memorandum of Understanding between Codatu and UITP, January 2025

## Partnerships that have been established or to be established

In 2025, the development of new relationships can be highlighted, in particular with:

- the European Union (DG INTPA), which regularly participates in our Business Clubs and other activities promoting dialogue with members of the Professional College;
- the World Bank, in connection with the development of major transport capacity projects in Douala and Cotonou;
- the African Development Bank, with a view to developing synergies ahead of the Abidjan conference in 2026;
- the UITP, following the signing of a partnership agreement, involving participation in certain working groups and involvement in several of their events.

## Skills development: the Cod'Academy

With a view to developing skills and sharing knowledge, Codatu has set up the 'Cod'Academy', an in-house training programme aimed at staff and volunteers. This programme offers, at a pace of at least one session per month, talks by specialists on topics related to urban mobility, public policy and emerging sectoral issues.

Some topics are explored during thematic cycles, allowing for in-depth understanding over several sessions and the exchange of perspectives between experts. Held via videoconference or in person, these training sessions serve as both a space for learning and for exchange, promoting the dissemination of knowledge within the network and dialogue between people from diverse backgrounds.

The Cod'Academy thus enables Codatu to develop its collective expertise, whilst consolidating the bonds between staff, volunteers and experts through regular training and discussion sessions.

## The 2025 instances

- Annual General Meeting: 11 June 2025
- Board of Directors: 11 June 2025

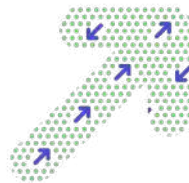




Photo credit: Codatu

# Financial Report

PROVISIONAL AND ACTUAL BUDGET FOR 2025

CHARGES	Réel 2024	Prévu 2025	Réel 2025
<b>Autres achats et charges externes</b>	669 939 €	1 096 698 €	570 286 €
Prestations de services	256 821 €	688 365 €	203 579 €
A achats matières premières et fournitures			
Autres fournitures	9 169 €	42 764 €	4 451 €
<b>Services extérieurs</b>			
Locations immobilières	56 686 €	34 680 €	50 796 €
Entretien et réparation + location mobilière +	24 151 €	33 524 €	23 881 €
Assurance	724 €	1 000 €	755 €
Documentation + Séminaire	40 €		1 215 €
Frais contentieux			
<b>Autres services extérieurs</b>			
Rémunérations intermédiaires et honoraires	43 300 €	48 348 €	53 481 €
Publicité-publications – Catalogues et imprimés	23 330 €	60 €	16 097 €
Déplacements et missions	166 183 €	148 933 €	142 541 €
Services bancaires	7 188 €	2 629 €	4 497 €
Réception et Logistique Partenaires (y compris délégués des partenaires)	55 115 €	77 910 €	38 768 €
Frais postaux et communication	3 453 €	2 530 €	2 798 €
Autres (cotisations + Subventions, bourses )		0 €	6 841 €
Tickets restaurants / Médecine d travail	23 780 €	15 955 €	19 995 €
A amendes et pénalités			591 €
<b>Impôts et taxes</b>	31 028 €		30 195 €
Impôts et taxes sur rémunérations	28 850 €		29 711 €
Autres impôts et taxes	2 178 €		484 €
<b>Rémunérations + avantages salariés et Cotisations sociales</b>	899 533 €	966 519 €	871 677 €
<b>Autres charges de gestion courante</b>	82 €		2 677 €
<b>Dotation aux amort. et aux prov pour risque</b>	78 173 €		1 847 €
<b>Total des charges d'exploitation</b>	1 678 755 €	2 063 217 €	1 476 681 €
<b>Charges financières</b>	128 €		
<b>Charges exceptionnelles</b>	6 740 €		
<b>TOTAL DES CHARGES</b>	1 685 623 €	2 063 217 €	1 476 681 €
<b>Résultat courant avant impôts</b>			
Résultat d'exploitation	-43 874 €	-39 590 €	-11 868 €
Résultat financier	23 321 €	20 000 €	5 399 €
<b>Résultat exceptionnel</b>	70 657 €	19 590 €	0 €
Résultat exceptionnel	70 657 €	19 590 €	0 €
<b>Excédents ou déficit</b>	50 104 €	0 €	-6 469 €
<b>TOTAL DES CHARGES</b>	1 685 623 €	2 063 217 €	1 476 681 €



