

FOREIGN & COMMONWEALTH
OFFICE

**Global Future Cities Prosperity Fund
Programme Turkey**

Participatory Urban Planning
Implementation Model, Training and
Capacity Development Programme for
Istanbul

M3 Definition and Agreement on the Brief
and Indicators for Monitoring and
Evaluation for the Participation Methods

Annex B: GESI Guidelines

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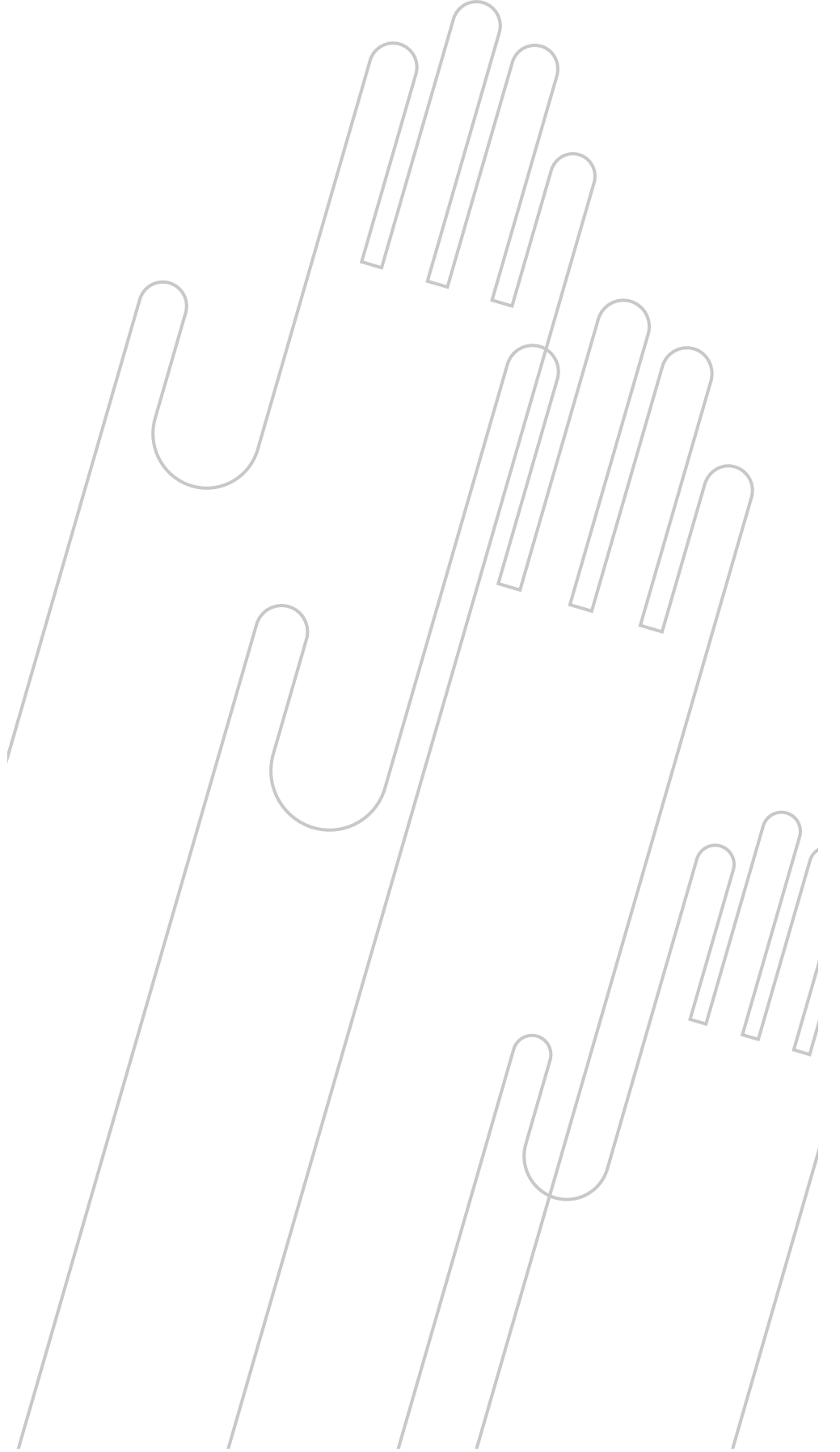
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GESI Guidelines

*for the participatory planning methods to be
piloted in Beyoğlu, Istanbul, Turkey*



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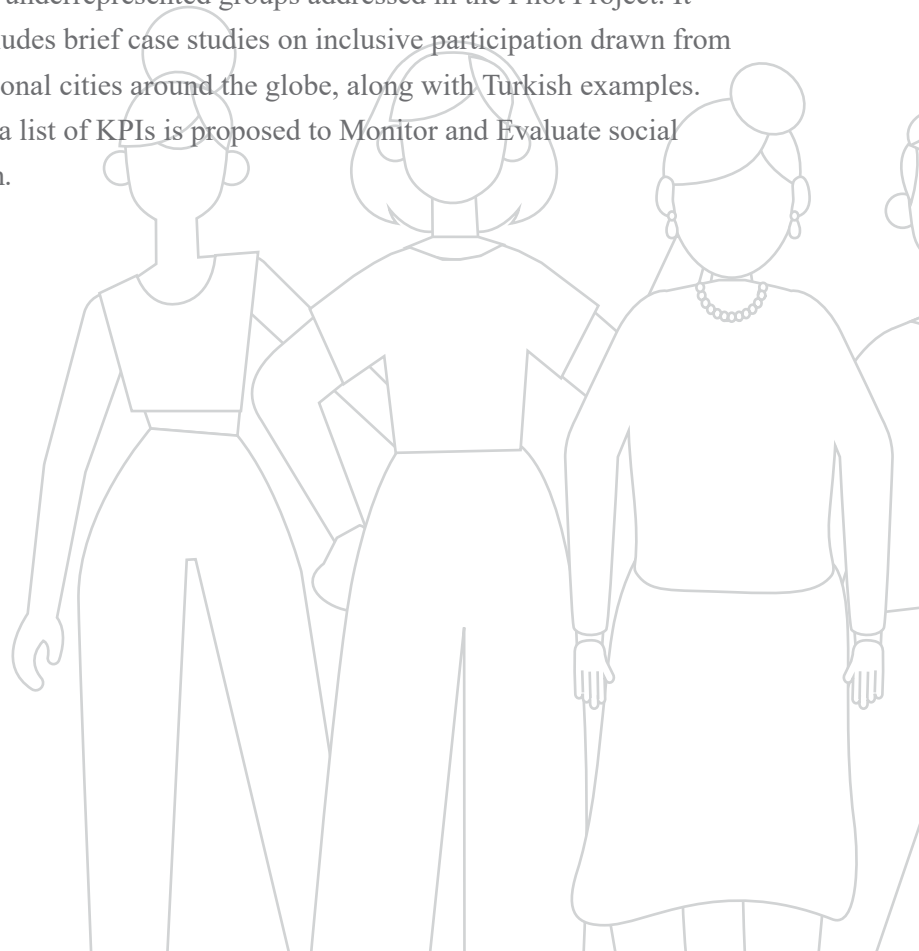
Introduction

“The GESI Guidelines” aim to support the Istanbul Metropolitan Municipality to establish a participatory planning approach for a sustainable, innovative and inclusive urban development.

