



Virtual Workshop Report

Diagnosing Urban Transport Challenges in Turkish Cities

May 24 – 26, 2022





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Cover image:

Many modes of travel on the streets of Ankara, Turkey.

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LUTP workshop for Turkish metropolitan municipalities

On May 24-26, 2022, participants from 5 Turkish metropolitan municipalities—Düzce, Kahramanmaraş, Kocaeli, Gaziantep, Samsun—and other national-level stakeholders—including the Ministry of Transport and Infrastructure (MoTI), the Turkish development and investment bank İLBANK, and the Union of Municipalities of Turkey—participated in online LUTP workshops focused on diagnosing urban transport challenges and formulating Sustainable Urban Mobility Plans (SUMPs). During this workshop, participants collaboratively assessed the travel needs and challenges facing their cities, balanced different perspectives of transport system operators and users, and discussed how to prioritize solutions that are the 'best fit' for local circumstances.

Urban transport practitioners worldwide are grappling with the challenge of providing more inclusive access to opportunities while reducing the negative externalities of travel (such as costs, traffic crashes, air pollution, climate change, and the consumption of scarce resources like land and fuel). Addressing these complex challenges requires holistic and multisectoral approaches to urban transport planning, governance, management, and operations. It also requires solid and cooperative institutions empowered with human capital with a wide range of skills. Sustainable Urban Mobility Plans (SUMPs) is one tool that can help urban transport practitioners identify, prepare, and implement holistic strategies that address complex urban transport challenges.

This workshop—convened by the Leaders in Urban Transport Planning (LUTP) program and World Bank specialists working with Turkish municipalities—supported the ongoing implementation of advisory services and analytics (ASA) on SUMPs led by the World Bank and funded by the European Union.

Achieving many firsts

The 3-day workshop was LUTP's first offering since the start of the COVID-19 pandemic, the first-ever offering in an online/digital format, and the first-ever offering in Turkish. The workshop was held over Zoom, with simultaneous translation between English (the language of instruction) and Turkish (the language of the audience). The LUTP and the Turkey teams worked well together before, during, and after the workshop. The ongoing collaboration between the teams included identifying the workshop theme and topics, shaping the agenda, and coordinating the logistics, paperwork, translations, and communication with participants. The Turkey team provided support and feedback for the development of new learning materials prepared specifically for the workshop audience (e.g., Malaga group exercise). The close coordination between the two teams was essential for the workshop's success.

The online format was chosen for safety reasons due to the ongoing Covid-19 pandemic. While this modality granted safety, it came with the drawback of reduced networking -in and out of the classroom setup typical of the in-person sessions. However, the online LUTP maintained the peculiar characteristic of facilitated problem-solving and hands-on learning, which empower





participants to think creatively and holistically about the challenges being addressed and potential solutions available while implementing SUMP.

In April 2022, the LUTP team hosted a training for case study and group exercise teaching in the virtual environment. The training allowed LUTP's instructors and the Turkey ASA team to discover and experiment with an array of tools available to increase class participation and engagement with the audience. The instructor training was organized to increase familiarity with the virtual environment ahead of the Turkey workshop and was instrumental to the workshop's success.

66% of participants who completed the workshop were female; LUTP Turkey witnessed the highest share of female participation in the history of LUTP.

Program format and materials

Given constraints of the online format—such as time zone overlaps and reasonable lengths of time for sustained attention in virtual meetings—the agenda was significantly compressed compared to an in-person LUTP offering. In close consultation with the World Bank's ASA team, a 3-day, 10.5-hour workshop was designed around a few key topics.

Two weeks before the beginning of the workshop, participants received a package of self-reading slide decks carefully curated from the existing LUTP curriculum and translated from English to Turkish. The self-reading materials included in this package were selected based on results from a survey and initial status review of capacity-building needs for SUMP among Turkish metropolitan municipalities conducted by the World Bank's ASA team:

- Growing urban transport problems [[Büyüyen kentsel ulaşım sorunları](#)]
- The complexity of urban transport [[Kentsel ulaşımın karmaşıklığı](#)]
- Integration of land use and transport planning [[Arazi kullanımı ve ulaşım planlamasının entegrasyon](#)]
- Parking lot planning and management [[Otopark planlama ve yönetim](#)]
- Pedestrian environment and non-motorized transportation [[Yaya ortamı ve motorsuz ulaşım](#)]
- Energy efficiency issues [[Enerji verimliliği sorunları](#)]
- Climate change, urban mobility, and green growth [[İklim değişikliği, kentsel hareketlilik ve yeşil büyüme](#)]
- Road safety: saving lives in cities [[Karayolu güvenliği: şehirlerde hayatları kurtarmak](#)]
- Toward gender equality in urban transport [[Kentsel ulaşımında toplumsal cinsiyet eşitliğine doğru](#)]

During the first day, the Turkish metropolitan municipalities were invited to present the transport situation in their city and to exchange challenges they face with other audience members and the





instructors. Each municipality based its presentation on a template provided by the LUTP team that suggested data/information to be shared; the template was then translated into Turkish. All five participating metropolitan municipalities shared their presentations ahead of the workshop so that the LUTP team had time to study the local context to better support the discussion and the learning process. Many director-level officials joined the workshop on the first day to participate in this activity and deliver the presentations. The five presentations were an opportunity for participants to network and learn from peers.

