

**CAPACITY DEVELOPMENT FOR
SUSTAINABLE COMMUNITY BASED TOURISM PROJECT
FINAL REPORT
2019**

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1. Global Best Practise Report for Sustainable Tourism Development
2. Ethiopian Study Tour Report
3. MoU with TURSAB

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

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For MoCT


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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 actors 2- Developed capacities of the MoCT and other actors on legislative environment and provision of support for implementation of sustainable community-based tourism 3- Replication and strengthening of best practices on sustainable community-based tourism in Turkey 	
Award Period	Start Date: September 2012	End Date: December 2019
Total Award Amount	USD 654,000	

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Section 1: Project Risks and Issues
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Updated Project Issues

Type	Date Identified	Description	Comment or Management Response	Critical Flag
Organizational	Jan 2019	An experience sharing visit has been arranged for Ministry of Culture and Tourism of Ethiopia with the support of UNDP Ethiopia	The experience sharing visit was focused on cultural tourism, experience-based tourism, craft industry, the relationship between industry and tourism, multi-level partnerships, local and regional socio-economic development, promoting tourism. A series of bilateral meetings was organized with the senior representatives of the government institutions at the central and local level.	N
Organizational	July 2019	MoU signed with TURSAB (The Association of Turkish Travel Agencies) will be used as a platform to disseminate the experience gained in sustainable tourism development	As a continuation of the cooperation with TURSAB, it has been planned to organize sustainable tourism trainings for travel agencies in the next phase (after the closure of the project)	N
Financial	Dec 2019	Closure of the project	The project has been completed.	N

Updated Project Risks

Type	Date Identified	Description	Solution Date	Comment or Management Response	Solution Flag
Operational	Jan 2019	Limited number of corrective measures taken in order to respond to the emerging needs and requirements of the main beneficiary and the local stakeholders	Feb 2019	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.	N
Organizational	Jan 2019	Not existence of an exit strategy for the sustainability of the work carried out within the project.	July 2019	The platform formed with the contribution of TURSAB will be used as an awareness raising mechanism both nationally and internationally.	High




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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 destination.
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. - Identification of 4 pilot areas/destinations with sectoral representation capacities in terms of SCBT (In cooperation with Technical Consultation Group) has been

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	<p>identified (2 pilot projects for Bursa-Cumalıkızık, 2 pilot projects for Erzincan-Kemaliye)</p> <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>

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	<p>Preparations for the Conference on Sustainable Tourism for Development has been initiated. Local authorities, universities and NGOs were visited in İzmir for networking and announcement of the conference. The Conference will be organized on the 13th April 2018 in İzmir.</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>
<p>2018 Targets</p>	<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>
<p>2018 Achievements</p>	<p>Consultations with line Ministries, tourism related CSOs, private sector representatives and Universities were carried out.</p> <p>Building on previous year's outputs, the report on Innovative Financial Model Development for SCBT Projects in Turkey has been published and disseminated.</p> <p>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 revised.</p> <p>A training on sustainable tourism and clustering was organized in Erzincan-Kemaliye on the 19th March 2018 with the participation of the University, NGOs, local authorities, private sector companies including travel agencies, hotels, restaurants etc. The main objective of the training was to create awareness on basic concepts of cluster approach for development and touched on the significance of the relationship between clustering and value chain and inform about best practices of tourism destination.</p>

	<p>A Conference on Sustainable Tourism for Development was organized in Izmir on 13 April 2018. Premised on the fact that sustainable tourism was an important instrument for development, the Conference brought together representatives from the public sector, universities, private sector and civil society. Pursuing an objective of raising awareness on sustainable tourism, the Conference served a platform to share information on activities in the country and international arena, and on contributions of sustainable tourism to development. The Conference featured panel sessions on Sustainable Tourism and Sustainable Development Goals, Innovative Practice in Sustainable Tourism, Sustainable Tourism and Destination Management, Tourism Transformation, Good Practices in Sustainable Tourism, and Future Lies in Tourism.</p> <p>A technical visit was organized to Izmir-Foça in order to experience sustainable community-based practice as part of the "Conference on Sustainable Tourism for Development".</p> <p>A two-day workshop was organized in Kemaliye with 43 participants from civil society organizations, local entrepreneurs, local government, academicians, students, UNDP representatives and experts in October 2018. The aim of the workshop was to introduce the tools of the Destination Management Organisation (DMO) to the key stakeholders in the destination, equip the stakeholders with the skills of applying DMO tools, and draw up a plan in cooperation with the stakeholders in the destination to execute DMO activities in the short-medium-and long term in line with the destination. The workshop covered Destination Baseline Analysis, Destination Management Organisation Structure and Destination Management Planning, the discussions on the possible initial steps in marketing the destination as a tourism tool. A scalable "destination management" toolkit pack for capacity development in identification and decentralized management of SCBT destinations was developed.</p> <p>At the workshop, Kemaliye's existing web-based infrastructure was assessed, and easy steps for effective use of social media were identified. UNDP experts completed their work on the content of an interactive, rich-content and updateable Destination Portal specific to Kemaliye. A destination web portal was developed for Kemaliye to network its cultural & creative tourism offer and create a dynamic link with its growing niche market. The developed design was delivered to the stakeholders in Kemaliye so as to be actualized the portal.</p>
<p>2019 Targets</p>	<p>Facilitate the integration of SCBT action plan and roadmap in Tourism Strategy of Turkey-2023</p> <p>Make consultations with line Ministries, tourism related CSOs, private sector representatives and Universities</p> <p>Revision of the global best practices report on community based sustainable tourism and dissemination of the report.</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>
<p>2019 Achievements</p>	<p>Consultations with line Ministries, tourism related CSOs, private sector representatives and Universities were carried out.</p> <p>At earlier phases of the project, Report on Global Best Practice in Sustainable Community Tourism Development has been prepared and identified the key characteristics of the sustainable community-based tourism model. In 2019, the report has been revised and used as a knowledge product.</p> <p>MoU was signed between TÜRSAB (Association of Turkish Travel Agencies) and UNDP to create cooperation in the field of raising awareness on sustainable tourism as well as</p>

