

# United Nations Development Programme

Country: TURKEY

## Project Document

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

**UNDAF Outcome(s):**

Outcome 7: Increased opportunities for employment and decent work for all through implementation of equity-enhancing policies, strategies and programmes that promote economic growth, based on competitiveness, increased productivity and corporate social responsibility

**Expected CP Output(s):**

(Those linked to the project and extracted from the CP)

Inclusive programmes for creating jobs and productive livelihoods and improving employability with focus on women, rural and the urban poor and youth that complement sectoral strategies, in place

### Output 1

**Expected Output(s):**

(Those that will result from the project)

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

**Executing Entity:**

UNDP

**Implementing Agencies:**

Ministry of Culture and Tourism

### Brief Description

This 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 (MoCT) 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:

- 1- Capacity assessment/prep. of a capacity dev. 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

Programme Period: 2011-2015

Key Result Area (Strategic Plan) \_\_\_\_\_

Atlas Award ID: \_\_\_\_\_

Start date: September 2012

End Date: September 2015

PAC Meeting Date

Management Arrangements NIM

Total resources required US \$ 800,000\*

Total allocated resources: US \$ 800,000

• Regular (TRAC) US \$ 100,000

• Other:

○ Government TL 1,302,000  
(~ US \$700,000) \*

Unfunded budget: \_\_\_\_\_

GMS (3%) US \$ 21,000\*

In-kind Contributions \_\_\_\_\_

\*The USD amounts reflected here is indicative as the contribution from the GOT will be realized in TL. The TL contribution will be converted in USD by using the UN Operational Exchange Rate on the day of the transfer and reflected in USD in the project budget accounts accordingly.

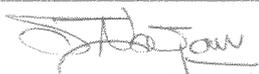
Agreed by the Government of Turkey

  
N. Gökçen KAYA  
Elçi  
Çok Taraflı Ekonomik İşler  
Genel Müdür Yardımcısı  
Özgür ÖZASLAN

Agreed by the Ministry of Culture and Tourism

  
Müstesare

Agreed by (UNDP):

  
Shahid Najam  
Resident Representative

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## I. SITUATION ANALYSIS

Turkey is a middle-income country, with steady growth and employment figures. On the other hand, typical for a middle-income country, Turkey suffers from regional disparities that are reflected in employment, income and human development indicators as well as welfare disparities between rural and urban sectors (TUIK 2009 Poverty study shows that urban poverty is less than 9% whereas poverty in rural areas is almost 39%). Similarly, gender inequalities are also visible in economic sphere (as well as social and political), with women less participating in labour force compared to men (29% women's LFP compared to 72% LFP according to 2011 Household Labour force Survey).

Income generation for all citizens is a continuous priority in all National Development Plans including relevant sections of the 9th Development Plan and will feature in the 10<sup>th</sup> Development Plan to be prepared. Local economic development, entrepreneurship and competitiveness are among priority areas to address development issues including disparities as mentioned above. For this purpose, the government develops policies to strengthen initiatives that aim at local economic development and also supports structures such as Development Agencies to ensure that initiatives are developed at the local level for economic development, building on local competitive strengths. Majority of existing local economic development initiatives developed within this framework prioritize tourism as a sector to develop. For this reason, tourism diversification and tourism capacities (both national and local level) are highly critical. On the other hand, while Turkey is well-known for its growing tourism sector and incomes, sustainable community based<sup>1</sup> is not widespread, and supporting structures for these types of tourism lines are not well-developed. Therefore, capacity to plan, implement and monitor sustainable community based tourism in these areas is needed, both for the Ministry of Culture and Tourism and its partners at the central level, but also for local authorities such as Governorates, Municipalities, Development Agencies, etc. at the local level.

