

**Project Annual Progress Report
2017**

**Capacity Development for
Sustainable Community Based Tourism Project**

Synopsis	2
Section 1: Project Risks and Issues.....	3
Updated Project Risks	3
Updated Project Issues.....	3
Section 2: Output Information.....	4
Section 3: Activity Performance.....	7

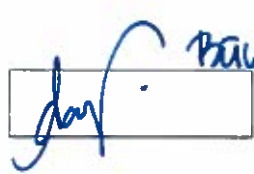
Annexes:

1. Working Group Meeting Notes
2. Project Steering Committee Meeting Notes
3. Destination Management Strategic Review Paper
4. Site Visit Evaluation Report
5. Project Proposal for Ministry of Development 2018 Investment Programme

Acronyms and abbreviations

MoCT:	Ministry of Culture and Tourism
UNDP:	United Nations Development Programme
CBT:	Community Based Tourism
SCBT:	Sustainable Community Based Tourism

For UNDP


Nazife Aysegül KÖPRÜCÜ

For MoCT


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Daire Başkanı

Synopsis

Project ID	00071720
Output Number	00085036
Business Unit	TUR10
Project Title	Capacity Development for Sustainable Community Based Tourism Development Project
Project Partners	United Nations Development Programme, Ministry of Culture and Tourism
Implementing Partner	Ministry of Culture and Tourism
Description	<p>Expected Output: Capacities of Ministry of Culture and Tourism developed for more strategic and effective support for sustainable community based tourism, in partnership with other central and local actors in Turkey in order to increase diversity of tourism activities, expand seasonal concentration and income generation</p> <p>Brief Description: Project aims at developing national and local capacities for planning and implementation of sustainable community based tourism in Turkey. This initiative, which will be nationally implemented by the Ministry of Culture and Tourism will also provide inputs for the Tourism Strategy of Turkey-2023, with a focus on diverse tourism activities and emphasis on alternative tourism initiatives. The expected results of this initiative are:</p> <ol style="list-style-type: none">1- Capacity assessment/preparation of a capacity development response primarily for the MoCT and other relevant actors2- Developed capacities of the MoCT and other actors on legislative environment and provision of support for implementation of sustainable community based tourism3- Replication and strengthening of best practices on sustainable community based tourism in Turkey
Award Period	Start Date: September 2012 End Date: December 2018

Section 1: Project Risks and Issues

Updated Project Risks

Type	Date Identified	Description	Comment or Management Response	Critical Flag
FINANCIAL	Jan 2017	N/A	N/A	N
OPERATIONAL	Jan 2017	Unforeseen delays in the implementation of the project activities and receipt of corresponding outputs.	<p>Due to the security situation and increased security measures especially in the southern provinces as a result of the state of emergency declared by the Government, field visits that has initially been scheduled had to be delayed. Field visits were rescheduled to be realized in October 2017.</p> <p>The project activities were carried out in a consultative process with MoCT, and MoCT's strong will is crucial to carry forward the planned national and international level operational steps.</p>	High
ORGANIZATIONAL	Jan 2017	Limited involvement of the project stakeholders.	For closer operational and organizational cooperation the working modalities of existing mechanisms, i.e. the working group, the steering committee and the advisory committee will be re-animated by additional members to the advisory committee, increased frequency of steering committee meetings, and enhanced capacities of the working group in 2017 and 2018.	N

Updated Project Issues

Type	Date Identified	Description	Solution Date	Comment or Management Response	Solution Flag
Operational	Jan 2017	Corrective measures taken in order to respond to the emerging needs and requirements of the main beneficiary and the local stakeholders and mitigation from some operational risks	Feb 2017	Acceleration of the operational procedures i.e. formation of guidance mechanisms and execution of project activities through a hands-on process through these mechanisms will pave the way for sustained impact.	High
Organizational	Jan 2017	The closer cooperation of operational/implementation mechanisms to ensure increased impact of project outcomes	April 2017	Operational and organizational cooperation reinforced through management cooperation mechanisms: a working group, a steering committee and an advisory committee	N

