



OKA

ORTA KARADENİZ KALKINMA AJANSI
MIDDLE BLACK SEA DEVELOPMENT AGENCY

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2009-2014

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Activity Report 2009-2014

Middle Black Sea Development Agency, 25.07.2014

3rd Edition

No: Faaliyet Raporu/22

PREFACE



Cevdet CAN
Governor of Tokat
President of Executive 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.

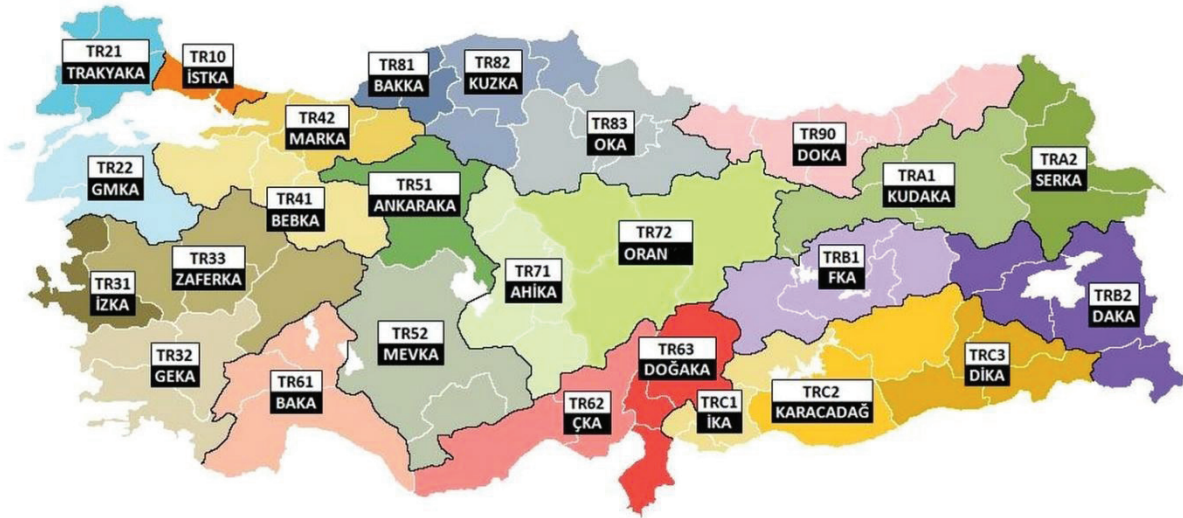
In the past the competition between countries was based on comparative advantages whereas today regions go through a competitive environment by cooperating each other. Ensuring cooperation between local economic units together with developing social capital will pave the way for emerging of more competitive 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.

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, transparency accessibility and consistency at all times, OKA has diversified its activities through the years.

Due to all kind of work and contribution, I want to celebrate the distinguished members of the Administrative Board and Development Council of OKA together with the OKA staff and wish a successful future for all.

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 Amasya, Çorum Samsun and Tokat, 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.



Our Vision

An internationally respected institution aiming at making the Region the gate of Turkey opening to the Black Sea, with increased living standards, ecologic sensitivity, competitiveness and fast development

Our Mission

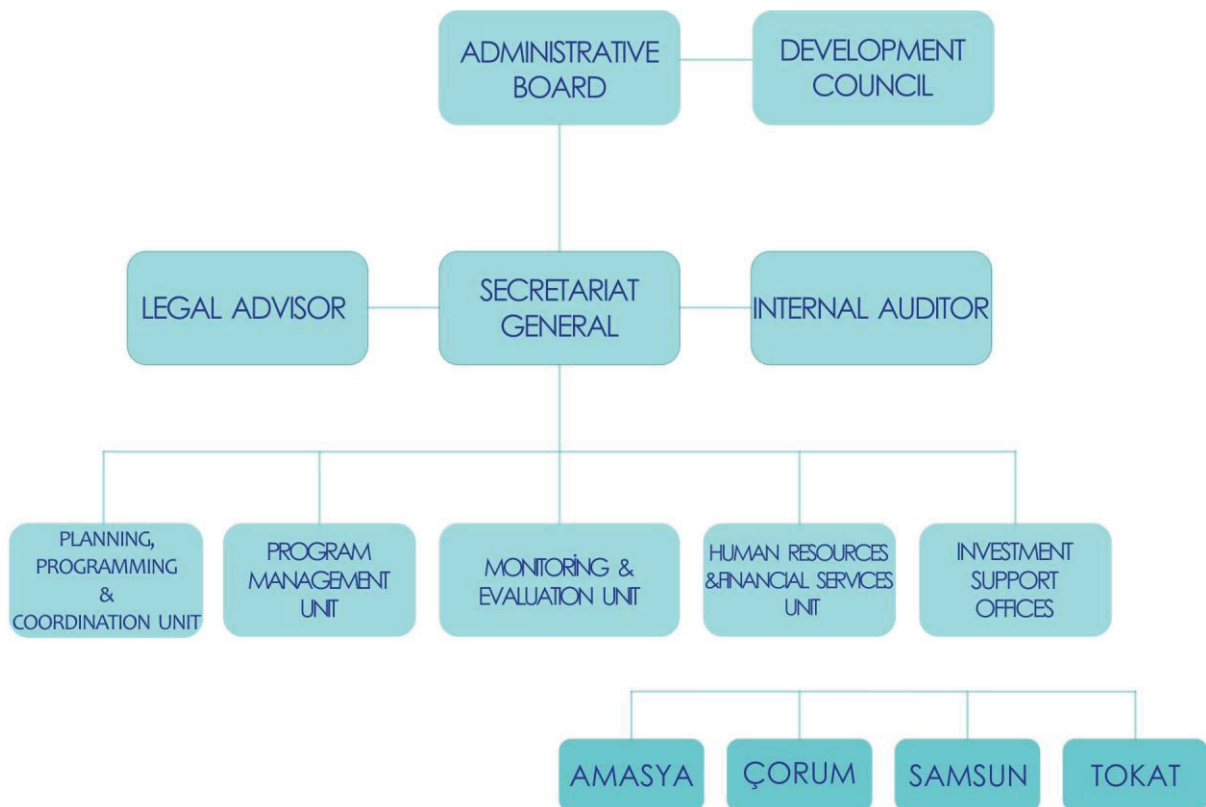
Successfully implementing necessary plans, programs and activities in order to maintain sustainable development in the areas of economic, social and cultural life, together with our stakeholders in the Middle Black Sea, as well as developing