The LUTP team, in collaboration with the ASA team, developed a group exercise on the Malaga SUMP. The 28-page document was drafted as a base to support the audience through guided group learning. The group exercise was deployed in 3 phases: 1. Understanding the city mobility challenges, 2. Establish different stakeholders' needs and prioritize them 3. Assess the measures implemented in Malaga, the impact, and the financial aspect of such implementations.

Program agenda

Day 1. Diagnosing Urban Transport Challenges through Turkish City Peer Learning	
1:40 PM	Opening remarks (Göktuğ Kara and Murad Gürmeriç) Introduction to LUTP workshop agenda (Joanna Moody)
1:55 PM	Pre-workshop survey
2:10 PM	Icebreaker and networking: <ul style="list-style-type: none">• Participant introductions -- name, position, one 'fun fact' about yourself (~6 min)• City presentation – “Our urban transport situation” (~12 min) <i>(10-minute break after the first three-city presentations)</i>
4:55 PM	Looking forward to the next two days
Day 2. Diagnosing Urban Transport Challenges around the World	
1:40 PM	Case study: Jakarta’s transportation problems (Ajay Kumar)
3:40 PM	Break
3:50 PM	Malaga SUMP group exercise (Joanna Moody) Part 1. Urban mobility challenges in the context of Malaga Part 2. SUMP priorities
Day 3. Addressing Urban Transport Challenges with SUMP	
1:40 PM	Malaga SUMP group exercise (Joanna Moody) Part 2. SUMP priorities continued Part 3. SUMP action implementation
3:25 PM	Break
3:35 PM	Presentation (Sam Zimmerman)
4:35 PM	Post-workshop survey
4:50 PM	Closing remarks and LUTP alumni engagement (Georges Darido)





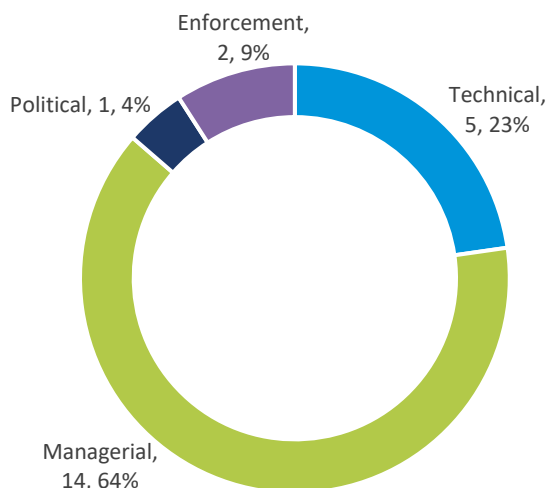
Audience and pre-workshop survey

LUTP Turkey was designed for policymakers and transport planners in leadership positions in urban transport planning, governance, management, and operations. Participants from five metropolitan municipalities in Turkey—Düzce, Kahramanmaraş, Kocaeli, Gaziantep, and Samsun—were invited to attend. Participants were also invited from the EU commission (workshop sponsor), the Turkish Ministry of Transport and Infrastructure (MoTI), the state-owned development and investment bank İLBANK, and the Union of Municipalities of Turkey.

The first day of the workshop was attended by the largest audience, with at least 30 participants connecting to the virtual workshop. While most participants joined the workshop through individual connections, in a few instances participants from the same municipalities joined together from a single office or conference room. Of these participants, 22 completed the pre-workshop survey, which collected information on the affiliation, background, and professional role of participants.

14 of 22 participants who completed the pre-workshop survey confirmed to be actively involved in an urban mobility project with the World Bank.

Participant's professional role



According to the 22 pre-workshop responses collected, 64 percent of participants were in a managerial role in their organization with another 4 percent in a political role; 23 percent were in a technical role, and 9 percent in an enforcement role. Additionally, 54 percent reported holding senior-level position in their organization, 18 percent a mid-career position, and 27 percent a junior position. These statistics highlight the diversity of backgrounds, professional roles, and levels among the participating LUTP audience—an important feature for fostering collective problem-solving and discussion from multiple perspectives.

Participation did drop through the following two days of the workshop, highlighting the difficulty of sustaining participant attention and engagement in the virtual environment. Participants from Kocaeli metropolitan municipality only joined the first day; they had conflicting meetings regarding their ongoing Transport Master Plan update. While internet connectivity was not an issue over the three days, participants from Gaziantep metropolitan municipality experienced a power outage in the middle of the second day of the workshop and missed some of the group discussion while





having to reconnect. While the workshop team was prepared for these idiosyncrasies of hosting LUTP workshops in the virtual environment and took measures to mitigate their impacts, challenges in sustaining online participation remain.