Section 2: Output Information

Project ID	00071720
Output Number	00085036
Project Title	Capacity Development for Sustainable Community Based Tourism Development Project
Project Baseline	<p>The current tourism strategy and legislative framework do not create an enabling environment for sustainable community based tourism, to create strengthened livelihoods</p> <p>1- Tourism diversification is a key aspect of Tourism Strategy of Turkey-2023,</p> <p>2 - No consolidated information available on local tourism initiatives</p> <p>3- Initial consultations started by the MoCT to review the legislative environment and come up with suggestions for change</p>
Indicators	<p>1- Key guidelines available for supporting the development of sustainable community based tourism in Turkey</p> <p>2- Availability of consolidated information on sustainable community based tourism initiatives and projects implemented at the local level, a set of best practice examples available for relevant knowledge building and sharing</p> <p>3- Status of dialogue around sustainable community based tourism related legislation and support systems, etc.</p>
2013 Targets	Draft policy recommendations and guidelines prepared along with a pilot project proposal
2013 Achievements	The project team established and planning and due diligence activities regarding the project activities conducted
2014 Targets	As a result of the capacity assessments both at the local level and national level, policy recommendations and guidelines developed for MoCT and its partners.
2014 Achievements	<p>A project proposal is prepared for a pilot implementation with a SCBT approach in Firat Basin.</p> <p>The project proposal is advocated for at the MoCT and MoD for approval and resource allocation and is pending approval</p>
2015 Targets	At least two activities conducted in support of the recommended sustainable community based tourism policies, and pilot implementation launched in a selected destinations.
2015 Achievements	<p>Sectoral Analysis, Capacity Assessment, Design and Development of Pilot Projects on Sustainable Community Based Tourism in Turkey has been carried out.</p> <ul style="list-style-type: none">- Political and Legal Framework on SCBT has been reviewed.- Screening and mapping of international, national, regional and local financial resources available for the development of SCBT practices and small scale tourism investments (grants, credits, etc.)- Development of innovative financial model recommendations compatible with the national legislation has been developed.- Institutional capacity analysis of ministries (mainly MoCT) and institutions directly or indirectly involved in SCBT initiatives has been carried out.

	<ul style="list-style-type: none"> - Identification of 4 pilot areas/destinations with sectoral representation capacities in terms of SCBT (In cooperation with Technical Consultation Group) has been identified (2 pilot projects for Bursa-Cumalıkızık, 2 pilot projects for Erzincan-Kemaliye) <p>Two study tours were realized for capacity building and network building: Germany and Austria (August 2015) and Italy and France (October 2015)</p>
2016 Targets	<p>Sustainable and community based destination management strategy designed and related toolbox items/toolkits to include implementation guidelines developed. The pilot area for the implementation of destination management strategy identified according to the results of the 4 pilot area action plan/destination reports developed in 2015 in consultation with MoCT. A Project Proposal on Destination Management in Kemaliye developed and presented to Ministry of Development for 2017 Investment Programme.</p>
2016 Achievements	<p>An action plan has been designed for the operationalization of SCBT initiatives in Turkey, building on 2015 outputs, underlining accessible and sustainable community based tourism and how to enable sustainable livelihoods through tourism. Erzincan-Kemaliye has been selected as the pilot area for the implementation of destination management strategy.</p> <p>A scalable “destination management” toolkit pack for capacity development in identification and decentralized management of SCBT destinations has been initiated.</p> <p>Capacity development/training toolkits to include ToTs based on the needs analysis has been initiated.</p> <p>A study visit organized to a successful SCBT example and new communication channels established and maintained.</p>
2017 Targets	<p>A scalable sustainable and community based destination management strategy designed and related toolbox items/toolkits to include implementation guidelines in Erzincan-Kemaliye as a pilot destination developed.</p> <p>A destination web portal developed for Kemaliye to network its cultural & creative tourism offer and create a dynamic link with its growing niche market.</p> <p>Building on previous year’s outputs, the reports such as Innovative Financial Model Development for SCBT Projects in Turkey; Global Experiences and Best Practices on Sustainable Tourism; Legal Framework for Sustainable Community Based Tourism, revised and published.</p> <p>A guideline for small and medium sized tourism initiatives within the scope of financial and legal context prepared.</p> <p>An event organized for the adoption of 2017 as the International Year of Sustainable Tourism for Development and related networking activities maintained.</p>
2017 Achievements	<p>Design of a scalable sustainable and community based destination management strategy and related toolbox to include implementation guidelines in Erzincan-Kemaliye as a pilot destination has been initiated. Destination Management Strategic Review Paper for transformative change in Turkey’s tourism industry in order to build sectoral resilience has been prepared considering existing strategic regional plans, public institutions, district and development agency tourism plans against SCBT.</p> <p>Development of a destination web portal for Kemaliye to network its cultural & creative tourism offer and create a dynamic link with its growing niche market has been initiated and will be finalized in 2018.</p> <p>Building on previous year’s outputs, the report on Innovative Financial Model Development for SCBT Projects in Turkey has been revised and will be published in 2018.</p>

