

MIDDLE BLACK SEA DEVELOPMENT AGENCY

2010



annual report



MESSAGE FROM THE HEAD OF ADMINISTRATIVE BOARD

The changes in the approach in the field of regional development experienced since 1950s in the world and the European Union have been reflected to Turkey as well. For many years, Turkey's approach to regional development has been to identify development policies at the national level and make regions act according to these policies. The acceleration of the policies in the field of development and the development of new and effective tools in this field in our country have started with accession process to the European Union. The multidimensional transformation that is seen in almost every area today has affected the administration discipline and as a consequence an understanding of governance involving many actors, being local, enabling the actors in the society, leading and facilitating the resource diversion has emerged.

The 26 development agencies in Turkey are among important tools developed and established in order to mobilize the dynamics of regional development with a governance approach. The reasons for the establishment of development agencies are to determine the development objectives of the regions, to increase communication and collaboration among public, private and civil society organizations for the implementation of regional strategies, to promote local and regional entrepreneurship, to make regional dynamics to accelerate economic and social development through identifying them and to propose solutions for the other problems of the regions.

Middle Black Sea Development Agency (OKA) was established for these purposes directed its activities together with its Development Council composed of the public institutions, private sector representatives and civil society organization in the region and Administrative Board in 2010 in order to realize the common goals of the people of its region. In addition, regarding all kinds of its activities, OKA has never sacrificed any of its basic values including participatory approach, social responsibility, impartiality, transparency and accessibility at all times.

In order to get a step closer to meet its future objectives OKA had helped both itself and institutions and people in its region to develop capacity in the year of 2010. In this regard, 2010 was a year of establishing local, national and international cooperation and improving the corporate and regional capacity for stronger steps in the coming years. The activities in 2009 and 2010 will continue with more diverse ones and increasing quality and quantity in the current ones as a result of this capacity open to improvement.

Due to all kinds of work and contribution, I want to celebrate the distinguished members of the Administrative Board and Development Council of OKA together with the personnel and wish the permanence of their success.



Şerif YILMAZ
Governor of Tokat
Head of Administrative Board

MIDDLE BLACK SEA DEVELOPMENT AGENCY 2010 ACTIVITIES

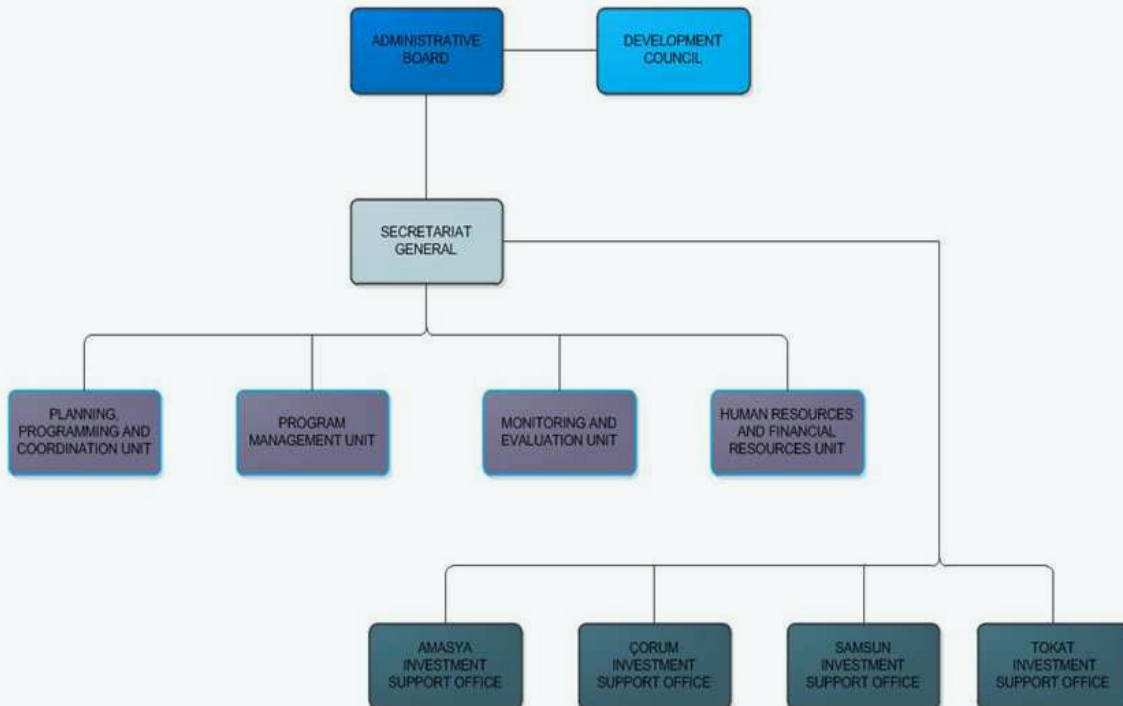
Middle Black Sea Development Agency (OKA) has been established in 2008 in order to support economic, social and cultural development of four cities located in the Middle Black Sea Region of Turkey. These cities are Samsun, Amasya, Tokat, and Çorum among which Samsun has been chosen as the centre of the Agency. OKA is one of the regional development agencies which have been founded by the Turkish Government countywide 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 persons, 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.