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 programmes; monitoring and evaluating the implementation process of activities and projects supported within this context and presenting results to the Undersecretariat of the Ministry of Development contributing to the improvement of the capacity of the region concerning the rural and local development in accordance with the regional plans and programmes, and supporting the projects within this extent as well,
- ✓ Monitoring other projects implemented by the public sector, private sector and non-governmental organizations in the region and considering as important in terms of regional plan and programmes,
- ✓ 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.

ORGANIZATIONAL STRUCTURE



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:

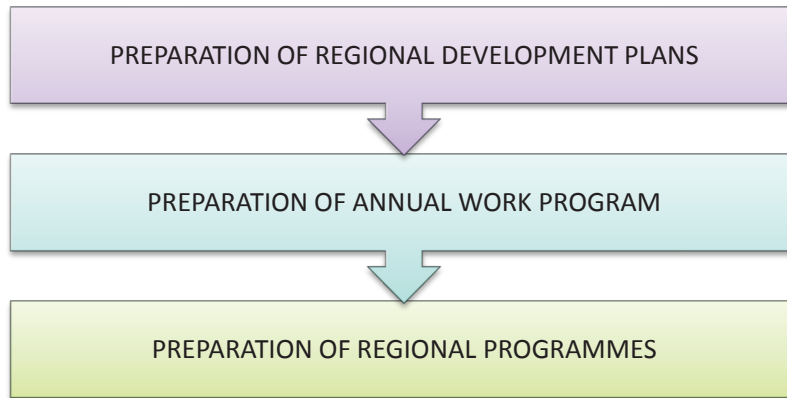


The Secretariat consists of Secretary General, 27 experts, 1 legal advisor, 1 internal auditor and 4 supporting staff. The personnel have undergraduate degrees of Economy (2), Business Administration (6), Finance (1), Political Science and Public Administration (6), International Relations (2), Urban and Regional Planning (2), Biology (1), Mechanical Engineering (4), Civil Engineering (4), Computer Engineering (1), Agriculture Engineering (4), and Industrial Engineering (2) and Law (1).

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

ACTIVITIES OF MIDDLE BLACK SEA DEVELOPMENT AGENCY 2010-2014

1) PLANNING ACTIVITIES



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 meetings to the Ministry of Development.

Hitherto, all of the Council Presidents have been presidents of Universities. During years, several sub-commissions were created such as 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