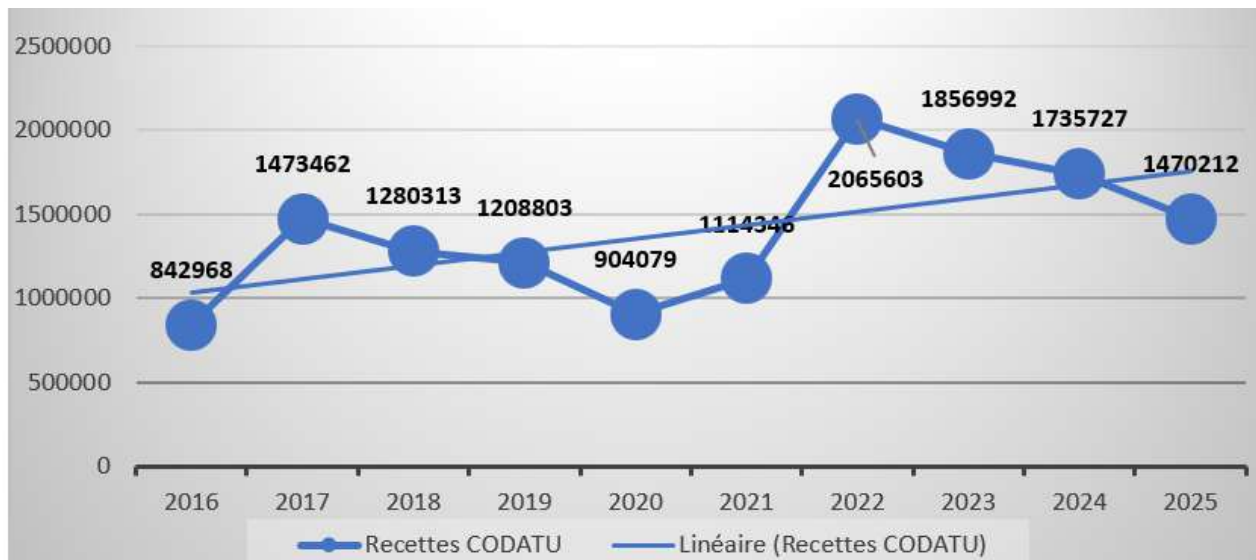
PROVISIONAL AND ACTUAL BUDGET FOR 2025

PRODUITS	Réel 2024	Prévu 2025	Réel 2025
<b>Production vendue</b>	<b>1 368 533 €</b>	<b>1 775 627 €</b>	<b>1 146 561 €</b>
<b>Conventions AFD</b>	<b>926 655 €</b>	<b>1 283 253 €</b>	<b>876 522 €</b>
MYC	356 463 €	476 667 €	363 845 €
MYC (Fonds CODATU + Intra ACP + Asie)	7 290 €	7 290 €	2 390 €
<b>AFD - FEXTE S</b>			
Pérou	235 601,81 €	284 562 €	217 603 €
Argentine	51 006 €		0 €
Kenya	2 898 €		5 521 €
Côte d'Ivoire 1	52 302 €	52 000 €	60 057 €
Côte d'Ivoire 2	47 430 €	246 711 €	159 741 €
Angola	173 665 €	34 645 €	36 395 €
République Dominicaine (EF)		181 379 €	30 971 €
<b>AUTRES FINANCEMENTS AFD</b>	<b>112 717 €</b>	<b>35 000 €</b>	<b>0 €</b>
Forum Tana	39 900 €		0 €
VT éthiopiens en Colombie	40 000 €		0 €
MOOC	32 818 €	35 000 €	0 €
<b>Financements Européens</b>	<b>75 321 €</b>	<b>0 €</b>	<b>9 159 €</b>
AUTREMENT (Appel à projet UE)	26 947 €	0 €	1 282 €
SOLUTION + (Appel à projet UE)	48 374 €	0 €	7 877 €
<b>Conventions autres Partenaires</b>	<b>253 839 €</b>	<b>457 373 €</b>	<b>260 880 €</b>
Expertise France AT Liban / Ville de Niamey	-1 €		0 €
FFEM		39 940 €	27 002 €
Conférence Bogota - TRANSDEV et sponsor	4 609 €	15 114 €	3 861 €
Etat Malgache	137 697 €	280 120 €	119 045 €
APIX : AT Dakar	4 100 €		
EGIS	2 000 €	2 000 €	0 €
Expertise France : VT indiens en France	16 947 €		
Autres recettes SMDC / REMUD		12 000 €	6 400 €
ADEME DTA	88 487 €	84 336 €	48 059 €
ADEME ACC		23 863 €	9 250 €
CIMDC			21 307 €
SATA			11 560 €
MOBIDOC (REMUD)			6 991 €
Autres (Club Affaires UE + Réu AFD)			7 405 €
<b>Ajustements (PCA, pdts de gestion courant)</b>	<b>14 €</b>		<b>57 €</b>
<b>Subventions d'exploitation/sponsoring</b>	<b>24 498 €</b>	<b>10 000 €</b>	<b>10 000 €</b>
<b>Etat</b>		<b>0 €</b>	<b>0 €</b>
<b>Collectivités (GART)</b>	<b>15 000 €</b>	<b>10 000 €</b>	<b>10 000 €</b>
<b>Autres (Fondations, entreprises : sponsoring)</b>	<b>9 498 €</b>	<b>0 €</b>	<b>0 €</b>
<b>Cotisations</b>	<b>199 170 €</b>	<b>180 000 €</b>	<b>172 525 €</b>
Cotisations collège I	4 070 €	4 000 €	3 520 €
Cotisations collège II	33 000 €	20 000 €	21 200 €
Cotisations collège III	158 400 €	153 800 €	143 800 €
Cotisations collège IV	1 720 €	1 000 €	1 905 €
Cotisations collège V	1 980 €	1 200 €	2 100 €
<b>Autres produits</b>	<b>42 667 €</b>	<b>58 000 €</b>	<b>135 670 €</b>
Reprise sur provision	42 667 €	58 000 €	135 670 €
<b>TOTAL DES PRODUITS D'EXPLOITATION</b>	<b>1 634 881 €</b>	<b>2 023 627 €</b>	<b>1 464 813 €</b>
<b>Produits financiers</b>	<b>23 449,2 €</b>	<b>20 000 €</b>	<b>5 399 €</b>
<b>Produits exceptionnels</b>	<b>77 396,6 €</b>	<b>19 590 €</b>	
<b>TOTAL DES PRODUITS</b>	<b>1 735 727 €</b>	<b>2 063 217 €</b>	<b>1 470 212 €</b>



