



T.R.
PRIME MINISTRY
STATE PLANNING ORGANIZATION
General Directorate of Regional Development and Structural Adjustment

YEŞİLİRMAK

BASIN DEVELOPMENT PROJECT

REGIONAL DEVELOPMENT MASTER PLAN

EXECUTIVE SUMMARY



DOLSAR

Engineering Limited
October 2006
Ankara



PRIME MINISTRY
STATE PLANNING ORGANIZATION
General Directorate of Regional Development and Structural Adjustment

YEŞİLIRMAK BASIN DEVELOPMENT PROJECT

(AMASYA, ÇORUM, SAMSUN, TOKAT)

REGIONAL DEVELOPMENT MASTER PLAN EXECUTIVE SUMMARY

*“An environmentally sensitive, competitive, rapidly
developing region, which has become Turkey’s gateway
to the Black Sea and which has raised its quality of life”*



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Provincial directorate of industry and commerce of Amasya, Çorum, Samsun and Tokat
Provincial agricultural directorates of Amasya, Çorum, Samsun and Tokat
Special provincial administrations of Amasya, Çorum, Samsun and Tokat
Provincial directorates for rural services of Amasya, Çorum, Samsun and Tokat
Provincial directorates of culture and tourism of Amasya, Çorum, Samsun and Tokat
Provincial directorates of health of Amasya, Çorum, Samsun and Tokat
Provincial directorates of national education of Amasya, Çorum, Samsun and Tokat
Provincial directorates of environment and forests of Amasya, Çorum, Samsun and Tokat
Amasya, Çorum, Samsun and Tokat Tax Offices
Provincial directorates of title deeds and cadastre of Amasya, Çorum, Samsun and Tokat
Municipalities of Amasya, Çorum and Tokat, Metropolitan Municipality of Samsun
Municipalities of Amasya – Merzifon, Suluova, Taşova, Çorum-Alaca, Osmancık, Sungurlu, Samsun- Bafra, Çarşamba, Havza, Terme, Tekkeköy, Vezirköprü, Tokat- Erbaa, Niksar, Turhal, Zile
Chambers of commerce and industry of Merzifon, Suluova, Gümüşhacıköy, Taşova, Çorum- Sungurlu, Samsun- Havza, Terme, Çarşamba, Bafra, Tokat- Turhal, Zile, Niksar, Erbaa
Chambers of tradesmen and artisans of Amasya, Çorum, Terme and Taşova
DSİ section directorates of Amasya, Çorum, Samsun and Tokat
Irrigation unions cooperatives of Amasya, Çorum, Samsun and Tokat
Stud cattle breeding unions of Amasya, Çorum, Samsun and Tokat
Amasya Suluova agricultural development directorates
OIZ Directorates of Amasya, Çorum, Samsun, Tokat ve Merzifon, Erbaa, Niksar
SİE Directorates of Amasya, Çorum, Samsun and Tokat
Amasya, İskilip Vocational Education Directorates
Foundations and associations: SAMSİAD, ÇORUMSİAD, TOSİAD
İskilip Public Training Center
Chambers of profession of Amasya, Çorum, Samsun and Tokat (those affiliated with TMMOB, chambers of physicians, chambers of accountants etc.)
Banks in the provinces of Amasya, Çorum, Samsun and Tokat
Financial and intermediary establishments of Amasya, Çorum, Samsun and Tokat
Industrial exploitations in the provinces of Amasya, Çorum, Samsun and Tokat
Samsun Ondokuzmayıs University. Tokat Gaziosmanpaşa University
Central Anatolian Exporters Unions
Samsun Foreign Trade Regional Directorate
Samsun Customs Directorate
Çorum Customs Directorate
VII. Regional Directorate of DSİ/Samsun
Karadeniz (Black Sea) Agricultural Research Institute/Samsun
Local media establishments of Amasya, Çorum, Samsun and Tokat

PARTICIPATION PROVIDED BY USING PARTICIPATORY DATA COLLECTION TECHNIQUES

Focused Group Interview (FGI) in the provinces of Amasya, Çorum, Samsun and Tokat

12 "women and families" FGI meetings
Amasya "seasonal female workers" FGI meetings
Çorum "bricks – tiles workers" FGI meetings
Samsun "tobacco workers" FGI meetings
Tokat "construction workers" FGI meetings
14 "poverty" FGI meetings
"Forest Operation Chiefs" FGI meetings

Meetings

Regional parliament members awareness meetings
Merzifon Industrial Planning and Coordination Meeting
Samsun III. City Congress
Samsun Provincial Development Strategy Meetings (SABEK A.Ş.)
Samsun Special Provincial Strategically Draft Plan Meeting
Irrigation unions and cooperations in Amasya, Çorum and Tokat provinces
Provincial agricultural directorates of Amasya, Çorum, Samsun and Tokat
Provincial food control laboratories Çorum, Samsun and Tokat
Merzifon Stud Cattle Breeders Union
Amasya Yedikır Dam Water Products Production Station
Amasya Regional Forestry Directorate
Forestry head offices of Amasya, Taşova, Çorum, Kargı, İskilip
Samsun, Bafra Vezirköprü, Çarşamba, Salıpazarı, Tokat, Almus, Erbaa, Niksar and village headmen under said head offices

Surveys

Survey on Consolidation of Women and Families
Survey on Poverty, Social Security and Labor
Survey on Manufacturing Industry (large scale entrepreneurs, 10+)
Survey on Manufacturing Industry (small scale entrepreneurs, 10-)
Survey on Business
Survey on Transportation
Survey on Ranking of Settlements

SWOT Analysis Meetings

Çarşamba
Niksar
Merzifon
Zile
Osmancık

SCENARIO ANALYSIS MEETINGS

Amasya
Merzifon (with the participation of Gümüşhacıköy, Suluova)
Samsun (with the participation of Tekkeköy)
Bafra (with the participation of Alaçam, Ondokuzmayıs)
Çarşamba (with the participation of Terme, Salıpazarı, Ayvacık)
Çorum (with the participation of Laçın)
Alaca (with the participation of Boğazkale, Ortaköy, Mecitözü)
Osmancık (with the participation of Kargı, İskilip, Oğuzlar, Dodurga)
Sungurlu
Tokat
Turhal (with the participation of Pazar, Zile)
Niksar (with the participation of Erbaa, Almus)

MEETINGS RELATED TO DEBATES ON CURRENT SITUATION ANALYSIS and STRATEGY and RESTRUCTURING SCENARIOS REPORTS

Çorum (with the participation of Amasya, Samsun, Tokat)

MEETINGS RELATED TO DEBATES ON DRAFT MASTER PLAN

Governorate of Amasya
Amasya Municipality
Merzifon Municipality
Taşova Municipality
Governorate of Çorum
Çorum Municipality
Governorate of Samsun
Samsun Metropolitan Municipality
Bafra Municipality
Governorate of Tokat
Tokat Municipality
Erbaa Municipality
Turhal Municipality