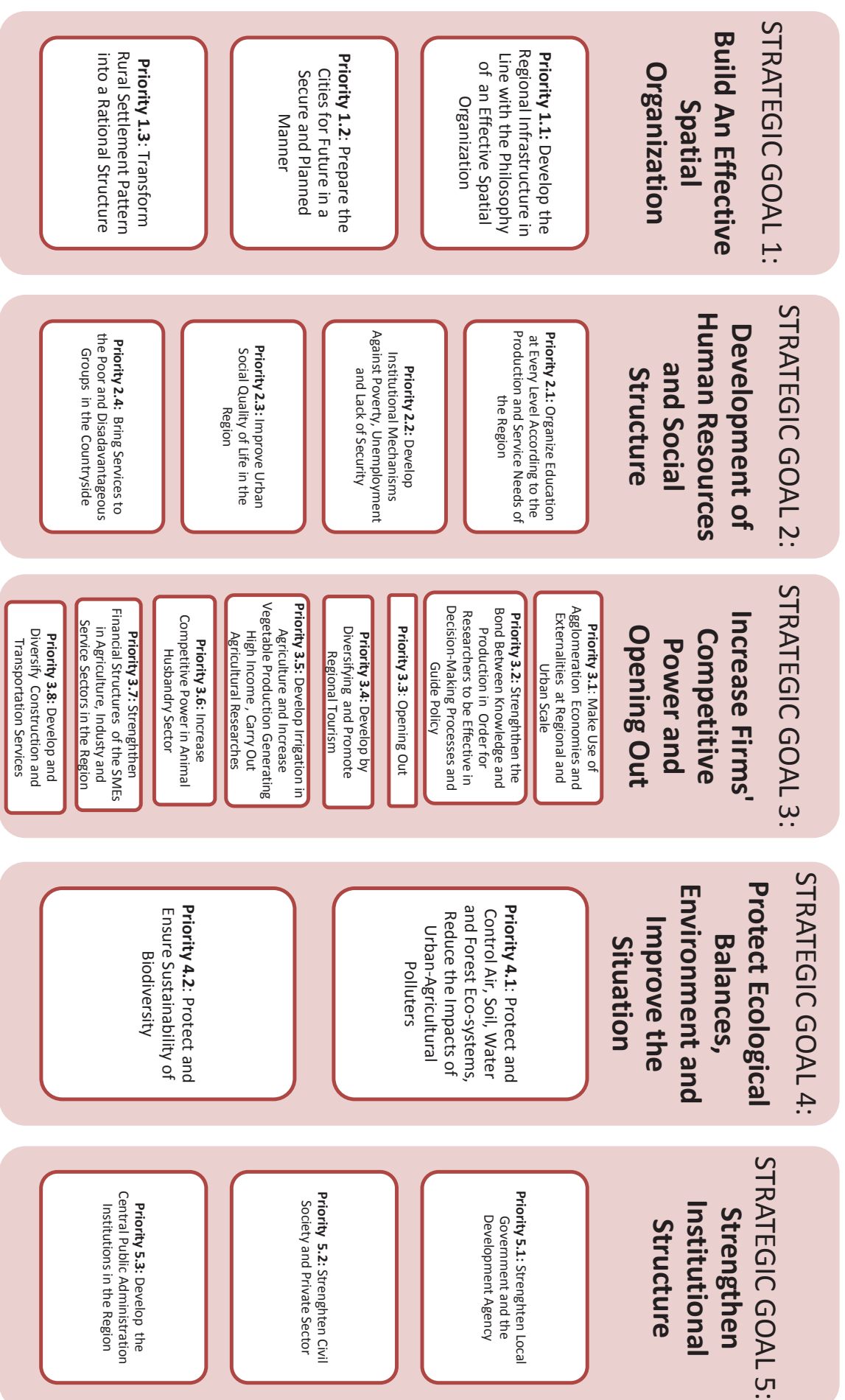
council members attend to these types of meetings, but also public sector, private sector and NGO's that are related to subject of the meetings attend. In 2013, Council members were renewed based upon their applications to be members.



TR83 CURRENT SITUATION ANALYSIS

The development agencies in Turkey are required to prepare the state of play report of their respective NUTS II 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 and 2012 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. Preliminary preparations were made and the existing plan was opened to the discussion in the Development Council meetings. Comprehensive statistical data analysis has been done using the data from the statistical reports and analysis of Turkstat, Undersecretariat of the Prime Ministry for Foreign Trade, relevant provincial public bodies 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.



REGIONAL INNOVATION STRATEGY

Middle Black Sea Development Agency (OKA) started “Regional Innovation Strategy and Action Plan” activities in November, 2011. This document is expected to be a roadmap to activate the region's innovation potential. This project took nine months of prioritized participation for the preparation of strategy and paved the way for implementation of strategy. The strategy is going to be implemented with the effective coordination of public and private sector, NGOs and universities.



Middle Black Sea Regional Innovation Strategy

From the beginning of 2013, activities related to Strategic Plan have been implemented. Two Regional Innovation Competitions were realized in 2013 and 2014. The competitors were secondary school and high school students. This competition was a successful event that increases awareness and motivation of innovation thinking among students. Private sector and university representatives attend to this event; therefore students find a chance to meet them and to show their ideas. This competition is expected to be continued in following years.



2013 Competition – Samsun



2014 Competition - Tokat

Since the beginning of 2014; the Innovation Advisory Committee has begun its activities. This Committee is chosen by Development Council Member Institutions, and it has members from Universities, SMEs, Public Bodies and Chambers of Commerce and Industry. The members are expected to increase awareness of “innovation” and encourage implementation of activities determined in the Innovation Strategy.



Regional Innovation Strategy Advisory Committee Meeting - Amasya



R&D and Innovation Panel - Çorum

▶▶▶ SOCIAL POLICY ACTIVITIES

■ 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.

■ AMASYA, ÇORUM, TOKAT LOCAL GENDER EQUALITY ACTION PLANS

In order to raise awareness in the topic of gender equality and present the current situation in TR83 Region, Development and Gender Equality in TR83 Region and Amasya, Çorum, Tokat Local Equality Action Plans have been prepared by our Agency in 2013. To do that all the national and regional statistics have been analyzed and workshops have been organized with the participation of 82 representatives of 61 institutions in the region. After these studies, an index of gender equality has been published and an equality action plan has been drafted and distributed to public institutions, local governments and civil society organizations.