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## II. STRATEGY

The United Nations Development Cooperation Strategy (UNDCS) for the 2011-2015 programming period sets local economic development for decent work for all among one of its priority areas in line with the government priorities. On the other hand, UNDP's Country Programming Document (CPD) sets critical targets for local economic development and livelihoods in various sectors with a view to generate livelihoods and decent work for all including women, youth and poor. Based on the current experience of UN in Turkey for local economic development, tourism is one of the most important sectors as also identified by national and local actors and policy makers. UNDP provides capacity support on these sectors through bringing in global knowledge and experiences and works actively in Turkey since 1950s.

On the other hand, Tourism Strategy of Turkey-2023 prioritizes diversification in tourism activities, in line with the global tourism and development trends. The Tourism Strategy of Turkey-2023 aims at generating employment and income increases for all segments of the society through increases in tourism revenues with a balanced use of strategic natural, cultural, historical and geographical assets and conservation. In this regard, tourism organization and governance, service quality, marketing and promotion, diversification as well as support of new initiatives such as brand cities and tourism corridors. This current strategy at the same time aims at institutionalizing governance structures that allow various segments of the society including CSOs, private sector and local actors into the planning and implementation processes.

UNDP and the Ministry of Culture and Tourism have a longstanding partnership since 2007, focusing on various segments of tourism for local economic development. This partnership is designed in parallel to tourism diversification as mentioned in Tourism Strategy of Turkey-2023 and focuses on rural tourism, cultural tourism and winter tourism in three different project partnerships, as mentioned below:

- 1- Tourism Development in Eastern Anatolia Region Project (DATUR) implemented in the **Coruh Valley** since 2007, with funding support of Efes will be completed in 2012. Tourism product development, promotion of the region, as well as capacity development activities for women and youth triggered a significant tourism activity in the region and presents one of the best practices for many other initiatives in Turkey.

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<sup>1</sup> Sustainable community based tourism can be defined as the type of tourism that is built on local natural and cultural values with a view to both protect and benefit from such values and that provides benefit to local communities of that location including women and the most disadvantaged populations

- 2- 'Alliances for Culture Tourism in Eastern Anatolia' UN Joint Programme, implemented with the partnership of four UN Agencies (UNDP, UNESCO, UNICEF and UNWTO) since 2009, resulted in many important initiatives on developed capacities for management of cultural assets (building of relevant infrastructure for preparation of Ani Site Management Plan and building the inventory of intangible cultural heritage), development and implementation of Kars Tourism Strategy and development of tourism cluster of Kars region as well as local level capacity development initiatives. All results mentioned above have been achieved in close cooperation and consultation with relevant GD's and Departments of the Ministry of Culture and Tourism and significant capacity development for the Ministry has also been achieved to be further benefited for other regions.
- 3- Providing technical support for pre-feasibility, technical plans and preparation of tender dossiers for MoCT's "Development of Winter Tourism Corridor in Erzurum, Erzincan and Kars" project under the Regional Competitiveness Operational Programme of Instrument for Pre-Accession Assistance's (IPA) Regional Development component.

These project partnerships have been very valuable in drawing up some **lessons learned**, some of which are listed below:

- a- Engaging local actors in any planning process (particularly those to impact their lives and livelihoods) is very critical for the success of any initiative. This is also valid for tourism initiatives, which are highly dependent on local authorities and local leaders as well as citizens;
- b- Sustainable community based tourism is a multi-perspective sector, which needs integration of various concerns including conservation and management of resources, human resources management and development, investment and feasibility as well as community development. Therefore, integration of relevant Ministerial Departments and local actors at the onset and throughout implementation is important to facilitate tourism development process;
- c- Similarly, like any other economic sector, tourism needs to be tackled with a value-chain approach, considering the forward and backward linkages with other relevant sectors that have a relation to tourism;
- d- A tourism spot is never a strong destination itself, particularly from a tourist perspective. Tourism destinations are considered with the environment that they are surrounded with and need to be approached as a joint destination with their surroundings. This makes local partnerships and governance structures highly critical, meaning that supporting certain tourism spots in isolation is never sufficient to ensure a sound tourism activity;
- e- Engaging local actors and raising awareness for sustainable community based tourism is extremely critical in ensuring success throughout a tourism initiative and then to increase the chances for sustainability;
- f- Knowledge on sustainable community based tourism is limited, though there are an increasing number of good examples at the local level. There is a need for building, documenting and sharing knowledge on good examples voiced repeatedly by many stakeholders at various instances;