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ABBREVIATIONS

| | | | |
|------------------|--|---------|---|
| ADSL | Asymmetric Digital Subscriber Line | MIS | Monitoring Information System |
| Bağ-Kur | Esnaflık ve Sanatkarlar ve Diğer Bağımsız Çalışanlar Sosyal Sigortalar Kurumu (Social Security Organization of the Self Employed) | NGO | Non-Governmental Organisation |
| BLA | Base-line Analysis | NUTS | Nomenclature of Territorial Units for Statistics |
| CIS | Geographical Information System | OHZ | Organised Husbandry Zone |
| CRS | Central Rural Settlements | OIZ | Organised Industrial Zone |
| ÇEKÜL | Çevre ve Kültür Değerlerini Araştırma Vakfı (The Foundation for the Promotion and Protection of the Environment and Cultural Heritage) | OMÜ | Ondokuzmayıs University |
| DA | Development Agency | ORKÖY | Orman Köy İlişkileri Genel Müdürlüğü (General Directorate for Forestry and Rural Affairs) |
| DİE ¹ | Devlet İstatistik Enstitüsü (State Institute of Statistics) | PNDP | Preliminary National Development Plan |
| DL | Decree Having the Force of Law | R&D | Research and Development |
| DPT | Devlet Planlama Teşkilatı Müsteşarlığı (State Planning Organisation) | SHÇEK | Sosyal Hizmetler ve Çocuk Esirgeme Kurumu (Social Work and Child Protection Agency) |
| DSİ | Devlet Su İşleri (General Directorate of State Hydraulic Works) | SIE | Small Industrial Estate |
| ES | Emekli Sandığı (Civil Servants Pension Fund) | SME | Small and Medium Size Enterprise |
| EU | European Union | SPA | Special Provincial Administration |
| GDP | Gross Domestic Product | SSK | Sosyal Sigortalar Kurumu (Social Insurance Institutions) |
| GOP | Gaziosmanpaşa University | SWOT | Strengths, Weaknesses, Opportunities, Threats |
| KAF | Kuzey Anadolu Fayı (North Anatolia Fault) | SYDTF | Sosyal Yardımlaşma ve Dayanışmayı Teşvik Fonu (Social Assistance and Solidarity Promotion Fund) |
| KEİ | Karadeniz Ekonomik İşbirliği Örgütü (Organization of The Black Sea Economic Cooperation) | TEM | Trans European Motorway |
| KGM | Karayolları Genel Müdürlüğü (General Directorate of Highways) | TETEK | Transit Highway of Turkey |
| KHGM | Köy Hizmetleri Genel Müdürlüğü (General Directorate for Rural Services) | TRACECA | Transport Corridor Europe-Caucasus-Central Asia |
| KYHM | Köye Yönelik Hizmetler İl Müdürlüğü (Provincial Directorate for Rural Services) | TÜİK | Turkish Statistical Institute |
| LA21 | Local Agenda 21 | VSHE | Vocational School of Higher Education |
| LED | Local Economic Development | YBDP | Yeşilirmak Basın Development Project (Yeşilirmak Havza Gelişim Projesi) |
| M&E | Monitoring and Evaluation | YHKB | Yeşilirmak Havzası Kalkınma Birliği (Yeşilirmak Basın Development Union) |
| MEB | Milli Eğitim Bakanlığı (Ministry of National Education) | YTL | New Turkish Lira |

1 By Law 5429, the State Institute of Statistics (DİE) was renamed the Turkish Institution of Statistics (TÜİK). However, considering the dates of publication of the data sources used, reference is made to the State Institute of Statistics.

1 INTRODUCTION

INTRODUCTION

Developments around the world and in Turkey, to state them briefly, have been along the lines of globalization, which has accelerated after 1980s; the developments in information technology and communications sectors; and economic liberalization and open markets forcing producers to compete in a single market.

In that context, the objective of reducing inter-regional disparities in development, as well as certain opportunities for pursuit of that objective, are emerging more visibly now than before. The fact that regional planning has gained importance in recent years, with numerous local development agencies being established, is an indicator of that trend. In the Preliminary National Development Plan and the 9th Development Plan, regional development has been identified as one of the main aspects of development in Turkey.

Yeşilirmak Basin Development Project (YBDP) has been prepared in accordance with national level decisions and international accepted practice. The Project aims to assure establishment of links between plans to be prepared at sub-scale level in accordance with planning hierarchy. YBDP has been prepared for Nomenclature of Territorial Units for Statistics (NUTS) 2 Level, referred to as TR83, covering the provinces of Amasya, Çorum, Samsun, and Tokat. TR83 is one of 26 NUTS 2 regions in Turkey. Work done under that framework is aimed at “land use planning without disturbing ecological balance, sustainable resource management, reduction of socio-economic development disparities between TR83 and other regions, improvement of productivity for increasing welfare level in the region and the region's contribution to national economy”.

While TR83 lags behind the regions in western parts of Turkey in terms of level of socio-economic development; it has a higher level of development relative to regions to the east of it. The region

enjoys a number of advantages including agricultural, irrigation, and energy potential; accessibility through all modes of transport and all main axes of transport; and an endowment of natural and historical assets.

Towards the above said objectives, therefore, YBDP has been implemented through consultations and joint work with stakeholders. Participatory techniques of planning have been used and SWOT analyses have been performed in collecting data, developing scenarios, and producing foresight. With variations depending on nature of work at hand, in general, representatives of public and private sector and NGOs in agriculture, industry, and services sectors have participated throughout this work and thus the plan has been produced in a manner compatible with expectations as expressed in these meetings. In effect, a total of 1 000 stakeholders, coming from towns and cities of in the regions and some of the rural areas as well, have participated in these meetings.

Throughout the stage of existing situation study and analyses, sector specialists have used participatory instruments of data collection, such as surveys and focus group meetings, interviews, along with qualitative tools like interviews and in-depth interviews, also carrying out field work at every stage. Under the framework of participatory planning approach, meetings have been held in five district centers during the stage of SWOT analysis and in 14 district centers during the stage of scenario analysis. In the meetings for scenario analysis, stakeholders from 30 district centers, including the nearby districts have participated. After completion of the scenario analysis stage, a meeting was held in Çorum provincial center, jointly with DPT and with participation from all the provinces of the region, reporting on developments in the Project and discussing them with the participants. During the stage of preparing the Master Plan, 13 meetings have been organized in four (4) provincial centers, discussing the first drafts. Four of these meetings have been held

with provincial Offices of Governor, while the remaining nine meetings have been held with district municipalities, four of which were central district municipalities.

YBDP implementation was started out with elaboration of the work plan. In the second stage, Current Situation and Analysis (CSA) was performed. Existing statistics and databases and geographical information systems data have been used during this stage; and, where such data proved to be inadequate, or where there was a need for more up-to-date and/or more detailed/ in-depth data, fieldwork was undertaken to complete data and information as needed.

In fieldwork, quantitative data collection techniques have been used in general, while qualitative techniques were used in a few cases.

In use of existing data and databases, data as found in TÜİK; in statistics of relevant Ministries and local institutions; and in CBS database of Yeşilırmak Development Union, have been covered. Use of TÜİK data as primary source of information was decided due to the fact that the said data provided a means for comparing the region with other regions at regional, provincial, and district levels, while it also allowed, with its titles of location and topic, obtaining time series data in a reliable manner. For such reasons as accessibility, coverage, suitability for obtaining time series, consistency, comparability, decomposability, breakdown and aggregation, and flexibility; TÜİK data proved to be the most preferred and used source of data.

Furthermore, during the Project implementation period, local newspapers have been systematically monitored with a classified structure of monitoring. Such local sources of information have played a useful role both in identifying problems and determining their importance based on frequency of incidence. National media was also monitored to spot relevant news items.

Information collated through the stage of CSA and the synthesis produced thereof was used in developing scenarios and, eventually, four alternative scenarios have been produced. A strategy was formulated based on the scenario that DPT has selected and, after DPT's approval of Strategy and Restructuring Scenarios, work was started for preparing the Regional Development Master Plan. The Master Plan states how the scenario and the strategy would come to materialize. After approval of the Master Plan by DPT, the Regional Development Master Plan Executive Summary was prepared and, further, preliminary feasibility studies have been completed for projects in six different areas for each province, as reported in a separate volume.