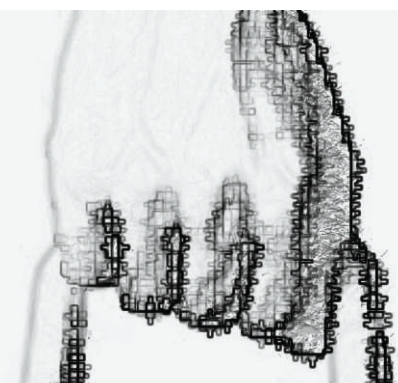
Secretariat General is the executive body of the Agency. Secretary General is in charge of this body. The Units under Secretariat General are

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

The units of the agency are working in close relationship with each other to perform the duties of the Agency:



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



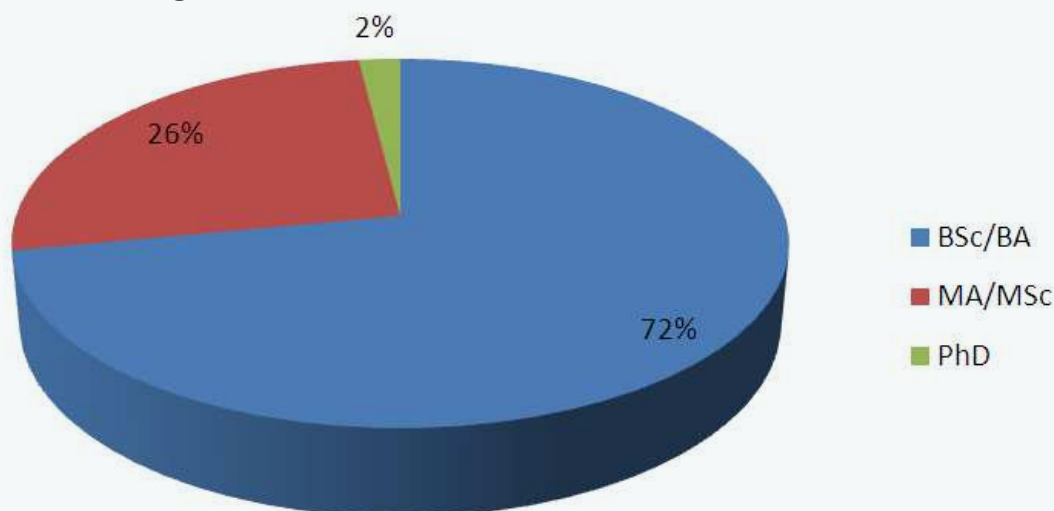
TRANSPARENCY Accessibility
Social responsibility
Consistency
SOLUTION –ORIENTATION
IMPARTIALITY Participation
Sustainability Innovation
Participation Reliability Effectiveness and efficiency

core values

The Secretariat consists of Secretary General, 31 Experts, 1 internal auditor and 4 Support staff. The personnel have undergraduate degrees of Economy (2), Business Administration (8), Finance (1), Political Science and Public Administration (4), International Relations (3), Urban and Regional Planning (2), Biology (1), Mechanical Engineering (2), Civil Engineering (4), Computer Engineering (1), Agriculture Engineering (3), Food Engineering (2) and Industrial Engineering (3).

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

Educational Background of the Personnel



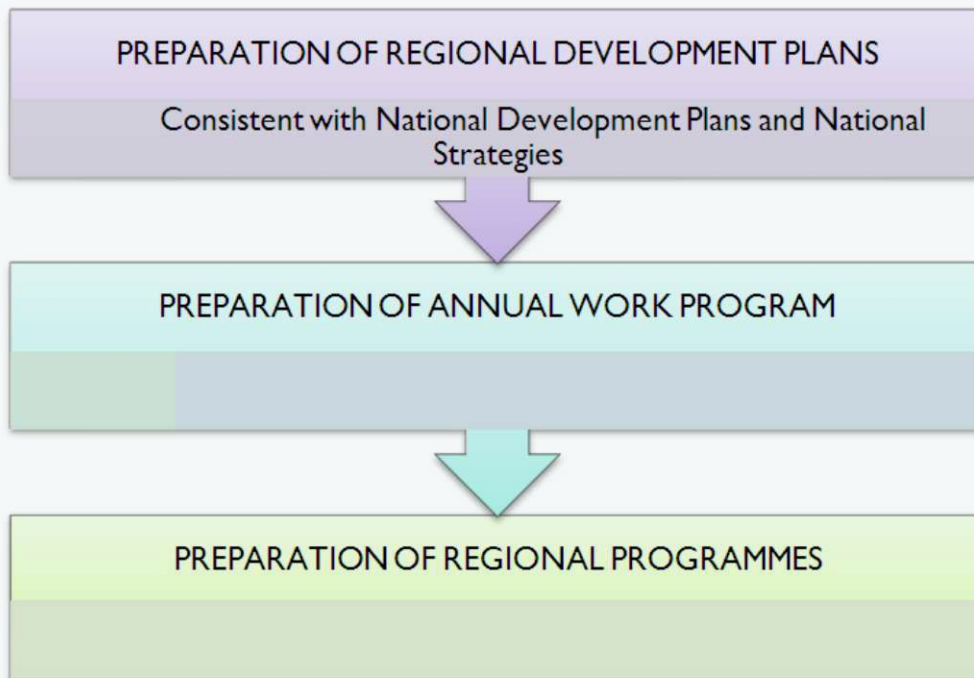
ACTIVITIES OF MIDDLE BLACK SEA DEVELOPMENT AGENCY IN 2010