■ DEVELOPMENT OF CIVIL SOCIETY IN TR83 REGION

In order to realize the goals of social and economic development, the capacity of civil society organizations (CSO) in the region should be improved. To do that a series of activities have been carried out by our Agency during 2013 and in the first half of the 2014:

- Current Situation Analysis of CSOs with national and regional statistics
- SWOT workshops in 4 provinces
- An online survey
- Capacity development training

Based on these activities *Civil Society Development Strategy and Action Plan* has been prepared. According to this plan 3 strategic goals have been identified:

- 1) Encouraging active participation and volunteering in the region
- 2) Development of the capacity of the civil society organizations
- 3) Increasing cooperation between civil society organizations and other institutions



■ CIVIL SOCIETY MEETING

In the context of developing civil society in our region a civil society meeting has been held in 16 April 2014. This meeting was organized in collaboration with Social Innovation Center and National Volunteerism Committee under the United Nations. In this meeting, representatives of national and local CSOs, as well as representatives of the public bodies and universities came together and discussed the national legislative framework about civil society; state and civil society financial and technical supports to CSOs, and accomplishments and challenges of local CSOs.



STRATEGIC PLAN OF OKA (2014-2018)

Middle Black Sea Development Agency fulfills its responsibilities based on the regional development plan. However, in order to determine yearly activities of the agency in a five year perspective, in 2013 a strategic plan was prepared. The plan was drafted by the strategic planning team doing two online surveys with the participation of 37 internal and 299 external stakeholders, 7 workshops in the Agency and in-depth interviews with the representatives of 59 institutions. As a result, following strategic goals have been identified which will guide our Agency in the coming years:

- Designing Effective Regional Development Tools
- Improving Institutional Capacity of Institutions and Organizations and Working with them in collaboration
- Improving the Efficiency of Financial Support Programmes
- Improving the Efficiency of the Agency in the Process of Internationalization of the Region and the EU Integration Process
- Increasing Investments in the Region and Ensuring the Improvement of Foreign Trade
- Increasing Publicity of the Agency and Forming New Institutional Standards for Proving Better Services



2. PUBLICATIONS

Since 2009, OKA prepares documents for different occasions. Some of these documents are sector reports that give current situation analysis, potentials, and investment opportunities. Not only economical sector reports but also social sector reports are prepared. Stakeholders' participation and their contribution bring valuable information to the table.

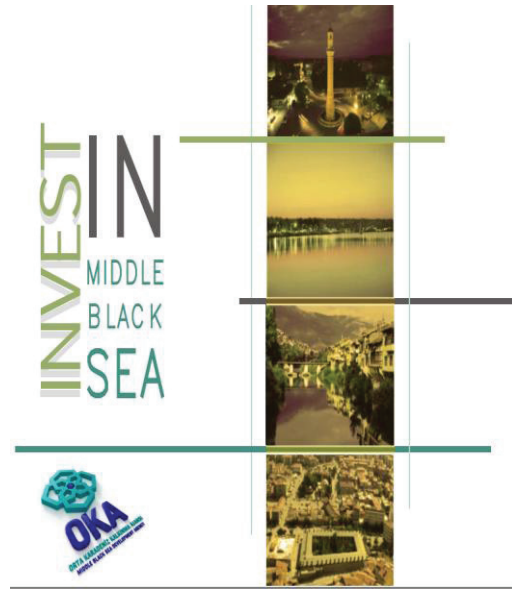
Other than sector reports, OKA also prepares strategical documents, current situation analysis, country reports, etc. In addition, OKA has a financial support instrument called "Direct Activity Support" (DAS). This support allows stakeholders to prepare sector reports, feasibilities of big projects, etc. To summarize our Agency's activities, semi-annually and annually activity reports are prepared.

All documents prepared by OKA can be found at the website of our Agency. The documentation is very important because it helps our Agency to share its activities and works with stakeholders. Documents are distributed by mail or electronically to share the information and best practices.

Examples of Agency's Documents:



TR83 Region Current Situation Analysis



Invest in Middle Black Sea



Eurada International Meeting Minutes



2013 OKA Activity Report



Russia Country Report



Textile and Confection Sector Report

3. INVESTMENT PROMOTION ACTIVITIES

GLOBAL NETWORKS

Since its establishment in 2009, OKA has conducted many activities through regional, national and international partnerships. In this context, many study visits to other countries had been organized and as a result of these visits cooperation protocols have been signed.

■ EURADA

OKA has been a member of the European Development Agencies Association (EURADA) since 20 April 2010. Together with EURADA the first international seminar organized by OKA "Mirroring EU AND TURKISH RDAs" was very beneficial for the progress of regional development agencies in Turkey. OKA



hosted a second EURADA conference in Turkey which was held in October 17-18, 2012. After the conference *Adoption of a Regional Strategy: The Day After* report has been prepared which includes discussions regarding the development of regional innovation strategies. Also, our Agency, which was a member of Board of Directors and Executive Board of EURADA was reselected to the membership for the period 2014-2016 at the EURADA meeting held in Brussels on 16-17 June 2014.