In preparation of the project, an advisory board consisting of five (5) academicians, along with 50 specialists, 12 junior specialists, and three (3) assistant staff have been employed. In addition, GIS Specialists, interview and surveying personnel in the field, and Computer Aided Design (CAD) operators have made up the cadre of support staff under the Project.

Basic Characteristics of YBDP

YBDP is a plan that is flexible, indicative, allowing a clear visualization of possibilities and relationships, and free from rigidities and open to change. As such, there is a need for continuously supporting the plan, during the stage of implementation, with monitoring and evaluation work; shaping it (with a participatory approach) in accordance with social demand, and further developing it, through negotiations with segments of society that have differing demands and social consensus.

The vision of YBDP is "an environmentally sensitive, competitive, rapidly developing region, which has become Turkey's gateway to the Black Sea and which has raised its quality of life". This vision, in fact, signifies the prevalent regard in the region for social and economic development and

competitiveness as well as sensitivity towards maintaining ecological balances.

For attaining this vision, sustainable development is envisaged. In order for the region to develop at a high tempo until the year of 2023, further development of institutional capacities and strengthening of local initiatives are required.

The basic strategic objective is to bring about a transformation of the social and economic structure and sustainable development, coupling with the region's renewed spatial structure. In accordance with that objective, then, the structural transformations that take place in the region are defined under the three titles given below:

- i) Transformations of spatial structure,
- ii) Transformations of social structure and
- iii) Transformations of economic structure

Economic and social development in the region and the impact of such development on the ecology of the region take place not only in the realm of socio-economic relations in the region but in the physical realm as well. For that reason, the strategy also is viewed with an emphasis on the relationships between the objectives of spatial transformation and the objectives of economic and social transformation.

Therefore the following objectives are envisaged in the plan:

- Creating an effective spatial organization
- Developing human resources and social structure
- Increasing competitive strength of enterprises and external liberation
- Protecting ecological balances and the environment and improving the status of the same
- Strengthening institutional structure and capacity

Priorities and measures towards attaining the above strategic objectives have been determined and economic, social, ecological projects have been developed for implementation in a manner compatible with the spatial strategy for the region.

YBDP is a regional development plan indicating, in a systematic manner, the program and project work, actions, investments, and organizational arrangements that need to be affected in order for the region to attain a higher level of development by the year 2023. Because YBDP is a regional development plan prepared under a strategic planning approach, it describes foresight and anticipated future actions.

It is considered that the success of YBDP would depend on its ability to mobilize the civil society and the small business entrepreneurs that are found in large numbers in the region. In developments outside of basic infrastructure and public services, the degree of effectiveness of local administration is also among indicators of success. Cohesion and coherence among actors and actions would be strengthening local ownership and commitment and contributing to success of the plan.

In line with the above stated objectives as established for Yeşilirmak Basin development Project, therefore, on one hand, strategies have been determined covering the matter of increasing the region's level of economic and social development and, on the other hand, measures have been developed to assure that economic development would be realized without adverse impact on ecological structure and natural resources of the region. This has been achieved by adopting an approach that would assure that region's ecological characteristics and natural resources would be used as the main factors for economic and social development in the region.

2 CURRENT SITUATION ANALYSIS, SCENARIO AND STRATEGIES

2.1 CURRENT SITUATION AND ITS ANALYSIS: PROBLEMS, POTENTIALS AND RESOURCES

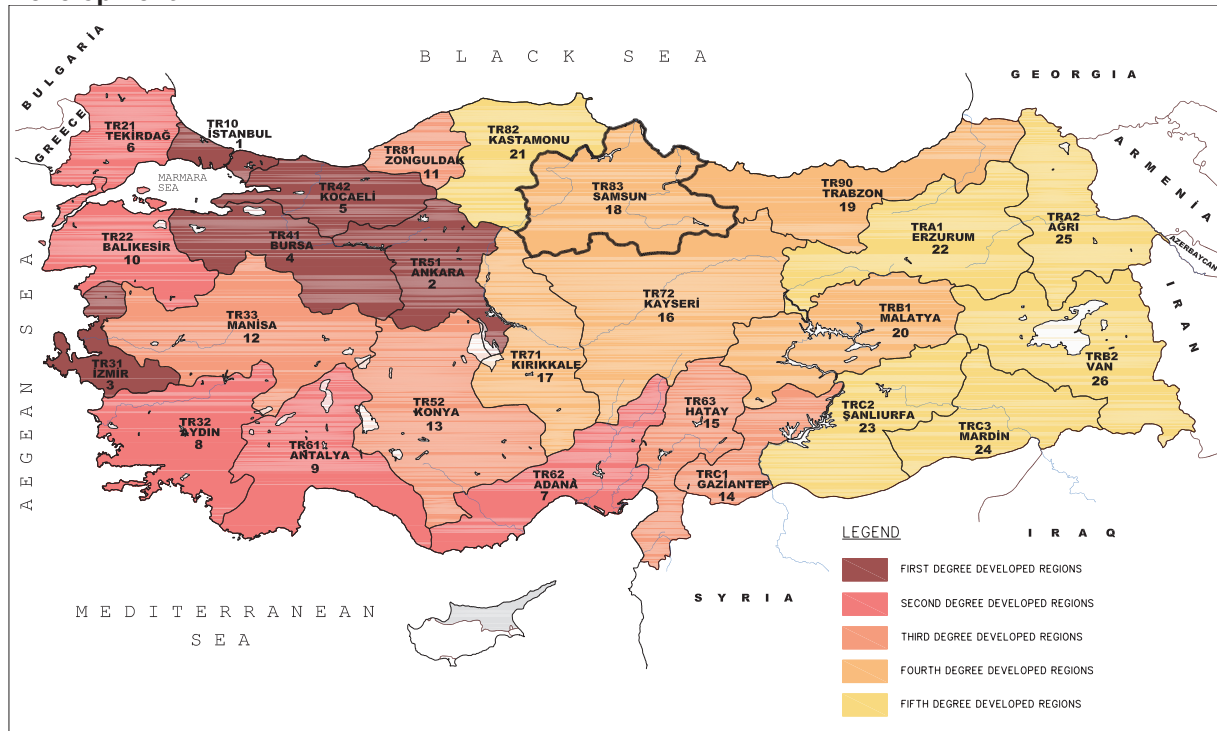
2.1.1 Overview of the Region's Economic and Social Structure

TR83 Region, covering the provinces of Amasya, Çorum, Samsun, and Tokat, with its surface area of 37 600 km², constitutes five percent of Turkey's total surface area and it is home to 4.4 percent of Turkey's population as of 2000. During the last 20 years, the region has lost three fourths of its natural population increase to outmigration, keeping only a small portion in the region.

The region's economy has grown, during the period 1987-2001, at a slower rate than the national average (an annual growth rate of 2,11 percent regional versus 2,79 percent national). Whereas the share of industry in national economy was 25,7 percent in 2001, the corresponding figure for the regional economy was 19.4 percent. TR83 Region

ranks 18th among the 26 NUTS Level 2 Regions with respect to level of economic social development. In the Preliminary National Development Plan (2004-2006), 12 priority regions have been identified among the 26 NUTS 2 Regions in view of their level of development. TR83 happens to be among the said priority regions and it ranks 4th from top in ordering of priority regions. "Priority regions" incidentally, generally happen to be in Eastern Anatolia and South Eastern Anatolia regions. From a closer examination of development indicators one observes that TR83 Region is in a "zone of transition" that could be defined envisioned between eastern and western regions of the country (Figure 2.1). In terms of a large number of indicators, TR83 Region has such a status that these indicators could easily take on values closer to those of western regions, through exploitation of the region's potential. It could be stated that the

Figure 2.1 Ranking of NUTS Level 2 Regions with respect to Level of Socio-economic Development



Source: DPT (2003-3).

differences between the YBDP Region and the western regions, as regards a large number of indicators, are quantitative differences of degree that do not constitute qualitative gaps. YBDP Project is aimed at enabling the region to close these differences quickly and acquire a status among the developed regions of the country.

