



MIDDLE BLACK SEA DEVELOPMENT AGENCY

2012



activity report



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2012



OKA

ORTA KARADENİZ KALKINMA AJANSI
MIDDLE BLACK SEA DEVELOPMENT AGENCY

activity
report

MESSAGE FROM THE HEAD OF ADMINISTRATIVE BOARD

Decreasing interregional differences and reaching a balanced development are among the priorities of the development approach of Turkey since 1960s. So far many policies were implemented to accelerate local development and ensure its sustainability. Regional plans together with tools such as organised industrial zones, industrial sites, public incentives or rural development projects were inadequate for decreasing the imbalance and reaching the desired level of development. This was because regional plans were not internalized by local actors and operational side of the plans was missing.

In the past the competition between countries was based on comparative advantages whereas today regions go through a competitive environment by cooperating each other. Any region in the world competes with other regions as the national boundaries lose importance and regional units stand out. Ensuring cooperation between local economic units together with developing social capital will pave the way for emerging of more competitive regions at global level.

Development agencies are devoted to increase the competitiveness of the regions by ensuring the synergy between local actors and local dynamics. Regional plans submitted at optimum level and in a participatory manner by development agencies, are now more applicable. Established to mobilize the dynamics of regional development with a governance approach, development agencies determine the development objectives of the regions, increase communication and collaboration among public, private and civil society organizations for the implementation of regional strategies, promote local and regional entrepreneurship, make regional dynamics to accelerate economic and social development through identifying them and propose solutions for the other problems of the regions.

Since its foundation, Middle Black Sea Development Agency directed its activities together with its Development Council composed of local actors and the Administrative Board in order to ensure sustainable development and realize regional objectives determined by the people of the region. Maintaining its core values such as social responsibility, impartiality,



Hüseyin AKSOY
Governor of Samsun
Head of Administrative Board

MIDDLE BLACK SEA DEVELOPMENT AGENCY

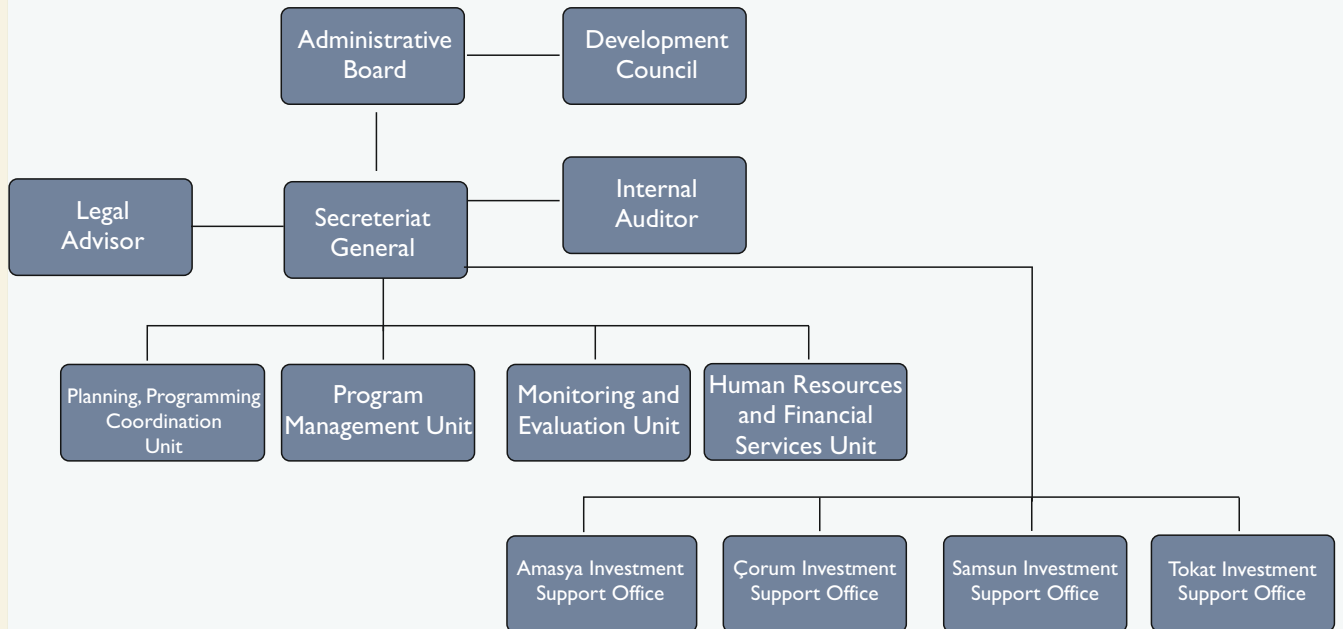
Middle Black Sea Development Agency (OKA) has been established in 2008 in order to support economic, social and cultural development of four cities located in the Middle Black Sea Region of Turkey. These cities are Samsun, Amasya, Tokat, and Çorum among which Samsun has been chosen as the centre of the Agency. OKA is one of the regional development agencies which have been founded by the Turkish Government countrywide in the 26 NUTS2 regions to coordinate regional development, to introduce strategies to enable regions use their capacities to the maximum benefit of the region, to supply the region with the means to improve their competitiveness and to reduce the imbalance existing within and between the regions.



Objectives of the Agency are to improve the cooperation between public sector, private sector and NGOs and to promote the effective and efficient use of the resources in order to accelerate the sustainability of regional development by evoking the local potential.

Duties of the Agency are as follows:

- * Providing technical support to the planning activities and duties of local authorities,
- * Supporting the activities and projects ensuring the implementation of regional plan and programs; monitoring and evaluating the implementation process of activities and projects supported within this context and presenting results to the Undersecretariat of State Planning Organization,
- * Contributing to the improvement of the capacity of the region concerning the rural and local development in accordance with the regional plans and programs, and supporting the projects within this extent as well,
- * Monitoring other projects implemented by public sector, private sector and non-governmental organizations in the region and considered as important in terms of regional plan and programs,
- * Improving cooperation between public sector, private sector and non-governmental organizations to achieve regional development objectives,
- * Carrying out research, or having them carried out, concerning the determination of resources and opportunities of the region, acceleration of economic and social development and enhancement of competitiveness, and supporting other research carried out by other people, organizations and institutions.