#### **Approach:**

Building on the existing experiences between MoCT and UNDP, and responding to the identified needs for capacity development the current project will make an inventory of existing local initiatives on sustainable community based tourism for selected region(s) (with a regional focus) and come up with capacity related recommendations to replicate successful examples and build on lessons learned. This approach will not solely focus on tourism as an end in itself, but will integrate widely adopted new trends such as competitiveness and value chains, sustainable and green businesses and capacity development as well as decentralization, which is an emerging trend in Turkish administrative system, bringing in the need to establish decentralized/local capacities like Development Agencies.

#### **A- Capacity assessment**

As such, the project will conduct a thorough capacity assessment at the national level for sustainable community based tourism implementation (incorporating all aspects of sustainable development, i.e. social, economic and environmental concerns integrated) and present capacity development responses at all levels. This assessment will be carried out in two levels:

- 1- Enabling environment: The existing environment may comprise elements that facilitate or constrain development of capacities for implementation and monitoring of sustainable community based tourism. This type of assessment is needed when there is a specific sector focus and for which the central ministry is but one (albeit significant) of several players involved in delivery of services. In

this case, a policy, legal and regulatory review helps identify the existing gaps as well as potential areas of cooperation between different levels of institutions. Such review will include roles and responsibilities of relevant line Ministries along with their corresponding laws and regulations which sometimes are conflicting with each other. This assessment will lead to actual improvements in these areas, to facilitate implementation at the local level. This level will also focus on existence of sustainable tourism strategies and a brief review of what exists in the Tourism Strategy of Turkey-2023.

- 2- Organizational level: This assessment will focus mainly on the organizational capacity of Ministry of Culture and Tourism, including its mandate and mission as well as in its institutional structures with a perspective of sustainable tourism. Given the assessment of the enabling environment, this stage will focus mainly on the internal working modalities of the Ministry of Culture and Tourism and its capabilities for planning, implementing, supporting and monitoring of sustainable tourism practices. Such assessment will do an assessment of functional and technical capacities in terms of engaging various stakeholders (different line Ministries, local authorities, civil society, private sector, etc), capacity to formulate policies and strategies and to monitor/evaluate such strategies.

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.

#### **B- Capacity Assessment Response**

The emerging areas for improvement will be identified with specific actionable points of engagement such as legislative environment, local partnerships, human resources development, promotion, etc. (these points are listed for indicative purposes and will be formulated in due process) 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).

A toolkit for sustainable community based tourism implementation will be developed which can be used as a base for relevant actions to be implemented by the Ministry of Culture and Tourism. The assessments carried out at the local level, priorities and actionable points identified may also provide opportunities for better utilization of existing funds within IPA, more specifically through the Regional Competitiveness Operational Programme and Rural Development schemes, Development Agencies, ecotourism component under the UNDP-GAP Organic Agriculture Development Project and Efes Company's Sustainable Tourism grant programme, etc.

#### **C- Replication and Strengthening of Good Examples**

The assessment and the capacity response will also give an indication of good examples of sustainable community based tourism implementations in Turkey and draw up lessons learned for future expansion. Similarly, some initiatives that present future potential will also be identified and brief strategies/action plans developed for due consideration by relevant actors including the government. Such priority initiatives identified will also be encouraged for application to existing funds such as IPA, Development Agencies, ecotourism component of UNDP-GAP Organic Agriculture Project, Efes Company's Sustainable Tourism grant programme, etc.

#### **Partnerships:**

Partnerships established at the central and local level will be critical in not only identifying priority areas and needs for support from the Ministry of Culture and Tourism, but also for developing and implementing responses for such priority areas. Such partnerships include those with relevant line Ministries at the central level as well as Governorates, Municipalities, civil society and Development Agencies at the local level.