In socio-economic development ranking of 81 provinces, Samsun ranks 32nd, which happens to be immediately above national average. Other provinces in the Region, however, rank below national average; Amasya ranks 3^{9th}, Çorum 46th, and Tokat 61st (Figure 2.2). While the province of Samsun, as it has a large city and a seaport, ranks high in development, Tokat, with its predominantly rural characteristics, ranks relatively behind in development ranking.

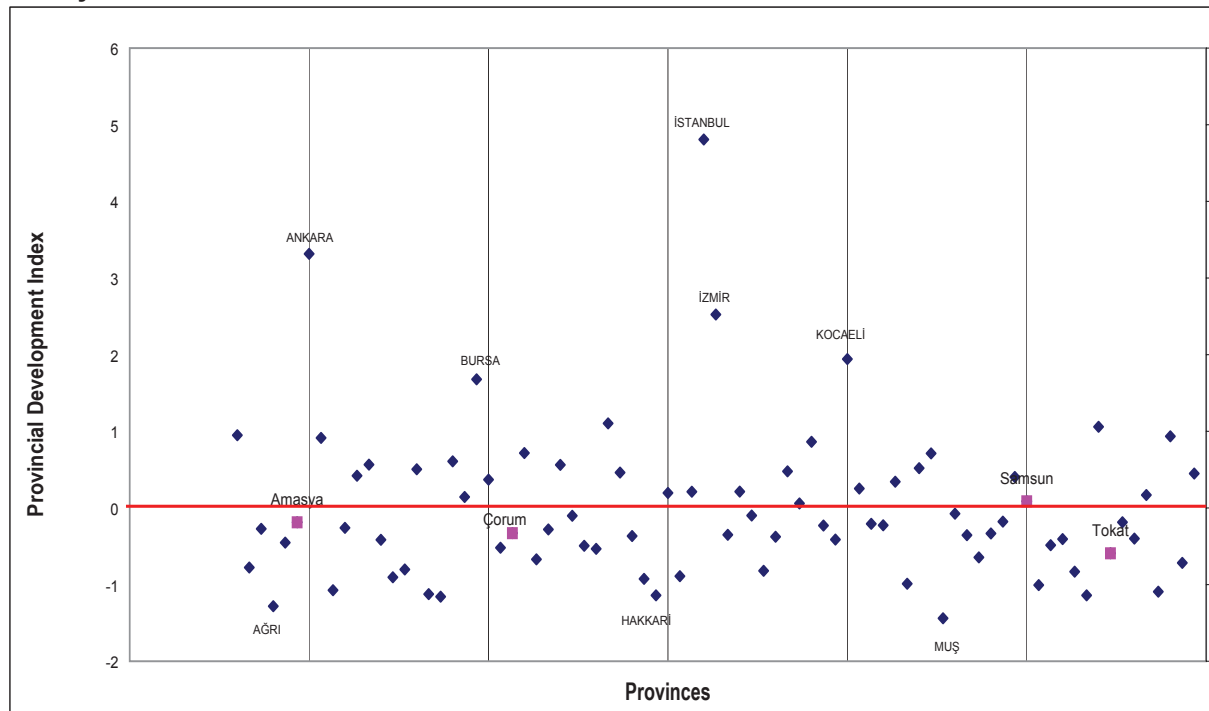
In DPT's work on Socio-Economic Development Ranking of Districts; certain patterns are observed in ranking of the districts with respect to indices of

socio-economic development (DPT 2004: 14-15, 49-62):

In general, one observes that interregional disparities in development in Turkey remain to be important. There remain large differences between 1st and 2nd degree development districts and the districts that fall below the average. There remain significant interregional disparities, in Turkey, not only in income, but also in such areas as demography, physical and social infrastructure, education and health status, quality of the environment, and status of women.

Of the top 25 districts, 12 districts outside of central districts (i.e., provincial centers) are those that have well developed industrial or tourism sectors and the difference in values of corresponding indicators of the top ranking districts are rather small. Most developed districts generally happen to be in coastal areas of Marmara, Aegean, and Mediterranean regions.

Figure 2.2 Development Levels of TR83 Provinces in Comparison to Other Provinces in Turkey



Note: Names of provinces above are alphabetically ordered.
Source: DPT (2003-3).

Figure 2.3 Development Levels of TR83 Districts in Comparison to Other Districts in Turkey