	<p>A user-friendly guideline for small and medium sized tourism initiatives within the scope of financial and legal context has been prepared.</p> <p>Preparations for the Conference on Sustainable Tourism for Development has been initiated. Local authorities, universities and NGOs were visited in Izmir for networking and announcement of the conference. The Conference will be organized on the 13th April 2018 in Izmir.</p> <p>A site visit has been organized to Erzincan-Kemaliye on the 5th October 2017 in order to make a needs assessment for the training programs to be organized in 2018. A meeting was realized with the participation of the University, NGOs, local authorities, private sector companies including travel agencies, hotels, restaurants etc. and the action plan prepared for Kemaliye was shared and suggestions and comments were received.</p> <p>As part of the efforts in sustainable community based tourism development, participation was realized to the commission of "Destination Management in Tourism" established within the scope of 3.Tourism Council as well as "Ad-hoc Committee on Tourism" for the preparation process of the 11th Development Plan.</p> <p>A Project Proposal on Destination Management in Kemaliye developed and presented to Ministry of Development for 2018 Investment Programme.</p>
2018 Targets	<p>Facilitate the integration of SCBT action plan and roadmap in Tourism Strategy of Turkey-2023 and provision of thematic and technical inputs for the revision of Tourism Strategy of Turkey-2023</p> <p>Facilitate and maintain Project steering committee meetings, SCBT working group meetings/workshops, Project advisory committee consultations with line Ministries, tourism related CSOs, private sector representatives and Universities</p> <p>Facilitate the identification of best practices/good examples in Turkey (target group: national stakeholders and international organizations-i.e. UNDP and UNWTO)</p> <p>Facilitate the implementation of the destination management strategy and toolkit in the pilot destination (Erzincan-Kemaliye)</p> <p>Implement capacity development/training programs at the pilot destinations regarding best practices of sustainable tourism implementation at local level including a technical visit to a best practice example as well as clustering training workshops in a selected destination.</p> <p>Carry out networking activities to promote community based sustainable tourism through organizing multi-participatory forum/workshop/conference etc.</p> <p>Develop and present the exit strategy/next stage of capacity development response to the Ministry for approval along with an independent project assessment to also state how women will continue to benefit from project results and response.</p>
2018 Achievements	N/A
Final Target	Policy recommendations are prepared and advocated at the Ministry of Culture and Tourism to support community based tourism development.
Project Issues	The start date of the project is September 2012 but the activities commenced in January 2013, proceeded in 2014 and 2015, ongoing in 2016, 2017 and 2018 with updates. For further details please refer to Progress section of Activity 1.