WAIPA

OKA, also participates in the activities of World Association of Investment Promotion Agencies (WAIPA). The head office of WAIPA moved from Geneva to Istanbul at the General Meeting held in 14-15 May 2014 in Istanbul. In order to establish international collaborations and to guide investors joint activities are carried out with the investment promotion agencies involved in the WAIPA network.



INTERNATIONAL BUSINESS FORUM

OKA organizes international events in order to establish inter-regional and international linkages. In this context, two Turkish-Russian Business Forums were organized in Samsun. The first one lasted from 31 May to 1 June 2012 and the second one from June 25 to 26, 2013. Representatives from public institutions and private sector companies from the Russian Federation cities of Krasnodar and Novorossiysk participated to the both international meetings.



In the following years OKA will continue to organize international business forums in order to make a contribution to the mobilization of the potential of the foreign trade firms in the region and to the promotion of the economic potential of the region at the international scale.

In 2011, Ministry of European Union organized European Union Negotiations Seminar and RIO + 20 Conference on Sustainable Development and Entrepreneurship Conference with the partnership of Middle Black Sea Development Agency.



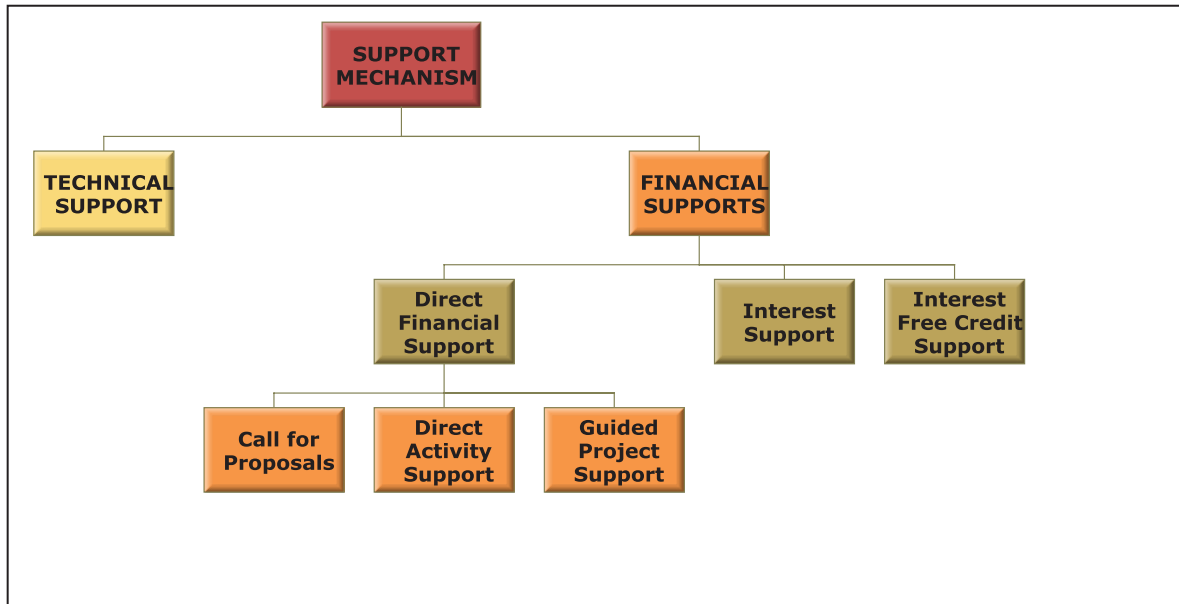
STUDY VISITS

Members of Executive Board and the experts of OKA have participated to international study visits to the development agencies, chambers of commerce and industry, local governments, technology development zones and major cluster structures since 2010 in various European and Asian countries. The main benefits of these site visits and collaborations are the enhancement of administrative capacity of the managers of OKA and learning about different perspectives about regional development policies. In this context, the delegations consisting of members of the Executive Board and Agency experts carried out study visits to Ireland and Spain in 2010; to Poland and Japan, in 2011; to the Russian Federation, Spain, Scotland and Germany in 2012; to Hong Kong, Peoples Republic of China, Austria and Germany in 2013.



4. 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.

