

## United Nations Development Programme



### Country/Region/Global: Turkey/RBEC Initiation Plan

**Project Title:** Covid-19 Tourism Recovery Technical Assistance Cooperation Package – Facilitating Tourism Recovery in Aftermath of Covid-19

**UNSDCF Outcome 3.1.** – By 2025, all relevant actors take measures to accelerate climate action, to promote responsible production and consumption, to improve the management of risks and threats to people, and to ensure sustainable management of the environment and natural resources in urban and ecosystem hinterlands.

**Expected CPD Output(s):**

**Output 2.1:** Capacities at strat and local levels strengthened to promote inclusive local economic development

**Output 2.2** Solutions scaled up for sustainable commodities and green and inclusive value chains

**Initiation Plan Start/End Dates:** 15 September 2022 – 31 December 2022

**Implementing Partner:** UNDP

#### Brief Description

The Initiation Plan for **Covid-19 Tourism Recovery Technical Assistance Cooperation Package – Facilitating Tourism Recovery in Aftermath of Covid-19** aims to mitigate the adverse effects of Covid-19 on tourism sector and build resilience through community empowerment in Turkey.

The initiation plan aims to boost tourism demand, strengthen cultural product development and marketing strategies, and will include a review of current demand trends and support activities in the area of digital marketing through (i) Supporting and Strengthening Digital Marketing Efforts, and (ii) 3 day-Training and Capacity Building Workshop.

The Initiation Plan contributes directly to the UN Sustainable Goals; **SDG#8** decent work and economic growth; with a special focus on SDG 8.9 “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.” and **SDG#12** responsible consumption and production; with a special focus on SDG 12.b “Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.” and **SDG #17** (strengthen the means of implementation and revitalize the global partnership for sustainable development).

Through the information gathered by this initiation plan, a scaled-up project will be developed including partners from government side and/or relevant NGOs.

Programme Period: 2021-2025

Atlas Project Number: \_\_\_\_\_

Atlas Output ID: \_\_\_\_\_

Gender Marker: GEN 1

Total resources required: **38,448 EUR**

Total allocated resources: **38,448 EUR**

- **UNWTO: 38,448 EUR (38,525 USD according to UNORE rate of September 2022)**

Agreed by UNDP: Louisa Vinton

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19-Sep-2022

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## I. PURPOSE AND EXPECTED OUTPUT

The world has faced an unprecedented global health crisis, the repercussions of which were felt in all sectors of society and the economy. While governments and health institutions worldwide did their utmost to combat and contain the spread of the virus, this has resulted in widespread lockdown measures including the closure of hotels, restaurants, retail, cultural and natural attractions as well as the reduction of travel and temporary closure of borders and implementation of diverse travel restrictions. This had devastating repercussions on economies as well as on loss of jobs with the tourism sector being one of the most severely impacted.

According to UNWTO, international tourist arrivals declined by 72% in 2020-2021, with restrictions on travel, low consumer confidence and a global struggle to contain the COVID-19 virus, all contributing to the worst year on record in the history of tourism. Destinations worldwide welcomed 900 million fewer international tourists, a figure that translates into a loss of US\$ 935 billion in export revenues from international tourism. To put into context, this represents more than 10 times the loss in 2009 under the impact of the global economic crisis<sup>1</sup>.

### Context in Turkey

The Ministry of Culture and Tourism (MOCT) has been at the forefront of the crisis response and has taken tremendous measures to support tourism stakeholders throughout these difficult times. In collaboration with relevant stakeholders and the private sector, Turkey has introduced a Safe Tourism Certification Program aimed to define and advise interested parties on the transportation and accommodation measures adopted, thus supporting the tourism activities for both domestic and international travellers alike. The measures include aspects of well-being and health conditions, and guidelines for the tourism employees. The Programme is compulsory for tourism facilities with 50 and more rooms, while voluntary for other establishments<sup>2</sup>.

Among the measures to combat the tourism impact COVID-19 has on the economy, Turkey introduced a Tourism Protection and Support Insurance Scheme<sup>3</sup>. This optional insurance covers the medical expenses of patients diagnosed with COVID-19 during their stay in the country. In addition, Turkey introduced a set of criteria that provides certification to facilities and companies that apply them<sup>4</sup>. These criteria cover a wide range of tourism industries, including accommodation, food and beverage facilities, tour and transfer vehicles, venues such as Museums and Theatres, the Coastal and Marine tourism industry ecosystems and, finally, Turkey's Theme Parks.