1) PLANNING ACTIVITIES

TR83 Regional State of Play Report

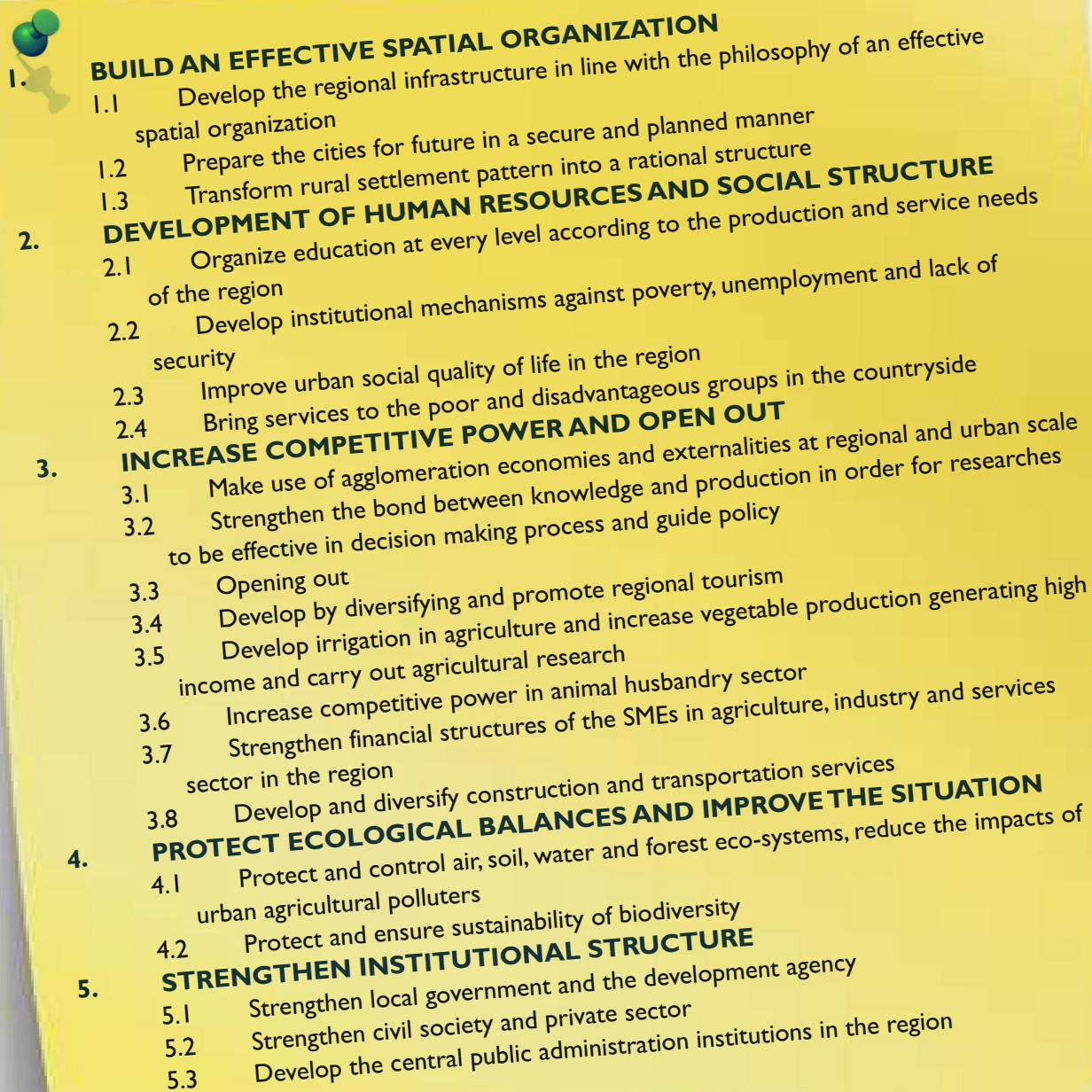
The development agencies in Turkey are required to prepare the state of play report of their respective NUTS 2 regions and the regional development plans based on this report. Regional Plans ranks second at planning hierarchy in Turkey under the National Development Plan.

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 which 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 Yeşilirmak Basin Development Plan sets out the main development axes of the region.