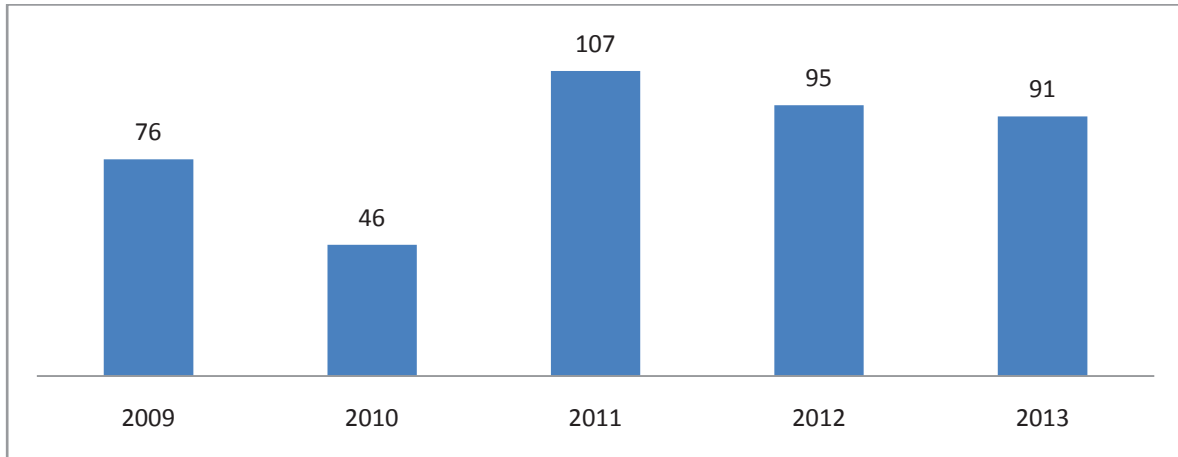


CALL FOR PROPOSALS

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 Competitiveness and Opening out of Enterprises* and in 2010 it announced Financial Support Programme for *Small Scale Infrastructure*. In 2011 *Increasing Competitiveness of SMEs and Improving Commerce Financial Support Programme* and *Improving Human Resources Development Financial Support Programme*, in 2013 *Social Inclusion Programme for Disadvantaged Groups* and *Small Scale Infrastructure For Disadvantaged Groups* programmes have been implemented and recently In 2014 *Research and Development in SMEs* and *Renewable Energy* programmes have been started to be implemented.

Middle Black Sea Development Agency provided grants to nearly 400 projects under financial supports programs since 2009.

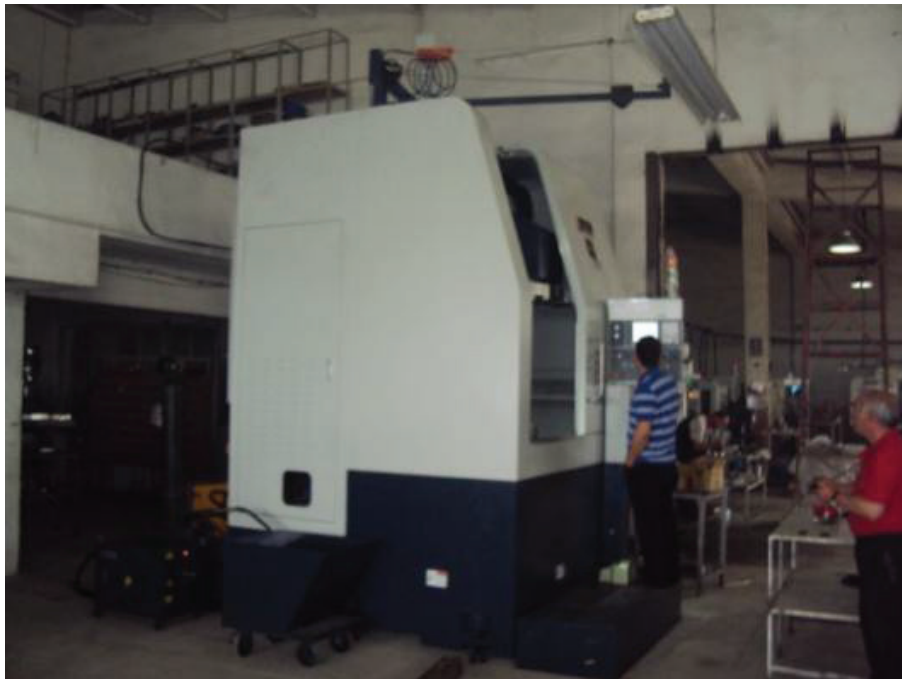
Number of Projects Supported



Total grant allocated to the projects exceeded 100 million TL. Considering the financial contribution of beneficiaries total amount of investments realized in the region is about 150 million TL.

■ Financial Support Programs for SME's

In 2009, 2011 and 2014 OKA has implemented 3 programs in order to increase the competitiveness of SMEs in the region.





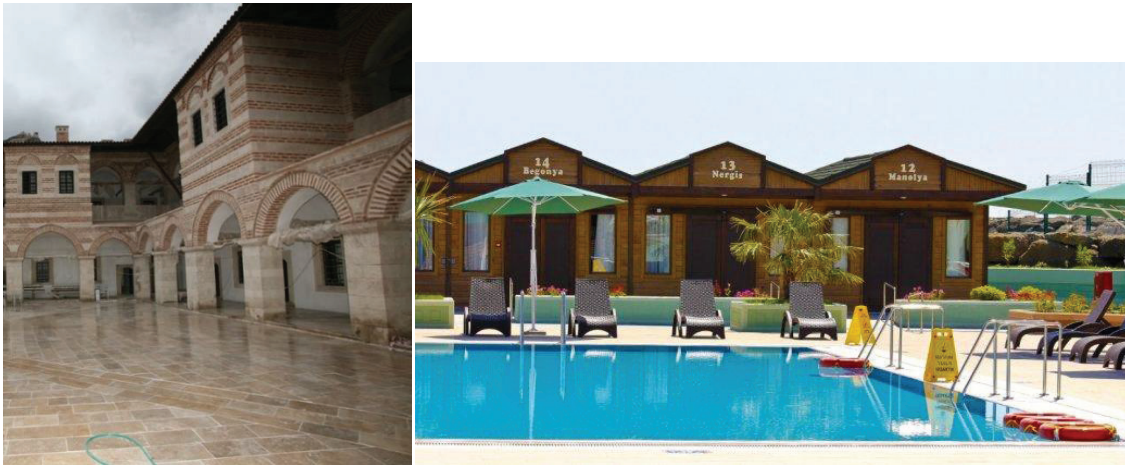
The main objective of the programs were to encourage sustainable economic development in the TR83 Region, to increase competitiveness of enterprises, to support opening out, to help them achieving high technology