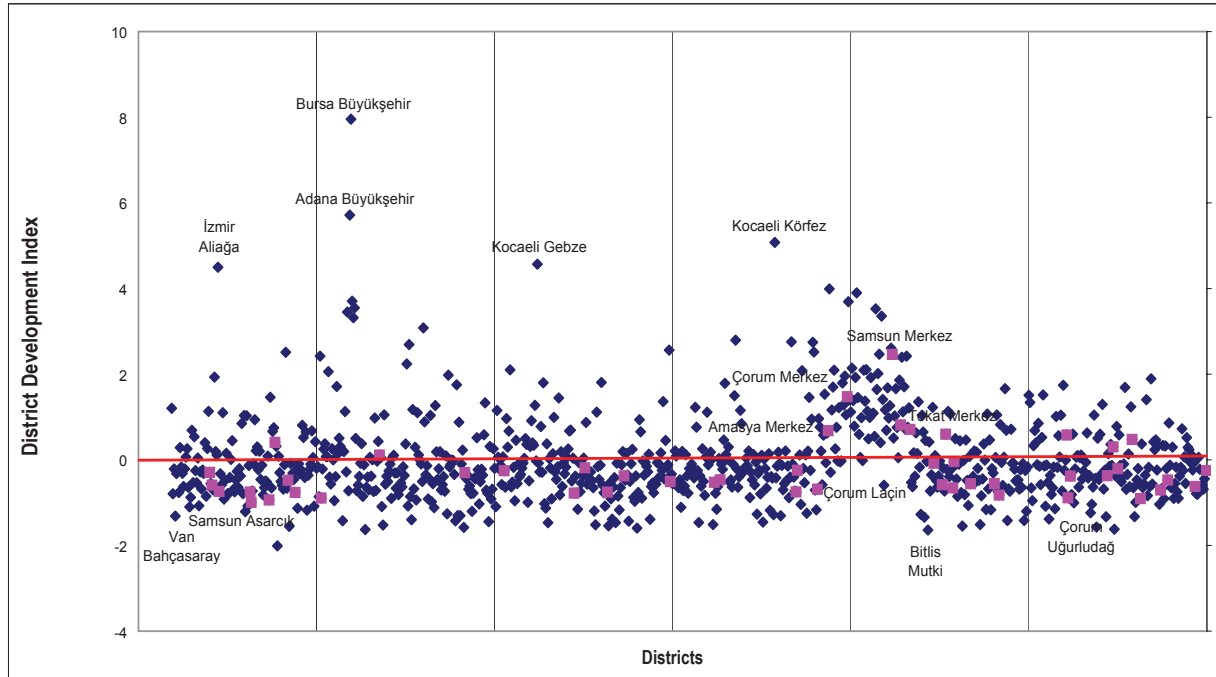
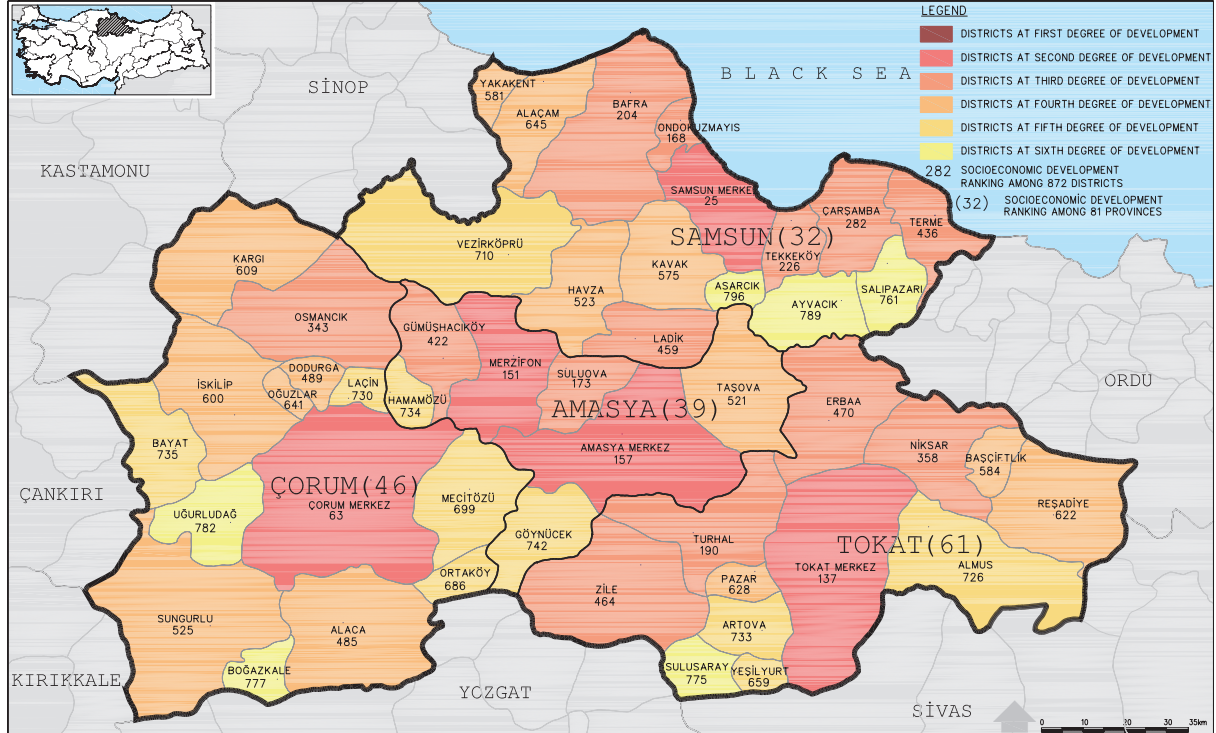


Figure 2.4 Socio-economic Development Ranking of Provinces and Districts in TR83 Region



The most important differences that distinguish developed districts from the others could be listed as follows: In developed districts, employment in institutions of finance is high, together with high employment in commerce, while agricultural employment is very low. As regards the structure of employment, in developed districts, the share of wage employees and employers in total employment is above the national average. Also, in developed districts, the share of industry in economic activities is relatively higher. These indicators would confirm capital accumulation. As regards level of socio-economic development, one observes that increasing levels of development of different districts correspond to increases in rates of urbanization and population growth, education level of the workforce, rates of participation of women in the workforce and their level of education, however, decreases in infant mortality rates.

The districts in the region generally tend to concentrate in 3rd degree development category. The general characteristics of the districts in this category include that most of their demographic indicators have values below national average and that the majority of their population are employed in agricultural sector. Industrial and services sectors in these districts are not well developed. Literacy rate is well below the national average. Some of the provinces in TR83 Region also have particular aspects to them. The province of Samsun presents largest differences in development between the central district and remaining districts. Against

that, Amasya is one of those provinces where the central district is not the top ranking district in the province, as the district of Merzifon has a higher degree of development than the central district of Amasya.

The provinces in the region also have differences from each other. According to DPT study on Socio-economic Development Ranking of Districts, there are not any districts in the Region that are in the 1st degree development category. The ratio of districts in the region that are in the 2nd degree development category is far below the overall national ratio of districts that are in the 2nd degree development category. While the districts in Turkey that are in the first three development categories constitute more than half of the total (54,6 percent), this ratio for the Region is much less than half (37,5 percent). The districts in the Region generally tend to be in 3rd, 4th, and 5th degree development categories.

A review of the spatial distribution of the districts within the Region reveals that the most developed districts tend to concentrate in two different geographical areas (Figure 2.4). The first of these is the larger area of concentration in the Region, made up of the three districts of Amasya, namely Merzifon, Amasya central, and Suluova districts, extending between the central districts of Çorum and Tokat provinces. The second area of geographic concentration consists of a number of districts in Samsun province all lined up along

Table 2.1 Urban and Rural Population, Annual Average Population Growth Rate, and Urbanization Rate for TR83 Provinces According to Administrative Definition of City

| | Population of 2000 | | | Average annual population growth (per mille) | | | | Urbanization rate (percent) | | | |
|--------|--------------------|------------|------------|--|-----------|-----------|-----------|-----------------------------|------|------|------|
| | Urban | Rural | Toplam | 1980-1985 | 1985-1990 | 1980-2000 | 1990-2000 | 1980 | 1985 | 1990 | 2000 |
| Amasya | 196 621 | 168 610 | 365 231 | 9,8 | 0,5 | 3,4 | 1,7 | 37,5 | 41,5 | 45,5 | 53,8 |
| Çorum | 311 897 | 285 168 | 597 065 | 9,4 | 3,1 | 2,2 | -1,9 | 29,3 | 33,4 | 41,6 | 52,2 |
| Samsun | 635 254 | 573 883 | 1 209 137 | 19,2 | 9,3 | 9,1 | 4,1 | 34,2 | 36,9 | 45,3 | 52,5 |
| Tokat | 401 762 | 426 265 | 828 027 | 16,9 | 11,4 | 14,2 | 14,3 | 32,1 | 36,2 | 42,9 | 48,5 |
| Region | 1 545 534 | 1 453 926 | 2 999 460 | 15,2 | 7,4 | 8,2 | 5,2 | 33,0 | 36,6 | 43,9 | 51,5 |
| Turkey | 44 006 274 | 23 797 653 | 67 803 927 | 25,2 | 22,0 | 21,0 | 18,5 | 43,9 | 53,0 | 59,0 | 64,9 |

Source: DİE (2002-3), DİE (2002-4), DİE (2002-5), DİE (2002-6), DİE (2003-1).

the coast, namely, Samsun central district with Ondokuzmayıs and Bafra districts to the west and Tekkeköy and Çarsamba districts to the east. Unlike the most developed districts, the geographical distribution of least developed districts does not have a geographically uniform pattern, but rather has a patchwork pattern of dispersion throughout the Region.

The explanation as regards the underdeveloped status of these districts is unique and it relates to individual characteristics of each district. This geographical pattern that emerges vis-à-vis developed or underdeveloped status of these districts could be explained in that while development, due to externalities involved thereof, leads to formation of an integrated / continuous structure in spatial dimension, underdeveloped is related to isolation and problems in integrating with systems / networks.