The GESI Guidelines document has been developed as part of this programme and within the “Global Future Cities Prosperity Fund Programme Turkey”. GFCP is a specific component of the UK FCO Prosperity Fund which aims to bring together world class expertise and knowledge to help Turkey enhance social participation and inclusive urban planning.

To provide a baseline to ensure inclusion we have identified 8 groups of citizens who are traditionally not, or under- represented in planning programmes – at any stage and we believe that focusing on and including these 8 groups will enable the planning team to be confident of inclusive inputs into design and planning and a final produce that will be accessible to all citizens.

This document compiles a summary of checklists for each of the selected underrepresented groups addressed in the Pilot Project. It also includes brief case studies on inclusive participation drawn from international cities around the globe, along with Turkish examples. Finally, a list of KPIs is proposed to Monitor and Evaluate social inclusion.





GENDER EQUALITY AND SOCIAL INCLUSION (GESI)

The GESI approach focuses on the need for action to re-balance the power relations and ensure equal rights, opportunities and respect for all individuals regardless of their social identity.

Source: Adapted from: [International Development Partners Group, Nepal. \(2017\). A Common Framework for Gender Equality & Social Inclusion.](#)

SOCIAL INCLUSION

The process of improving the terms on which individuals and groups take part in society-improving the ability, opportunity, and dignity of those underrepresented on the basis of their identity.

Source: [World Bank website.](#)

UNDERREPRESENTED GROUPS

In the context of engagement, this expression refers to people which are either excluded or not sufficiently represented within the participation process. In the scope of the Beyoğlu Pilot Project, the following eight categories are considered as underrepresented groups: children & youth, women, elderly, people living with disabilities, low income, minorities, visitors and migrants.

CHILDREN & YOUTH

According to the Turkish Statistical Unit TÜİK the young population group includes those under 15 years of age.

Source: [Turkish Statistical Unit TÜİK](#)

The definition of youth expressed in the National Youth and Sports Policy Document that is the legal document determining the framework concerning the youth policy in Turkey covers the youth between the ages 14-29. [8]

Source: [EACEA National Policies Platform \(2020\). Turkey Youth Wiki.](#)

WOMEN

This group is cross-sectoral and includes all female persons, therefore it must be considered with disaggregated data while analysing each of the underrepresented groups.

ELDERLY

According to data by Turkish Statistical Unit TÜİK this group is comprised by population over 65 years of age.

Source: [Turkish Statistical Unit TÜİK](#)

PEOPLE LIVING WITH DISABILITIES

According to the Turkey Disability Survey (2002) performed by the Turkish Statistical Unit TÜİK this group includes people living with orthopedic, visual, hearing, speaking, or mental disabilities.

Source: [Turkish Statistical Unit TÜİK](#)

LOW INCOME (POOR)

According to the Turkish Statistical Unit TÜİK, people in this group can be in a relative poverty situation or they can be at risk of poverty.

Relative poverty

The households having incomes and expenditures below a specified line compared to the general population shall be defined to be the poor in a relative meaning. [Median income 24,199 Turkish liras (\$4,576) in 2018].

Four different relative poverty lines are calculated by equivalised household disposable median income:

- 40 % of median income,
- 50 % of median income,
- 60 % of median income,
- 70 % of median income.

Population at risk of poverty

Households having equivalised household disposable income below these specified lines are defined as the population at risk of poverty.

Source: [Turkish Statistical Unit TÜİK](#)

MINORITIES

Turkey recognises three non-Muslim groups as minorities: Armenians, Rum Orthodox Christians (Greeks) and Jews, as defined by the Lausanne Treaty.

Communities in minorities

The following communities in minorities are not formally recognised: ethnic and linguistic minorities, religious minorities, or LGBTI community members.

Within the scope of the Beyoğlu Pilot Project this group is integrated by both the formally and not formally recognised minorities.

VISITORS

According to the Turkish Statistical Unit TÜİK a visitor is any person travelling to a place other than that of his/her usual environment for less than twelve months for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country of place visited. This definition includes "tourist" and "same-day visitors".

Tourist

Visitor who stays more than 24 hours in the country he/she visits, for the following purpose;

- Recreation (holiday making, cultural and sports event, visiting relatives and others)
- Professional (meeting, government service, work)
- Other (training, study, health, transit passage, miscellaneous).

Same-day visitor

Visitor who spends less than 24 hours and does not stay overnight in the country he/she visit.

Source: [Turkish Statistical Unit TÜİK](#)

MIGRANTS

An umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons.

Source: [International Organization for Migration \(2019\). Glossary on Migration](#)

Underrepresented groups

Children & youth	1.
Women	2.
Elderly	3.
People living with disabilities	4.
Low-income	5.
Minorities	6.
Visitors	7.
Migrants	8.



WHY IT IS IMPORTANT

Children and young people represent the future and therefore the long-term beneficiaries of urban planning. Understanding their needs and expectations is crucial for sustainable urban development and hence providing young people with opportunities to learn about city concepts and to help shape it through participation processes. It is abundantly clear that adopting a child-friendly approach will ensure the creation of cities that work better for everyone now and for many years to come. In the context of Beyoğlu, youth represents 35,38% of the total population.

CHECKLIST

Cultural, social and political context

Currently in Istanbul there is an increasing understanding of the benefits of an engagement of children in urban planning as expressed through the website portal Istanbul Senin, particularly looking at the design of the squares of Istanbul.

Identify local groups and individuals

Have you worked with local representatives of these groups and educational institutions to identify stakeholders which enable an engagement process appealing to children and youth?

There are multiple ways to reach children and young people to engage with them in the planning process. Contacting local groups and institutions is crucial to reach a wider audience, and this can include:

- Educational centres
- Local youth organisations and networks: İstanbul - TOG
- Local sports and activity clubs
- Zemin Istanbul
- Student groups
- Mother Child Education Foundation (AÇEV)
- Beyoğlu Halk Eğitimi Merkezi
- Akbank Sanat Beyoğlu
- Children- Space Social Initiative
- Çocuk Mekân Sosyal Girişimi
- Umut Çocukları Derneği

Test your engagement approach

It is important to consider that certain methods are more engaging for children and youth:

- Learning events
- Gamification
- Opinion polls
- Design charrettes
- Mapping
- Informal conversation (pop up democracy)

Youth can also be empowered to support the delivery of the engagement activities taking responsibilities in facilitating. focus groups, or actively promoting information activities at feedback kiosks. However, it may be relevant to take into account that most feel more comfortable when engaging with peers rather than mixed with older adults.

Communicate effectively

The communication materials designed for participation of young people should include easy language and engaging graphics. Activities targeting children, must be creative and fun. This can include story- telling, and creating contributions using physical or digital tools. In order to generate a better engagement, it is recommended to take advantage of the tools which young people are familiar with such as social media, online tools and music.

Have you communicated consistently and frequently throughout the engagement process through local networks?