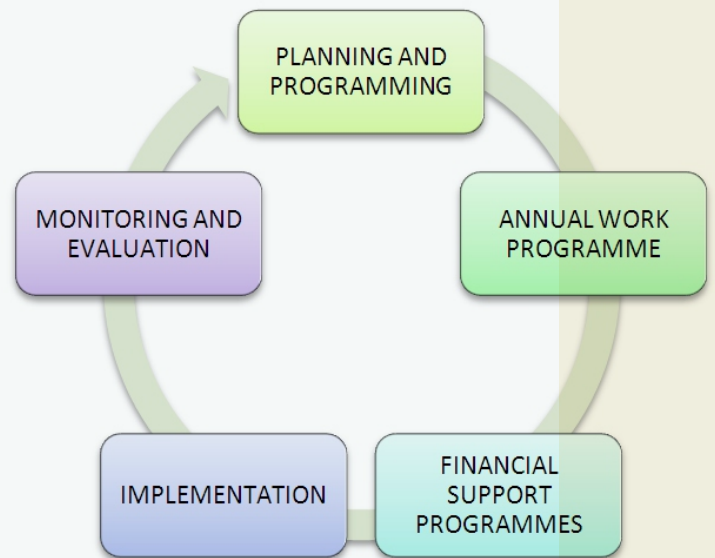
Administrative Board of OKA is the decision making body of the Agency. It consists of Governors of all the provinces, Mayors of municipalities, Chairman of the Provincial Councils and Chairman of Chambers of Commerce and Industry as one for each province.

Development Council is composed of 100 members representing four provinces of the Region in a balanced way. The objective of the Council is enhancing cooperation among public institutions, private sector and non-governmental organizations in the region. The Council meets at least twice a year.

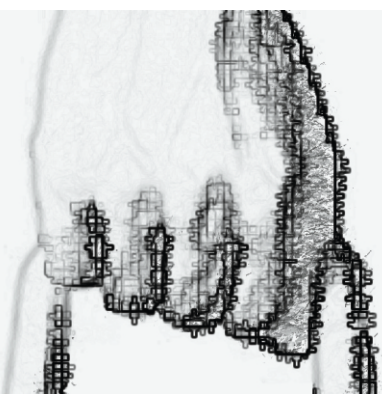
Secretariat General is the executive body of the Agency. Secretary General is in charge of this body. The Units under Secretariat General are

- Planning, Programming and Coordination Unit
- Program Management Unit
- Monitoring and Evaluation Unit
- Human Resources and Financial Services Unit
- Amasya, Çorum, Samsun and Tokat Investment Support Offices

The units of the agency work closely while performing the duties of the Agency:



what do we have in our suitcase ? what do we have in our suitcase ?



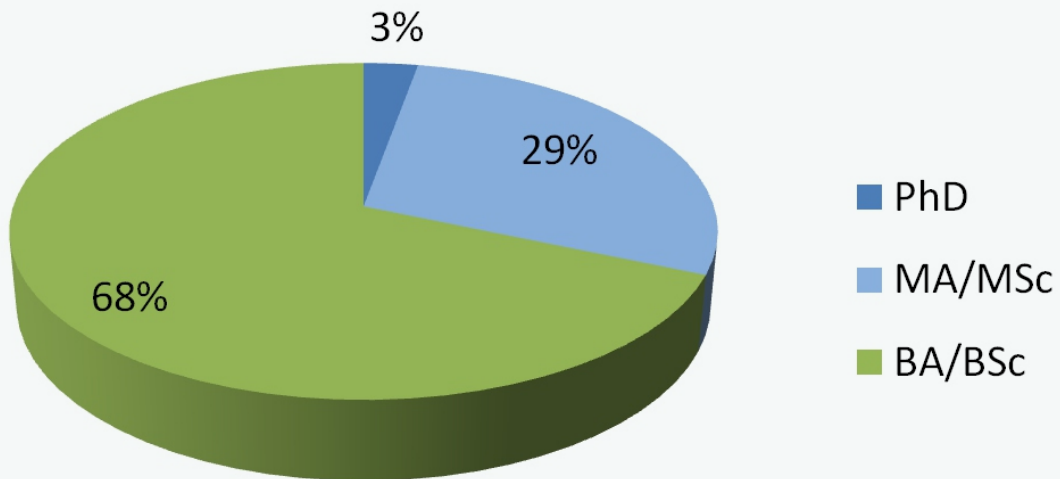
TRANSPARENCY Accessibility
 Social responsibility
Consistency
 SOLUTION –ORIENTATION
 IMPARTIALITY Participation
Sustainability
 Participation Reliability Effectiveness and efficiency
 Innovation

core values

The Secretariat consists of Secretary General, 28 Experts, a legal advisor, an internal auditor and 6 Support staff. The personnel have undergraduate degrees of Economy (2), Business Administration (7), Finance (1), Political Science and Public Administration (4), International Relations (2), Urban and Regional Planning (2), Biology (1), Mechanical Engineering (1), Civil Engineering (4), Computer Engineering (1), Agricultural Engineering (4), Food Engineering (1) and Industrial Engineering (3) and Law (1).

Young, dynamic and experienced experts and support staff speaks English, German, French, Spanish, Italian, Russian and Japanese.

Educational Background of the Personnel



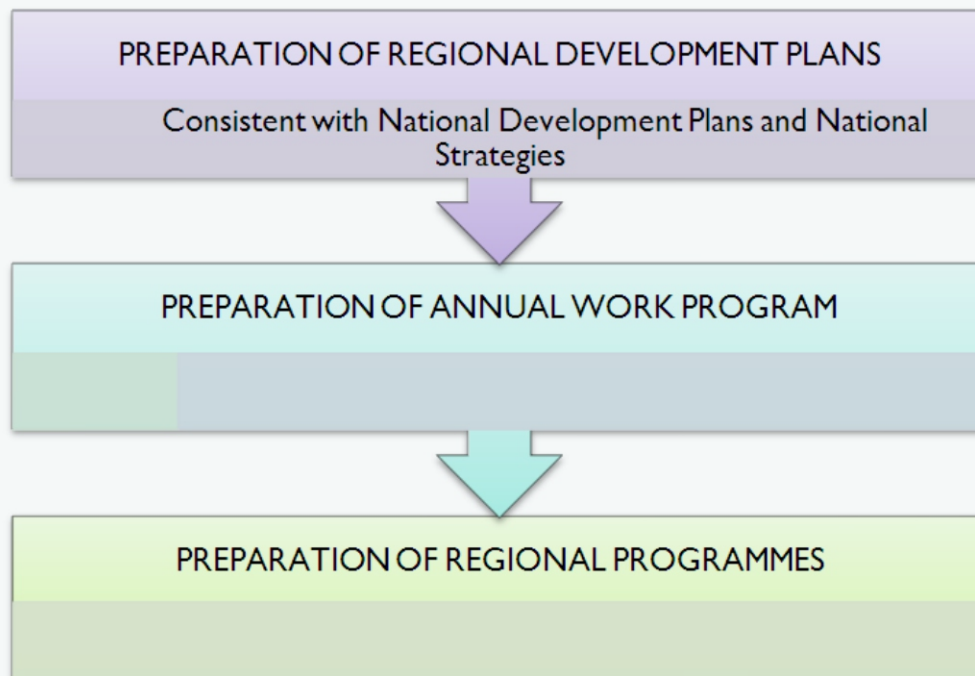
ACTIVITIES OF MIDDLE BLACK SEA DEVELOPMENT AGENCY

PLANNING ACTIVITIES

TR83 Regional State of Play Report

The development agencies in Turkey are required to prepare the state of play report of their respective NUTS 2 regions and the regional development plans based on this report. Regional Plans rank second at planning hierarchy in Turkey under the National Development Plan.