**Expected Results:**

This project will result in:

- 1- The assessment of the current situation with regard to the environment for implementation and mapping of sustainable community based tourism (legal, institutional and support structures). This assessment will be carried out by reviewing best practices and experiences in selected 3-4 regions/sites representing Turkey in a wider extent and through consultations at the local and central level.
- 2- An action plan to operationalise the sustainable community based tourism aspects of the Tourism Strategy of Turkey-2023 developed and implementation started with short term actions.
- 3- A structured assessment of how the Ministry of Culture and Tourism can more effectively support sustainable community based tourism in partnership with other central and local actors. Prepared action plans and mobilized support mechanisms in selected 3-4 regions/sites with a view to support creation of best practice examples. (Support mechanisms may include IPA, Development Agencies, ecotourism component of UNDP-GAP Organic Agriculture Project and Efes Company's Sustainable Tourism grant programme, etc.)
- 4- Trainings and study tours to best practices conducted to different groups of actors operating in sustainable community based tourism including MoCT staff, line Ministries staff, governorates, municipalities, development agencies and civil society organizations on principles, operational and Turkish context.
- 5- Recommendations for a better legislative and operational enabling environment developed by a wide group of actors and advocated as appropriate,
- 6- Training materials/guidelines/toolkits on sustainable community based tourism developed to be used by the Ministry, line Ministries as well as Universities and other training institutions as appropriate.

In order to reach expected results UNDP will utilise expertise of national and international consultants and/or build partnerships with other UN agencies.

As a follow up, a new program including pilot implementations is planned to be developed based on the strategies developed.



III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

Outcome 7: Increased opportunities for employment and decent work for all through implementation of equity-enhancing policies, strategies and programmes that promote economic growth, based on competitiveness, increased productivity and corporate social responsibility

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Partnership Strategy:** available in the text

**Project title and ID (ATLAS Award ID):**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (3 years)
<p><b>Output 1</b> Capacities of Ministry of Culture and Tourism as well as other central and local actors developed for more strategic and effective support for sustainable community based tourism in Turkey in order to increase diversity of tourism activities, expand seasonal concentration and income generation</p> <p><b>Baseline:</b> 1- Tourism diversification is a key aspect of Tourism Strategy of Turkey-2023. 2 - No consolidated information available on local tourism initiatives 3- Initial consultations started by the MoCT to review the legislative environment and come up with</p>	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>- An action plan ready for implementation of the sustainable community based tourism priorities set forth in the Tourism Strategy of Turkey-2023</li> <li>- Working groups established to implement and monitor the action plan</li> <li>- Mapping best practices and potential successful sustainable community based tourism initiatives including themes (eco, rural, cultural, agro etc.) of selected 3-4 regions/sites representing Turkey</li> <li>- Communication established with some successful examples (Spain, Germany, Italy, France, etc.)</li> </ul>	<ol style="list-style-type: none"> <li>1 The assessment team established and the capacity assessment approach designed.</li> <li>2 Site visits and consultations at the local level (in selected 3-4 region/sites representing Turkey) conducted for at least 15-20 tourism initiatives and 10+ enterprises to understand existing experiences and support mechanisms at the local level</li> <li>3 Consultations at the central level with line Ministries, tourism related CSOs, private sector representatives and Universities with a view to prepare the action plan for sustainable community based tourism</li> <li>4 The Tourism Strategy of Turkey-2023 reviewed for further detailing with a view to support and develop sustainable community based tourism (workshops conducted with partners to identify action plan)</li> <li>5 Relevant actors that would contribute to the dialogue identified and</li> </ol>	<p>UNDP and MoCT</p>	<p>International contracts (capacity assessment, capacity development response and trainings, study tour org) US \$ 150,000</p> <p>Local contracts (capacity assessment, capacity development response and trainings, workshops and legislative support, identification of and strategy/action plan, development of potential best practices to be supported, preparing and work for launching of pilot implementations) US \$ 160,000</p> <p>Service Contracts</p>