Strategic Goals And Priorities Of Regional Plan

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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 sector is of great significance for the region, particularly for Samsun province. TR83 Region has the potential to become one of the logistics bases of Turkey with its international ports, railway connection, maritime, road and airway links and advantages based on its geographical location. In order to reveal the capacity of the region and to mobilize the potential of the region Middle Black Sea Development Agency prioritized preparation of TR83 Regional Logistics Master Plan as a project under 2010 Direct Activity Support Program. Parallel to this activity, TR83 Region Logistics Platform under the chairmanship of the governor of Samsun was established, which will be a key factor in terms of managing and directing the issues in logistics sector. Moreover, a project to Seventh Framework Program was prepared by a team composed of experts both from Planning, Programming and Coordination and Program Management Unit. This project submitted to EU Commission aims at developing an innovative approach for integrated logistics management for regional development. The overall concept is to promote multilevel and interregional cooperation between research driven logistics clusters in the field of logistics management tools and methods. The project partners are from Belgium, Spain and Bulgaria.



Activities in Tourism Sector

Development Council of OKA has various sub-committees which work on certain subjects. One of these committees is the Tourism Committee which consists of Tourism and Culture Provincial Directors and representatives of NGOs, as well as private sector. TR83 Region has various natural, historical and cultural assets. As a result of this it is possible to have different kinds of tourism such as nature, culture, history, health, congress and excitement tourism. To further

develop the tourism sector, different kind of activities have been carried out. One of this was the Tourism Workshop. At the workshop the results of surveys which were distributed to 55 institutions prior to the workshop were discussed concerning common problems of the tourism sector. What is aimed with this kind of workshops is to increase the participation of all stakeholders in forming of common policies and determine strategic action plans. The meetings continue to be held throughout the coming years to follow the implementation process of designed action plans.

Activities in Agriculture Sector

Another important committee of the Development Council is the Agriculture Committee. Agriculture sector is one of the sectors which has vital economic importance in the region. It provides an important share of the gross regional product and employment. The region with a total area of 3.8 million hectares consists mostly of agricultural and forest land. The region is also quite lucky in terms of soil structure and irrigation possibilities. Among the 26 NUTS 2 regions TR83 ranks 4th in grain production, 3rd in vegetable production and 14th in fruit production. Some of the region's products are directly consumed in Turkey and abroad, while some other are processed as industrial raw materials. As the Region has a good potential in agricultural production, OKA is working for overcoming the



difficulties in order to improve the sector in the Region. In that respect one of the important activities was carrying out the SWOT Analysis of Agriculture Sector in TR83 with the participation of 50 representatives from the region.



Communication and Publications

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 both in Turkish and English.



2) PROGRAM MANAGEMENT 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.

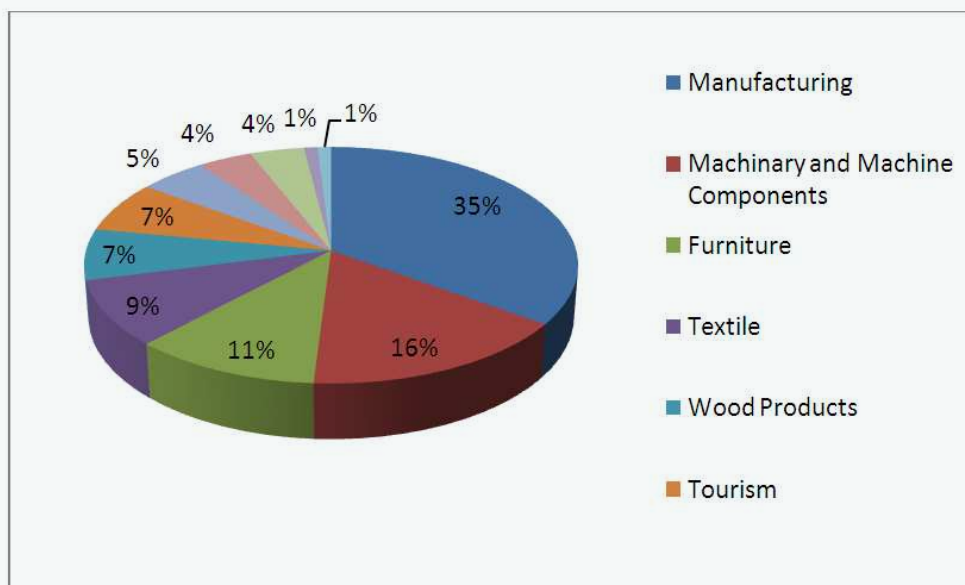
Call for Proposals for the SMEs: Financial Support for Increasing Competitiveness and Foreign Expansion of Enterprises;

The main objective of the programme is to encourage sustainable economic development in the TR83 Region, to increase competitiveness of enterprises, to support opening out, to help them have high technology and qualified work force, and to be able to adapt to changing conditions as well as to increase the capacity of the region in implementing the financial aid programmes compatible with the local priorities. The total budget of the project call was 14.500.000 Turkish Liras (TL).