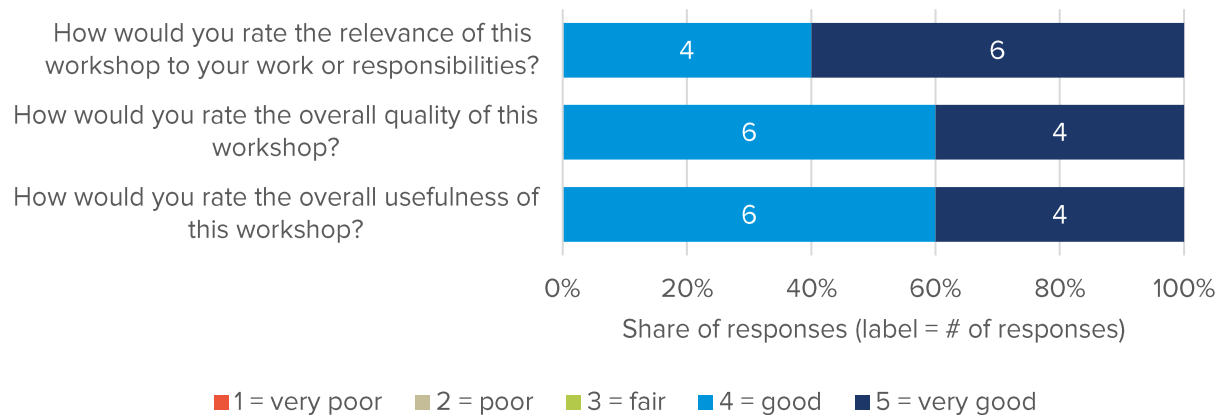
Post-workshop survey

Of the 15 participants who attended most of the workshop, 10 completed the post-workshop survey.¹ The post-workshop survey asked participants to (i) evaluate the overall relevance, quality, and usefulness of the workshop, (ii) rate specific materials and activities from the workshop, and (iii) answer questions about their views on urban transport planning priorities (to be compared with pre-workshop survey results), and (iv) provide open-ended feedback on what aspects of the course worked well, didn't work well, or could be improved (embedded as footnotes throughout the text). See annex 1 for the entire questionnaire.

Evaluation of the overall relevance, quality, and usefulness of the workshop

Feedback on the workshop was overwhelmingly positive. 100% of respondents who completed the post-workshop survey indicated they would recommend the workshop to others.

In the post-workshop survey, participants were asked how they would rate the relevance of the workshop to their work or responsibilities. The average evaluation of the workshop's usefulness (4.40), quality (4.40), and relevance (4.60) were all rated between 4 = "good" and five = "very good."



¹ A link to the post-workshop survey (in Turkish) was shared with all participants connected at the end of the third day of the workshop (see agenda). During the dedicated agenda time, 9 participants completed the survey. In addition, the link was shared again via email with participants who conducted most of the workshop as they received their certificates. One additional response was received at this time.





Participants were also asked to indicate their level of agreement with statements regarding different course outcomes. Again, the feedback was positive, with participants showing, on average, that the workshop helped them learn something new (4.0 = “agree”) and that the content of the course matched the announced objectives and learning needs of the audience (4.0).

Participants indicated that they have a better understanding of urban transport complexities compared to before the course (average of over 4.0 = “agree”). This was echoed in the open-ended feedback, where participants share that the workshop was successful in helping participants think through the complexities of urban transport planning by considering multiple perspectives.²

Participants strongly agreed that the workshop helped build valuable relationships with other individuals or groups (an average of 4.38). Additionally, it helped improve confidence in working within a multi-disciplinary team and developing urban transport plans, programs, and projects that are more integrated and sustainable (average of 4.13). This feedback highlights that much of LUTP’s value comes from its approach of convening different stakeholders involved in urban transport planning from multiple cities and having them interact and share ideas.

The urban transport system in Gaziantep

By Habernet NET via Flickr CC BY-NC 2.0 2018





Share of responses (label = # of responses)
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



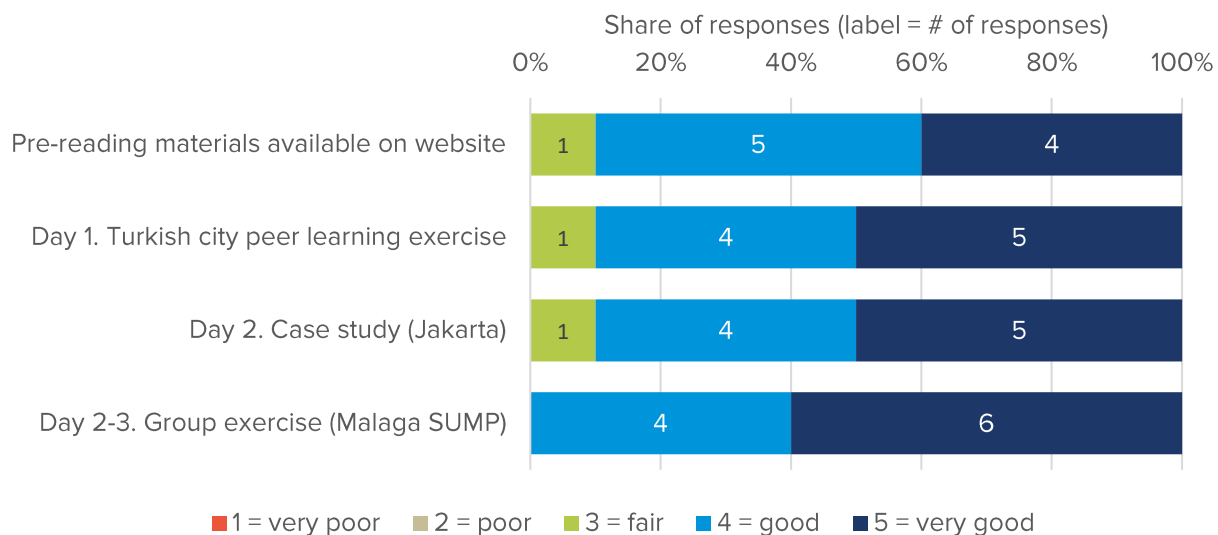
■ 1 = strongly disagree ■ 2 = disagree ■ 3 = neutral ■ 4 = agree ■ 5 = strongly agree