Generally, to communicate well with young people, it is necessary to:

- have a clear and true purpose which captures the interest of young people
- provide interesting and surprising information and presentations
- create informal events that are also social, fun, and have frequent breaks
- avoid jargon, acronyms or very technical terms
- build an understanding of their slang

Have you considered how you will demonstrate to young people that their contribution has been useful?

Providing feedback mechanisms on their participation is particularly important when engaging young people. This is especially relevant if it is their first experience in an urban planning

participatory process. If they perceive the value of their contributions, it will encourage them to participate in upcoming engagement activities.

Time and location

Have you considered whether the timing and location of meetings will encourage young people to attend?

When setting up an engagement activity it is crucial to assure that it will be an accessible and safe venue for young people. It is important to consider that events should be organised at reasonable times to maximise attendance and when transport options are available (e.g. public transport or provided by parents).

Have you arranged the time and location of meetings to enable participation of children or youth and that the accessibility is safe?

Working with existing community networks

Have you tapped into community networks, and built the capacity of individuals within those young people's networks to participate in discussions about planning concepts?

Capacity development

Have you considered if young people need support to develop their capacity to participate?

Young people are eager to learn new skills and this is an opportunity to empower them in order to increase public participation. Capacity can be developed in many ways through learning events related to planning concepts or with trainings on how to facilitate conversations with their peers. Engagement activities led by young people can also contribute to increase participation with a train the trainers approach.

Legal requirements

Have you considered if there are any legislative requirements to address as part of your engagement process with young people?

In those participation activities and events addressed to young people under the age of 18 there may be requirements to comply with that must be considered when planning and implementing the participation methods.

INTERNATIONAL CASE STUDY

Youth Engagement Startegy | Toronto (Canada)

Vision

Toronto City Council set up in 1998 the Toronto Youth Cabinet as its official youth advisory body. This youth-led organization promotes participation in civic affairs and policy development among those aged between 13 and 24 who live, work, or learn in Toronto. Aligned to this approach, "The Youth Engagement Strategy" is central to the City Planning's goal of making Toronto the most engaged city in North America on planning issues. It is "a plan made for youth by youth", which envisions a future Toronto where a whole new generation of youth is mobilised to engage in city building.

Source

[Youth Engagement Toronto](#)

TURKISH CASE STUDY

Child Focused "Sustainable Development" Laboratory | Istanbul (Turkey)

Vision

The District of Kadıköy held a Design Workshop in collaboration with TAK and soglab Social Venture Lab, considered as Turkey's First Child Focused on "Sustainable Development" Laboratory. The activity involved 12 students from Kadıköy's environmental schools who took part in a series of workshops along 9 weekends in order to discuss topics such as climate change, poverty, inequality and injustice in the future. They designed products along with their teachers.

Klab Kadıköy Sustainable Development Laboratory, blends Earth Education and Technology together, with a firm belief in the idea that each student has the right to access Qualified Education. "It trains the sustainability leaders of the future who dominate the technology and whose feet are on the earth."

Source

[Child Focused Sustainable Development Laboratory](#)

Additional resources

See [References](#)



WHY IT IS IMPORTANT

Any city or country which fails to benefit freely from the skills and wisdom of 50% of their citizens (i.e. women) will develop and grow at a much slower pace than one who does. The participation of Women is therefore extremely valuable to provide a comprehensive understanding of urban planning of more equal access to the city. When planning with a gender equality perspective, there is an increased awareness on all barriers (physical, cultural, and social) which prevent the full implementation of women's rights, especially for those with low-income, and taking care of children and the elderly. In the context of Beyoğlu, women represent 51,31% of the total population.

CHECKLIST

Cultural, social and political context

Any city or country which fails to benefit freely from the skills and wisdom of 50% of their citizens (i.e. women) must consider gender biases. On one hand, the existence of sets of customs, beliefs, and attitudes that still confine women to the domestic sphere; on the other, many women strive to find a balance between juggling their family and profession posing time burdens; and finally, customs that limit their access to credit, employment, education, information. These factors impact women's ability and incentives to participate in public engagement events.

Identify local groups and individuals

Women can enhance their involvement in planning processes through the role of certain associations and community groups where they are supported:

- Women's Human Rights - New Ways Association (LWA-PES)
- KADEV (Women's Labor Assessment Foundation)
- KEİG

Have you worked with local representatives of diverse women groups to make sure that the engagement process provides opportunities for all women to participate?

Test your engagement approach

It is important to consider that certain methods are more appropriate when engaging women because they are convenient in terms of timing and easy

access:

- Information centres (hubs)
- Opinion polls
- Feedback mechanisms

Other methods are suitable because they contribute to the social networking and community support:

- Informal conversations
- Focus groups meetings
- Walk audit

Due to cultural aspects, duties and time constraints, women's participation in meetings is challenging. Providing participation spaces with child-care facilities and good connectivity can increase their attendance. This could be applied to:

- Community councils
- Learning events

Empowering women is essential and is now global best-practice. This can be achieved most quickly by providing opportunities to support engagement process throughout the project lifecycle and ensuring the monitoring and evaluation process considers the importance of gender equality and equal importance for all. These aspects will foster a deeper engagement culture.

Have you considered women's particular needs and motivations to participate?

Communicate effectively

Engagement materials need to use inclusive language. The communication strategy must focus on raising awareness to break through limited connectivity and accessibility.

Have you communicated consistently and frequently throughout the engagement process through local networks?

Have you considered how you will demonstrate to women that their contribution has been useful?

Consideration on how to share the engagement outcomes will be essential to restore confidence and trust in the participation process.

Time and location

Have you considered if timing and location of meetings will encourage women to attend?

Ensuring women's participation is influenced by the timing, accessibility and location of events. Selecting an accessible venue is important and events should take place at times when most women can attend.

Have you arranged the time and location of meetings to enable participation of women, including those with particular needs?

Have you considered the location of the engagement activity and the accessibility is safe for women?

Working with existing community networks

Some district municipalities of Istanbul have signed the European Charter for Equality of Women and Men in Local Life. A special focus must be placed on ensuring that community networks have equal access to and contact with as many women as they do with men to ensure inclusion and fairness.

Have you tapped into community networks, and built the capacity of individuals within those networks in terms of participatory planning?

Capacity development

Have you considered if women need support to build their capacity to participate?

Learning about planning concepts and the rights in the city or soft skills to increase influence in moderation, facilitation or monitoring and evaluation roles is key. These specific skills can increase women's participation and at the same time benefit the whole community.

Legal requirements

Have you considered if there are any legislative requirements to address as part of your engagement process with women?

According to Law No. 6284 on the Protection of Family and Prevention of Violence against Women, all administrative bodies including local governments bear the liability of supporting women and especially the women exposed to violence with orientation, consultancy and aids within the scope of their powers and service structure.

INTERNATIONAL CASE STUDY

Women in Cities International | Global network

Vision

Women in Cities International is a knowledge exchange and action network that works in collaboration with grassroots organizations, urban professionals, governments, and researchers to initiate, transform and engender urban development and urban governance. WICI supports the participation of women, girls and other community actors in all processes of urban development and governance.