In order to reach as many people as possible OKA used various communication tools. To that end 7.000 application packages, 10.000 brochures, 3.000 CDs, 200 billboards, 5.000 posters were used. Moreover, information meetings were held in 4 cities and 42 districts reaching to 3.436 people. In addition to this, to increase the capacity of the stakeholders **trainings** were held in 4 cities and 16 districts reaching to 1041 people.



As the Programme was closed on 29 March 2010, **535 projects** had been received. All these projects were subjected to administrative check and verification of eligibility. At the end of this check 108 projects were eliminated. Then the projects which passed the administrative check were evaluated by **67 independent evaluators** and by the Evaluation Committee which was composed of 7 members who represent public institutions and universities in the region. After this evaluation process, pre-monitoring visits were done to the project owner firms which have been found successful in order to test the feasibility of the projects. Moreover, budgets of these projects were revised to sustain the effectiveness and efficiency of the programme. At the end, the Administrative Board of the Agency announced **77 successful projects**. The sectoral distribution of the projects is as follows:



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

The total amount allocated to this Programme is 18.000.000 TL and the amount given to one project changes between 100.000 - 750.000TL. With this programme OKA finances up to 75 % of their total project budget.

For this programme 500 invitation letters, 1500 application packages, 2000 brochures, 1000 CD's were distributed. In total meetings in 4 city centers and 11 districts were held reaching to 744 people. In addition, 15 information meetings were organized about filling out the application forms, feasibility templates, budget and logical framework forms. The Programme was closed on 13th December, 2010 and in total 157 projects were accepted.

GUIDED PROJECT SUPPORTS

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. Here, there isn't any call for proposals. Instead the Agency coordinates various meetings with the representatives of important stakeholders such as Special Provincial Administrations, Municipalities, Chambers of Commerce and Industry and Universities of the Region to find the best project ideas to serve above mentioned goals. To that end OKA organized various meetings in 2010 in four cities of the Region and during these meetings all possible project ideas have been discussed within the framework of Yeşilirmak Basin Development Plan. At the end some topics have been chosen to be included in the 2011 Annual Work Programme of the Agency with a total budget of 5.600.000TL.

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. In 2010 the total grant amount was 600.000TL and 62 project applications have been received and among them 14 projects were found to be successful.

PROJECT CYCLE MANAGEMENT TRAININGS

Program Management Unit started to give “Project Cycle Management” trainings for the people of region to get maximum benefit regionally from funds of all national and international associations organizing call for proposals especially from the ones of Middle Black Sea Development Agency. With these trainings, the partners can develop their project writing capacity and can write more qualified projects. These trainings are given every three months. The first training was held in Çorum in September 2010, which is planned to continue in other cities of the region in the following year.

INSTALLATION OF PROJECT AND ACTIVITY SUPPORT AUTOMATION SYSTEM

The configuration of computer automation system was realized to execute and finalize project and activity support programs healthier, faster and more effective. With this program, the Agency can track the process between the kick-off the program and signings contracts. Multiple applications will be realized on this system.

3) MONITORING AND EVALUATION (M&E) ACTIVITIES

IMPLEMENTATION OF FINANCIAL SUPPORT PROGRAM FOR SMALL & MEDIUM SIZED ENTERPRISES (SME)

a) Pre-Monitoring Visits

To measure risks of the project proposals, 11 specialists carried out the pre-monitoring visits between 04th and 17th of June 2010. The projects were given to specialists without scores or standings for confidentiality issues. Among 77 projects, 15 projects are from Amasya; 26 from Çorum, 23 from Samsun and 13 from Tokat. To determine the risks of project proposals technically and financially, pre-monitoring visits contain a form like a questionnaire about controls of information, document and equipment as well as current capacity results. Pre-monitoring forms were prepared as 2 copies; filled and signed by legal authority of applicant and Agency specialists. This form includes 37 questions or explanations. The applicant is free to answer or not the questions, the information given are accepted as his/her statement. With permission; the photographs of equipments and products were taken; the contact information was collected for possible further visits.

After pre-monitoring visits, the information collected was put together with risk feedback tables obtained from Central Bank by Agency specialists to determine a risk score for each project. Each project was classified under one of the four risk groups that are very low risk group between 0-25 points, low risk group between 25-50 points, medium risk group between 50-75 points and high risk group between 75-100 points. Among 77 projects; 37 projects were in very low risk group and 2 were in high risk group. If 2 very high risk group projects are extracted, the average of the risk scores of the other 75 projects is 25.55.

b) Kickoff Meeting

The kickoff meeting of “Financial Support Program for Increasing Competitiveness and Engagement in External Markets” was held in 2010 August with all program beneficiaries at Samsun Special Provincial Administration meeting room. The meeting was about the legal legislation that program beneficiaries would follow, obligations that they must comply with and trainings that would be given at project implementation period. At this meeting, M&E specialists

of the Agency met with project coordinators and exchanged their ideas.

c) Implementation Trainings

In the context of “Financial Support Program for Increasing Competitiveness and Engagement in External Markets”, the implementation trainings for two days were realized on 9-20th August, 2010 in the four cities of TR83 Region.