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<p>suggestions for change</p> <p><b>Indicators:</b> 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>	<p><b>Targets (year 2)</b></p> <ul style="list-style-type: none"> <li>- Short term actions of the action plan implemented in selected priority topics</li> <li>- Strategies/action plans developed for development of sustainable community based tourism sector and/or replication of good examples in 3-4 <b>selected pilot region/sites</b> and support mechanisms developed with relevant organizations*</li> <li>- Training programs developed and implemented, a study tour conducted to a selected successful example</li> </ul> <p>* Support mechanisms may include IPA, Development Agencies, ecotourism component of UNDP-GAP Organic Agriculture Development Project and Efes Company's Sustainable Tourism grant programme, etc.</p>	<p>consultative mechanisms/working groups established</p> <p>6 Dialogue started with actors operating in the community based tourism sector from different perspectives, building on the map of community based tourism initiatives.</p> <p>7 Selecting best practices of themes (eco, rural, cultural etc.) for selected region/sites for documenting for knowledge sharing with community based tourism actors</p> <p>8 A (short and long term) action plan developed in relevant areas such as legislative environment, capacity building, human resources, governance of community based tourism and promotion</p> <p>9 Implementation of roadmap started with the participation of relevant key actors operating in community based tourism sector</p> <p>10 Coordination and communication mechanisms established and strengthened with other Ministries and local actors around the priorities of action plan</p> <p>11 Support mechanisms mobilized in order to implement projects in the selected pilot regions in line with the action plan</p> <p>12 Training programs conducted at the central and local level</p> <p>13 Preparations and ground work done for launching of pilot implementations</p> <p>14 Recommendations for legislative measures that are needed for a better</p>	<p>(trainings, contractual services) US \$ 50,000 Workshop/meeting costs US \$ 90,000</p> <p>Miscellaneous US \$ 34,000</p> <p>Travel (incl. Consultants, workshop participants, study tours, etc) US \$ 90,000</p> <p>Printed material US \$ 25,000</p> <p>Project staff US \$ 150,000</p> <p>Management costs US \$ 30,000</p> <p>Admin costs US \$ 21,000</p>
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IV. ANNUAL WORK PLAN