Source

[Women in Cities International](#)

TURKISH CASE STUDY

Women's Forum and Local Workshop for Gender Equality in Kadıköy| Istanbul (Turkey)

Vision

In 2015 Kadıköy Municipality organised a women's forum and workshop to develop its Local Equality Action Plan. It was held at Kozyatagi Cultural Center in Kadıköy where the local government, academics, NGOs, women's organizations and women from Kadıköy would come together to generate ideas and express opinions on gender quality. Approximately 200 women from different districts and neighbourhoods of Kadıköy participated. Throughout the Women's Forum, around 40 women spoke out their demands and complaints. During and after the Forum, from various neighbourhoods of Kadıköy, 59 women filled in the optionally anonymous survey forms and put them into "Purple Ballot Boxes" specially designed for the event.

Source

[Women's Forum and Local Workshop for Gender Equality in Kadıköy, Turkey](#)
[Women Friendly Cities](#)

Additional resources

See [References](#)



WHY IT IS IMPORTANT

The elderly people have already contributed positively to the growth of their city and to society, for many years, and their knowledge and experience is extremely valuable in thinking about the future, especially when obtained through participatory urban planning processes. Designing for Ageing Communities also focusing on identifying their specific needs will enable teams to propose strategies to make communities more age friendly. The engagement of the elderly brings light on showing how communities can empower their older residents to live happy and fulfilling lives. In the context of Beyoğlu, elderly represent 8,73% of the total population.

CHECKLIST

Cultural, social and political context

The ageing society aspect is a relatively recent issue in Turkey, therefore the role of local governments to support social policy for elderly is recently being developed.

Identify local groups and individuals

Have you worked with local representatives of elderly groups and those with particular needs to identify stakeholders and to make sure they participate?

Elderly can get involved in planning processes through:

- 65+ Yaşlı Hakları Derneği
- Türkiye Emekliler Derneği

Test your engagement approach

It is important to consider which methods are more appropriate when engaging elderly because they are convenient:

- Opinion polls
- Informal conversations

These methods can be deployed while visiting where elderly live, shop or connecting with existing events or meetings they attend. Elderly also enjoy activities where they can speak to a planner or an engagement professional such as:

- Event (learning events)
- Information centres (hubs)

- Community council
- Focus groups meetings
- Design charrettes

Counting on reliable channels which are always available and do not imply mobility issues is important. For example:

- Feedback mechanisms (Hotline/Phone-in)

Providing information about outcomes may encourage participation in future engagement activities.

Have you considered whether particular groups need more, or less, time to meet?

Elderly have more time available for engagement activities and some enjoy volunteering. This can be an interesting factor to consider when recruiting an organising team for participatory planning activities.

Communicate effectively

Have you considered if this audience has any particular communication needs?

When engaging with elderly people it is essential to include traditional means for communication such as hard-copy materials in larger fonts, strong visuals, face-to-face meetings and displays (kiosks). It is true that some elderly have embraced technology, such is the case of +65 Facebook groups which emerged during Covid19, but most of them do not feel confident using them. Therefore, participatory planning should not depend only on online tools in order to enable older people to contribute and share. Access to information is based on traditional media such as newspapers, radio and television. Generally, it is important to:

- Listen well and be respectful.
- Use plain language, large fonts and colours.
- Consider inviting a support person if required (e.g. a family member).
- Be hospitable, provide refreshments.
- Make sure that electronic equipment, such as mobile phones, radios, televisions and ticket machines have large buttons and lettering.
- Make sure that automated telephone services give clear and slow instructions., repeating messages if necessary.

- Share updates or outcomes after the event.
- Not be patronising.

Time And Location

Have you considered whether the timing and location of meetings will encourage older people to attend?

Elderly people appreciate attending local engagement events during the day and if they include good hospitality. Some elderly have safety, security and mobility concerns which might prevent them from attending late evening engagement events, others may still be active and prefer weekend activities. Participation venues need to be conveniently located, well lit, with access to car parking and public transport. This information should be provided beforehand.

Comfortable seating, temperature and accessibility are essential. It is important to cater for various abilities (e.g. the availability of hearing loops).

Working with existing community networks

Have you tapped into community networks, and built the capacity of individuals within those networks to participate in discussions about planning concepts?

The voluntary centres (Gönüllü Evleri), community houses (Mahalle Evleri) and the Senior Citizen Assembly (Kıdemli Yurttaşlar Meclisi) in Kadıköy Municipality are examples of bottom up models which enable older residents to participate actively in the decision making processes of their neighbourhood.

Capacity development

Have you considered if elderly people need support to build their capacity to participate?

Helping elderly people to develop the skills to participate in the engagement process could help to maximise their participation. Digital trainings engaging young volunteers to help older people learn new tools are becoming a popular multigenerational approach with mutual benefits.

Legal requirements

Have you considered if there are any legislative requirements to address as part of your engagement process with elderly people?

INTERNATIONAL CASE STUDY

Age-friendly neighbourhoods | Manchester (UK)

Vision

Manchester Age-Friendly Neighbourhoods is a partnership between Manchester School of Architecture, Southway Housing Trust, Manchester City Council and other community groups, aiming to reduce social isolation among older people and promote civic participation. Active across four neighbourhoods, the programme awards small neighbourhood grants for projects such as accessibility improvements, dementia-friendly audits, and other upgrades. It also conducts community-engaged research into the experience of the elderly, and shares the resulting feedback and insights to broaden public awareness of existing issues and of how to build more age-friendly neighbourhoods.

Source

[Researching Age-friendly Neighbourhoods- Public Engagement](#)
[Researching Age-friendly Neighbourhoods - Social Sciences Manchester](#)

TURKISH CASE STUDY

Elderly participation activities in Kadıköy | Istanbul (Turkey)

Vision

The voluntary centres (Gönüllü Evleri), community houses (Mahalle Evleri) and the Senior Citizen Assembly of Kadıköy Municipality show bottom up governance model because they enable older Kadıköy residents to participate actively in the decision making processes related to their neighbourhood. Providing voluntary work and employment options for older people has an impact on their civic engagement and political participation. Kadıköy Municipality also organises several seminars and conferences on the issue in collaboration with NGO's and private institutions every year. For instance, they organised an event "Ageing Together: Healthy and Happy Life Festival" in 2017, where they collaborated with 65+ Elderly Rights Association (65+ Yaslı Hakları Derneği), Department of Geriatric from Istanbul University Cerrahpasa Medicine School and Kosuyolu Community Center (Kosuyolu Mahalle Evi).

Source

[Urban Ageing and the right to the city: experiences of elderly in Kadıköy](#)

Additional resources

See [References](#)

People living with disabilities



WHY IT IS IMPORTANT

Ensuring the inclusion of all members of society in thinking and delivering urban growth strategies is essential and this must include, and be mindful of the very specific needs of people living with disabilities who themselves are best placed to provide highly invaluable insights into the complexities of urban safety and accessibility through their personal and varied experience. Places that city planners consider safe or well-designed can be quite different from a person living with disability – and hence the bringing together of these two groups is far too rare. According to a study, the population of people living with disabilities in Turkey is 7 % including those with chronic diseases.

CHECKLIST

Understand cultural, social and political context

In 2005, Turkey's first Disability Law was adopted. The country signed in 2007 the United Nations Convention on the Rights of the Persons with Disabilities, ratified in 2009. However, due to limited implementation and enforcement, as well as prevailing social stigma, people with disabilities still feel not adequately represented. Istanbul has been working to progress towards being an accessible, disabled-friendly city and improve life participation among people living with disabilities.