In 2010 Planning, Programming and Coordination Unit completed the comprehensive updating of TR83 regional state of play analysis which has been prepared under the Yesilirmak Basin Development Project that draws the 2023 vision of the region. In 2009 preliminary preparations were made and the existing plan was opened to discussion in Development Council meetings. In 2010 a comprehensive statistical data analysis has been done using the data from the statistical reports and analysis of State Planning Organization, Undersecretariat of the Prime Ministry for Foreign Trade and alike. In addition meetings and workshops were done with related public institutions, organizations and other regional stakeholders on specific topics to collect qualitative and quantitative data. Together with this analysis Yesilirmak Basin Development Plan sets out the main development axes of the region.



Strategic Goals And Priorities Of Regional Plan



1. **BUILD AN EFFECTIVE SPATIAL ORGANIZATION**
 - 1.1 Develop the regional infrastructure in line with the philosophy of an effective spatial organization
 - 1.2 Prepare the cities for future in a secure and planned manner
 - 1.3 Transform rural settlement pattern into a rational structure
2. **DEVELOPMENT OF HUMAN RESOURCES AND SOCIAL STRUCTURE**
 - 2.1 Organize education at every level according to the production and service needs of the region
 - 2.2 Develop institutional mechanisms against poverty, unemployment and lack of security
 - 2.3 Improve urban social quality of life in the region
 - 2.4 Bring services to the poor and disadvantaged groups in the countryside
3. **INCREASE COMPETITIVE POWER AND OPEN OUT**
 - 3.1 Make use of agglomeration economies and externalities at regional and urban scale
 - 3.2 Strengthen the bond between knowledge and production in order for researches to be effective in decision making process and guide policy
 - 3.3 Opening out
 - 3.4 Develop by diversifying and promote regional tourism
 - 3.5 Develop irrigation in agriculture and increase vegetable production generating high income and carry out agricultural research
 - 3.6 Increase competitive power in animal husbandry sector
 - 3.7 Strengthen financial structures of the SMEs in agriculture, industry and services sector in the region
 - 3.8 Develop and diversify construction and transportation services
4. **PROTECT ECOLOGICAL BALANCES AND IMPROVE THE SITUATION**
 - 4.1 Protect and control air, soil, water and forest eco-systems, reduce the impacts of urban agricultural polluters
 - 4.2 Protect and ensure sustainability of biodiversity
5. **STRENGTHEN INSTITUTIONAL STRUCTURE**
 - 5.1 Strengthen local government and the development agency
 - 5.2 Strengthen civil society and private sector
 - 5.3 Develop the central public administration institutions in the region

Activities in Logistics Sector

Logistics, for the Middle Black Sea region, stands as one of the most important sectors that may trigger development for many other markets as well. Already existing logistics infrastructure, multi-modality and proximity to Black Sea market highlight the regions competitiveness for logistics. Despite the comparative advantages of the sector, there is no unity, interaction and institutional base among the logistics actors.

OKA, as a first step, in order to increase the communication among the actors and formalize the relationship established the logistics platform consisting of governor, mayors, civil society members and private sector representatives. Logistic platform made the first meeting under secretary of OKA. After the first meeting, it has been decided to create a roadmap for the logistics sector. With the financial and technical support of OKA, first output of the efforts has been realized; TR83 Logistics Master Plan.

Pre-feasibilities and the potential of the sector after a series of discussion with stakeholders have been clarified. Most rigid message of the plan was the logistic centre of Samsun. It is designed to be a huge logistic hub having many other logistics services in-house. Besides, 5 alternative areas have been decided to build the logistics center on.

In addition to logistics master plan, to carry the study a step further, studies on the feasibility report of the logistics centre was started. Feasibility report, again with the financial support of OKA has been completed together with demand analysis and total budget of the centre.

As the final step OKA has applied for the call for proposals of Regional Competitiveness Operational Programme announced by Ministry of Science, Industry and Technology. Samsun Logistics Centre Project has been shortlisted as the only major project among all. During several negotiation meetings details of the project have been presented to the EU delegation members and Ministry officials. Although project has not been accepted to get fund yet, important progress was realized.



REGIONAL INNOVATION STRATEGY

Developing innovation capacity is a basic priority for every region in order to be in an advanced position in the future of Turkey. With this purpose Middle Black Sea Development Agency started to prepare “ Regional Innovation Strategy” in December 2011.

In the beginning, a workshop was held in Samsun to ensure a memorandum of understanding and determine the vision of Regional Innovation Strategy with the participation of representatives from public bodies, NGOs and private companies in the region. At first, the concept of innovation and the activities to be carried out during this project were introduced to the participants. Then key sectors that will increase competitiveness and accelerate the development of the provinces in the region were identified and a SWOT analysis was made for these sectors. Moreover group studies were done to determine the state of play and targets in terms of innovation capabilities of the region.

After this organization, workshops were held in February 2012 respectively in Amasya, Tokat, Samsun and Çorum provinces in the context of state of play analysis. In these workshops, surveys of Innovation Demand&Supply, Regional Innovation Medium, Innovation Vision Expressions and SWOT for Innovation were applied to the participants. 267 stakeholders from the region participated in these surveys.

Innovation Committees

Public sector innovation committee, private sector innovation committee and social innovation committee were set up in each province of the region. Private sector innovation committees were composed of stakeholders from the key sectors in the provinces; public sector innovation committees were composed of representatives from public bodies; social innovation committees were composed of representatives from schools, NGOs, universities, private companies and press. In the first committee meetings, held in March 2012, problems in private sector, public services and social issues and innovative solution suggestions were discussed.

Second committee meetings were held in April and May 2012. Social innovation committee meetings were hosted by Amasya Industrial Vocational High School, Çorum Anatolian Teacher Training High School, Samsun Kazim Orbay Primary School and Tokat Anatolian Hotel Management and Tourism Vocational High School. In these meetings, successful applications developed in technology and design classes were introduced by students. Afterwards, social problems were discussed by students and committee members.



meetings was private sector-university cooperation. In these meetings possible areas of cooperation were mentioned by the representatives from private companies and academicians from Amasya, Hitit, 19 Mayıs and Gaziosmanpaşa Universities. These meetings were hosted by some innovative firms in the region, namely Silverline in Amasya, Ece Banyo in Çorum, Filiz Helva in Samsun and Dimes in Tokat.