Recognizing the significant impact of the crisis on the tourism sector, EBRD took early measures under its Crisis Solidarity Package to support clients affected by the temporarily loss of tourism-related income. The aim is now to expand and build on the client-level support package and pilot country-level technical assistance support to facilitate a fast recovery of tourism activity post crisis.

Crises require responses on multiple levels and partnership with like-minded institutions. EBRD is already partnering with the United Nation's World Tourism Organization ("UNWTO") in some of EBRD's countries of operation, and the two institutions signed in 2015 a Memorandum of Understanding for cooperation, subsequently renewed in 2019. In response to the crisis and to assist Member States in developing a gradual approach to recovery, UNWTO has designed the "**COVID-19 Tourism Recovery Technical Assistance Package**", which includes potential areas of intervention structured around **three main pillars**:

- **ECONOMIC RECOVERY:** through measuring the quantitative impacts of COVID-19 on the tourism sector and preparing research-based recommendations for economic recovery and support to tourism-related businesses, in particular to MSMEs.
- **MARKETING AND PROMOTION:** through the review of marketing and promotion strategies, identifying and targeting markets that can help accelerate recovery, addressing product diversification, and recommendations and guidelines in terms of pricing and packaging.
- **INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE:** especially aimed at assisting tourism governments and tourism businesses to adapt their services to meet the post COVID-19 working conditions in terms of health, safety, and restoration of consumer confidence; and promote tourism governance, public-private partnerships and collaborative efforts for tourism recovery, including crisis preparedness and management systems, protocols and skills.

In that respect, this Initiation Plan will be supported under the "COVID-19 Tourism Recovery Technical Assistance Package" in partnership with EBRD, UNWTO, MoCT and UNDP Türkiye.

<sup>1</sup> <https://www.unwto.org/news/tourism-back-to-1990-levels-as-arrivals-fall-by-more-than-70>

<sup>2</sup> <https://tga.gov.tr/>

<sup>3</sup> <https://tga.gov.tr/insurance/>

<sup>4</sup> <https://www.tga.gov.tr/verified-safe-tourism-program-criterias/>

UNDP Türkiye will be responsible to support UNWTO based on UN to UN Transfer Agreement signed in August 2022 (Annex-1) to implement the activities detailed in the Terms of Reference (Annex-2) between EBRD and UNWTO "Covid-19 Tourism Recovery Technical Assistance Cooperation Package: Facilitating Tourism Recovery in Aftermath of Covid-19 in Turkey".

Through the Memorandum of Understanding (MOU) signed between UNDP Türkiye and Republic of Türkiye, Ministry of Culture and Tourism (Annex-3), UNDP Türkiye will provide support to the Ministry on the realization of the below detailed activities that will be held in cooperation with EBRD and UNWTO.

- (i) **Digital Marketing Assessment Report for Pilot Provinces:** Review the digital marketing efforts and initiatives and impact of a limited number of pilot provinces within the country. The review shall consider current COVID-19 tourism challenges and provide a set of recommendations based on the latest digital marketing trends. Consonance with the national digital tourism strategy of the country shall also be ensured.

The technical assistance activities will aim to boost regional tourism demand, strengthen product development and marketing strategies, and will include a review of current demand trends and support activities in the area of digital marketing. A Digital Marketing Assessment Report, as final deliverable, will highlight all areas assessed.

- (ii) **Following the finalization of the report, a 3-day training and capacity building workshop** will be organized aimed at raising capacities among the local tourism authorities of the pilot provinces.

The trainings will focus on local tourism officials including such as provincial directorates of culture and tourism and tourism information offices, District Promotion Committees by Türkiye Tourism Promotion and Development Agency and selected tourism stakeholders in charge of implementing proposed marketing strategies and approaches. To combine theory and practice, the trainings are to have a learn-by-practice and train-the-trainer approach, thus ensuring long-term applicability.

The Scope of Work and the role to be played by UNDP is detailed below.