Identify local groups and individuals

Have you identified and contacted representatives of local groups that work with, or support, people living with disabilities?

Activate local communities and engage in multi-stakeholder partnerships with persons living with disabilities and older persons, universities, universal design and accessibility professionals, industry and different levels of government through:

- Dünya Engelliler Vakfı
- Zihinsel Engelliler Rehabilitasyon ve Eğitim Vakfı (ZEREV)

Contacting these groups is useful to test the engagement approach and confirm the participation methods are suitable for people with disability, their families and carers.

These groups may also contribute with the promotion of the participation process and organisation of:

- Focus Group Meetings
- Opinion Polls
- Feedback Mechanisms

Test your engagement approach

Have you considered the range of techniques that could be necessary to engage with people with disability? Have you considered this particular group's needs to meet?

When providing opportunities for people living with disabilities to attend events it is important to organise smaller or individual meetings rather than large gatherings to increase their participation.

Communicate effectively

Have you considered the particular communication needs of people with disability attending your meeting?

Barriers to information and communications, including relevant technologies and cultural attitudes, negative stereotyping and stigma contribute to the exclusion of persons with disabilities. Engagement materials need to be well-designed and accessible. Improving accessibility can include using plain language, Auslan or translation interpreting services, hearing loops, captions in digital video, translated materials, and graphics that explain complex concepts in a simple way. Information must be clear and concise, and in an easy format to understand. Presentations and other information might have to be elaborated in alternative format.

Support workers will have to be part of the events, to help with the translation of information and dialogue. It is essential to allow enough time for people with communication and cognitive difficulties to contribute. The language used during the engagement should be respectful. It is important to avoid assumptions about people's abilities or skills – when in doubt, ask the person if they need support.

Time and location

Have you considered the timing and location of meetings will encourage people living with

disabilities to attend?

People living with disabilities normally require additional time to get ready and move to places, therefore these considerations must be taken into account in order to avoid too early or too late activities. Sessions will take longer to cater for the unique needs of a diverse group and hence the accessibility of the venue must be tested in advance to ensure that each event provides all facilities necessary for a disability friendly event. The participation space selection is extremely important when thinking about this target group. Some factors to bear in mind are mobility issues (e.g. wheelchair access), hearing impairment (e.g. the need for an Auslan interpreter or hearing loop), and vision impairment.

Working with existing community networks

Have you tapped into community networks, and built the capacity of individuals within those networks to participate?

The engagement with the networks that support people living with disabilities is vital as they can provide their input to the process and contribute to facilitating the engagement process and the distribution of tailored information.

Capacity development

Have you considered if people living with disabilities need support to build their capacity to participate?

Supporting people living with disabilities develop their skills in participatory planning can maximise their contributions. Their input could benefit in by auditing accessibility in cities and sharing information to raise awareness.

Legal requirements

Have you considered if there are any legislative requirements to address engagement process with people living with disabilities?

The most important step was the adoption, in 2005, of the Law on Persons with Disabilities No. 5378 (“EHK”). In February 2014, the Law was amended by including types of discrimination which were defined for the first time.

INTERNATIONAL CASE STUDY

Local Voices project by Tower Hamlets Council | London (UK)

Vision

Local Voices is a project developed by Tower Hamlets Council along with their local organisation of disabled people - Real. The project is funded by Tower Hamlets Council and run by disabled people. Real facilitates the project on behalf of the Council. This wide-ranging project provides an opportunity for local people living with disabilities to influence local decisions that affect them and help the Borough deliver better services for disabled people and people with long-term health conditions. There is a network where they can participate in and regular events and activities to keep people engaged. The project is run by a steering committee made up of people from Tower Hamlets who are disabled or have long-term health conditions.

Source

[Disable people working together for real choices](#)

TURKISH CASE STUDY

EDUCEN project case study experience | Istanbul (Turkey)

Vision

The project focused on ensuring disability inclusiveness in a disaster preparedness programme. In order to provide disaster preparedness messages to all audiences, the Turkish Search and Rescue Association (AKUT) undertook an innovative field action in Istanbul as part of the European Disasters in Urban Centers Project (EDUCEN). AKUT is Turkey's oldest and largest non-governmental, volunteer rescue organization with two main activities. The idea was to integrate the experiences, knowledge and skills of people with disabilities into the training content, as well as to detect any cultural pattern specific to different disability groups that could be instrumental in increasing their resilience. This required the design and implementation of a collaborative, inclusive field action. In partnership with six NGOs. They reviewed existing training modules and modified their content and format. Specific information concerning people with disabilities was added to it, thanks to feedbacks from their partners.

Source

[EDUCEN project case study experience](#)

Additional resources

See [References](#)



WHY IT IS IMPORTANT

Engaging with low-income people is important to understand the situation experienced by individuals or families within the community that are financially vulnerable, homeless or underrepresented. Their contributions are invaluable in terms of opinions and observations that

not only improve the participatory planning process as a whole, but also shape a successful city with opportunities for all. In Beyoğlu the neighbourhoods in the west and the north-west show residential areas with low socio-economic conditions, poverty and deprivation. Recently, Beyoğlu has been immersed in urban renewal projects in deprived areas and experienced gentrification in certain neighbourhoods (Galata, Cihangir, Tarlabası, etc.).

CHECKLIST

Cultural, social and political context

Low-income people face many barriers which prevent them from having a say in urban development activities. Urban planners and developers must make an effort supported by adequate policies to overcome these obstacles to this often 'invisible' group.

Identify local groups and individuals

Have you identified and contacted representatives of local groups that work with, or support, underrepresented and homeless people?

Low-income people can get involved in planning processes through the support of:

- Tarlabası Community Center (TTM)
- İstanbul Hepimizin
- Çotun Çorbada Tuzun Olsun Derneği

Contacting these groups is important to reach the low-income people who are already working with them to learn about their needs. This also contributes in identifying institutions and mechanisms to bring opportunities and resources back to the low-income communities.

Test your engagement approach

Low-income people are motivated to participate if they believe their interests will be addressed. Often this implies the expectation of receiving a paid

reward. Successful participatory projects, are based on identifying incentives through participatory processes that support and encourage participation. It is important to provide activities where participation is free (e.g. Freecall telephone, free internet access to access online materials or engagement techniques, or free transport to events):

- Learning event
- Feedback mechanisms (Hotline/Phone-in)
- Information centres (hubs)
- Community council

Opportunities to meet during a mealtime, and provide a light meal or refreshments are appreciated:

- Design charrette
- Mapping
- Walk audit

It is also essential to consider whether there are trust issues for some individuals and so smaller engagement groups are preferable options:

- Informal conversations
- Focus groups

Communicate effectively

Have you considered the communication needs of low-income people?

Generally, to communicate well it is important to:

- Be aware of literacy and numeracy levels.
- Provide both written and oral information and enable two-way engagement in two formats.
- Avoid jargon and unfamiliar acronyms and explain technical terms.
- Be careful not to use language that stigmatises or alienates individuals.
- Make the most of word of mouth recruitment.