Section 3: Activity Performance

Activity	1.Capacity Assessment at the National and Local Level
Purpose	<p>The purpose of this activity is to conduct a thorough capacity assessment at the national and local level for sustainable community based tourism implementation (incorporating all aspects of sustainable development, i.e. social, economic and environmental concerns integrated)</p> <p>This assessment will be made both at the local level (focusing on 3-4 pilot regions where good experiences and opportunities for learning exist) and national level with the participation of all relevant actors such as line Ministries, civil society, sector representatives, local authorities and Development Agencies. This approach will provide recommendations for various areas such as strategic planning and marketing for strengthened tourism implementation, for legislative measures that are needed, for employment creation and vocational trainings on sustainable community based tourism, governance structures for tourism management. The assessment process will result in a sustainable community based tourism action plan that can be seen as a specific action plan to details and operationalise relevant sections of the Tourism Strategy of Turkey-2023.</p>
Planned Actions for 2013-2018	<ol style="list-style-type: none">1.1 Review Tourism Strategy of Turkey-2023 and facilitate the integration of SCBT action plan and roadmap in Tourism Strategy of Turkey-2023 action plan.1.2 Site visits and consultations with local initiatives (in selected regions/sites representing Turkey)1.3 Prepare site assessment reports including possible models for community based tourism development relevant to Turkish cases1.4 Review the existing rules and regulations of MoCT for small scale new establishments at the local level1.5 Review the existing financial rules and regulations including obligations and exemptions of the small scale tourism initiatives1.6 Continue reviewing legal framework and produce an analysis indicating the gaps and conflicts for development of local level community based tourism initiatives1.7 Produce user friendly guidelines for small scale tourism initiatives including sections of certification, finance etc1.8 Facilitate working group meetings / workshops with tourism related CSOs, private sector representatives, line Ministries and Academia to finalize assessment at the central and local level1.9 Prepare training materials and agenda (including theoretical and on the job components) ready to be used at the relevant departments of Ministries and Universities1.10 Produce a strategy document and an action plan based on the analysis of existing situation for capacity development at the central and local level for community based tourism development including governance structures, diversified certification, monitoring sustainability criteria etc1.11 Make analysis with surveys and site visits, define strategies and objectives for possible destinations with a community based tourism development approach1.12 Analyse funding mechanisms (IPA, GAP, DAs, and Government etc.)1.13 Prepare project documents/strategies for selected destinations and establish a connection with possible funding mechanisms1.14 Develop a destination management strategic review paper that will provide a strategic input for transformative change in Turkey's tourism industry in order to build sectoral resilience1.15 Develop a destination management toolbox including a rapid destination assessment toolkit and implementation handbook for local administrations and stakeholders

- 1.16 Needs assessment for online portal and model proposal based on international best practices and include lessons learned from these practices in the online portal model proposal
- 1.17 Make consultations with line Ministries, tourism related CSOs, private sector representatives and Universities
- 1.18 Facilitate and maintain Project steering committee meetings, SCBT working group meetings/workshops, Project advisory committee consultations with line Ministries, tourism related CSOs, private sector representatives and Universities

Planned actions for 2017

Capacity Assessment at the Central and Local Level

Action: Design implementation team and approach

Action: Facilitate the integration of SCBT action plan and roadmap in Tourism Strategy of Turkey-2023

Action: Develop a destination management strategic review paper that will provide a strategic input for transformative change in Turkey's tourism industry in order to build sectoral resilience

Action: Develop a destination management toolbox including a rapid destination assessment toolkit and implementation handbook for local administrations and stakeholders on;

- Inclusive and decentralized planning for SCBT development and management
- Visitor management
- Networking for SCBT stakeholders
- Product diversification
- Environmental impact

Action: Needs assessment for online portal and model proposal based on international best practices and include lessons learned from these practices in the online portal model proposal

Action: Site visits and consultations with local initiatives (in selected region/sites representing Turkey)

Action: Make consultations with line Ministries, tourism related CSOs, private sector representatives and Universities

Progress

The progress in 2017 can be described as follows:

- An implementation team approach developed and an international expert has been contracted.
- Project steering committee meetings; SCBT working group meeting, Project advisory committee consultations with line Ministries, tourism related CSOs, private sector representatives and Universities facilitated and maintained.
- The working group meeting was organized on the 20th Nov 2017 in order to discuss the recent developments in the project as well as to carry out consultations regarding implementation of the action plan prepared of Kemaliye and the next steps that should be taken (Annex-1: Working Group Meeting Notes).
- The Project Steering Committee has been realized on the 21st November 2017 with the participation of the Ministry of Culture and Tourism, Ministry of Development and UNDP. The progress within the scope of the project has been shared and suggestions for further

implementation were gathered. The project duration was extended until 31 December 2018 without a budget increase (Annex-2: Project Steering Committee Meeting Notes).

- Design of a scalable sustainable and community based destination management strategy and related toolbox to include implementation guidelines in Erzincan-Kemaliye as a pilot destination has been initiated. Destination Management Strategic Review Paper for transformative change in Turkey's tourism industry in order to build sectoral resilience has been prepared considering existing strategic regional plans, public institutions, district and development agency tourism plans against SCBT (Annex-3: Destination Management Strategic Review Paper).
- Development of a scalable "destination management" toolkit pack for capacity development in identification and decentralized management of SCBT destinations has been initiated.
- Development of a destination web portal for Kemaliye to network its cultural & creative tourism offer and create a dynamic link with its growing niche market has been initiated. Need assessment has been carried out. The portal will be finalized in 2018.
- Consultations with line Ministries, tourism related CSOs, private sector representatives and Universities were carried out.
- A site visit was organized to Erzincan-Kemaliye on the 5th October 2017 in order to make a needs assessment for the training programs to be organized in 2018. An interactive meeting was realized with the participation of the University, NGOs, local authorities, private sector companies including travel agencies, hotels, restaurants etc. and the action plan prepared for Kemaliye was shared and suggestions and comments were received (Annex-4: Site Visit Evaluation Report)
- A Project Proposal on Destination Management in Kemaliye developed and presented to Ministry of Development for 2018 Investment Programme (Annex-5: Project Proposal on Destination Management in Kemaliye)

All outputs have been presented to the Ministry for comments and further revision if/where needed.

Other Considerations

Expansion of project impact is foreseen through networking with UNWTO under the 10YFP program as well as within the scope of International Year of Sustainable Tourism for Development. Spinoff projects on specific topics might be possible, such as destination marketing, destination management, visitor management, national/regional tourism inventory, etc.

Activity

2. Capacity Development at the Central and Local Level

Purpose

The purpose of this activity is to prepare a strategy for the emerging areas for improvement with specific actionable points of engagement such as legislative environment, local partnerships, human resources development, promotion, etc. The short-medium term measures to strengthen capacities for better implementation of sustainable community based tourism practices will be implemented in the remaining duration of the project (these action points may include facilitation of working groups for legislation/secondary legislation, high-level dialogue to create an enabling environment for increasing the benefits of local communities from tourism activities, sharing of local and international best practices, study tours, development of promotion strategies, and improvement of human resources development/training capacities on this specific topic).

Planned Actions for 2013-2018

- 2.1 Facilitate working group meetings / workshops with tourism related CSOs, private sector representatives, line Ministries and Academia to develop recommendations for a better legislative, institutional and/or operational framework
- 2.2 Preparation of three to four fully fledged project documents for selected destinations in line with Tourism Strategy of Turkey-2023