Project Market and Seminar on Intellectual Property Rights

In June 2012 an organization was held in Hitit University Engineering Faculty with the participation of academicians, representatives from private sector, education institutions, members of the innovation committees and students. In the beginning of the organization, the innovative designs of private companies and students from primary and vocational schools were observed. Besides academicians and private sector representatives had the chance to talk about possible areas of cooperation. Afterwards a seminar on intellectual property rights was given by Ankara Patent Office



Innovation Success Stories

A form was designed and distributed during aforementioned meetings to collect innovation success stories from public bodies, private firms, NGOs and schools. The aim was to gather stories of successful innovative applications of all sort of institutions in the Middle Black Sea Region and to spread these applications in the region. Some of the success stories were published in the TR83 Regional Innovation Strategy Document.

Logo and Poster Design Competition

Besides these activities a design competition for logo and poster was organized in order to promote Regional Innovation Strategy and to increase awareness about innovation. For announcing the competition in the region, 600 posters were disseminated to the national education directorates, universities and public education centers. After the application and evaluation process ended, the successful participant was awarded a laptop.

Regional Innovation Strategy and Action Plan

After all these activities and workshops Draft Regional Innovation Strategy was prepared and sent to the stakeholders in the region. In order to gather opinions, draft strategy was introduced and discussed in the Development Council Meeting Held in July 2012. According to the contributions

Document and Action Plan was prepared. The Promotion Meeting for Regional Innovation Strategy is going to be held in October 2012.

SUPPORTING ENTREPRENEURSHIP

National Entrepreneurship Conference

Within the scope of actions for developing entrepreneurship in TR83 Region, National Entrepreneurship Conference was held on 11th October 2011 at the 19 Mayıs University (OMU) Congress and Culture Center. About 250 people from public bodies, NGO's, private sector and universities participated in the conference where the concept of entrepreneurship, incentive and support mechanisms for entrepreneurs and success stories were discussed

In the first session the concept of entrepreneurship in national perspective was discussed with the participation of Prof. Dr. Serdar SAYAN, The Director of TEPAV Entrepreneurship Institute, Orhan TURAN, member of the administrative board of SEDEFED and Erdem ÇENESİZ, chairman of the administrative board of TURKONFED. The issue of "Entrepreneurship and Business Model" was handled by Asst. Prof. Yetkin BULUT from the Business Administration Department of OMU and Prof. Dr. Birol ELEVLI, the head of Industrial Engineering Department of OMU in the second session.

Another issue analysed in the conference is "Entrepreneurship Supports in Turkey". In this session İhsan KARATAYLI from Technology Development Foundation of Turkey and Nedim TUNA from KOSGEB (SME Development Organization) Samsun Service Center gave information about the supports given by these organizations.

Last session, "Successful Venture Stories", was held by the participation of Gülden YILMAZ, member of TOBB Young Entrepreneurs Council, Yesim KIYICI, head of Samsun Women Entrepreneurs Council and Kerem TÜFEKÇİ, head of Samsun Young Entrepreneurs Council who gave advices on running businesses. After the conference "The Concept of Entrepreneurship in Turkey" report was prepared including all speeches made in the Conference and current analysis of entrepreneurship in Turkey.



72 hours training programme.

Practical Training for Entrepreneurship

Practical Training for Entrepreneurship was held between 19th of April and 5th of July 2012 within the scope of cooperation protocol between OKA and KOSGEB. The aim of the programme, which was free of charge for the participants, was to train university graduates about the issue of entrepreneurship and to ensure that they establish successful enterprises. The topics of qualifications for entrepreneurs, business plan and innovation were handled during a

The 28 trainees who completed the programme successfully got their certificates and the right to apply

SOCIAL POLICY STUDIES

Supporting Gender Equality

One of the important topics in social policy formation and implementation is supporting gender equality. Aware of this fact, OKA carried out a variety of activities since its establishment. In 2010 a national conference named “Increasing Women's Participation to Labour Force and Equal Opportunities for Next Generations” has been organized in cooperation with the World Bank. After this conference a report is released on women's empowerment in TR83 Region. In this report statistics about demography, education, labour market and employment, domestic violence, and political representation have been analyzed. In 2011, again in cooperation with The World Bank, World Development Report 2012: Gender Equality and Development was launched in Samsun. In addition to the important local actors, co-writer of the World Development Report Sarosh Sattar, representatives of Family and Social Policy Ministry, Ministry of Development, Boğaziçi University, Business Women Entrepreneurs and Enhancement Association and Work and Social Security Ministry have participated to this conference.



Women Friendly Cities 2 Project:

Strengthening Gender Equality at the Local Level: The overall objective of the programme is promoting an enabling environment for women friendly communities by means of mainstreaming gender into the planning process of local authorities. The project is initiated by the UNFPA, UNDP and Ministry of Interior. To this end technical board and higher board have been established. Our Agency is participating regularly meetings of these boards and contributed to drawing up and implementation of Local Equality Action Plan.

Human Resources Development Analysis

In order to develop human resources of Turkey and Mid Black Sea Region, to balance demand and supply of labour market and to increase employability of people, Human Resources Development Platform was established within the Development Council of OKA. To guide the activities of this platform, an analysis of labour market and vocational education of TR83 Region was made and the report was delivered to the members of this platform. With the participation of the 45 representatives the first meeting of this platform was realized in Samsun in October, 2011.



Social Policy Studies Group

In order to enhance capacity of Development Agencies in the realm of social policy formation and implementation, Ministry of Development chose 5 development agencies and established Social Policy Studies Group. This group started its activities at the end of 2011 and continued throughout 2012. Within the studies of this group a report named Social Policy Practice in Development Agencies has been prepared. In this report, regional plans and work programmes, social analysis of development agencies and international cooperation activities regarding social policies have been analyzed. After the report a seminar and workshop was organized in Gaziantep with the participation of the Minister of Family and Social Policy to contribute to the improvement of social policy practice of development agencies.

DEVELOPMENT COUNCIL

Development Council is composed of 100 members representing four provinces of the Region in a balanced way. The objective of the Council is enhancing cooperation among public institutions, private sector and non-governmental organizations in the Region. The Council meets at least twice a year. Duties and authorities of the Development Council are as follows:

Discussing and evaluating annual activity and internal audit reports of the Agency and to make recommendations to Administrative Board,

Making recommendations to Administrative Board regarding problems and solution proposals, promotion, potential and priorities of the region,

Reporting the results publishing conclusion notice of meeting to the Ministry of Development.



From 2008 to 2011, the president of council was Prof.Dr.Zehra SEYFİKLİ Rector of Tokat Gaziosmanpaşa University's, and after, Ondokuzmayıs University's Rector Prof.Dr.Hüseyin AKAN was selected as the new president. In 2012, the current president is Hitit University's Rector Prof.Dr.Reha MetinALKAN.