Time and location

Have you considered whether the timing and location of meetings will encourage low-income people to attend?

Meeting locations need to be welcoming and convenient. Familiar community spaces for informal conversations may be appropriate to start

building trust in the participation process.

Working with existing community networks

Have you tapped into community networks, and built the capacity of individuals within those networks to participate?

Community networks can contribute by providing access to their facilities, meetings and events facilitating engagement with low-income people. Once the participation purpose is clear to community leaders, they can identify appropriate locations for accessible participation, times suitable for ample participation, and any other requirements.

Capacity development

Have you considered if people with low-income need support to build their capacity to participate?

Helping low-income people to develop the skills to participate in the engagement process can help maximise their participation and also empower them for better life opportunities. Engaging and building the capacity of the residents of low-income neighbourhoods, and strengthening their social networks is therefore an essential pillar.

Legal requirements

Have you considered if there are any legislative requirements to address as part of your engagement process with low-income people?

Within the scope of the Law No.5162 that underlines "the prevention of shanty settlements in our cities in cooperation with local authorities and the transformation of the existing shanty settlements" in the Emergency Action Plan of the program of the 58th Turkish Government and the regulations adapted in 12.05.2004, TOKI has been assigned to be in service in the urban renewal projects and has been carrying out its projects in this sense.

INTERNATIONAL CASE STUDY

Collaborative mapping with NGO TETO | Sao Paulo (Brazil)

Vision

The work led by the NGO TETO in Sao Paulo is as an example of obtaining reliable spatial information in the low-income communities. A collaboration between voluntary workers and residents was set to draw maps that represent as accurately as possible the constructions (including shacks) situated in these socially vulnerable areas. In the beginning the maps were simply as communication tools to indicate, approximate circulation spaces and also the households that should receive priority assistance. With the integration of open-source GIS technologies and with more precise surveys, these maps are contributing to the creation of an extensive geo-database containing information collected at the individual level of each household, with the ambition to follow the socio-economical evolution of these communities, and to support decisions for infrastructural projects. This task was done through the inhabitants' approval and collaboration. Having open dialogue and presence in the mapped communities was fundamental.

Source

[Mapping Informality: a Participative Experience in São Paulo, Brazil](#)

TURKISH CASE STUDY

Tarlabası Urban Renewal Project | Istanbul (Turkey)

Vision

The recruitment of Kentsel Strateji as conciliation manager implied an essential change in the planning approach to the project, from a topdown decision-making process towards an attempt at participatory planning. Kentsel Strateji designed a Strategic Social Plan, which, for the first time in the whole process, included all stakeholders, and consequently, all residents of the area. The SSP vision is specifically focused on "seeing the Renewal Project as an 'Opportunity for Economic and Social Development' for those who live in the project area below the deprivation and poverty line" (Kentsel Strateji Ltd. Sti. 2008, p.15). This was an attempt to improve participation, but it was not legally binding.

Source

[Dimensions of Urban Re-development: The Case of Beyo lu, Istanbul](#)

Additional resources

See [References](#)



WHY IT IS IMPORTANT

Guaranteeing the engagement of minority groups in the urban planning process is essential to enhance the value of diversity that a city like Istanbul can offer. Bringing mainstream and community minorities on board at the very earliest stages of an urban planning process is very likely to enhance the creative approach. In Istanbul, culturally and linguistically diverse communities provide a wealth of skills, experience and perspectives that enrich its society and have contributed to make it the diverse city it is. More precisely, Beyoğlu is the most diverse district in Istanbul.

CHECKLIST

Cultural, social and political context

Beyoğlu is the historic root of the cosmopolitan legacy spatially hosted by different civilisations, ethnicities, cultures, languages and religions. From a legal point, defined minorities are Jewish, Armenian and Rum (Local Greeks-literally Romans) in Turkey. Roma people, and migrants from Caucasia and the Balkans (muhacir) as well as Kurdish, and Assyrians live in Beyoğlu.

Identify local groups and individuals

Have you identified and contacted community organisations and representatives that work with, or support, people from culturally and linguistically diverse backgrounds?

Engaging with multicultural organisations and community leaders enables seeking advice and identifying which approach is most appropriate when planning participatory planning and communication strategies.

- The Istanbul LGBT+ Solidarity Association
- Anadolu Kültür
- SPOD (Social Policies, Gender Identity and Sexual Orientation Studies Association)
- Alevi Thought Centre
- Sıfır Ayrımcılık Derneği

Test your engagement approach

Have you considered whether particular groups need specific settings to meet?

Often, people from culturally and linguistically diverse backgrounds experience barriers

when engaging with the government and other communities. It is important to realise their needs. When interacting with these groups and other community participants which might have different values, it is important to consider whether potential conflicts might arise. This will require a preliminary analysis of group interactions. It is suggested to tailor methods towards creating a safe space for participation through:

- Informal conversations
- Mapping
- Walk audits
- Focus groups

Once trust has been enhanced with community touch points, certain methods can be more effective on the long term by:

- Feedback mechanisms
- Opinion polls
- Learning events

The participatory planning should also break barriers between communities by finding common ground and institutionalising the representation of different minority groups in more permanent structures such as the Community council.

Communicate effectively

Have you considered if this audience has any particular communication needs?

Culturally diverse community groups and individuals may have varying levels of experience in public engagement. Building trust with minority communities is essential. This requires valuing honesty and respect as some of the most important elements in the specially crafted messages. Adding multilingual features might be considered.

Time and location

Have you considered whether the timing and location of meetings will encourage people from minorities to attend?

Special attention must be put when choosing venues that will not exclude particular communities. Creating spaces of interaction and contact with a focus on participation activities may be efficient. Timing of activities should not coincide with festivals, holy days, or prayer times by taking

into account cultural differentiations within Christianity, Judaism, Islam which are important specifically for Beyoğlu. Roman Catholic, Eastern Orthodox, Occidental Orthodox, Protestant churches also differ according to the same communities. Jewish community has Ashkenazi, Sephardic, Romaniot, Karaim traditions in Beyoğlu hosted by the Chief Rabbi of Turkey. Beyoğlu is one of the special places for Sufi Islam tradition (such as tekke, dergah, mevlevihane) which has different ceremonial, ritualistic and traditional characters.

Working with existing community networks

Have you tapped into community networks, and built the capacity of individuals within those networks to participate in discussions about planning concepts?

There are minority community organisations which are well established and consolidated. Enhancing the links between these groups for a more continuous involvement with them in the local government can be very positive. They may provide the social, cultural and political context in relation to the targeted community group and help promoting events through their networks and identify stakeholders, multicultural media networks, and community leaders who can support in the participatory planning process. They are not officially listed in documents nor properly registered. Learning about them requires visiting the minority groups and talking with them.

Capacity development

Have you considered if minorities need support to build their capacity to participate?

This can be made counting on networks of volunteers and "train the trainers" approach, with a specific focus on mediation techniques.

Legal requirements

Have you considered if there are any legislative requirements to address as part of your engagement process with minorities?

The laws related to minority rights in Turkey are based on Articles 37-44 of the 1923 Treaty of Lausanne, under the title "Protection of Minorities".