- 2.3 Presentation of the improved capacity development activities to the Ministry for approval
- 2.4 Establishing communication with successful examples and organizing working visits
- 2.5 Support initiation and capacity building activities of projects for selected destinations
- 2.6 Develop capacity building and networking proposals for the selected good practice destinations establishing connection with possible sources of funding
- 2.7 Organize an international conference, support networking and experience sharing with international examples, local level examples and policymakers
- 2.8 Facilitate the implementation a scalable “destination management” toolkit pack for capacity development in identification and decentralized management of SCBT destinations.
- 2.9 Facilitate the identification of best practices/good examples in Turkey (target group: national stakeholders and international organizations-i.e. UNDP and UNWTO)
- 2.10 Design and development of specialised marketing tools for SCBT
- 2.11 Develop an innovative financial model for SCBT Projects in Turkey
- 2.12 Develop a user friendly guideline for small and medium sized tourism initiatives on how to start up business.
- 2.13 Promote the contribution of tourism to build more responsible and committed sector through the activities to be carried within the scope of the International Year of Sustainable Tourism for Development 2017.
- 2.14 Implement capacity development/training programs at the pilot destinations regarding best practices of sustainable tourism implementation at local level
- 2.15 Carry out networking activities to promote community based sustainable tourism through organizing multi-participatory forum/workshop/conference etc.
- 2.16 Develop and present the exit strategy/next stage of capacity development response to the Ministry for approval along with an independent project assessment to also state how women will continue to benefit from project results and response.

Planned actions for 2017

Capacity Development at the Central and Local Level

Action: Facilitate the identification of best practices/good examples in Turkey (target group: national stakeholders and international organizations-i.e. UNDP and UNWTO)

Action: Building on last year’s outputs, design and development of specialized marketing tools for SCBT to include

- Knowledge management - how to bring greater visibility to lesser known tourist destinations
- Communication and marketing
- Maximizing visitor demand by enrichment and increased quality of “sustainable” and innovative offers

Action: Develop an innovative financial model for SCBT Projects in Turkey

Action: Develop a user friendly guideline for small and medium sized tourism initiatives on how to start up business.

Action: Promote the contribution of tourism to build more responsible and committed sector through the activities to be carried within the scope of the International Year of Sustainable Tourism for Development 2017.

Action: Establish new communications and maintain 2016’s networks (i.e. visited destinations) and organize technical visits to successful SCBT examples

Progress**Capacity Development at the Central and Local Level**

The following activities specified under the heading of Capacity Development at the Central and Local Level were carried out in 2017.

- Building on previous year's outputs, the report on Innovative Financial Model Development for SCBT Projects in Turkey has been revised and will be published in 2018.
- A user friendly guideline for small and medium sized tourism initiatives on how to start up business within the scope of financial and legal context has been prepared and will be published in 2018.
- Preparations for the Conference on Sustainable Tourism for Development has been initiated. Local authorities, universities and NGOS were visited in Izmir for networking and announcement of the conference. The Conference will be organized on the 13th April 2018 in Izmir.
- New communication channels were established and 2016 networks were maintained and further developed.
- Participation to the commission of "Destination Management in Tourism" established within the scope of 3.Tourism Council as well as "Ad-hoc Committee on Tourism" for the preparation process of the 11th Development Plan as part of the efforts in sustainable community based tourism development.
- Participation to the 3rd EURO - ASIAN MOUNTAIN RESORTS CONFERENCE on "Innovative Strategies for Sustainable Mountain Tourism Development" between 4- 7 April, 2017 in Tbilisi, Georgia. Network has been established with the senior management of UNWTO including the Directorate of Destination Management as well as other important institutions that are active in sustainable tourism management and development. Therefore activities within the scope of the International Year of Sustainable Tourism for Development 2017 were promoted.

Other Considerations:

1. On the basis of the in depth field research in Erzincan-Kemaliye, a new project proposal has been prepared for Kemaliye to develop an appropriate framework for delivering a coordinated sustainable tourism management approach in Kemaliye, incorporating community, public and private sector stakeholders (Annex-5). The Project Proposal on Destination Management in Kemaliye has been presented to Ministry of Development for 2018 Investment Programme.
2. Due to the security situation and increased security measures especially in the southern provinces as a result of the state of emergency declared by the Government, field visits that were delayed in 2016, were realized in 2017.
3. The amended contracts of international experts were terminated due to non-approval of their reports. It has been assessed that none of the deliverables have been submitted in line with the TOR in content. As a matter of fact, a new international expert was contracted in order to carry out the work of destination strategy development, toolkit and web portal.
4. The project duration was extended until 31 December 2018 without a budget increase.