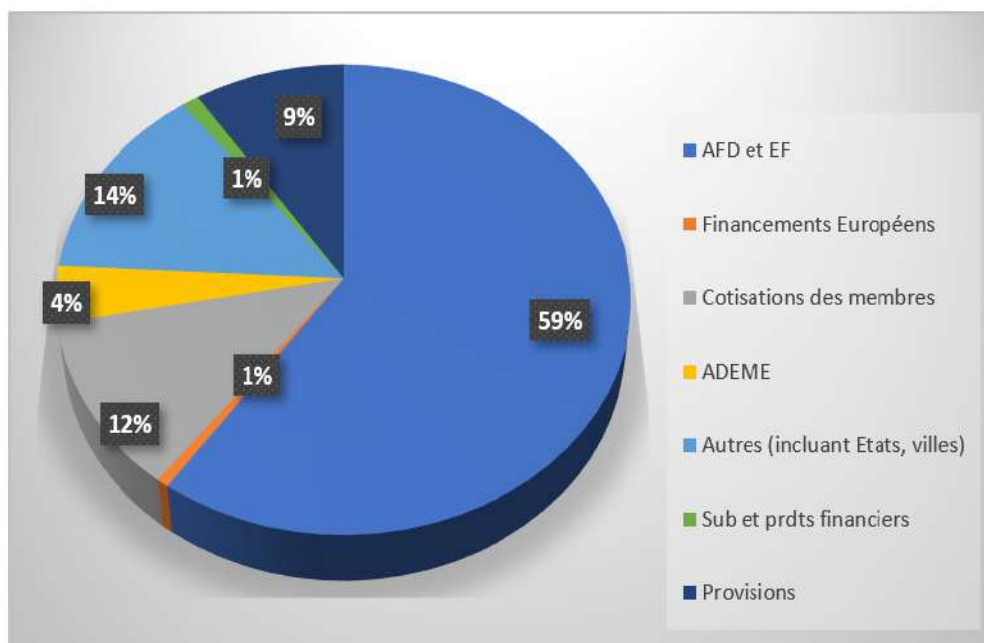
## I-REVENUE: CHANGES IN INCOME

CODATU REVENUE OVER THE LAST 10 YEARS

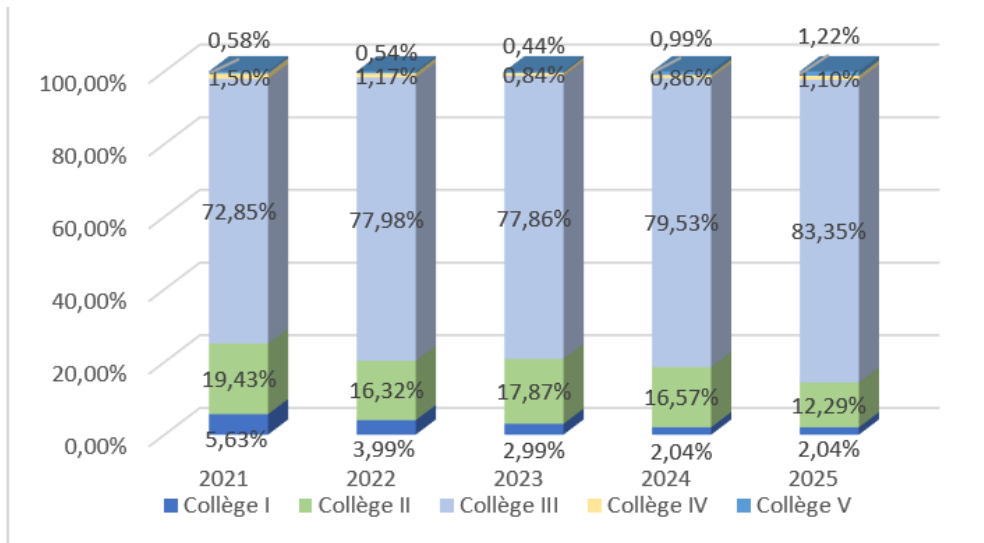


An underlying upward trend, modified by cyclical factors in 2017, 2020 and 2022 (Hyderabad Conference + MYC in 2017, COVID in 2020 and 2021, and SMDC in 2022)