#### **Under Component (i) Supporting and Strengthening Digital Marketing Efforts:**

- Identify opportunities to boost tourism demand, with a specific focus on the domestic market and cultural tourism products, and their digital marketing potential.
- Cultural tourism product development: with the onsite support of UNDP, assess the quality of available cultural tourism products and services, and provide recommendations on digital marketing use.
- Assess the current use of digital marketing tools and identify opportunities to strengthen products and packages using digital platforms. Analyze travel patterns and marketing trends and identify opportunities to stimulate demand.
- Considering COVID-19, provide recommendations for enhancing/ improving digital marketing activities, if applicable, review and support the formulation of new digital marketing strategies, with a specific focus on cultural tourism products. This will include recommendations on use of innovative promotion and communication channels.

#### **Under Component (ii) 1-Training and Capacity Building Workshop:**

The objective of this second component is to equip top and middle management at the MOCT and other selected stakeholders with the latest knowledge, frameworks and tools on Product Development and Packaging and Digital Marketing, both from a theoretical and practical perspective.

To be ideally delivered by the same experts engaged in activities 1 and 2, the trainings are to be provided in collaboration with the UNWTO Academy according to the UNWTO Executive Education (UNWTO.ExEd) methodology, which is a highly interactive learning experience that blends presentations, case studies, discussions, debates and practical activities.

All activities can be delivered online, through online synchronic training and access to online permanent resources. If face-to-face trainings would be possible given Türkiye's restrictions/limitations for COVID-19, necessary arrangements will be organized by UNWTO. Based on the main findings from the recommendations report, 1 - training and capacity building workshop will be organized details in below:

- A three day training and capacity building workshop.

- Focus on officials from MOCT and selected tourism stakeholders from the public and private sector. Up to 30 participants.
- Combination of theoretical and practical training focused on raising overall capacities, ensuring correct implementation of proposed recommendations, and long-term applicability and monitoring of activities.
- Proposed modules, to be further defined, include:
  - Cultural Tourism Portals: new aspects of interpretation and showcasing of cultural heritage through virtual reality experiences.
  - Digital Marketing Strategies and Communication Tools
  - Digital Platforms and overall applicability.

Tourism sector operates through a vast network of inter-connected and related industries. Therefore, sustainable tourism activities implemented within this diversified value chain of tourism contributes greatly to the achievement of SDGs. The Initiation Plan contributes directly to the UN Sustainable Goals; **SDG#8** decent work and economic growth; with a special focus on SDG 8.9 “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.” and **SDG#12** responsible consumption and production; with a special focus on SDG 12.b “Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products. and **SDG #17** (strengthen the means of implementation and revitalize the global partnership for sustainable development).

Finally, with information gathered through this initiation plan, a scaled-up project will be developed including partners from government side and/or relevant NGOs.

### Role of UNDP

As to local support to be provided by UNDP Türkiye, UNWTO engages its sister agency for following overarching tasks that will be concretised through a separate Terms of Reference (Annex-1):

- Assist UNWTO in gathering relevant expert profiles, search for potential candidates and submit Expert CVs to UNWTO Academy for assessment.
- Liaising between UNWTO, EBRD and MOCT and additional stakeholders
- Mobilization of local tourism stakeholders, both public and private.
- Support the expert in gathering information and setting up relevant meetings.
- Input to the draft and final Digital Marketing Report, primarily in regard to cultural tourism input and cultural tourism assessment.
- Content input, especially in regards to cultural tourism assessment obtained from Activity 1.
- Active promotion of outputs to local stakeholders, both public and private
- Logistical assistance in contracting a seminar room and ensuring that all technical needs are met.
- Arrange necessary teleconferences and stakeholder meetings / interviews.
- Arrange pre-inception meetings with official Turkish stakeholders, EBRD and other relevant local stakeholders
- Take notes and minutes of relevant teleconferences and meetings
- Translation of all necessary documents.

### UNDP Türkiye Office Experience in Sustainable Tourism Development

More than a decade UNDP Türkiye is working in the area of defining priorities in tourism and promotes sustainable tourism development and facilitates strong advocacy efforts through resource mobilization as well as networking activities with the international community. The accumulated experience and know-how on both policy and practice levels within the scope of sustainable community-based tourism, destination management, alternative tourism development (eco, rural, cultural etc.) as well as pilot implementations led to establish tourism as an alternative developmental tool in Turkey. Improving partnerships with public and private sector in supporting small scale interventions to larger scale strategic transformation efforts in tourism promoted the competitive strength of the sector and increased the capacity of local tourism actors and NGOs to contribute to the sustainable tourism development.