During years, several sub commissions were created: tourism, agriculture, health economy, entrepreneurship and human resource development. Workshops and conferences related to these topics were realized and their reports were written. Before the workshops, information and statistics about the subjects were gathered by the Agency Experts. Not only development council members, but also representatives from public sector, private sector and NGO's that are related to subject of the meetings attend these meetings.

PUBLICATIONS

COUNTRY REPORTS

One of the duties and authorities of the Agency is to promote business and investment opportunities of the region nationally and internationally in cooperation with relevant organizations. Despite the close relation of the countries the investment potential of this region is not very well known in Black Sea countries. Therefore, investment promotion visits were planned. In 2011 and 2012, several detailed reports of countries like; Ukraine, Russia, Bulgaria and Romania were prepared for the current and future study visits.

These reports are accessible via Agency's website for potential investors and other stakeholders. The reports contain three parts: General Look that covers countries' basic information, economic status, politic relations with Turkey and practical information; Foreign Trade that covers foreign trade stats, foreign trade policy, foreign trade with Turkey and TR83 Region and finally Investment that covers membership of the international organizations, tax policy, investment opportunities and potential investment areas.

INCENTIVES AND SUPPORTS PROVIDED IN TURKEY

In our country, various incentive programs are executed by many organizations for different purposes such as increase of investment and employment, support of export and SME's, decrease of regional imbalance and support of R&D activities. Bringing together the incentives and supports provided, Middle Black Sea Development Agency prepared this report for the purpose of informing the stakeholders in our region about these supports. In the document, summary and purposive information is given such as the amount, the duration, the eligible applicants, the subjects of support provided by institutions.

THE CONCEPT OF ENTREPRENEURSHIP AND ENTREPRENEURSHIP IN TURKEY

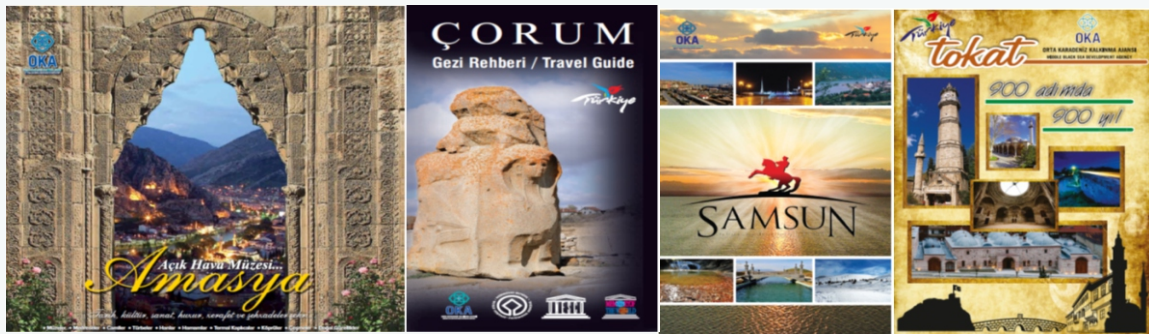
In the 9th Development Plan, under the title of active labor market policies' development, the support of entrepreneurship policies is encouraged. The implementation of effective labor market policies is targeted via



entrepreneurship and employment guarantee programs, vocational counseling and guidance services, vocational training courses. For this purpose, Middle Black Sea Development Agency prepared this report to provide information about entrepreneurship. In this report, the concepts of entrepreneurship in Turkey and the TR83 region are examined. Supports provided about entrepreneurship are explained. Examples of international entrepreneurship supports are given. Lecture notes of the National Entrepreneurship Conference held in October are added.

TR83 REGION TOURISM GUIDES

To promote the region's tourism characteristics domestically and abroad, it is decided to publish four cities' tourism guides. The tourism guides are distributed at tourism congress and fairs. At the same time, at cities, they are distributed via Governorships and Provincial Directorates of Culture and Tourism.



INVEST IN MIDDLE BLACK SEA

Since our Agency is required to promote business and investment opportunities of TR83 Region at national and international level, documents have been prepared to introduce OKA and the Region to the potential partners and investors. One of these documents is Invest in Middle Black Sea which gives information about social and economic situation of the four cities in the region as well as about Turkey's GDP, direct foreign investment statistics and the advantages provided to the investors. Another important work is the TR83 Promotion Video which is available in Turkish, English and Russian.



INVESTMENT PROMOTION ACTIVITIES

STUDY VISITS – FAIRS – INTERNATIONAL MEETINGS

IRELAND

A study visit to Ireland was realized in 2010 to promote TR83 Region's investment potentials in European countries by Middle Black Sea Development Agency and to develop collaboration and cooperation opportunities with Development Agencies in international area. The visits were realized by Agency Committee to Industrial Development Agency (IDA), Enterprise Ireland (EI) that work at national level and Shannon Development Agency that works at regional



level. In the scope of the study visit, views about promotional and incentive mechanisms of IDA and EI to local and foreign investors were exchanged. Successful projects and applied examples of Shannon Development Agency in 50 years were visited. Informational presentation about its institutional structure was listened. On-site examinations were realized by visiting Shannon Free Zone, the National Technology Park, Westpark Technology Park, Information Age Park Ennis and Limerick University. To develop a mutual understanding of joint working, partnership and cooperation protocol was signed between Shannon and Middle Black Sea Development Agency.

SPAIN



The study visit was realized in 2010. In 2 cities, 4 different Development Agencies were visited. Field visits gave the opportunity to see the activities and supports of the Agencies. First, OKA Delegation visited Barcelona Activa Agency in Barcelona and got the information about its activities. Then, the delegation visited Business Development Center and Entrepreneur Training Center that offers opportunities to young people and

unemployed people, which are under the administration of Agency. Then ACCIO Agency (for Catalonia Competition Agency) was visited. Presentations about internationalization and innovation center activities realized by two different directors of the Agency were listened. Then the visits of Biomedical Research Centre and Barcelona Digital organized by ACCIO were realized. It was seen that to closely monitor technological developments is very important for the development.

POLAND

Our Agency being a member of EURADA, to explore and develop possibilities of future oriented cooperation possibilities with development agencies in Europe, to examine the best practices in regional development issues, it is decided to execute a staff exchange program between our Agency and Bielsko-Biala Development Agency in Poland. Two experts from our Agency were assigned for the first phase of the program. The program's main objective is to examine on-site each other's



activities, to find opportunities for a deeper cooperation and coordination. The study visit took 12 days between 9 and 20 May 2011. Throughout the program, information and experiences were shared via meetings, practical applications and field visits. At the second phase of the program, two experts from Bielsko-Biala Development Agency visited our region. They examined on-site the



activities of our Agency. The presentations about our Agency were realized. In the scope of financial support programs, by visiting on-going projects, information about the best practices and financial support programs was given. By visiting Investment Support Offices, the experts who participated at the program got detailed information about local potentials.