2.1.2 Demographic Structure

One of the most significant indicators from the point of view of the problems faced in TR83 region is out-migration. This problem, when considered in terms of its quantitative and qualitative characteristics, could be interpreted as loss of resources for TR83 and a burden for other regions (receiving migration from TR83).

The ratio of the region's population to total population of Turkey during the period 1927-1965 has varied from 6,3 to 6,6 percent, population began declin-

ing after 1965 and the said ratio fell down to 4,4 percent by the year 2000. The population growth rate in the region is far below the national average. There has been outmigration from the region continuously since 1970 and outmigration has been, to a large extent (70 percent) to cities in other regions rather than to cities in the same region.

Urbanization rate in all provinces in the region is below the national average (Table 2.1). Population is dispersed among a large number of small settlements. As of 2000, the population of 69,5 percent of the settlements in the region is below 500. The share of the population of settlements with 500 or less population in total population of the region is 15,6 percent. Furthermore, 38,4 percent of the villages have multiple sub-divisions. For this reason, it is difficult and expensive to realize infrastructure investments for increasing quality of life in rural settlements (i.e., villages and sub-districts).

According to census 2000 data, average household size in the region (4,97 persons) is above

Table 2.2 Changes in the Share of Three Basic Sectors in GDP During the Period, 1987-2001

| Sector | 1987 | | 2001 | |
|-------------|--------|--------|--------|--------|
| | Region | Turkey | Region | Turkey |
| Agriculture | 30,0 | 17,8 | 20,0 | 12,1 |
| Industry | 15,7 | 25,8 | 19,4 | 25,7 |
| Services | 54,3 | 56,4 | 60,6 | 62,2 |
| Total | 100,0 | 100,0 | 100,0 | 100,0 |

Source: DPT (2003-2), DİE (2004-4).

Table 2.3 Sectoral Distribution of GDP and Development Ranking of Provinces, 2001

| Sector | | Amasya | Çorum | Samsun | Tokat | Region | Turkey |
|---|-----------------------|--------|-------|--------|-------|--------|--------|
| Percentage distribution | Agriculture (percent) | 21,7 | 19,9 | 20,4 | 18,5 | 20,0 | 12,1 |
| | Industry (percent) | 7,7 | 10,6 | 15,2 | 39,6 | 19,4 | 25,7 |
| | Services (percent) | 70,5 | 69,6 | 64,4 | 41,9 | 60,6 | 62,2 |
| | GDP (percent) | 100,0 | 100,0 | 100,0 | 100,0 | 100,0 | 100,0 |
| | GDP per capita* (YTL) | 1 288 | 1 431 | 1 452 | 1 107 | 1 335 | 1 847 |
| Development ranking among 81 provinces (2000) | | 39 | 46 | 32 | 61 | 18** | |

* * 2000 census

** Ranking among 26 NUTS Level 2 Regions

Source: DPT (2003-2), DİE (2004-4)

Turkey average (4,50 persons). Birth rate, 2,65, is again above Turkey average, 2,53. The population ratio of the 0-14 age group (30,22 percent) is gradually decreasing, while the population ratios of the 15-64 age group (62,89 percent) and the 65+ age group (6,88 percent) are increasing. While infant mortality rate was 200 per thousand in 1970, it has fallen down to 48 per thousand in 2000. Life expectancy at birth has increased by 10 years in the country during the period 1975-1997; while it has increased by only 8 - 8,5 years in the region.

2.1.3 Economic Structure

In the shares of three basic sectors in GDP in the region, there have been changes in parallel to those in the rest of the country. In the region, and in each province in the region, the share of agricultural sector in GDP has always been larger than the national average. While there has been a significant decrease in the share of agriculture in the economy during the period 1987-2001, the shares of industry and services have increased during the same period. Currently the agricultural sector remains important in the region while its share in the local economy is decreasing, while industrialization appears to be accelerating. The growth in the services sector is following a pattern in parallel to that in the rest of the country (Table 2.2).

There are many obstacles hindering growth of industry in the region. The overly large number of repeating, imitating investments; intense invest-

ment in manufacturing of roof tiles, bricks, and other construction materials out of baked clay, as well as concrete blocks; inadequate number of capacity of Organized Industrial Zones (OIZ) and Small Industrial Estates (SIE); lack of industries using advanced technology; lack of capital formation; insufficient competitive strength and lack of external liberation; failure to place sufficient emphasis on and allocate resources to R&D activity; and shortage of qualified manpower tend to have an impact on industrial sector. While some of these issues would need to be solved at national level, the region does have weaknesses of its own.

There are differences between provinces in the Region with respect to Sectoral growth rates (Table 2.4). Industry grows at a higher rate in Tokat and Çorum while services sector grows at a higher rate in Samsun. In industrial growth, public sector investments are being more effective in Tokat, while private sector investments are being more effective in Çorum.

During the period 1987-2001, industry has grown in Tokat at an annual rate of 5,22 percent; but industrial growth rate has been negative in Amasya. During the same period, growth rates in all sectors in the Region have remained below national averages (Table 2.4).

In a ranking of provinces with respect to share of services sector in GDP as of 2001, Amasya ranks first; with Çorum, Samsun, and Tokat following it. Against that, the province with the highest rate of

Table 2.4 Sectoral Growth Rates, 1987-2001

| Sector | (percent) | | | | | |
|-------------|-----------|-------|--------|-------|--------|--------|
| | Amasya | Çorum | Samsun | Tokat | Region | Turkey |
| Agriculture | -0,16 | -0,87 | 0,60 | 2,72 | 0,64 | 0,82 |
| Industry | -1,56 | 3,02 | 1,23 | 5,22 | 2,72 | 3,50 |
| Services | 2,57 | 2,53 | 2,80 | 2,44 | 2,65 | 3,00 |
| GDP | 1,28 | 1,75 | 1,96 | 3,31 | 2,11 | 2,79 |

Source: DİE (1997), DİE (2002-2), DİE (2004-4).

Table 2.5 Sectoral Distribution of Employment in TR83 Region, 2000

| Sector | Region | | | Region (percent) | Turkey (percent) |
|-------------|---------|---------|-----------|------------------|------------------|
| | Male | Female | Toplam | | |
| Agriculture | 364 038 | 471 307 | 835 345 | 66,9 | 48,4 |
| Industry | 68 076 | 10 460 | 78 536 | 6,3 | 13,4 |
| Services | 290 870 | 43 993 | 334 863 | 26,8 | 38,2 |
| Total | 722 984 | 525 760 | 1 248 744 | 100,0 | 100,0 |

Source: DİE (2002-3), DİE (2002-4), DİE (2002-5), DİE (2002-6), DİE (2003-1).

growth in services sector during the period 1987-2001 has been Samsun, with Amasya and Çorum following it, in that order (Table 2.4). The province with slowest rate of growth in services sector has been Tokat.

Field studies performed in the Region would indicate that there has been important progress in agriculture in recent years; that there have been increases in production of fruits and vegetables and protected vegetable farming (with covering sheets over the plants). However these changes are not reflected in the Tables here (because the existing statistical data covers the period until 2001).

Review of Sectoral distribution of employment reveals that, as of 2000, 66,9 percent of the workforce under employment is in agriculture, with this ratio being rather high relative to national average (48,4 percent). According to 2000 data, 6,3 percent of workforce employed in the Region is in the industrial sector, against a national average of 13,4 percent. The share of the services sector in employment in the Region (26,8 percent) is also far behind the national average (38,2 percent) (Table 2.5). This picture of employment, then, quite clearly points to the position of the Region in the country and the weight of the agricultural sector in the Region.