Evaluation of workshop materials and activities

Participants were also asked to rate individual activities included in the workshop agenda. Participants were asked about the (i) pre-reading materials made available to participants 2-weeks ahead of the workshop on the LUTP program website, (ii) the presentations by Turkish municipalities, (iii) the Jakarta case study, and (iv) the Malaga SUMP group exercise. All of the workshop activities received an average rating between “good” and “very good.” The lowest-rated activity was the self-study materials (average of 4.28). The highest-rated activity was the group exercise on Malaga SUMP, which was prepared specifically for this audience/workshop. This result affirms the value of developing workshop materials well-tailored to the audience's learning needs.



In open-ended feedback on aspects of the workshop that worked well, multiple participants expressed appreciation for the opportunities to exchange ideas with other municipalities, particularly during the case study and group exercise.³ However, one participant suggested that including more participants in each study group could have further enriched the exchange.⁴ Another participant suggested that shorter documents for reading might enable participants from all municipalities to be better prepared for the discussion.⁵

³ “Group work and the case of Jakarta” [Grup çalışmaları ve Jakarta örneği]; “The case studies were well handled, many perspectives were taken into account.” [Vaka çalışmaları iyi işlendi, birçok bakış açısı göz önünde bulunduruldu]; “Group meetings and shared ideas with other municipalities.” [Diğer belediyeler ile yapılan grup toplantıları ve paylaşılan fikirler]

⁴ “Study groups could be better if there were more participants.” [Daha fazla katılımcı olsaydı çalışma grupları daha iyi olabilirdi.]

⁵ “The documents regarding the case analysis were too long. Some municipalities did not look at the documents, they were looked at during the workshop. Shorter and more efficient documents can be given in the next process. In addition, not all municipalities have participated equally, a study can be done in this direction.” [Vaka analizi ile ilgili verilen dokümanlar fazla uzundu. Bazı belediyeler dokümanlara bakmamıştı, çalıştay sırasında bakıldı. Bundan sonraki süreçte]

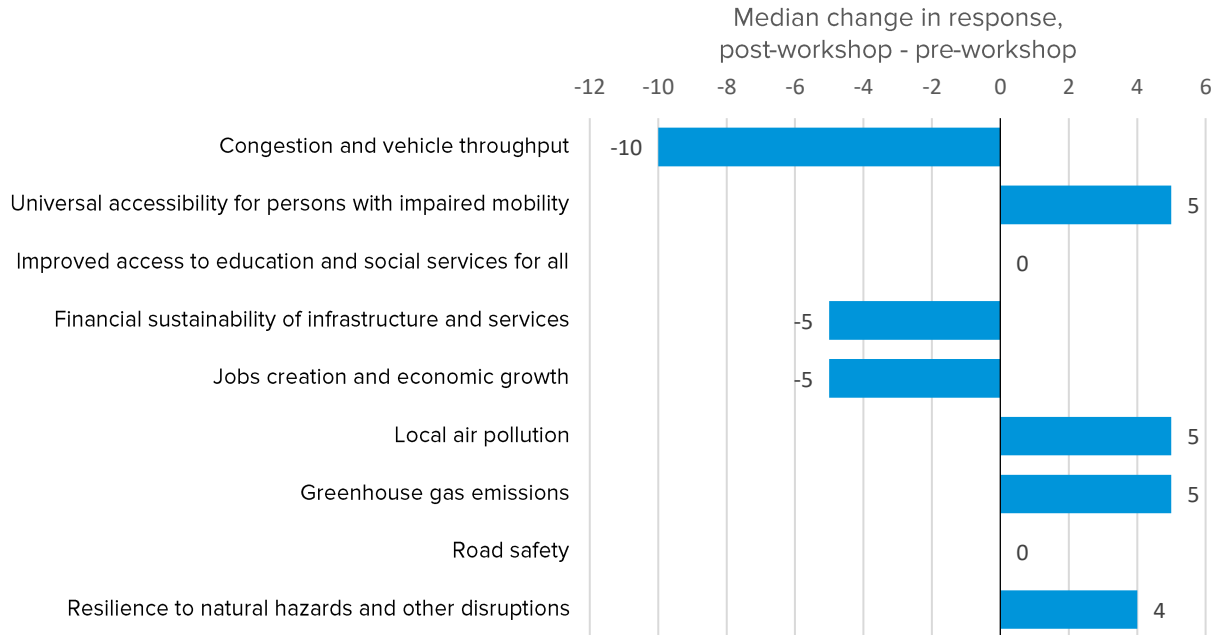




Urban mobility perspectives and priorities

For 7 participants, the LUTP team received matching pre-and post-workshop survey responses that allow for direct comparison of matching items. Acknowledging the limitations posed by the small sample size, we find that participants generally broadened their perspectives of urban transportation planning after the workshop. Compared to before the workshop, after the workshop, participants indicated that they felt a smaller share of human capital should be dedicated to congestion and vehicle throughput (-10 percentage points). At the same time, a larger share should be devoted to issues such as universal accessibility for persons with impaired mobility (+5 percentage points), local air pollution (+5 percentage points), greenhouse gas emissions (+5 percentage points), and resilience to natural hazards and other disruptions (+4 percentage points).