and qualified work force as well as to increase the experience and capacity of the region in implementing the financial aid programs compatible with the local priorities. With these 3 support programme more than 200 SME's deserved to get grant from OKA. As a result thousands of new jobs have been created and new machines have been bought by the SMEs.



■ Financial Support Programmes for Tourism and Environmental Infrastructure

With the Financial Support Programme for Developing Small Scale Infrastructure and Preserving and Improving Ecological Balances, Touristic and Cultural Values in 2010, it is aimed at strengthening local authorities by evoking the economic and cultural potential, preserving, improving and restoration of urban pattern, improving urban infrastructure for business development, tourism, production and trade as well as dealing with environmental problems in a sustainable way and improving the living conditions by increasing the environmental and urban quality.



Number of applications for this call for proposals was 157. Totally 36 projects (9 projects from Amasya, 8 projects from Çorum, 10 projects from Samsun and 9 projects from Tokat) were approved. The grant amount provided by OKA was 18 million TL for a total investment of 36,7 million TL.

■ Financial Support Programmes about Social Policy and Development of Institutional Capacity

In 2011 a call for proposals with a budget of 2 million TL has been operated which aims at improving the human resources in the region, targeting especially women, young, disabled and rural population by increasing their qualifications to overcome the challenges for employment and to decrease unemployment for ensuring social development of TR83 Region.



In 2013, the call for proposal of “Small Scale Infrastructure Devoted to Disadvantaged Groups” was announced. The objective of the programme was to improve the socio-cultural infrastructure of rural and urban areas for disadvantaged groups, namely disabled people, women, older people, children and young people at risk of crime or involved in crime. A total grant amount of 6 million TL has been transferred 24 projects.

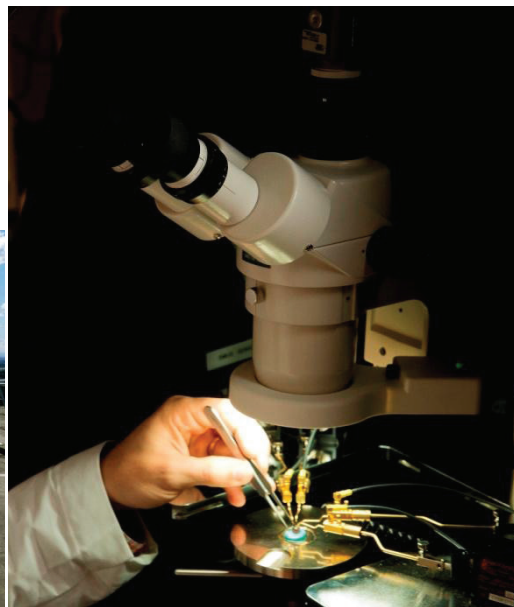


Another programme in 2013 was the Financial Support Programme for Social Inclusion of Disadvantaged Groups. The purpose of the programme was to improve the quality of life and support social integration by ensuring equal access to opportunities and resources to the disadvantaged groups which are disabled people, women, elder people, children and young people at risk of crime or involved in crime, long-term unemployed, unemployed youth and mobile temporary workers. Total grant of 2 million TL was devoted to 24 projects.



■ **Financial Support Programmes about Research and Development (R&D) and Renewable Energy**

OKA has operated a financial support programme about R&D and renewable energy to contribute to sustainable development by preserving the environment and to increase the added value of industrial production. In 2014 in order to contribute to sustainable development through spreading the use of renewable energy sources in the region and increasing the production of renewable energy, and increasing innovative approaches in SMEs, 22 projects will be supported under this programme.



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

“Samsun Congress and Expo Center” which was submitted by Samsun Chamber of Commerce and Industry, Samsun Metropolitan Municipality, Samsun Provincial Administration, Ondokuz Mayıs University and Samsun Commodity Exchange in 2011 is the first Guided Project carried out in Turkey. The project has a total budget of 12 million TL. The grant amount of 7 million TL is provided by the Middle Black Sea Development Agency. The Center, which was completed in 2013, is going to be an important facility center in the region.



■ Çorum Technology Development Zone

The project of “Çorum Technology Development Zone” which was approved by Ministry of Development in 2012 is the second guided project to be financed by OKA. Total budget of the project is 6 million TL and 4,5 million of it will be provided by OKA. Çorum Technology Park which will be constructed in Çorum Organized Industrial Zone will be a best practice example in terms of university-industry cooperation. It is expected that the project will be completed in 2016.