In the region, there is considerable concentration of employment and labor supply in agriculture, which has a share of 20 percent in GDP and employs low technology. Against that, the industrial sector, which generates larger value added and follows a growth trend in Turkey in general, has a share of 19,4 percent GDP but has a share of only 6.3 percent in total employment. The share of services sector in GDP is 60,6 percent but it has a share of only 26,8 percent in total employment. In effect, industrial and services sector have large shares in GDP, totaling a whopping 80,0 percent (19,4 and 60,6 percent, respectively), but have small shares in employment (total of 33,1 percent), which is only about half of the share of

agriculture in employment (66,9 percent). These figures would imply that measures would need to be taken for employment of labor surplus and disguised unemployment in agriculture in other sectors in the future.

AGRICULTURE

Of the Region's surface area of 3,80 million hectares, 1,65 million hectares is arable land, which is concentrated in certain parts of the Region. There are plains along the banks of Yeşilirmak and Kızılırmak rivers and also delta plains where these rivers join the sea. There are 1,3 million hectares of forest-shrubbery areas (34.9 percent of total area); 0,42 million hectares of pasture land (10,8 percent); and still another 0,41 hectares of other categories of land. There are 530 875 hectares of economically irrigable land, 45 percent of which (240 655 hectares) is currently being irrigated, which means that if all irrigable land could be irrigated, then the total irrigated farm area would double.

Even though irrigated farmland is dispersed throughout the Region, it tends to concentrate in central district as well as districts of Niksar, and Erbaa in Tokat province; central district in Amasya province; and Çarsamba, Bafra, and Suluova districts of Samsun province. The most crucial problem concerning irrigation is that as much as 44 percent of the irrigable land under SHW (State Hydraulic Works) irrigation projects that are operational cannot be irrigated for various reasons. Another important issue in irrigation pertains to repair and maintenance of existing facilities. As a result of failure to have sufficiently cleaned the drainage canals in some of the irrigation project areas in the Region at the right time, level of water table has risen and has been threatening plant agriculture. In recent years, a new policy is being implemented for user groups to operate irrigation facilities once their construction is completed. While the policy itself is rational, it has led to other problems, due to inadequacy and ineffectiveness of organizational arrangements and the habit of expecting every thing from the State.

As regards land consolidation initiatives; there is a failure here also, in achieving development as expected, due to inadequacy of a legal basis. Land consolidation has been completed for only three (3) percent of the land that has been opened to irrigated farming, with no land consolidation at all in dry farming areas.

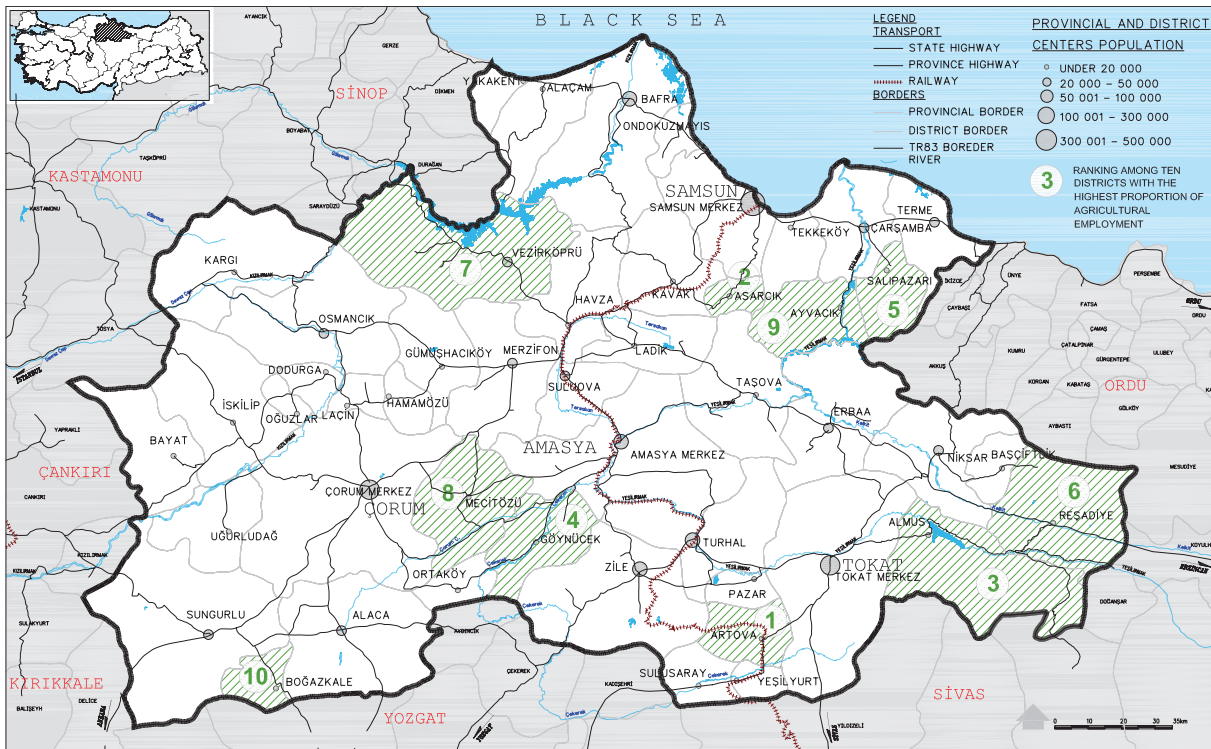
SWOT analysis has revealed that the region, for reasons of suitable climate and soil conditions, is suitable for production of citrus, cotton, and any and all vegetable, fruits, and field crops, but a few tropical plants. This is one of the opportunities that should be exploited for the benefit of the Region. Agricultural sector revenues rely, to a great extent, on plant agriculture. Among NUTS Level 2 Regions, the Region ranks 3rd in production of field crops (5 million tons); 4th in vegetables (2 million tons); and 13th in fruits (312 000 tons). With respect to total value of plant production, the Region ranks 5th among NUTS Level 2 Regions. Any oversupply quantities of field crops, fruits, or

vegetables that are produced in the Region are being marketed outside of the Region, where they are processed and then exported. In recent years, contract agriculture also has been developing in the Region.

Productivity levels in such crops as green beans, soybean, tomatoes, and cherries in the Region are higher than national average figures. Given that the level of agricultural input use in the Region is very much different from Turkey averages, it could be concluded that the productivity difference reflect the Region's comparative advantages. In various agro-industry clusters found in the Region, milk, meat, wheat, corn, pulses, and oil plants are being processed; fruit juice and tomato paste are being produced; with relatively small volumes of vegetable canning and drying activity.

About two thirds of the farms are small landholders. The average farm holding has 45,6 decares and consists of six different parcels of land. As the

Figure 2.5 Ten Districts With Largest Shares of Agricultural Employment in Total Employment



Source: DPT (2004-5).

Region's farms fall behind the national average farm size of 61,0 decares, they fall even farther behind the EU-25 average farm size of 130 decares.

About three fourths of the farms are engaged in both plant and animal production. However, due to the small scale of farm holdings, together with inadequate levels in input use, agricultural mechanization, and knowledge and skills, agricultural productivity remains low. Outside of animal husbandry and poultry farming, there do not exist any large-scale commercially operated farms.

The small farms in the Region, as much as they are common, are unable to effect large-scale production with high standards of quality; unable to access knowledge and information; and unable to generate resources required for mechanization; unable to use advanced agricultural technologies or inputs in an effective manner and at adequate levels; unable to specialize; not appreciating need to employ agricultural consultants; not interested in marketing organizations or agricultural extension activity; and are continuing their production activities with traditional methods. As a result of all such adverse conditions, agricultural production costs are rising, reducing the Region's chances to compete with other countries in the world in agricultural sector.