What share of your city's planning/engineering human capital do you feel should be dedicated to addressing each of the following perspectives?



For the same 7 participants, views on how urban transport budgets should also be allocated changed after the workshop compared to before. Participants indicated a significant decrease in the share of the budget that should be given for both new infrastructure and the improvements to existing infrastructure for cars and motorcycles (-25 percentage points and -20 percentage points, respectively). Additionally, the post-workshop survey highlighted an increased preference

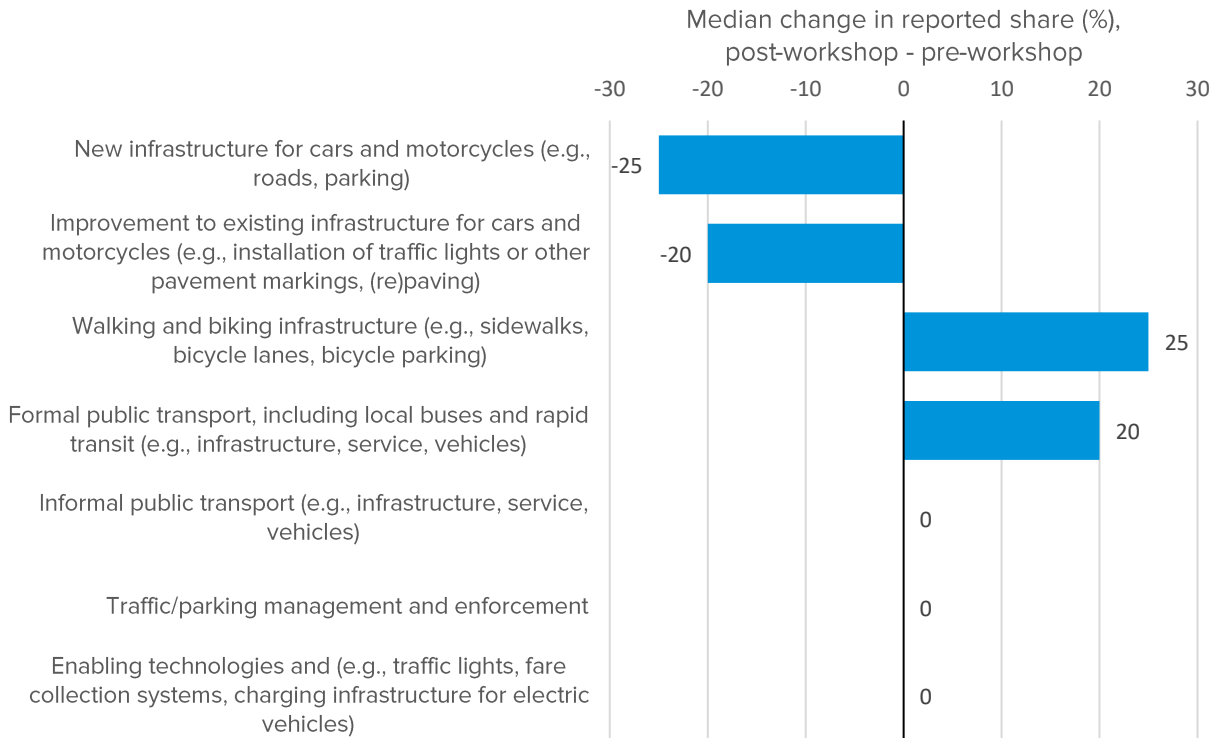
[daha kısa ve verimli dokümanlar verilebilir. Ayrıca belediyelerin hepsi eşit derecede katılım sağlamadı, buna yönelik bir çalışma yapılabilir.\]](#)





to allocate budget for walking and biking infrastructure and formal public transport systems (+25 percentage points and +20 percentage points, respectively).

What share of your city's budget should be dedicated to each of the following categories?



Open-ended feedback

Overall, the workshop and the conclusions drawn were well received. The management and flow of the workshop were considered successful.⁶ However, time management for the coffee breaks was noted as an area for improvement.⁷

Participants also shared valuable feedback on ways the workshop could be improved, particularly in terms of the medium of instruction—in-person rather than virtual⁸—and in terms of encouraging

⁶ “The general flow and the management of the meeting were very successful. The events studied, and the resulting results were sufficient.” [Genel akış ve toplantının yönetimi gayet başarılıydı. İncelenen olaylar ve ortaya çıkan sonuçlar yeterliydi]

⁷ “Coffee breaks were given too late.” [Kahve araları çok geç verildi.]

⁸ “Conducting the next workshops face-to-face will make the work much more effective.” [Bir sonraki çalıştayların yüzyüze yapılması çalışmaların çok daha efektif olmasını sağlayacaktır.]





participation from higher-level decision-makers.⁹ This feedback matches the perceptions of the workshop organizing team that future engagements with the audience could be hosted in-person to improve effectiveness and to better ensure the engagement of (higher-level) participants by physically separating them from their work environment and other conflicting meetings.

