**Project title:** ALLIANCES FOR CULTURE TOURISM IN EASTERN ANATOLIA  

**Country:** TURKEY  
**Region:** EUROPE  

**Current status:** ☒ Ongoing  
**Duration (est./dates):** November 2010 - December 2011  

**Category:** □ Tech. Cooperation  
**Partner entities:** The Ministry of Culture and Tourism (Turkey), UNDP, UNWTO Themis Foundation

**Main project objectives:**

The project contributes toward the realization of the first Millennium Development Goal by addressing Turkey's regional development disparities and taking into account the existing national tourism strategies. It aims at the enhancement of cultural tourism in Kars province and thereby contributing to community cohesion, employment creation and the reduction of socio-economic differences. National ownership is ensured by including strategic documents into the overall national development policies of Turkey. The project focuses on three key outcomes: (1) creation and implementation of a model for strategic direction, prioritization and safeguarding of tangible and intangible cultural heritage and cultural tourism delivery in Kars, (2) enhancement of community and enterprise capacities in Kars for income generation job creation in the culture based tourism sector, and (3) improvement of capacities of local authorities and civil society.

**Project focus** (Choose all applicable):

- ☒ Policy Planning & Economic Development  
  - Tourism Policy/Master Plans & Strategic Development Plans  
  - Legislation & Regulation  
  - Physical Planning/Infrastructure/Resort Development  
  - Institutional Strengthening & Public-Private Partnerships  
  - Economic Value/Value Chain Analysis & Local Development

- ☐ Human Resource Development  
  - Manpower Planning  
  - Capacity Building Programmes in Hospitality Skills & Tourism Business Development

- ☐ Statistics  
  - Statistical Strengthening  
  - Development of Tourism Satellite Account (TSA)

- ☐ Quality Standards  
  - Hotel Classification  
  - Destination Quality Performance

- ☒ Product Development, Marketing and Promotion  
  - Marketing & Promotion Planning  
  - Product Development & Diversification

**Main project outputs/deliverables:**

**Results achieved until 2012:** The Tourism Master Plan was formulated in cooperation with the Ministry of Culture and Tourism, partnering UN agencies, and local stakeholders from Kars (approved in December 2010). A training needs assessment was carried out with the objective to establish a baseline assessment of capacity building needs for training programmes in Kars. Consequently, capacity building activities were designed, including: training on promotion and information delivery and study tour to Spain in December 2009 (32 local stakeholders); participation in UNWTO’s Practicum for four public and private sector representatives in June 2010; tourism awareness-raising training (51 participants) and hotel operations training (24 participants) in December 2010; training in English language (62 participants) from February to April 2011; and business advisory services for SMEs (about 50 beneficiaries) in May 2011. An assessment of the institutional capacity to develop and manage tourism in Kars was carried out and the possible structure of a Tourism Governance Organization (TGO) elaborated. Marketing and promotion activities included: the formulation of a marketing strategy with a detailed 3-year Action Plan; the development of a logo and slogan for Kars; the development of promotional brochures for Kars; promotional support in participation at EMITT, ITB, and Kars Tourism Week in 2011; the organization of a familiarization tour in July 2011 (15 participants including 5 international tour operators and national public and private sector representatives); and the formulation of a report with detailed research on tourism website development for Kars and draft ToR for a potential designer.