On the first day, obligations stemming from contracts, implementation reporting and M&E documents were discussed in relation with Project Implementation and Purchasing Guidebook prepared by State Planning Organization. Purchasing procedures and methods were explained. At the second day, crucial forms and documents such as tender files, interim reports and first data entrance forms were discussed with sample documents.

d) Initial Monitoring Visits

Initial monitoring visits were carried out for 79 projects between 23rd of August and 2nd of September, 2010. During these visits the contracts with the beneficiaries were signed as well. In the context of visits, project offices were visited; plans of their project activities were reviewed, performance indicators were revised (if necessary), purchasing plan and strategy were prepared; the needs and problems of beneficiaries were determined. Agency specialists met with project teams in order to review the subjects discussed in implementation trainings.

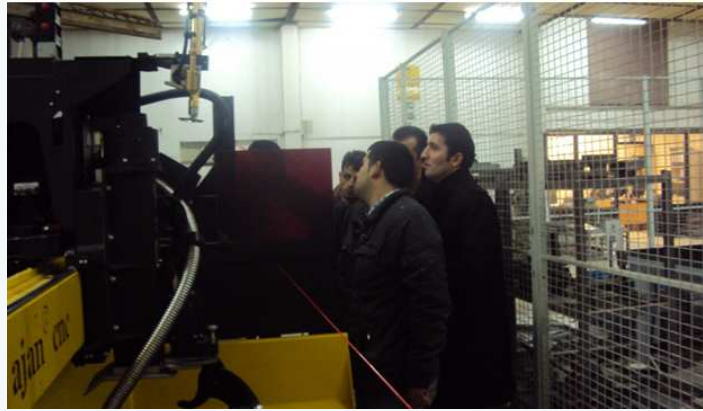
During these visits, information about supply, production, marketing and labor force of the related sectors were gathered. Work flow diagrams were discussed.



e) Tendering Process

After the initial monitoring visits, the purchasing process began. Proposal file samples were prepared and shared with beneficiaries. Then, proposal files were sent to M&E specialists via e-mail and controlled by them. With consultation, the best proposal files that can give the most contribution to beneficiaries were prepared.

By the end of 2010, declaration of 84 purchasing tenders were announced via the websites of beneficiaries (if available) and OKA as well as at local or national newspapers among which 66 tenders were successful and 18 were decided to be renewed. M&E specialists attended each and every tender as observers.



f) Regular Monitoring Visits and Control Activities

M&E unit is responsible for monitoring project activities with regular visits, reporting improvement data, taking precautions against risks, and controlling project activities. The control instruments are regular visits and interim reports. During these visits, needs and problems of the project, improvement of performance indicators and current situation of activity plans are evaluated. Moreover, the appropriateness of purchasing methods and the completeness of tender files are controlled by OKA specialists. By the end of 2010, purchasing process of 65 of 79 projects was partially or completely realized.



4) ACTIVITIES OF INVESTMENT SUPPORT OFFICES

Investment support offices of the agency at Amasya, Çorum, Samsun and Tokat were launched in the second half of the year 2010. In particular the staff at these offices inform the investors and entrepreneurs about the support mechanism of the Agency and gives related sectoral SME support. The offices carry out their duties in close contact with other institutions like public bodies, chambers, directorate of organised industrial zones and private sector. Besides, the staff helps the investors within the framework of the related law. Personnel of the offices attend the meetings held at local level such as city/town coordination meetings, city employment council meetings and various institutions' meetings about strategic planning as well as city allocation commission meetings. The cooperation between the offices and local bodies has been increasing day by day. Among duties of the offices are increasing the ability of local partners to write projects in order to increase the level of benefiting from national and international funds and giving technical support for the projects carried out in their territory.

Investment Support Activities

Main duties of the investment support offices related to investment support are as follows;

- To follow and coordinate centrally the permission and licence transactions of investors in private sector within duties and authorities of public institutions and organizations and other administrative works and transactions on time specified in the related legislation or, if no specific time was given, urgently on behalf of the Administrative Board in the provinces of the region; and to monitor the investments,
- To inform and guide the investor in accordance with the application conditions and required documents within the framework of the related legislation,
- To carry out pre-examination about the applications.

Table: List of contacted national and international investors

AMASYA	<p>GTZ (German Technical Cooperation Office)</p> <p>NOVİS (Germany)</p> <p>Ağaoğlu Enerji Grubu</p> <p>İbrahim Nebioğlu</p> <p>Turhal Enerji Elektrik Üretim ve Tic. Ltd. Şti</p> <p>Avkal Enerji Elektrik Üretim ve Tic. Ltd. Şti.</p> <p>Meyve Suyu Endüstrisi Derneği (MEYED)</p> <p>Eksim Yatırım Holding</p> <p>Unilever</p>
ÇORUM	<p>Magic Snacks (Belgium)</p> <p>Güç Gıda A.Ş.</p> <p>Özslu Tavukçuluk</p>
SAMSUN	<p>Kale İlaç</p> <p>Os İnşaat</p> <p>Samsun Kimya</p> <p>Gifo Gıda</p> <p>Özmenzil Kereste</p> <p>Selvi Kurutmalik ve Askilik</p> <p>Berk Beton Elemanlari</p> <p>Saadet Yataklari</p> <p>Orkison Mermer</p> <p>Kaya Tarım Ürünleri</p>
TOKAT	<p>Hipp Organik Bebek Mamalari</p> <p>Has Özgen Tekstil</p> <p>Tokel Balıkçılık Çevre Gıda Turizm İnş.San. Ltd. Şti.</p>