Topics suggested for future workshops

Given the condensed nature of the virtual workshop agenda, there were many topics that instruction was not able to cover. During the workshop a few topics emerged from participants as potential areas for future capacity-building and engagement and were echoed in post-workshop survey results: (1) Public transport integration and Transfer Systems,¹⁰ (2) increasing cycling among mode share and ensuring responsiveness of sustainable transport to changing travel patterns,¹¹ and (3) Transport and local policy relations.¹² One suggestion is to offer the next LUTP emphasizing the relationship between transportation and local politics.

The Leaders in Urban Transport Planning (LUTP) program empowers policy-makers and practitioners with the knowledge and skills needed to diagnose urban mobility challenges and craft effective strategies to promote more livable, more sustainable cities.

Learn more at www.worldbank.org/lutp.



⁹ “Considering the importance of the topics covered in the workshop, the participation of top managers (at least vice presidents, heads of departments) should be ensured.” [Çalıştayda işlenen konuların önemi göz önüne alındığında, üst yöneticilerinde (en az Başkan yardımcıları, daire başkanları) katılımının sağlanması gerek.]

¹⁰ “Public transport integration and transfer systems” [Toplu Taşıma Entegrasyonu ve Aktarma Sistemleri]

¹¹ “Increasing cycling among mode share” [Mod dağılımı arasında Bisiklet kullanımının artırılması]

“Considering the developing technology and changing lifestyles, what can be done to determine the constantly changing priorities of people without causing problems in terms of sustainable transportation.” [Gelişen teknoloji ve değişen yaşam tarzları göz önüne alınarak insanların sürekli değişen önceliklerinin sürdürülebilir ulaşım açısından sorun oluşturmadan tespit edilebilmesi için neler yapılabilir.]

¹² “Transport and local policy relations may be emphasized in the next LUTP workshop.” [Ulaşım ve yerel politika ilişkileri, ileriki LUTP çalıştayında ağırlık verilebilir.]





Gaziantep taxi.

Adam Reeder, 2011, via Flickr CC BY-NC 2.0.

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Annex 1. Post-workshop survey

The survey was translated in full to Turkish to enable participants to respond in their primary language. The link to the online survey (hosted on Qualtrics) was shared with participants attending the last day of the workshop as well as over email to participants who completed the majority of the workshop and received the program certificate.

Post-Workshop Questionnaire

Thank you very much for participating in our Leaders in Urban Transport Planning (LUTP) Workshop! It is through your active participation that we all learn together.

This post-workshop survey was designed to collect participants' feedback to improve the Leaders in Urban Transport Planning (LUTP) program curriculum and workshop delivery. The LUTP program is administered by the World Bank Group.

Any response you provide to the questions in this post-workshop survey will be kept confidential, and the data collected is for internal purposes only. No personal data will be shared with third parties, and any published results will be aggregated so that responses cannot be attributed to any one individual. Please note that any identifying personal data in this questionnaire will be securely safeguarded by the LUPT team and will be deleted within 24 months (2 years) from the date of collection of the data.

Your participation in the survey is entirely voluntary but is greatly appreciated.

General evaluation of the workshop and learning

	Very poor	Poor	Fair	Good	Very good	No opinion
How would you rate the overall usefulness of this workshop?						
How would you rate the overall quality of this workshop?						
How would you rate the relevance of this workshop to your work or responsibilities?						

To what extent do you agree/disagree with the following statements?	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The workshop helped me learn something new					
Compared to before taking the workshop, I have a better understanding of urban transport and its complexities.					
The content of the course matched the announced objectives and learning needs of the audience.					





The course helped improve my confidence in working within a multi-disciplinary team in charge of urban transport planning.					
The course helped me build useful relationships with other individuals or groups.					
This workshop helped improve my confidence in developing urban transport plans, programs, and projects that are more integrated and sustainable.					
Through the workshop, I learned new skills that will enable me to discharge my work better and with more confidence.					
The workshop helped me feel more motivated to take action to improve urban transport plans in my community, city, or country.					
The workshop exceeded my expectations.					

Evaluation of the quality of the material and activities

Please rate each of the following workshop activities.	Very poor	Poor	Fair	Good	Very good	No opinion
Pre-reading materials are available on the website.						
Day 1. Turkish city peer learning exercise						
Day 1. Presentation						
Day 2. Case study (Jakarta)						
Day 2-3. Group exercise (Malaga SUMP)						

About urban transport planning and perspectives

8. Given what you have learned in this workshop, what share of your city's planning and engineering human capital do you feel should be dedicated to addressing each of the following perspectives? *Shares should sum to 100%.*

- Congestion and vehicle throughput
- universal accessibility for persons with impaired mobility
- Improved access to education and social services for all
- Financial sustainability of infrastructure and services
- Jobs' creation and economic growth
- Local air pollution
- Greenhouse gas emissions
- Road safety
- resilience to natural hazards and other disruptions
- Other: _____

9. Given what you have learned in this workshop, what share of your city's budget should be dedicated to each of the following categories. *Shares should sum to 100%.*

- New infrastructure for cars and motorcycles (roads, parking, etc.)
- Improvement to existing infrastructure for cars and motorcycles (installation of traffic lights or other pavement markings, (re)paving, etc.)