INTERNATIONAL CASE STUDY

ToCOre | Toronto (Canada)

Vision

A set of 16 culturally sensitive "avatars" were created to represent lived experiences within the multicultural city and stimulate dialogue. The avatars helped residents reflect on their own relationship to Downtown and share their feedback with the City. This feedback was then used to ensure the City's vision and strategies.

Source

[Community Engagement Toolkit](#)

[TOcore: Downtown Stories](#)

TURKISH CASE STUDY

Tarlabası Community Centre/Tarlabası Toplum Merkezi (TTM) | Istanbul (Turkey)

Vision

The TTM is one of the first and most successful non-profit organisations providing support to the inhabitants of Tarlabası. Its main success has been its ability to reach the social groups that receive limited attention. The Centre brings together different segments of the society, including those of different religions, sexual identities and social groups, who are unable to express their problems. The enthusiasm of the volunteers, employees and members of the TTM administrative board have been vital to the success of the Centre, as overcoming the problems of the underrepresented groups depends greatly on the energy and passion of those involved.

Source

[Tarlabası Community Centre \(TTM\)](#)

Additional resources

See [References](#)



Visitors

WHY IT IS IMPORTANT

ICOMOS, is a non-governmental international organisation dedicated to the conservation of the world's monuments and sites, recognises that tourism can help fund heritage conservation, stimulate commercial activity and promote the maintenance of urban services. Therefore, tourism can play an important role in conservation since it increases people's interest for its culture and improves the city's branding, while generating a greater identity and well-being within the local community. Istanbul attracts visitors interested in its heritage, but in business and healthcare services. For these reasons, engaging visitors in the participatory urban planning process can be very beneficial. Istanbul is one of the main tourist destinations in Turkey, being the second city with 12.5 million visitors.

CHECKLIST

Cultural, social and political context

For 2023, the visions of Istanbul have focused on tourism, finance and knowledge. Consequently, the number of tourism shareholders or service providers, has increased. Furthermore, there has also been an increase in tourism audits and controls, in information access and sharing. However, Beyoğlu due its strategic location on the European side of Istanbul and its proximity to the Historic Peninsula has always experienced a constant flow of international visitors.

Identify local groups and individuals

Have you identified and contacted tourism and cultural organisations and representatives that work with, or support, visitors from culturally and linguistically diverse backgrounds?

Engaging with tourism and cultural organisations allows to seek advice and identify which approach is most appropriate when planning the engagement and communication strategies with visitors.

- Consulates
- Congress centres
- Hotels, Tourism related Businesses and Investors Association
- Mimar Sinan Fine Arts University
- İstanbul Modern Art Museum
- BEYDER (Beyoğlu Entertainment

Association)

- Association of Businessmen
- Turizm Platformu

Test your engagement approach

Visitors have diverse cultural and linguistic backgrounds. It is important to listen and understand visitors. This requires a good analysis of visitors' profiles, much deeper than just collecting the usual information on the place of origin and age, but also considering other socio-demographic variables and behavioural details. Follow up engagement is also important in order to foster transformative experiences.

Have you considered whether visitors need less time to meet?

Visitors generally count with scarce time to participate. So, observation of their interactions with temporary interventions provides data about users' desires for urban engagement and the adaptability of public spaces. Studies show the potential of temporary installations to test hypotheses and design possibilities, and thereby inform larger permanent urban design projects. In this case, the following methods, which must be multilingual, are suitable:

- Informal conversations with pop-up events
- Opinion polls
- Mapping
- Information hubs
- Feedback mechanisms
- Gamification

Communicate effectively

Have you considered if this audience has any particular communication needs?

Demonstrating respect is one of the most important elements when communicating. The emergence of new digital technologies can be very beneficial since visitors usually plan their experiences in advance before arrival. A multilingual approach is of utmost importance. Making it something memorable and entertaining is fundamental.

Time and location

Have you considered whether the timing and location of engagement will encourage visitors to participate?

The visitors' experience tends to move in a relatively fast pace in comparison to the rhythm of locals. Being mindful of their short stay and busy agenda is essential. Maximising the interaction at events which coincide with festivals, shows, conventions can be easier. Certain places such as tourist information offices, convention centres, museums, cultural hubs, and public spaces are key for participation. Museums can be an interesting location since they are open, transparent and accessible, these are all features of good participation. Furthermore, they are places where both visitors and locals can interact on engagement activities with urban planners and architects.

Working with existing community networks

To increase impact, museums could:

- Act as a centre for associations and local actors involved in the conservation and valorisation of local cultural heritage.
- Mobilise and support volunteers.
- Work with networks of other museums or cultural and social institutions.
- Pool some inputs and resources with other cultural or local institutions.

Capacity development

Have you tapped into community networks, and built the capacity of individuals within those networks to participate in discussions about planning concepts?

Museums have increased their educational role among young people and adults. They can become allies when:

- Working to build capacity and improve the visitors' participation experience.
- Supporting a balance between meeting the needs of local audiences and visitors.

Legal requirements

Have you considered if there are any legislative requirements to address regarding visitors?

Law No: 2634 for Encouragement of Tourism.

INTERNATIONAL CASE STUDY

UK Museums and galleries | London (UK)

Vision

Many museums and galleries in the UK have built on the transformative and educational potential of their core collections, creating new initiatives and experiences for people. The case studies reveal that museums play a significant role in supporting, consolidating and acting as a sounding board to the UK's diverse cultures. For example, the London Knowledge Quarter, conceived in 2014, is a network of 86 partner organisations, employing over 60,000 staff, located inside a one-mile radius in London's downtown. Members, which work together for better results, range from universities to primary schools, corporations to community groups, and large museums to small arts start-ups.

Source

[Museums and galleries: Creative engagement](#)

TURKISH CASE STUDY

Talimhane; Heart of Tourism and Economics in Beyoglu

Vision

A set of tools was established for the purpose of recording people's opinions regarding the area. Initially a set of questionnaires was developed to understand the current situation in Talimhane in terms of tourism and the socio-economic situation. The target groups were generally divided into people who lived around the area, tourists, and people who did not live around the area. One hundred and twenty questionnaires were distributed, and the response rate was nearly 40 per cent for the first target group, 40 per cent for tourists and 20 per cent for the last target group. The main questions focused not only on the subjects of economy and tourism, but also on Talimhane's relationship with its surrounding areas, especially Taksim Square.

Source

[Dimensions of Urban Re-development: The Case of Beyo lu, Istanbul](#)

Additional resources

See [References](#)



WHY IT IS IMPORTANT

The New Urban Agenda provides principles towards “the right to the city”, which protects migrants’ rights in that process. Urban planning and practices are demanding innovative ideas to turn the migrant crisis into an opportunity. This explains why engaging with migrants can be beneficial.

In the case of Istanbul only the Syrian registered refugees represent 3.28% of the total population.

CHECKLIST

Cultural, social and political context

Beyoğlu hosts immigrants from the Middle East and North African countries, including Iran, Iraq, Afghanistan, Nigeria and Syria. People escaping war conditions can live in Turkey, although they are not given refugee status or citizenship since it is thought this will be a temporary situation.

From local authorities, the main challenge concerning refugees are language differences, unemployment and housing. From the locals’ view they express security concerns, rent increases and incompatibility.