■ Amasya Development Project on the Axis of Yeşilirmak Rubber Set

The third guided project of OKA is Amasya Development Project on the Axis of Yeşilirmak Rubber Set, Recreational Areas, Renewable Energy. Main activities and outputs of the project are the reveal and diversification of tourism in Amasya, establishment of a variety of recreation areas on the river bank and the city museum. Total budget of the project is about 14 million TL and OKA contribution is 7 million TL.



》》》 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. According to these purposes the Agency announced first Direct Activity Programme in 2010. Since 2010, more than 40 research studies, analysis, strategic reports has been prepared and presented to the stakeholders in the region.



TECHNICAL SUPPORT

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. Technical Support, involving trainings in technical subjects is provided to institutions, organization and NGOs to increase institutional capacity through five separate periods in 2012.

Under this programme in 2012 a total of 31 technical support activities have been carried out and 1654 technical staff participated to trainings.



5. PROJECTS

OKA implements various type of projects mainly supported by EU funds in order to increase institutional capacity and to develop international partnerships. Considering the projects carried out for the last five years OKA became a good example for the development agencies in Turkey.

“**Samsun Logistics Center**” is one of the projects approved under the 4th project package of the Regional Competitiveness Operational Programme. The Project has the highest project budget among other successful projects and is the only major project in the short list. The Project includes establishment of a new logistics center which brings together and connects the scattered logistics areas, provision of infrastructure for this center, establishment of storage facilities, parking places, customs areas and offices. There will be also training programmes with the aim of having a qualified labour force in the sector.



The estimated budget of the project is 45 million Euros, however the negotiations continue with the European Union. While OKA is the applicant institution, the partner institutions are Governorship of Samsun, Samsun Metropolitan Municipality, Samsun Chamber of Commerce and Industry, Samsun Provincial Administration, Samsun Commodity Exchange and Municipality of Tekkeköy.

Another project of OKA under the scope of Regional Competitiveness Operational Programme is **Increasing Competiveness of TR83 Region Project**. The total budget of the project is about 8 million Euros and the Project includes the construction of building of the Middle Black Sea Development Agency, establishment of geographical information systems database, technical assistance towards increasing the capabilities of the

OKA staff, preparation of sectoral analysis, operationalization of the regional development plan as well as trainings for SMEs in the region. The project has three components and is planned to be implemented in 2015.



The project “**Middle Black Sea Development Agency Fights against Informal Employment**” under the IPA component of Human Resources Development Operational Programme had been implemented throughout the years 2010 and 2011. The total budget of the project is 400.000 Euros and EU contribution is 360.000 Euros. In the framework of this Project, OKA trained 80 people about utilization of work machines, organized more than 100 seminars and conferences to raise awareness on informal employment.

Regional Business Incubator Centres Network is one of the successful projects under the scope of Black Sea Basin Cross Border Cooperation Programme 2nd Call for Proposals. The applicant institution is from Moldova and along with OKA-Turkey; the partners are from the Greece, Romania, Armenia and Ukraine. The project aims at establishment of a regional business incubators’ network and online twinning system, as well as becoming globalized through an International Forum. The project involves also providing consultancy to find international partners. The total project budget is 801.000 Euros while the share of OKA is 138.000 Euros.

Within the scope of European Union Education and Youth Programmes / Lifelong Learning Programme / Leonardo da Vinci Programme, **MOB-RED** (Mobility for Regional Development) and **LOGIC** were implemented by OKA in



2011 and 2012. With these projects, OKA staff has gained experience and practical knowledge about regional development, new learning methods, investment support and promotion. Another project which was awarded a grant under Lifelong Learning Programme (LLP) / Grundtvig Programme conducted by Turkish National Agency was “**EforT: Environment for Tourism**



Workshop”. The workshop had been organized between 26th May and 1st June 2013 in Samsun with 15 participants from 11 different European countries who are interested in environmental issues, eco-tourism, sustainable development and alternative tourism activities.



URBAN Nexus project, in which OKA is a associate, was awarded a grant from 7th Framework Programme. The project has a total of 12 partners from England, Spain, Sweden, Germany, Hungary, Belgium and France. The overall objective of the project is, by taking into account European Environment Agency's urban adaptation strategy for global climate change, to develop activities related to effects of global climate change in urban areas, effects of people in urban life, health in urban life, land-use, and integrated urban management.

One of the 47 successful projects under the Regional Competitiveness Operational Programme is the **Amasya Natural Stone Centre of Excellence Project**. The applicant institution is the Amasya Marble and Miners Association and the project budget is 9,3 million Euros. Amasya Investment Support Office of OKA provides technical assistance to the Project.



Big Partnership of Small Industrialists Project is another project supported by the Regional Competitiveness Operational Programme. While the applicant institution is Tokat Small Industry Construction Cooperative, Tokat Investment Support Office of OKA provides technical assistance. The projects is one the first 6 projects approved by the Delegation of European Union to Turkey under the 2009 Call for Proposals of Science, Industry and Technology Ministry. The total budget of the project is 8.126.425 Euros.



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Samsun Investment Support Office

Kale Mahallesi Şükrü Efendi Sokak
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Tokat Investment Support Office

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