JAPAN – JATA FAIR

The OKA delegation realized a study visit to promote and to represent TR83 Region for investment and tourism activities between 27th of September and 3rd of October, 2011. In Niagata, Koi Fish production which plays an important role in the region's development with high amount of export is examined.

In Tokyo, meetings were realized with Turkish businessmen and sector representatives in Japan on investment opportunities. In JATA Travel Fair, OKA opened a stand for the promotion of TR83 Region was one of the attractive stands with brochures, posters and souvenirs.

RUSSIA (MOSCOW & KRASNODAR & NOVOROSSISK)

The OKA delegation realized a study visit to Moscow, Krasnodar and Novorossisk between 2nd and 8th of October, 2011. Remarks regarding the visits are; there would be direct flight between Krasnodar & Samsun, a Turkish-Russian Businessmen Meeting would be realized (both realized in 2012), the 2014 Winter Olympics that would realize in Sochi would be a great opportunity for Turkish investors, there could be some



cooperation between Krasnodar's and TR83 Region's universities, Samsun Park would be built in Novorossisk and Novorossisk Park would be built in Samsun, there would be exchange of journalists between two regions. There were face to face meetings with Ambassador of Moscow, Vice President of Rosmorport Investment and Strategy, Deputy Minister of Russian Regional Development, Deputy Governor of Krasnodar, Mayors of Krasnodar & Novorossisk, Director of Novorossisk Customs, Novorossisk Port Authority Chairman, and President of Novorossisk Chamber of Commerce.

RUSSIA (MITT FAIR & ST.PETERSBURG)



The OKA Delegation participated to MITT Moscow Tourism Fair between 19th and 23rd of September, 2012, where documents about our region were distributed. The delegation participated to the reception held at Moscow Embassy. At the reception, the views were exchanged to realize more effective promotion activities to the future tourism fairs. At the second leg of the study visit, Consulate General of St.Petersburg was visited. There was a face to face meeting

with Consul General and commercial attaché of St.Petersburg. Preparations of the Turkish-Russian Businessman Meeting were discussed in details. The delegation got information about the region and Turkish firms in the area. During the meeting, the ideas were exchanged about improvement of commercial relations between TR83 Region and St.Petersburg.

SPAIN (IMPIVA)



Being a member of EURADA, OKA delegation realized a study visit to several institutions in Valencia under the coordination of IMPIVA – Institute for Small and Medium Sized Enterprises; in order to investigate and develop the future possibilities of cooperation with Development Agencies in Europe, examine the best practices in regional development issues. With this program conducted jointly with IMPIVA, the best practices

realized using local and international resources about regional development for nearly 20 years in Spain, were examined on-site. In addition, an institution similar to our Agency, its central position and having high coordination skills, IMPIVA was a good example for the development agencies in Turkey. Focusing on project-oriented activities, especially after EU membership, the Agency concentrated on energy efficiency, clustering, IT, innovation and entrepreneurship.

SCOTLAND (SCOTTISH ENTERPRISE)

Our Agency being a member of EURADA, OKA delegation realized a study visit to several institutions, including the northern region of Scotland, under the coordination of Scottish Enterprise, operating in Glasgow and in southern regions of Scotland with 12 branches, to investigate and develop the future possibilities of cooperation with Development Agencies in Europe, examine the best practices in regional development issues.



EURADA Membership

Since the foundation, international networking activities have always been a top priority for the Middle Black Sea Development Agency. In order to benefit from the international links, OKA became a member of European Association of Development Agencies (EURADA) in the very beginning of 2010 and since then OKA has been an active member of the association.

Following the membership to the EURADA, OKA in cooperation with EURADA organized a two days seminar for local governments and civil society organisations operating in the region in October 2010 in Samsun. The number of total participants to the seminar was 229 including not only local actors but also national actors like secretary generals and personnel of development agencies, State Planning Organization, Ministry of Industry and Commerce, Ministry of Agriculture and Rural Affairs, Secretariat General of European Union, Ministry of Foreign Affairs and The Republic of Turkey Prime Ministry Investment Support and Promotion Agency and international actors like Administrative Board members and secretary general of EURADA, Regional Development Agencies from Poland, Italy and Belgium, Oxford Intelligence and ECORYS Research and Consulting.

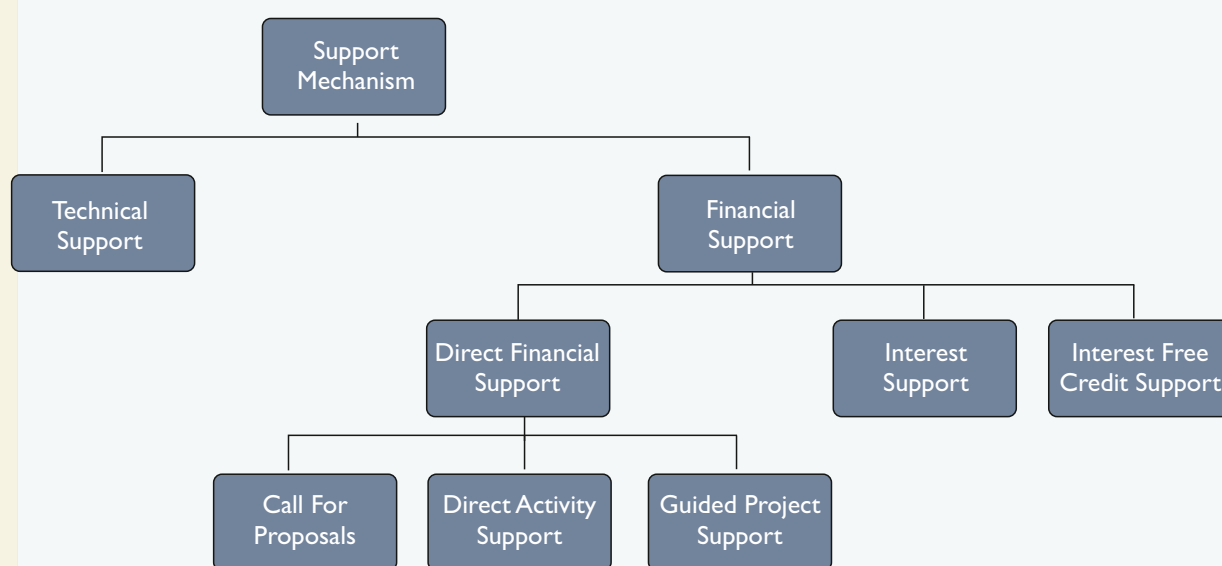
Following after the event in Turkey, in the AGORADA meeting in Bielsko-Biala, Poland, OKA became a full member and member of board of directors of EURADA for the period of 2012-2014. This is also a remarkable point in the history of RDAs in Turkey since it is the first time that a Turkish RDA gained a role as a director in an international association.