- Walking and biking infrastructure (sidewalks, bicycle lanes, bicycle parking, etc.)
- Formal public transport, including local buses and rapid transit (infrastructure, service, vehicles)
- Informal public transport (infrastructure, service, vehicles)
- Traffic/parking management and enforcement
- Enabling technologies and (traffic lights, charging infrastructure for electric vehicles)
- Other: _____

Open feedback

What (if any) aspects of the course worked well? _____

What did (if any) aspects of the course not work well? _____

Would you recommend this course to others?

Yes No No opinion

Do you have any comments or suggestions for ways we can improve courses of this kind in the future? _____

Are there any topics that have emerged during our discussions that you would like to see addressed in a future LUTP program/workshop? If so, what are they?

The LUTP program conducts periodic surveys of workshop alumni to evaluate how our programs translate into practice. We use this information to revise our curriculum and engagements with participants and apply for funding to continue supporting our activities. Would you be willing to be contacted within the next 3-5 years to ask follow-up questions about your experience with LUTP and how it connected to your work?

Yes No

If yes, please provide two email addresses where we might be able to reach you:

Work email: _____

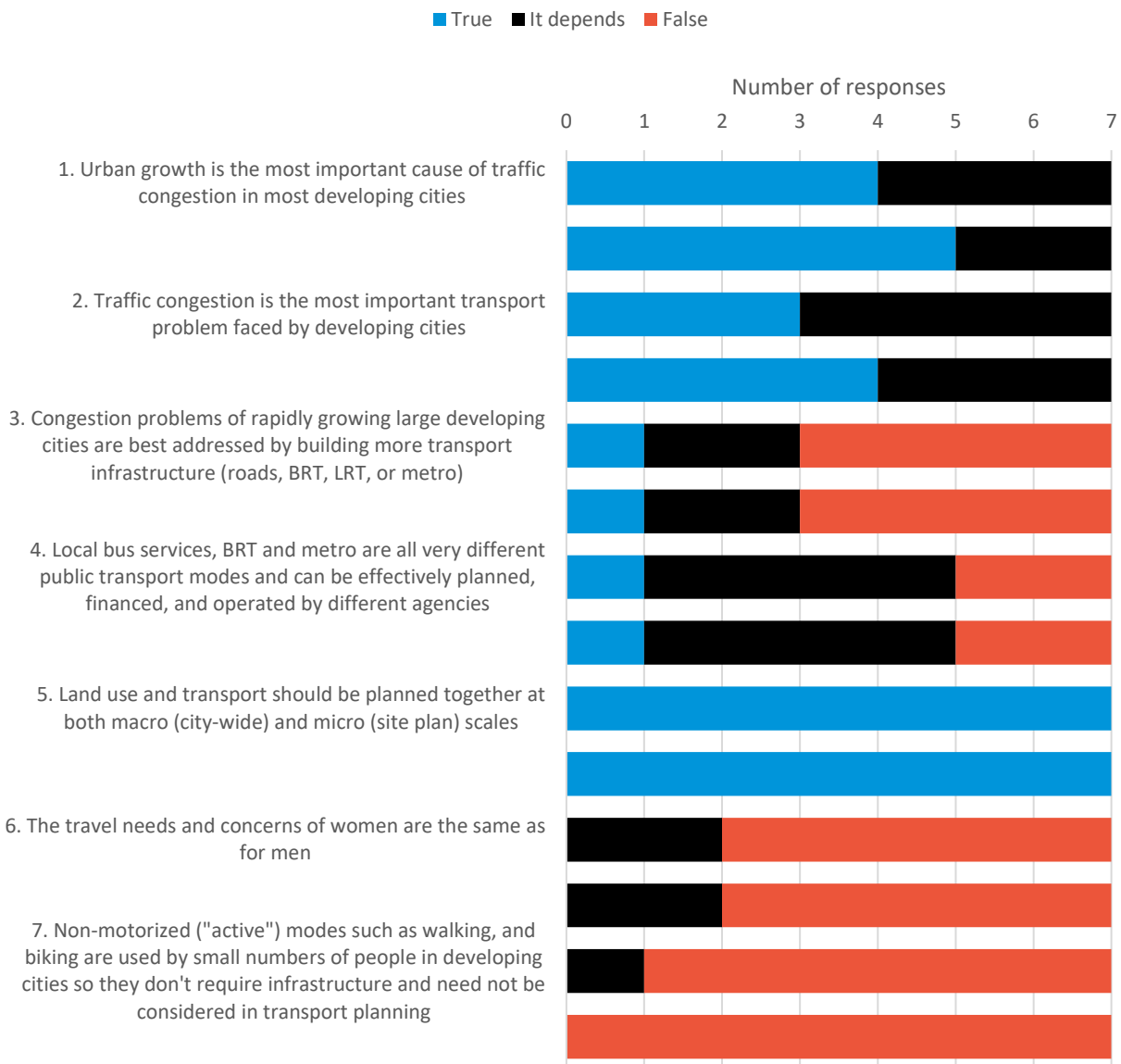
Personal email: _____





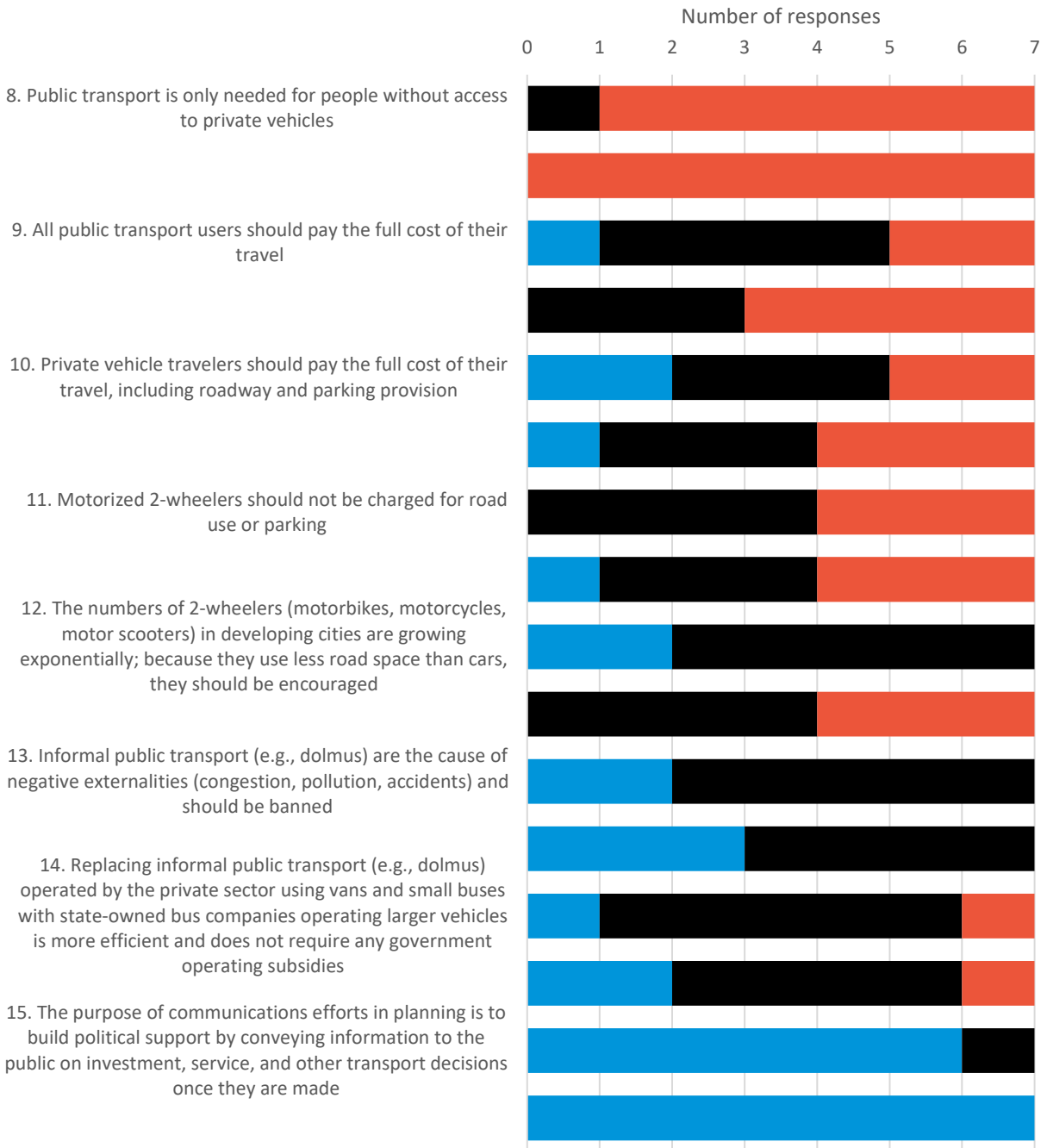
Annex 2. Comparison of pre- and post-workshop survey true-false statement exercise