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promoting sustainable production and consumption at local level. This strategic partnership is crucial to shape tourism sector using community-based sustainable tourism approach and contribute to the regional and local economic development. Tour operators, travel agencies could play a central role in mitigation, through their capacity in influencing the whole tourism supply chain, and shape demand patterns. Sustainable tourism trainings for tour operators were planned within the scope of MoU with TÜRSAB. The content of the trainings was drafted.

Participated to EMITT Fair 2019 and networks have been initiated for possible engagements.

An experience sharing visit was organized for Ethiopia Delegation between 10-17th January 2019 to provide technical inputs/support for transforming Ethiopian tourism policy with the participation of senior officials from the Ministry of Culture and Tourism of Ethiopia (including the Minister) and head of Regional Tourism Offices. The experience sharing visit focused on cultural tourism, experience-based tourism, craft industry, the relationship between industry and tourism, multi-level partnerships, local and regional socio-economic development, mechanism for promoting tourism. A series of bilateral meetings was organized with the senior representatives of the government institutions at the central and local level including the Republic of Turkey Ministry of Culture and Tourism, Canakkale Governorship, Provincial Directorate of Culture and Tourism of Canakkale, Edremit Municipality, Sile Municipality, Turkish Cooperation and Coordination Agency, TİKA, TÜRSAB and Anadolu Efes. The field visits to Canakkale, Balıkesir and Istanbul were also organized to examine local level practices of multilevel partnership and local development.

Support has been given to Zero-Waste Guideline Preparation of Ministry of Environment and Urbanization using sustainable tourism development strategies developed that includes promotion of sustainable production within the project.

Participated to the 3rd Istanbul Economy Summit in the context of the effects of climate change on tourism destinations on 5 December 2019. The Summit hosted by TİM (Turkish Exporters Assembly), TÜRKONFED (Turkish Enterprise and Business Confederation) and TÜRSAB (Turkish Union of Travel Agencies) together with the private sector sponsorships. The Presidents, ministers, government officials, bureaucrats, ambassadors of the countries in Turkey and the foreign companies that have investments in Turkey, business people who have strong business networks, the senior executives of innovative companies, young entrepreneurs, senior managers small-medium and large scale companies, NGOs have been invited to the summit as participants and speakers. The goal of the 3rd Istanbul Economy Summit was to create a platform for a discussion on the new world order. Networking activities in the area of sustainable tourism development has been initiated during the summit.

UNDP has participated to panel on cultural heritage and tourism hosted by Jolly Tour in 24 December 2019 as a panelist. Possible partnerships have been discussed during the panel.

Two infographic films were prepared for the promotion and dissemination of sustainable tourism for tour operators and tourists.

Final Target	The project created a great value added to the work on dissemination of community-based sustainable tourism and destination management strategy development. All the materials developed within the scope of the Project including reports, policy recommendations as well as infographic films were handed over to the Ministry.
Project Issues	As a follow up, a new multi-year project has been developed based on the strategies and lessons learned to be submitted to the 2020 Investment Programme. Progress will be followed up in coordination with the Ministry.

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The components of the next phase project that is planned to be implemented in Erzincan-Kemaliye will be as follows:

Component 1: Development of the Destination Management Plan and establishment of the Destination Management & Marketing Organization for sustainable community-based destination implementation. (Year-1)

Component 2: Implementation of the destination management plan (infrastructure development, institutional capacity building, application of pilot projects, and support tools and mechanisms) and promotion and visibility activities (Year-2)

Component 3: Participation in national and international networks, reporting of project results and development of mechanisms and tools in order to ensure sustainability of the established system. (Year-3)

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