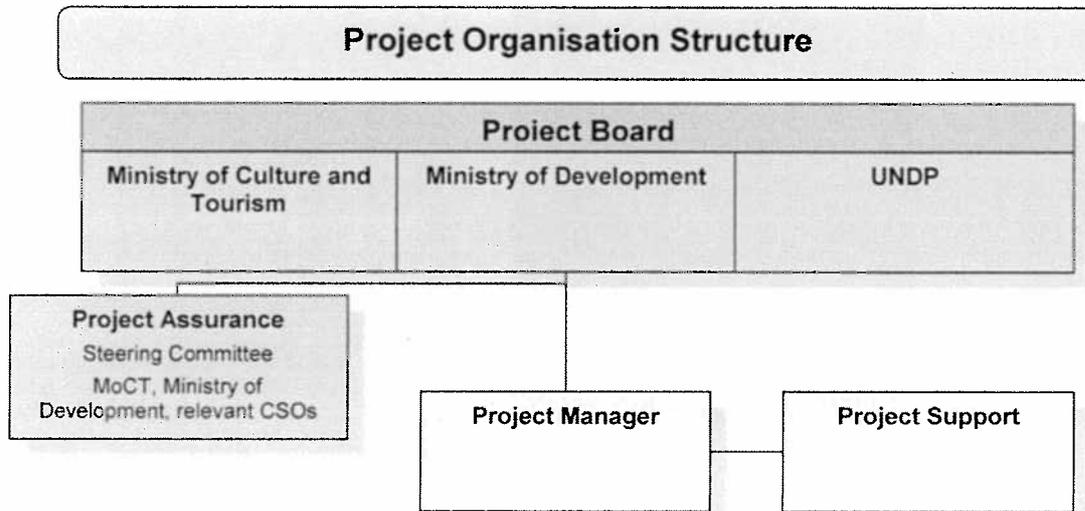
Year: 1

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1</p> <p>Capacities of Ministry of Culture and Tourism as well as other central and local actors developed for more strategic and effective support for sustainable community based tourism in Turkey in order to increase diversity of tourism activities, expand seasonal concentration and income generation</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p><b>1. Activity Result</b></p> <p><b>Capacity Assessment at the Central and Local Level</b></p> <p>Action: Design Assessment team and approach</p>	X					71400-Service Contracts	25,000 USD	
	<p>Action: Review Legal Framework</p>	X						71200 – Int. Consultants	39,000 USD
	<p>Action: Review Tourism Strategy of Turkey-2023</p>	X						71300 – Local Consultants	40,000 USD
	<p>Action: Make consultations with line Ministries, tourism related CSOs, private sector representatives and Universities</p>	X						71600-Travel	27,000 USD
	<p>Action: Analyze funding mechanisms (IPA, GAP, DAs, etc.)</p>		X					72100-Meeting /Workshop/Translation Costs	14,000 USD
	<p>Action: Site visits and consultations with local initiatives (in selected 3-4 region/sites representing Turkey)</p>		X					72400-72500-74200-74500-Communication-Stationary-Printing-Miscellaneous	15,000 USD
	<p>Action: Identify best practices/good examples and lessons learned</p>		X					Management Costs	5,000 USD
	<p>Action: Build a map of local initiatives and experiences (based on the assessment)</p>			X				Admin Costs	3,500 USD
	<p><b>2. Activity Result</b></p> <p><b>Capacity Development at the Central and Local Level</b></p> <p>Action: Facilitate working group meetings/workshops to develop recommendations for a better legislative and institutional framework</p>							71400-Service Contracts	25,000 USD
						X		71300 – Local Consultants	40,000 USD

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	<p>Action: Prepare short term action plan for Tourism Strategy of Turkey-2023</p> <p>Action: Develop and present the capacity development response to the Ministry for approval</p> <p>Action: Implement capacity development/training programs for the Ministry and other relevant actors</p> <p>Action: Establish communication and study visit to successful examples</p> <p>Action: Prepare project documents/strategies for selected 2 regions/sites and establish a connection with possible funding mechanisms</p>								
							<p>72100 – Study Tour</p> <p>71600-Travel</p> <p>72100-Meeting /Workshop/Translation Costs</p> <p>72400-72500-74200-74500-Communication-Stationary-Printing-Miscellaneous</p> <p>Management Costs</p> <p>Admin Costs</p>	<p>40.000 USD</p> <p>13.000 USD</p> <p>10.000 USD</p> <p>15.000 USD</p> <p>5.000 USD</p> <p>3.500 USD</p>	
<b>TOTAL</b>								<b>320.000 USD</b>	

## V. MANAGEMENT ARRANGEMENTS



### Roles and Responsibilities of Partners:

#### Ministry of Culture and Tourism (through the coordination support of the Dept of Foreign Relations and EU Affairs)

- Will be responsible and accountable for the results of this project on behalf of the Government of Turkey.
- Will facilitate the dialogue with the national and local partners
- Will provide key inputs for the design of the analyses to be conducted within the framework of the project,
- Will ensure that all relevant strategic documents and documents available will be shared with the project team as relevant and appropriate,
- Will provide timely inputs and comments to the prepared studies,
- Will ensure that the programmes developed as a result of the analyses are in line with the strategic focus of the Ministry, and will be in contact with relevant partners such as the Ministry of Development for future programming

#### UNDP

- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as procurement and contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Will engage with the local actors in the existing project sites, beneficiaries and staff to benefit from the experience and lessons learned of the projects such as Tourism Development in Eastern Anatolia Region Project (DATUR) implemented in the Coruh Valley and 'Alliances for Culture Tourism in Eastern Anatolia' JP.
- Will facilitate the dialogue with national and local actors, building on the experiences and contacts at the local level
- Will engage with relevant local, national and international actors to identify priority areas and needs in provision of strategic guidance and support by the MoCT as well as in review and development of governance models for tourism management,
- Bring in relevant international experience on tourism development for local economic development, with significant focus on local partners.
- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