Partnership and good cooperation between OKA and EURADA will continue in the 2012 with the AGORADA+ event that is going to take place in Samsun Turkey.



PROGRAMME MANAGEMENT AND MONITORING AND EVALUATION ACTIVITIES

OKA uses various tools to support the public, private institutions and civil society in TR83 Region. On the one hand it gives technical support to all of its stakeholders in the region; on the other hand it provides financial support through Direct Financial Support, Interest Support, and Interest Free Credit Support. So far all Direct Financial support tools were used by OKA.



CALL FOR PROPOSALS

The Agency announces call for proposals with different target groups each year depending on the relevant work programme. Agency carries out necessary preliminary preparations and then announces guidelines for each programme. In 2009 OKA carried out Financial Support for Increasing Competiveness and Opening Out of Enterprises and in 2010 it announced Financial Support Programme for Small Scale Infrastructure. In 2011 two call for proposals were announced and these programmes were started to be implemented in 2012.

Increasing Competitiveness of SMEs and Improving Commerce Financial Support Program

In order to enhance Competitiveness of SMEs and help them opening out to foreign markets, OKA launched a call for proposals at the end of 2011. By 26.11.2011 in total 317 projects were submitted to OKA. The sectors which were encouraged to apply are:

- Metal Industry
- Mineral Products
- Food Processing and Drinks
- Tree and wood fungus products
- Furniture manufacture
- Tourism

Programme Budget	15.000.000 TL
Call for Proposals Launch Date	27.09.2011
Last Application Date	26.12.2011
Total Application Duration	90 days
Grant Proportion	% 25 - 50
Number of Applications	317
Number of Successful Projects in the Administrative Check	73
Number of Signed Contracts	65 days
Total Budget of Projects	30.075.123 TL

After the administrative check and evaluation process done by the 29 independent evaluators and the control of Evaluation Committee, 73 projects have been listed as successful and with 65 projects contracts were signed.

Improving Human Resources Development Financial Support Program

- Increasing women and youth's employment
- Integration of disabled people to society and enhancing their employment opportunities
- Enriching the rural income generating opportunities

As of 26.12.2011, 117 projects were accepted and started to be evaluated during 18-25 January. After the administrative check, 11 Independent Evaluators and then Evaluation Committee evaluated the projects.

As a result 34 projects were listed as successful and with 30 projects contracts were signed.

24

Programme Budget	3.000.000 TL
Call for Proposals Launch Date	27.09.2011
Last Application Date	26.12.2011
Total Application Duration	90 days
Grant Proportion	% 25 - 90
Number of Applications	117
Number of Successful Projects in the Administrative Check	36
Number of Signed Contracts	30
Total Budget of Projects	2.472.718 TL



Program implementation period started with pre-monitoring visits to projects. After pre-monitoring visits regular visits have been started. According to the progress of the projects payments are done for each beneficiary.



Financial Support Program For Small Scale Infrastructure

Financial Support Program for Small Scale Infrastructure aims at improving the infrastructure of the Region. The programme has 3 specific measures:

Measure 1: Small Scale Infrastructure for Effective Spatial Organization Devoted To Tourism

Measure 2: Improvement and Protection of Ecologic Balances and Environment

Measure 3: Improvement of Infrastructure Devoted To Common Production and Commerce

After the evaluation period, with 36 projects contracts were signed and they started to be implemented. By the first 6 months of 2012, 11 projects were completed and 25 projects continue to be monitored.

GUIDED PROJECT SUPPORT

With guided project support it is aimed to accelerate regional development, strengthen regional competitiveness, and improve the business environment especially in the realms of innovation and technology. Business development centers, techno parks, technology development centers, common commerce centers, exhibition centers, laboratories and workshops are some examples for this kind of support.

SAMSUN CONGRESS AND EXPO CENTER

After the meetings held together with various organizations in 2011 Samsun Congress and expo center projects was chosen to be financed by OKA. The construction of this center continues and it is planned to be completed by the end of 2012.



DIRECT ACTIVITY SUPPORT

The Agency gives direct activity support to the institutions to develop the region, make use of the opportunities in terms of competitive power; increase the innovation and entrepreneurship capacity of the region, take measures against threats and risks to regional economy, carry out planning and strategic action programmes as well as to do research on subjects of critical importance. Moreover, feasibility reports of business development centers, techno parks and institutions alike are other suitable project topics.

2010 DAS

Programme Budget	640.000 TL
Launch Date	14.06.2009
Last Application Date	12.11.2010
Grant Proportion	%25-100
Number of Applications	62
Number of Successful Projects	14
Number of Contracts Signed	11
Budget of Projects	486.951 TL

2011 DAS

Programme Budget	750.000 TL
Launch Date	11.05.2011
Last Application Date	14.11.2011
Grant Proportion	%25-100
Number of Applications	41
Number of Successful Projects	11
Budget of Projects	699.849 TL

2012 DAS for the first 6 months of 2012

Programme Budget	500.000 TL
Launch Date	12.03.2012
Last Application Date	14.11.2012
Grant Proportion	%25-100
Number of Applications	16
Number of Successful Projects	2
Budget of Projects	149.250 TL

Examples from Supported Projects

Inventory of Contemporary Crafts and Market Research

With this project present crafts of TR83 Region have been researched and identified. Special importance was given to women's handicraft. With the inventory and market research it is aimed at promoting sales of these products and tourism potential of the region.

Awareness of Urbanity in Metropolitan Samsun

State of play in Samsun Metropolitan City has been completed by interviewing people living in the city of Samsun regarding awareness raising, urban attitudes, urban belonging.

Age Friendly City Amasya

In order Amasya to be one of the age friendly cities by the standards of World Health Organization (WHO) a research has been realized. With this research potentials of city have been identified and documented.

Sectoral Demand for Employment-Oriented Vocational Education Research

By making labour market need analysis it is aimed at forming the rational relationship between the demand of qualified labour force and vocational education in the province of Çorum. To this end, field studies and surveys among enterprises have been done.

Needs Analysis of Vocational Education in Tokat

The project aimed at putting forward the current situation of vocational education in Tokat and drawing up a road map to improve the educational system. To this end, field studies and surveys among vocational education students have been done.

Social Risk Map of Samsun

In this project the social risks affecting socio-economic development in Samsun have been identified and measures were proposed to prevent these risks from happening.

TECHNICAL ASSISTANCE

Technical Support Programme aims at contributing to improvement of local actors' institutional capacity. In this programme Agency meets the needs of local institutions by its own personnel and if this is not possible by procurement. The first technical assistance programme was announced on 12.03.2012. Total budget of the programme is 300.000 and applications are evaluated by two months periods. In the first evaluation period 23 project proposals were accepted and among them 8 have been successful and started to be implemented.