Study Visits

Visit to Republic of Turkish Prime Ministry Investment Support and Promotion Agency



The staff of investment support offices visited Republic of Turkish Prime Ministry Investment Support and Promotion Agency, which was founded in 2006, and hold 2 days meeting in order to give a direction for their studies related to exploiting the potential of the region and promotion of it to investors.

The staff of the offices has constant contact with the specialist Abdülkerim Çay, who is in charge of promotion of Middle Black Sea Region. The staff benefits from the manner of work of the Prime Ministry Investment Support and Promotion Agency. The parties negotiated on collaboration for promotion of the region and amendment of the investment environment.

Visit to DİMES



The staff of the investment support offices visited Dimes, one of the biggest fruit juice brand in Turkey, in order to explore the fruit juice sector in the region. During the meeting, agricultural production in the region and the fruit juice sector countrywide were

Activities related to projects funded by EU



Investment support offices give technical support to local beneficiaries of EU funds. In particular they are involved in the projects funded under Instrument for Pre-accession Assistance (IPA). Below listed the projects that the staff are actively involved in:

- Amasya Marble Stone Project (Regional Competitiveness Operational Program-IPA)
- Partnership of Small Industrial Firms (Regional Competitiveness Operational Program-IPA)
- OKA is Struggling with Unregistered Employment (Human Resources Development Operational Program-IPA)

5) ACTIVITIES RELATED TO PROJECTS SUBMITTED AND PERFORMED BY MIDDLE BLACK SEA DEVELOPMENT AGENCY

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, one of the development axes defined in 9th Development Plan, is preparing projects for national and international grant schemes.

To improve cooperation between public sector, private sector and nongovernmental 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 with 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.



Development Objectives Of Tr83 Region Are Growing with Middle Black Sea Development Agency

“Development objectives of TR83 Region are growing with Middle Black Sea Development Agency” is a project funded under Regional Competitiveness Operational Programme of IPA. This project aims at accelerating sustainable development and convergence of Turkey to the European Union by decreasing interregional differences. Specific objectives of the project are strengthening of service infrastructure for SMEs and Middle Black Sea Development Agency as well as promoting the investment opportunities of the region at national and international level.

The project includes construction of a building for Middle Black Sea Development Agency and one stop offices for SMEs, as well as sectoral analysis, digital database for realizing the activities within regional plan, designing sectoral trainings, consultancy and technical support services.

Innovative Approach for Integrated Logistics Management (LOG-INN)



Middle Black Sea Development Agency together with METUTECH submitted a proposal for the project call of Transnational Cooperation Between Research-driven Clusters under 7th Framework Programme of the EU. The project call supports the cooperation of research driven clusters in the field of sustainable development.

Local partners of the project are Middle Black Sea Development Agency, Government of Samsun, Samsun Chamber of Commerce and Industry, Ondokuz Mayıs University and Köktaşlar Nakliyat Ltd. Şti. International partners are Wallonia Logistics Cluster from Belgium, Varna Maritime Cluster from Bulgaria and ILI Logistica International from Spain. The project aims at:

- To identify factors that influence the successful development of the logistics sector from the point of view of a public and private sector organization.

- To enhance the cooperation between regions involved for further economic development
- To increase the research and technological development potential of logistic clusters that are considered to be among the key factors contributing for further development of the regions, thus to achieve more competitive and a globally leading role.
- To establish an environment for the development of green and innovative transport technologies.

Additionally, Middle Black Sea Development Agency is involved in URBAN Nexus Project as reporter which was submitted by an institution from Holland for the project call of Strategic Urban Research of 7th Framework Programme.

6) Convention, Conferences and Seminars Organized by OKA

Development Agencies Training Program

The first training program of 2010 that State Planning Organization (SPO) held for development agencies within the scope of in-house training was organized in coordination of Middle Black Sea Development Agency and SPO. The agencies whose personnel participated to the program were Eastern Anatolia Development Agency, Tigris Development Agency, Karacadağ Development Agency, İstanbul Development Agency, Mevlana Development Agency and Middle Black Sea Development Agency. In this 5 days program the participants had comprehensive trainings in the field of regional development including understanding the region, moving region forward and sustainable development and call for proposals management including the preparation of guidelines for application, information days, organization of training programs for project writing, coordination of evaluation process and signing the contracts, payment of financial support, monitoring and support activities, risk assessment, purchase and receiving tenders, contract changes, promotion and visibility, project completion and impact assessment. The seminar began with opening speeches of the Governor of Samsun, Hasan Basri Güzeloğlu and was participated by General Manager of SPO Regional Development and Structural Compliance Nahit Bingöl, the secretary generals of other development agencies and 103 personnel from 6 different development agencies.