Currently, UNDP Türkiye is supporting small scale interventions to larger scale strategic transformation efforts in tourism to promote competitive strength of the sector, through a Project aim to strengthen capacity of local tourism actors and NGOs to contribute to the sustainable tourism development through partnerships with public and private institutions, to establish tourism as an alternative developmental tool in Turkey.

Implemented between 2007 to 2013, **Tourism Development in Eastern Anatolia Region Project (DATUR)** was intended to develop a tourism-oriented local development model in Çoruh Valley, and over 20 residential hostels were built as a part of the project, and many NGOs that serve for tourism industry were launched, and new cycling and hiking routes were introduced, and local festivals were held for themes such as rafting and bird watching. As a result, the district of Uzundere was declared a tourism destination upon the resolution of the Council of Ministers in 2013, making the local tourism model sustainable.

Funded by the European Union between 2009 to 2015, **Development of Winter Tourism Corridor in Erzurum, Erzincan and Kars Project** was provided with technical assistance by UNDP for the development of a winter tourism corridor among Erzurum, Kars and Erzincan. As a part of the technical assistance, construction, supply and feasibility efforts were made along with physical and architectural project planning.

**The Future is in Tourism Project** (2013 - ongoing), which is a best practice implementation of public, private and international partnership, seeks to increase partnerships among local tourism actors, non-governmental organizations, universities, public agencies and local authorities, improve their capacity, and thus increase the number of best practices for sustainable tourism. To this end, the provision of grants for three projects each year contributes to creating sustainable tourism models, and realization of social change, progress and development in the long term. 18 sustainable tourism projects from all over Turkey have been funded so far.

**Raising Awareness on Energy Efficiency through Development of a Green Destination Model** (2021-ongoing), aims to support social, environmental and economic transformation in the field of sustainable tourism and contributing to community based socio-economic development through raising awareness on energy efficiency and the use of renewable energy sources. The Green Destination Model to be developed and piloted in a selected destination is intended to be further replicated and scaled up across the country. The four main components of the Plan are as follows; i) analysing the current status of the destination in terms of energy efficiency and potential for attracting visitors as a sustainable tourism destination, ii) develop "Green Destination Model" to promote sustainable tourism development and increase renewable energy usage and energy efficiency in the pilot destination iii) carrying out capacity building and awareness raising activities on the use of renewable energy resources and energy efficiency in the pilot destination to contribute sustainable local economic development and iv) communication and visibility activities.

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## II. MANAGEMENT ARRANGEMENTS

UNDP Türkiye will support UNWTO (through UN To UN Transfer Agreement signed in August 2022) for the implementation of a range of activities covering (i) Digital Marketing Assessment Report for Pilot Provinces; and (ii) a 3-day training and capacity building workshop. The duration of the UN to UN Transfer Agreement will be extended as soon as the project is launched and the work plan is submitted to EBRD in September 2022.

UNDP Türkiye will also support Republic of Türkiye, Ministry of Culture and Tourism EU and Foreign Relations Department, General Directorate of Promotion and Türkiye Tourism Promotion and Development Agency (through the Memorandum of Understanding signed in August 2022) on the realization of the activities that will be held in cooperation with EBRD and UNWTO.

The Direct Implementation Modality (DIM) will be applied having in mind its high potential for maximum cost-effectiveness and tailored flexible capacity development of institutional partners. The project design is based on a holistic approach and aims to create solutions with a participatory approach that will increase the effectiveness and efficiency of the system in a manner not to be repeated with the domains and roles of other relevant institutions.

The project will be implemented by the Project Manager, Project Associate and Project Assistant, with an oversight of the Inclusive and Sustainable Growth Portfolio Manager. The results and lessons learned of UNDP Türkiye programming on economic growth and green economy, competitiveness and sustainable tourism will be utilized during the implementation. The Project Manager will run the project on a day-to-day basis on behalf of UNDP and will be responsible for ensuring that it produces the required results that can achieve the benefits defined in this document. S/he will ensure conceptualisation, delivery, and monitoring of project activities, close coordination with institutional partners and other relevant actors, visibility of results, as well as knowledge management. Within the scope of the project, all outputs will be delivered to the Ministry of Culture and Tourism.