INTERNATIONAL PROJECTS

One of the activities aiming at making regional development policy effective at central level and ensuring development based on local dynamics and internal potential in line with ensuring regional development is preparing projects for national and international grant schemes.

To improve cooperation between public sector, private sector and non-governmental organizations to achieve regional development objectives and to promote activities related to bilateral or multilateral international programmes to which Turkey has participated in the region and to contribute to the development of projects within the context of these programmes are among the duties of the Agency.

In order to contribute to accession period, to strengthen social dialogue and participation and increase the absorption capacity for the structural funds, the agency submitted and performed some projects in 2010

Middle Black Sea Development Agency Is Struggling With Unregistered Employment

“Middle Black Sea Development Agency Is Struggling With Unregistered Employment” is a project funded under promoting registered employment through innovative measures grant scheme within the framework of Human Resources Development Operational Programme under IPA. The grant scheme was implemented by Ministry of Labor and Social Security, Social Security Institution and Central Finance and Contract Unit of Turkish Government. Middle Black Sea Development Agency has been implementing the project since July 2010.

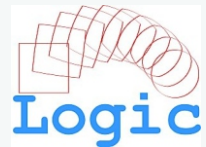
Overall objective of the project is increasing employment opportunities of the young unemployed people by training the qualified staff who will be employed in the construction and excavation sector in TR83 Region and with the activities which will be arranged to raise awareness about the unregistered employment



The project aims at educating 80 people who are at least primary school graduates between 18-29 years old about using business machines, increasing the registered employment in the construction sector by raising the number of qualified workers, encouraging the registered employment with the seminars and panels, competitions, research reports, all kind of media products which will be prepared and with creating awareness among all related actors, increasing the cooperation among the chambers, public bodies, employer and employee trade unions, local administrations and CSOs; about struggling against unregistered employment in TR83 Region and preparing grounds for the studies which will be managed by our development agency in the region.

LOGIC

The mission of LOGIC Project is the exchange of Adult Education in the context of Life Long Learning. The impact of this exchange about the “Learning Theory” of Jean Piaget (Written together by Inhelder) has been accepted. LOGIC will be implemented between the years 2011 – 2013. In the first period



of 2012 two coordination meeting has been done and 9 mobilities as the partner institution has been accomplished successfully. The first coordination meeting hold in Malaga between 12 -15 March 2012 in the IES Vicente Espinel Education Center. In this meeting seven different country best practices from each country 3 different examples in total 21 best practices which are



implemented in adult education have been presented. The second meeting hold in Bordeaux between 11 -15 June 2012 by the RADAR-B NGO. 19 participant from 7 different partner countries involved in the second coordination meeting. The LOGIC Handbook has been finalized during this meeting and dissemination activities has been started of this

handbook after the output and 21 practices and the results have been inserted in this handbook.

MOB-RED

MOB-RED Mobility for Regional Development is being implemented in 2012 which is a LdV PLM project. The main aim of this project is to develop 40 specialists capabilities in regional development by visiting 4 different RDAs; Terras Dentro, ERVET, Jyvaskyla RD Co. and Sevilla Global. There will be 7 inside partner organizations which will involve in the



mobility programme to enhance the capacity of their human resource in the field of Regional Development. In accordance of the 4 mobility programmes the first has been established between 19 May- 02 June 2012 in Jyvaskyla Finland, by visiting the Jyvaskyla Regional Development Company by 10 staff from the insider partners of the project. In the specialization of entrepreneurship Jyvaskyla is a good best practice for regional development as a tool. 10 staff involved in this mobility programme. To enhance the institutional capacity of companies and to develop them in international cooperation is a priority of this RDA which is a best practice for the project.

Black Sea Cross Border Cooperation

Regional Business Incubators' Network "Black Sea BI-Net is a cross border cooperation which has been signed in July 2012. The implementation still hasn't been begun. The Partners of the project are:

- European Regional Framework for Co-operation Inter-Regional Development Organization (ERFC), Greece;
- Association of Cross border Cooperation "Lower Danube Euroregion" (ACT EDJ), Romania;
- Small and Medium Entrepreneurship Development National Center of Armenia (SMEDNC), Armenia;
- Regional Fund for the Support of the Entrepreneurship of Zaporizhzhya region (RFSE), Ukraine;
- Middle Black Sea Development Agency (OKA), Turkey.
- And one Associate Partner: Agency for Investment Attraction and Trade Promotion, Moldova, Pridnestrovie.

The vision of the project is to accelerate the development of a productive and competitive economy and

improve cooperation in the Black Sea region. There are planned activities as the following one.

(1) To increase the institutional capacity of the business support organizations, public authorities and business incubators' executives in development of specific policies related to business incubation as a tool to support and strengthen start-up and innovative SMEs, (2) to boost the level of cross-country cooperation between business incubators, business support organizations, public authorities and incubated SMEs and improve competitiveness of the businesses in the Black Sea region.



Increasing Competitiveness of TR83 Region

One of the most significant achievements of OKA so far is its success on the achieving financial resources besides its own budget. Agency has implemented many EU funded projects until now, but among all, Increasing Competitiveness of TR83 Region under regional competitiveness operational program stands on a unique place. This operation has been designed to equip the OKA with the skills and capabilities for facilitating socio-economic development in the Region, with a special emphasis on building the skills and capabilities to foster regional competitiveness.

Operation has four components: works, supervision of works, supply and technical assistance (TA). The works and supervision of works components will facilitate construction of the OKA Headquarter (HQ) in Samsun Organized Industrial Zone. Thus OKA HQ will be as close to the SMEs as possible, making it convenient for the SMEs to benefit from the Agency's services.

The supply component of the Operation will finance procurement of GIS-related ICT equipment and software, satellite images. The rest of the supplies (i.e. office furniture, meeting room furniture, office ICT



equipment etc.) required for establishment of the HQ will be financed by OKA. All of the supplies to be procured relate directly to establishment and operationalization of the GIS-related systems at the Agency.

The TA Component includes provision of technical assistance to OKA for improvement of corporate skills and capabilities. The TA component will facilitate development of a corporate plan for the OKA, complete with well-defined business processes. The institutional capacity of the OKA will be improved both by delivery of training programmes to OKA staff and development of tools (such as computerised systems, manuals, guidelines etc. on cluster mapping, business diagnosis, operational and strategic planning and programming, investment promotion, quality assurance etc.). The TA component of the Operation also includes support to OKA for implementation of the corporate plan and utilisation of the supportive tools, mentioned above.

In sum, with the project it has been designed to create an agency that might be the role-model for the rest of Turkey. It is planned to start activities of the project in the first quarter of 2013, as for the moment necessary preparations for the tender dossier and procurement rules is being carried out.





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