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A Steering Committee will be established to take project assurance role, i.e. evaluating on a periodic basis whether the project outcomes are in line with the intended outcomes and whether the project activities are implemented in line with agreed upon work plans. The Steering Committee (ref. above schematic presentation) will convene within 10 days upon signature of the present project document. At its first meeting the PB will decide on the members of the project steering committee (i.e. project assurance), and the functions and working principles of the Project Steering Committee (PSC). Ideally the PSC should be composed of high-level representatives of the partners of the project and other relevant parties, if any. While the Steering Committee will at least comprise of the Ministry of Culture and Tourism and the Ministry of Development, additional members can be included based on the identified need.

The Intellectual Property Rights of all the outputs of the project will vest in the MoCT upon completion of the project. The name and emblem of the UNDP can be used only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Turkey.

The Project will be subject to NIM audit, and related costs will be charged against the project budget.

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## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

<b>OUTPUT 1:</b> Capacities of Ministry of Culture and Tourism as well as other central and local actors developed for more strategic and effective support for sustainable community based tourism in Turkey in order to increase diversity of tourism activities, expand seasonal concentration and income generation		
<b>Activity Result 1</b> (Atlas Activity ID)	<b>Capacity Assessment</b>	Start Date: est (1 December 2012) End Date: 1 June 2013
<b>Purpose</b>	<i>Capacities of the Ministry of Culture and Tourism for supporting and managing sustainable community based tourism assessed at the national and local level</i>	
<b>Description</b>	<i>Planned actions to produce the activity result. (pls see the AWP)</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Detailed indicators will be set in TORs for the capacity assessment which will define the assessment criteria in coordination with project partners	Criteria will be compared with universal definitions/implementations of sustainable community based tourism.	Progress reports and upon completion of the criteria definition
Assessment reports will be in line with the TORs	The progress reports and final report will be systematically monitored by the project management and the Ministry staff for quality assurance	Progress reports and upon completion of the reports

<b>OUTPUT 1:</b> Capacities of Ministry of Culture and Tourism as well as other central and local actors developed for more strategic and effective support for sustainable community based tourism in Turkey in order to increase diversity of tourism activities, expand seasonal concentration and income generation		
<b>Activity Result 2</b> (Atlas Activity ID)	<b>Capacity Development</b>	Start Date: est (1 September 2013) End Date: 1 December 2015
<b>Purpose</b>	<i>Capacity development addressing the Ministry of Culture and Tourism as well as other national and local actors operating in the sustainable community based tourism sector</i>	
<b>Description</b>	<i>Planned actions to produce the activity result. (pls see the AWP)</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Prepared and approved key guidelines (legislative, Tourism Strategy of Turkey-2023, capacity development response)	Guidelines will be compared with definitions/implementations of sustainable tourism.	Upon submission of progress reports and completion of the guidelines
Training programs organized in line with the guidelines	Training reports/surveys will be systematically monitored by the project management and the Ministry	Upon submission of progress reports after each training activity
At least 2 project documents/strategies developed at the local level, in line with the priorities at the local level and national strategies	The project documents/strategies approved by the local authorities	Upon submission of progress reports and completion of the documents/strategies

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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP through the legal framework of Revised Standard Agreement signed on 21 October 1965, constitute the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

**Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

### Annex II Special Clauses

**Annex II**  
**Special Clauses for Government Cost-Sharing**

1. The Government shall, in accordance with the schedule of payments set out below, deposit the contribution in bank of America information of which is detailed below:

Name of Bank: Garanti Bankasi  
Address of branch: Ankara Ticari Sube  
Branch Code: 170  
Iban: TR53 0006 2000 1700 0001 2010 38  
Swift code: TGBATRIS  
Account Number: 1201038

	<u>Date payment due</u>	<u>Amount (TL)</u>
(a)	March 2013	410,000 TL
(b)	March 2014	496,000 TL
(c)	March 2015	396,000 TL

2 The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [3%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