The Project Board is the group responsible for making by consensus management decisions for an initiation plan when guidance is required by the Project Manager (PM), including recommendation for UNDP/National Implementing Partner approval of plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager, i.e. Country Office Assistant Resident Representative – Programme (ARR-P). Reviews by this group are made at designated decision points during the running of the initiation plan, or as necessary when raised by the PM. This group is consulted by the PM for decisions when PM tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may review and approve the annual plans when required and authorizes any major deviation from these



agreed quarterly plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the initiation plan or negotiates a solution to any problems between the PM and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

### III. MONITORING

In accordance with UNDP's programming policies and procedures, the initiation plan will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be addressed by project management.	Project Board	N/A
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Once in project duration	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNWTO	N/A
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNWTO	N/A
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	The project is exempt from QA reporting as it is an IP	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		N/A
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Project Board	N/A
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	At the end of the project		UNWTO	N/A
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. The Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Once in project duration	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNWTO	N/A

#### IV. WORK PLAN

Period<sup>5</sup>: 4 months

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	TIMEFRAME		PLANNED ACTIVITIES		
			Sept-Oct	Nov-Dec	Funding Source	Budget Description	Amount (USD)
<p><b>Output 1: Digital Marketing Efforts Supported and Strengthened</b></p> <p><b>Baseline:</b> N/A</p> <p><b>Indicators:</b> Number of digital marketing report including assessment of tourism demand, quality of available tourism products, use of digital marketing tools, and recommendations for pilot destinations.</p> <p><b>Targets:</b> 1 digital marketing report for each of the selected pilot destination.</p>	<p><b>Activity 1.1</b> Identifying opportunities to boost tourism demand, with a specific focus on the domestic market and cultural tourism products, and their digital marketing potential.</p>	UNWTO/UNDP	X		UNWTO	71400 Contractual Services – Individuals (Project Staff) 71600 Travel 74200 Translation Costs 75700 Trainings, Workshops and Conference	6,571.00 2,000.00 5,500.00 1,500.00
	<p><b>Activity 1.2</b> Assessing the quality of available cultural tourism products and services and providing recommendations on digital marketing use.</p>	UNWTO/UNDP	X		UNWTO	72200 Machinery and Equipment <sup>6</sup>	2,000.00
	<p><b>Activity 1.3</b> Assessing the current use of digital marketing tools and identify opportunities to strengthen products and packages. Analyzing travel patterns and marketing trends and identify opportunities to stimulate demand.</p>	UNWTO/UNDP	X		UNWTO		
	<p><b>Activity 1.4</b> Providing recommendations for enhancing/ improving digital marketing activities, if applicable, review and support the formulation of new digital marketing strategies, with a specific focus on cultural tourism products.</p>	UNWTO/UNDP		X	UNWTO		

<sup>5</sup> Maximum 18 months

<sup>6</sup> Assets purchased for UNDP support to Covid-19 Tourism Recovery Technical Assistance Cooperation Package – Facilitating Tourism Recovery in Aftermath of Covid-19 will be treated as UNDP assets and be retained as UNDP assets after completion of the Project.

<p><b>Output 2: Training and Capacity Building Workshop</b></p> <p><b>Baseline:</b> N/A</p> <p><b>Indicator 1 :</b> Number of trainings and workshops organized</p> <p><b>Targets:</b> A3-day training and a a capacity building workshop</p> <p><b>Indicator 2:</b> Satisfaction level of participants to the training and workshop</p> <p><b>Targets:</b> At least 70 percent satisfaction in average (assessed through satisfaction surveys following each training/workshop)</p>	<p><b>Activity 2.1</b> A Workshop on Digital Marketing Strategies and Communication Tools targeting officials from MOCT and selected tourism stakeholders from the public and private sector.</p>	UNWTO/UNDP		X	UNWTO	<p>71400 Contractual Services – Individuals (Project Staff) 7,000.00</p> <p>71600 Travel 2,000.00</p> <p>74200 Translation Costs 5,000.00</p> <p>75700 Trainings, Workshops and Conference 1,500.00</p> <p>74500 Miscellaneous Expenses 1,500.00</p> <p><b>74596 Delivery Enabling Services provided by UNDP (DPC) 1,100.00</b></p>	
<b>Sub-total</b>	<b>35,671 USD</b>						
<b>UNDP General Management Support (%8)</b>	<b>2,854 USD</b>						
<b>Total Project Budget (Contribution - EUR)</b>	<b>38,525 USD (38,448 EUR according to UNORE rate of September 2022)</b>						