DISTRIBUTION OF REVENUE BY CONTRACT TYPE

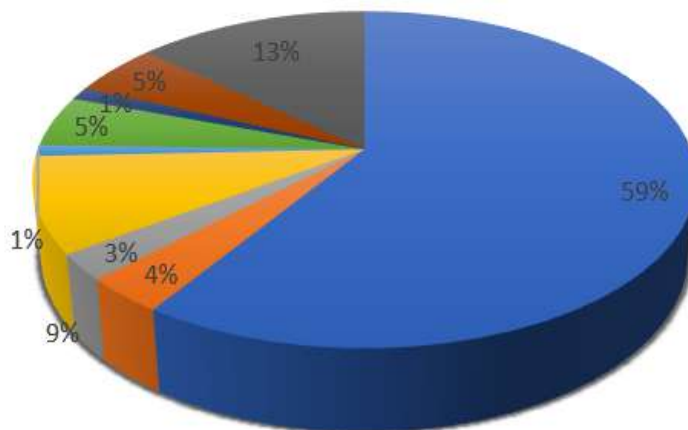


## MEMBERS' CONTRIBUTIONS BY COLLEGE OVER A 5-YEAR PERIOD



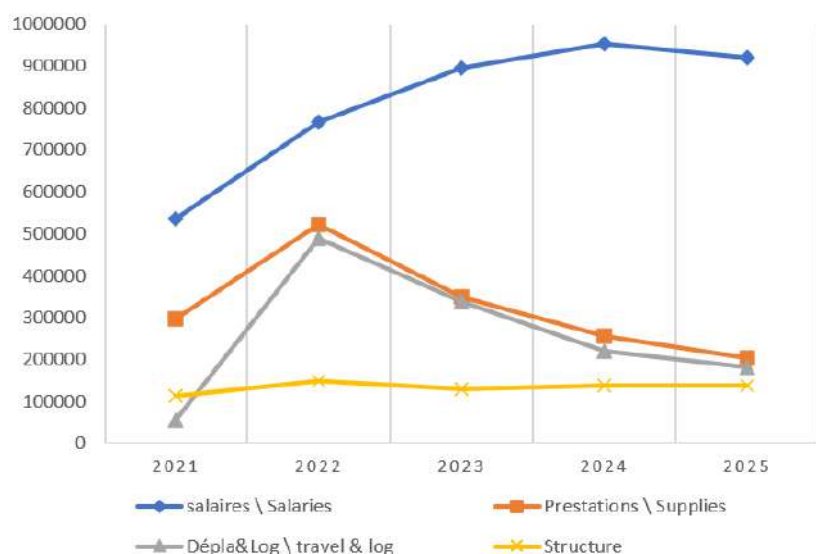
## II – EXPENSES AND INCOME

### DISTRIBUTION OF EXPENDITURE FOR 2025 BY EXPENSE CATEGORY



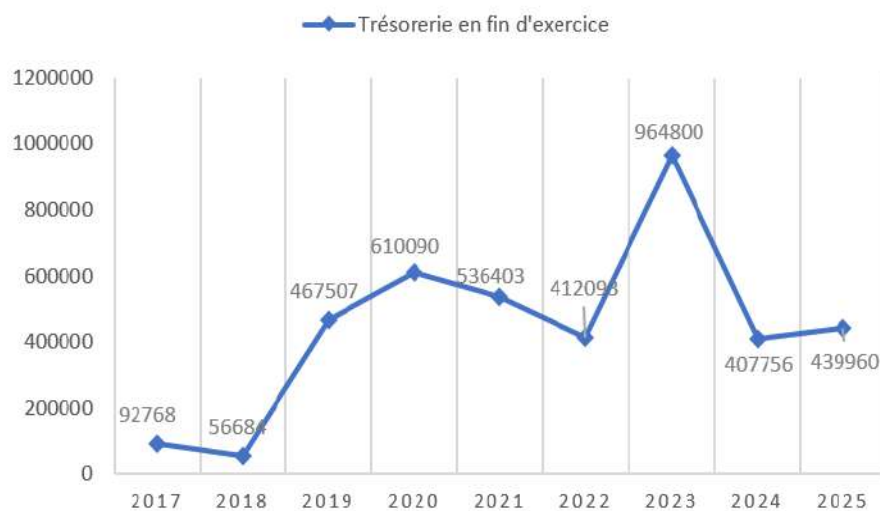
- Rémunération et autres charges du personnel
- Intermédiaires et honoraires
- Logistique des activités
- Frais de mission et dépl
- Pub et imprimés
- Loc mob et immob
- Autres dépenses
- Dot aux Amort et Prov
- Presta services et autres fourn

## CHANGES IN KEY EXPENSES OVER THE PAST 5 YEARS



## III – THE TREASURY

### CASH POSITION AT YEAR-END



### KEY INDICATORS

	2022		2023		2024		2025	
<b>Trésorerie</b>	412 093 €	75 jours	964 800 €	192 jours	407 756 €	89 jours	439 960 €	109 jours
<b>Capacité d'Autofinancement (CAF)</b>	81 852 €	4 % des produits	77 298 €	4 % des produits	128 277 €	7% des produits	- 4 622 €	0% des produits

## Financial Analysis

### REVENUE AND RESULT:

The 2025 financial year ended with total revenue of €1.47 million, a decrease of approximately 10% compared with 2024, resulting in a deficit of €6.4k, reflecting the combined effects of project delays (decarbonisation projects for artisanal transport and technical cooperation in the Dominican Republic), postponements of activities and an international context less favourable to development finance.

The volume of activities continues to decline, including FEXTE projects, initiated by AFD's Mobility Department, which are generally down. The socio-political context in certain countries has hampered project implementation, particularly in Madagascar and Colombia, where Codatu has had to temporarily suspend its activities. European funding fell sharply in 2025 due to the closure of the AUTREMENT and SOLUTION Plus projects.

Grants and sponsorship remain modest. The annual grant from GART was reduced from €15,000 to €10,000, exacerbating the fragility of recurring revenue streams. Membership fees fell by around 13% compared to 2024 and by 4% compared to the provisional budget, despite an increase in the unit amount per college. This decline is due to several withdrawals (Alyce, CPCS, DVDH) and late payments (Métropole de Marseille, IEP Rennes, ARTELIA, ALSTOM, SETEC).

The financial result is also down, a direct consequence of the fall in interest rates on term deposits, which have dropped from 4% to 2%. However, the overall result remains in balance, supported by financial income and significant reversals of provisions, amounting to approximately €135,000, which enabled the funding of staff time dedicated to CIMDC2026, as well as preparatory missions in Abidjan, totalling €90,000, playing an essential role and contributing positively to the financial balance for the financial year.