International migrants tend to live in inner city areas where they can create social and cultural networks. Illegal immigrants, generally live in deprived neighbourhoods with low living standards.

Identify local groups and individuals

Have you identified and contacted NGOs, organisations and representatives that work with, or support, migrants from culturally and linguistically diverse backgrounds?

Engaging with migrant support organisations and community groups is important to seek advice and identify which approach is most appropriate when planning engagement and communication strategies with migrant groups.

Apart from counting on the Ministry of Family and Social Policies, the recently created IMM Migration Unit, Red Crescent or NGOs’ community centres can inform urban refugees, provide training and courses, and help understanding their

problems. Some of these entities are:

- ASAM Istanbul Initiative (Association for Solidarity with Asylum Seekers and Migrants)/
- The Migrants’ Association for Social Cooperation and Culture (GÖÇ-DER)
- Istanbul Bilgi University Center for Migration Research
- Ardiç Dayanışma Derneği
- Istanbul Life Skills Development Center (Sgdd Istanbul Dolapdere Representative)
- Yereliz
- SGDD (Association for Solidarity with Refugees and Immigrants)

Test your engagement approach

Have you considered whether particular groups might need more time to meet?

Migrants from diverse backgrounds experience barriers when engaging with locals due to their status. It is important to be mindful on this and develop harmonising engagement approaches.

Considering many migrants count on mobile phones, the following methods might be suitable for their engagement with multilingual support:

- Information centres (hubs)
- Gamification
- Feedback mechanisms

Bringing a special facilitator/moderator on board could create an inclusive environment for all migrants to participate in:

- Focus groups meetings
- Opinion polls
- Informal conversations
- Mapping
- Walk audit

Communicate effectively

Have you considered if this audience has any particular communication needs?

Language is the main barrier, therefore, considering multilingual tools and translation support is crucial. Building trust with is essential.

Community groups value honesty and respect; therefore, demonstrating respect is one of the most important elements in planning engagement.

Time and location

Have you considered whether the timing and location of engagement will encourage migrants to participate?

The place should be chosen in a neighbourhood where migrants are living. Participation can take place in a room of a local NGO, in a common space found with the help of the muhtar, or in a space where migrants usually gather. The place should have a door for privacy, and comfortable seating arrangements. Participation should be no longer than two hours.

Working with existing community networks

Have you tapped into community networks, and built the capacity of individuals within those networks to participate in discussions about planning concepts?

There are community organisations that have established relationships with migrant community groups and are continuously involved with them. These organisations may help promote events through their networks and identify stakeholders and leaders who can support in successful engagement with the community.

Capacity development

Have you considered if migrants need support to build their capacity to participate?

Certain training on soft skills can become useful for a better participatory planning process.

Legal requirements

Have you considered if there are any legislative requirements to address as part of your engagement process with migrants?

The Law on Foreigners and International Protection (No. 6458), adopted in 2013, aimed to strengthen the institutional capacity regarding immigration and international protection.

INTERNATIONAL CASE STUDY

City-wide slum upgrading programme | Medellín (Colombia)

Vision

A first principle is participation, self-organisation and upgrading of migrants, refugees and internally displaced communities. The achievement of planners working together with migrant communities through participatory approaches is remarkable. It requires a proper methodology adapted to the specific context. Participatory planning has the capacity to engage communities in city-wide slum upgrading exercises based on the wish and possibilities of the communities involved. This gives back human self-respect and value for communities to manage their future, rather than just being recipients of aid. When informal settlements are supported technically and get the right kind of attention from their local governments, environmental risks and potential social conflicts can be prevented introducing strategic activities and infrastructure can minimise such risks, and thus enable much safer and more resilient living conditions in these settlements.

Source

[Migrants and rapid urbanization: A New Agenda for humanitarian and development urban planning?](#)

TURKISH CASE STUDY

Focus group conducted by Support to Life | Istanbul (Turkey)

Vision

Each focus group was comprised of 6-10 participants. The panel of participants was set as homogeneous as possible. Minimal family relations between the participants were recommended. Participants were selected in consultation with muhtars, local NGOs, the networks of Syrians' met during data collection. Although diversity in the group could be hard to accomplish with the refugees from the Syrian Civil War, the evaluator of the Focus Group tried to remain conscious about the backgrounds of the participants and the representativeness of the participants' sample.

The focus groups targeted two categories of people:

- Syrian Adult Males Ages +18
- Syrian Adult Females Ages +18

Source

[Vulnerability assessment of Syrian refugees in Istanbul](#)

Additional resources

See [References](#)

Monitoring & Evaluation KPIs

IMPORTANT CONSIDERATIONS

The following set of Key Performance Indicators (KPIs) targets GESI aspects in order to enable a global Monitoring and Evaluation strategy for the participation process. However, this list is a prompt for discussion in order to develop an agreed selection of final KPIs involving representatives from the different underrepresented groups and local stakeholders.

Once the list has been consolidated, please review it applying the following checklist:

CHECKLIST

Context

Have you identified the objectives in the participation process to determine the list of KPIs?

Have you prepared a baseline using the KPIs as part of the preliminary diagnosis?

Time and location

Have you considered when and where the information to track the KPIs is going to be collected and evaluated?

Identify local groups and individuals

Have you identified the GESI representatives to discuss and agree a list of KPIs?

Working with existing community networks

Have you tapped into community networks who will be collaborating in the Monitoring and Evaluation processes?

Test your indicators

Have you considered any additional KPIs which might be relevant?

Have you set up a disaggregated data framework?

Capacity development

Have you considered if representatives require capacity building in order to deliver Monitoring and Evaluation tasks?

Communicate effectively

Have you clearly communicated how the KPIs will be monitored, evaluated and shared?

Legal requirements

Have you considered if there are any legislative requirements for KPIs data collection?

GESI KPIs

Monitor & Evaluation

Impact level long-term

Underrepresented groups are enabled to participate in the urban planning process

and % of engaged underrepresented people who report greater understanding of participatory urban planning

and % of engaged underrepresented people who know which participatory methods are available

IMM at community level have enhanced relationships with and are more responsive to the demands of underrepresented groups

and % of engaged underrepresented people reporting improved access to public participation as a result of community monitoring

and % of engaged underrepresented people who say they have improved relationships with IMM

and % of engaged underrepresented people who say that IMM are more responsive to their needs

Outcomes mid-term

IMM directorates have mainstreamed GESI in their projects and programmes

and % of IMM supported projects which are GESI sensitive

Underrepresented groups are engaged in monitoring activities within their communities

and % of underrepresented groups actively targeted to be trained as monitors

and % of underrepresented groups volunteering to become a monitor

Underrepresented groups are confident to voice their communities' concerns and needs

of people from underrepresented groups reporting improved confidence at community level towards them

Outputs short-term

Capacity

Improved IMM and CSO staff knowledge and attitudes towards GESI

IMM and CSO partner staff that can describe specific changes they have made to their practice to make it GESI sensitive

and description of cases where IMM and CSO partners staff have applied learning back in the workplace

Resources

and description of external human resources employed to advance GESI

of partnerships with other NGO/CSOs to advance GESI

Operational

of underrepresented participants targeted by the participation method

and % of contributions by the underrepresented groups

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