Both the pre- and post-workshop surveys included a true-false exercise consisting of 15 statements about urban transport planning. For each of the statements, respondents were asked to indicate if it is always "true", always "false", or "it depends" on context. The following two graphs show the distribution of responses on these items for the 7 respondents who completed both surveys. For each statement, the top bar represents the distribution of responses from the pre-workshop survey, and the bottom bar represents the distribution of responses from the post-workshop survey.





■ True ■ It depends ■ False





Annex 3. Organizing team

LUTP team



Georges Bianco Darido, Lead Urban Transport Specialist, co-TTL LUTP program



Arturo Ardila-Gomez, Lead Transport Economist, co-TTL LUTP program



Joanna Moody, Consultant, LUTP Program Manager



Laura Piovesan, Consultant, LUTP program



Ajay Kumar, Senior Urban Transport Consultant, LUTP instructor



Sam Zimmerman, Senior Urban Transport Consultant, LUTP instructor

Turkey team for ASA on Sustainable Urban Mobility in Turkey (P175806)

- Sofia Guerrero-Gamez, Senior Transport Specialist, co-TTL
- Murad Gurmeric, Senior Transport Engineer, co-TTL
- Blanca Maria Domine Chust, Consultant
- Lorena Sierra Valdivieso, Consultant
- Ali Bugra Barcin, Consultant
- Joao Rampini, Young Professional

Guest speakers

- Dr. Goktug Kara, Team Coordinator, Transport Policy and Climate Change, Türkiye, European Commission

Partners and sponsors

This workshop was supported by the European Union and the Korea Green Growth Trust Fund.



This program is funded by the European Union.





People on the streets of Gaziantep, Turkey.

Casal Partiu, 2013, via Flickr CC BY-SA 2.0

<https://www.flickr.com/photos/casalpartiu/37444985470/>