### EXPENSES:

Operating expenses fell by approximately 3% compared with the previous financial year, thanks to rigorous management and targeted adjustments, particularly regarding staff costs (departure of two employees) and external services. This improves the operating result, which has moved from a structural deficit of -€43,000 in 2024 to -€12,000 in 2025 and is approaching a balanced position.

External expenses, including consultancy fees, travel and logistics, were reduced by approximately 6% compared to the forecast. This reduction is mainly due to services not being provided on projects (Peru, Antananarivo, MYC, Dominican Republic, FEXTE 2 Abidjan).

Costs related to missions and logistics have also been kept in check, in line with delays and postponements of activities. Rent costs have decreased, with a 4% reduction for Codatu and a 17% reduction for MYC from March 2025, following negotiations with the managers of the head office premises and the bankruptcy of the Brussels property company. As the premises in Brussels were taken over by a new operator, the latter granted a significant discount during the period of the works it undertook.

Staff costs have fallen, with an overall reduction of 10% compared to the forecast and 3% compared to 2024. This change is linked to the departure of two employees, for whom a provision was made as early as 2024, thereby limiting the impact on the 2025 financial year.

Other expenses, such as taxes, bank charges and communication costs, remained under control. This rigorous cost management has made it possible to partially offset the decline in revenue and improve the operating profit, without compromising the smooth running of the association.

## **MEASURES IMPLEMENTED IN 2025:**

The year 2025 was marked by active transition efforts and the start of the implementation of the strategic vision for Horizon 2030. The approval of the CIMDC in Abidjan and the African Artisanal Transport Fair enabled work to officially commence in September 2025.

Internally, the Association continued to consolidate its structure, working with a new accountancy firm, strengthening management control and modernising its management tools. These actions are in line with the decisions taken in 2024.

Despite delays and postponements of certain projects, Codatu has managed to maintain its relations with donors (AFD, EU, Expertise France, AfDB, etc.) and has continued to set up new projects, notably with the World Bank in Cameroon and Benin, thereby preparing the next stages of its development.

The new partnership with Expertise France, as part of efforts to diversify funding sources, was formalised through the signing of a technical cooperation agreement in the Dominican Republic, with a total budget of €1.4 million.

## **KEY ISSUES AND OUTLOOK FOR 2026:**

The 2026 financial year is set to be a pivotal one, with activities focused on a limited number of major projects, notably the CIMDC, the 1st African Artisanal Transport Fair, and several projects funded by the AFD, the World Bank and the EU that are currently being set up (Ankara, Douala, Benin, Senegal, Rabat, Addis Ababa, Lomé, Kinshasa and Antananarivo, etc.). This concentration increases the Association's dependence on the success of these projects.

Exposure to country risks, particularly in Madagascar, as well as the international context of reduced development aid, constitute factors of vulnerability. Furthermore, the fragility of recurring income (membership fees, grants) and the decline in financial income linked to the normalisation of interest rates call for increased vigilance.

In this context, it is essential for Codatu to actively monitor opportunities for technical cooperation, secure its workload for 2026, control its wage costs and further diversify its sources of funding.

Although 2025 was marked by delays and postponements, it laid the foundations for new structural projects, notably in the Dominican Republic, and opened up prospects for the implementation of two major projects with the World Bank. These initiatives demonstrate the Association's ability to look to the future despite the uncertainties.

Diversifying funding sources remains a strategic priority, with the development of relationships with the EU, the AfDB, Expertise France, etc., as well as the pursuit of co-financing, particularly via the French Fund for the Global Environment (FFEM), which could double the funding secured for certain projects.

Finally, strengthening recurring income streams (membership fees, grants, sponsorship) and consolidating partnership relationships, particularly through skills-based sponsorship, will be essential to securing the Association's business model. Obtaining the status of a public interest association and implementing Vision 2030 represent a major lever for ensuring Codatu's sustainability and development in the medium term.