İŞ(TE) Kadın Conference

Based on their establishment law, the goal of development agencies in Turkey is not only realizing economic, but also social development. In that regard, OKA, after making a research on the status of women in multiple sectors and areas, organized meetings in the provinces of its region with public and private sector representatives and civil society organizations. Following these activities, OKA in cooperation with World Bank Turkey Country Office organized İş(te) Kadın Conference in July 2010 in Samsun. At this conference the issues of women's labour force participation, providing equal opportunities to next generations and women in Turkey and in Middle Black Sea Region were discussed by experts from the World Bank, State Planning

Organization (SPO), representatives from TUSİAD, academicians and region's women from both employed and unemployed sides.



The program was composed of three sessions. While in the first two sessions the status of women in Turkey in general was dealt with through the presentation of the reports written by World Bank in cooperation with SPO, the final session was dedicated to the women's problems in Middle Black Sea Region which resulted in an interactive session where regional participants involved into the discussions.

The conference closed by future recommendations and concluding remarks done by Akın Atauz, the project coordinator of Yesilirmak Basin Development Project. Following the Conference,

Akin Atauz and the experts of Planning, Programming and Coordination Unit organized a one day workshop in order to evaluate the conference and discuss and decide on the regional strategic priorities in social development.

After all these activities following one another, the idea that emphasizing and working on the precautions that may facilitate the women's participation to the labour force as well as eliminating the problems of women already employed in their working life has been reached. After the conference a report was prepared and shared with related organizations.

“MIRRORING EU AND TURKISH RDAs” EURADA Turkey Meeting

Following the membership to the European Association of Regional Development Agencies (EURADA), Middle Black Sea Development Agency (OKA) in cooperation with EURADA organized a two days seminar 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.



7) StudyVisits

Ireland StudyVisit

In order to introduce the investment potential of TR83 Region to the European Union countries and to see the international cooperation opportunities with other development agencies operating in Europe, Middle Black Sea Development Agency (OKA) organized a study visit to Ireland. Within the framework of the visit, OKA Delegation visited two national level development agencies, namely Industrial Development Agency (IDA) and Enterprise Ireland (EI) and a regional development agency-Shannon Development, which has international reputation as a pioneering and innovative development agency having 50 years of experience in the field. Regarding the visits to IDA and EI, the issues discussed were the investment promotion and incentive mechanisms both for local and foreign investors while during visit to Shannon Development the delegation had briefings at many of the Company's strategic business and technology locations such as Shannon Free Zone, West Park, Shannon and the Information Age Park Ennis and Limerick University. Moreover, within the framework of the visit a cooperation protocol has been signed between OKA and Shannon Development in order to further develop the relations between two agencies. After the end of the visits, a comprehensive report regarding the structures of the agencies visited and their activities in terms of social and economic development was prepared and shared with all the Development Agencies operating in Turkey.



Spain Study Visit



A Delegation composed of the members of OKA Administrative Board visited 4 development agencies in two different cities of Spain. During these visits OKA delegation found the opportunity to see the activities of these agencies on the field through site visits. In the first part of the study visit, OKA delegation visited Barcelona Activa and ACCIO-Competitiveness for Catalonia in Barcelona.

During their stay in Barcelona, the delegation also had a meeting with Turkey's Consul General in the Consulate General of Turkish Republic in Barcelona.

In the second part of the study visit the delegation visited two development agencies in Sevilla, namely Sevilla Global and Innovation and Development Agency of Andalusia-IDEA. In addition to agency visits in Sevilla, Cartuja'93, a technology development centre that is very important not only for Sevilla, but also for Andalusia and Spain was visited. As a result of these visits, OKA delegation found the opportunity to listen and get informed about the activities and working structure of agencies in Spain. Moreover, they also introduced their Region to these Agencies which opened the way to discussion for future cooperation possibilities. A cooperation on a project in the field of professional training has already been realized with Sevilla Global. After the end of the visits, a comprehensive report





www.oka.org.tr info@oka.org.tr

Amasya Investment Support Office

Dere Kocacık Mahallesi İğneci Baba
Sokak No:5/5 AMASYA
Tel : 0 (358) 212 69 66
Fax : 0 (358) 212 69 65

Çorum Investment Support Office

Gazi Cad. No:68 İl Özel İdaresi Meclis
Binası Valilik Karşısı Kat:4 ÇORUM
Tel No: 0 (364) 225 74 70
Fax No: 0 (364) 225 74 71

Samsun Investment Support Office

Kale Mahallesi Şükrü Efendi Sokak
No:2 Kat:6 İlkadım SAMSUN
Tel No: 0 (362) 431 24 00 - 3200
Fax No: 0 (362) 333 31 24

Tokat Investment Support Office

26 Haziran Atatürk Kültür
Sarayı C Blok Kat:2 TOKAT
Tel No: 0 (356) 228 93 60
Fax No: 0 (356) 228 97 60