PROVISIONAL BUDGET FOR 2026

CHARGES	Réel 2025	Prévu 2026
<b>Autres achats et charges externes</b>	<b>570 286</b>	<b>1 044 980</b>
Prestations de services	203 579	275 998
Achats matières premières et fournitures		
Autres fournitures	4 451	13 498
<b>Services extérieurs</b>		
Locations immobilières	50 796	62 408
Entretien et réparation + location	23 881	36 618
Assurance	755	1 000
Documentation + Séminaire	1 215	130
Frais contentieux		
<b>Autres services extérieurs</b>		
Rémunérations intermédiaires et honoraires	53 481	69 673
Publicité-publications - Catalogues et imprimés	16 097	26 178
Déplacements et missions	142 541	308 331
Services bancaires	4 497	2 898
Logistique des activités	38 768	212 875
Frais postaux et communication	2 798	2 500
Autres (cotisations + Subventions, bourses )	6 841	8 644
Tickets restaurants / Médecine d travail	19 995	24 229
Amendes et pénalités	591	-
<b>Impôts et taxes</b>	<b>30 195</b>	<b>6 500</b>
Impôts et taxes sur rémunérations	29 711	6 000
Autres impôts et taxes	484	500
<b>Rémunérations + avantages salariés et Cotisations sociales</b>	<b>871 677</b>	<b>889 562</b>
<b>Autres charges de gestion courante</b>	<b>2 677</b>	
<b>Dotations aux amort. et aux prov pour risque</b>	<b>1 847</b>	
<b>Total des charges d'exploitation</b>	<b>1 476 681</b>	<b>1 941 042</b>
<b>Charges financières</b>		
<b>Charges exceptionnelles</b>		
<b>TOTAL DES CHARGES</b>	<b>1 476 681</b>	<b>1 941 042</b>
<b>Résultat courant avant impôts</b>		
Résultat d'exploitation	- 11 868	- 21 457
Résultat financier	5 399	5 000
<b>Résultat exceptionnel</b>	<b>-</b>	<b>16 457</b>
Résultat exceptionnel	-	16 457
<b>Excédents ou déficit</b>	<b>- 6 469</b>	<b>0</b>
<b>TOTAL DES CHARGES</b>	<b>1 476 681</b>	<b>1 941 042</b>

PROVISIONAL BUDGET FOR 2026

PRODUITS	Réel 2025	Prévu 2026
<b>Production vendue</b>	<b>1 146 561</b>	<b>1 270 892</b>
<b>Conventions AFD</b>	<b>876 522</b>	<b>1 127 112</b>
MYC	363 845	452 643
MYC (Autres fonds)	2 390	3 850
<b>AFD - FEXTES</b>		
Pérou	217 603	160 428
Kenya	5 521	
Côte d'Ivoire 1	60 057	
Côte d'Ivoire 2	159 741	304 636
Angola	36 395	
République Dominicaine (EF)	30 971	205 554
<b>AUTRES FINANCEMENTS AFD</b>	<b>-</b>	<b>-</b>
MOOC	-	
<b>Financements Européens</b>	<b>9 159</b>	<b>-</b>
AUTREMENT (Appel à projet UE)	1 282	
SOLUTION + (Appel à projet UE)	7 877	
<b>Conventions autres Partenaires</b>	<b>260 880</b>	<b>143 780</b>
ASCI		10 150
FFEM	27 002	11 645
Conférence Bogota - TRANSDEV	3 861	5 500
Etat Malgache	119 045	-
EGIS	-	
Expertise France : VT indiens en France		
Autres recettes SMDC / REMUD	6 400	23 563
ADEME DTA	48 059	90 698
ADEME ACC	9 250	
CIMDC	21 307	
SATA	11 560	
MOBIDOC (REMUD)	6 991	2 224
Autres (Club Affaires UE + Réu AFD)	7 405	
<b>Ajustements (PCA, pdts de gestion courante, transfert de charge etc.)</b>	<b>57</b>	
<b>Subventions d'exploitation/sponsoring</b>	<b>10 000</b>	<b>478 693</b>
Etat	-	-
Collectivités (GART)	10 000	10 000
Autres (Fondations, entreprises : sponsoring / inscriptions / autres)	-	468 693
<b>Cotisations</b>	<b>172 525</b>	<b>170 000</b>
Cotisations collège I	3 520	4 000
Cotisations collège II	21 200	20 000
Cotisations collège III	143 800	143 800
Cotisations collège IV	1 905	1 000
Cotisations collège V	2 100	1 200
<b>Autres produits</b>	<b>135 670</b>	<b>-</b>
Reprise sur provision	135 670	
<b>TOTAL DES PRODUITS D'EXPLOITATION</b>	<b>1 464 813</b>	<b>1 919 585</b>
<b>Produits financiers</b>	<b>5 399</b>	<b>5 000</b>
<b>Produits exceptionnels</b>		<b>16 457</b>
<b>TOTAL DES PRODUITS</b>	<b>1 470 212</b>	<b>1 941 042</b>





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