The share of animal husbandry in agricultural sector in the Region is 25 percent; while the share of fisheries and forestry is very small (one percent). Animal husbandry farms are small farms, with over 70 percent of them holding only 2 to 10 heads of livestock. The poultry farms in the Region that are producing to EU standards tend to be found in Çorum and Samsun provinces. Egg production is more extensive in Samsun, while broiler is the mainstream product in Samsun. In recent years, livestock population has decreased; with animal husbandry farms incurring losses due to inadequate supply of forage; and with failure to obtain better prices for animal products due to lack of commodity exchanges.

The Region offers suitable conditions for fisheries. Fishery output is inadequate relative to 8,4 km³ (billion m³) of storage capacity (5,8 percent of total capacity in Turkey) in the artificial lakes behind the dams built on the rivers and their tributaries in the Region, along with the fish potential in the Black Sea. The facilities, with total capacity of about 1 100 tons, constructed on the sources of fresh water in the Region are operating at 25 percent capacity on average. Even though Samsun is an important center for fish caught in the Black Sea is brought ashore, the capacity of cold storage at the fish market falls short of requirements. There does not exist any facilities with deep freezing operations.

The Region's flora is very much suitable for apiculture. According to 2002 data, 18,3 kg of honey has been produced per hive in the Region, which is higher than the national average of 17,9 kg per hive. The Region ranks 6th among NUTS Level 2 in production of honey.

Despite that the Region's forest resources measure above national average, the share of the Region's forestry GDP, during the period 1987-2001, has remained between 3,5 to 4,5 percent of the national forestry GDP (in 1987 constant prices). During the same period, the share of forestry GDP in total regional GDP has declined continuously. Even though there do exist opportunities in forestry products as well as mountain and high plains tourism, these opportunities are not well exploited.

Examination of indicators for ten top ranking districts with respect to ratio of agricultural employment in total employment reveals that these districts are also the lowest ranking districts with respect to level of socio-economic development (Figure 2.5). Per capita worth of agricultural production in the Region is lower than the national average figure. The reason why this regional figure is relatively low is that the rural population and the portion of this population that appears to

be employed in agriculture tends to be relatively high.

It should be noted that, in Turkey, rural population groups not relying on agriculture as their main source of income are growing. This trend is seen in TR83 Region as well. One of the more important reasons for this trend is that labor demand in agriculture is low while disguised unemployment is high. The size of disguised unemployment can only be estimated nominally by using certain general standards. The supply of labor for agricultural production in the Region (263 million man-days per year) is more than thrice the demand for labor (85 million man-days / year).

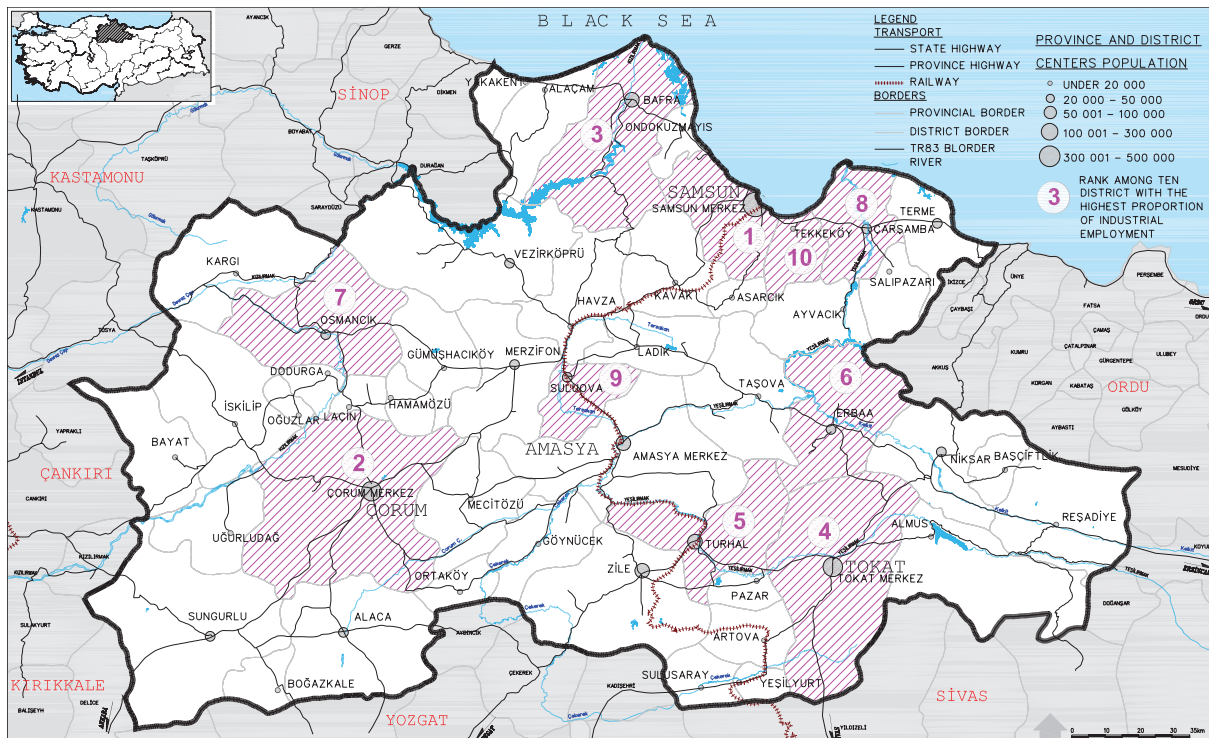
In TR83 Region, which is not ranking high in terms of agricultural production figures, per capita agricultural production could increase significantly in time as rural population declines and more emphasis is placed on crops in which the Region has comparative advantages.

INDUSTRY

The share of industry in the economy and the rate of growth of industry in the Region has remained below national average figures during the period 1987-2001. The industrial sector is dominated by manufacturing operations. Outside of public sector tobacco processing plants and four public sector sugar production plants, all enterprises in the Region satisfy the EU definition of SME. All the 38 public sector enterprises in the Region account for one third of industrial sector employment and two thirds of industrial value added in the Region.

According to 2000 Census results, industrial sector employment in the Region (78 536 persons) corresponds to 8,3 percent of the Region's total population (1 284 744 persons). Per capita value added that the Region's industrial sector generates has been estimated as YTL 16 600 as of year 2000, against national average of YTL 20 900.

Figure 2.6 Top Ten Urban Centers in Terms of Employment in Industrial Sector



Source: DİE (2002-3), DİE (2002-4), DİE (2002-5), DİE (2002-6).

District –level analyses performed based on the share of industry in employment would indicate that industry tends to cluster in a small number of settlement centers in the Region. The ratio of industrial sector employment to total employment in Samsun, Çorum, and Bafra is higher than Regional average; and below national average elsewhere in the Region.

The need for trained manpower in the Region is best illustrated by the education profile of workforce under employment. Among those employed in industrial sector in the Region, only 4,1 percent are higher education graduates; 20,6 percent are high school graduates; while 16,2 percent are illiterate. However, the regional averages as regards level of education (except for illiterate population) do not deviate much from national averages. The subject values for Turkey are, respectively, 6,8 percent (higher education); 21,3 percent (high school); and 1,7 percent (illiterate).

The structure of the industrial sector in TR83 Region, which includes a limited number of sub-sectors, consists of three categories of enterprises. In the first category are those medium and large scale enterprises that use locally available raw materials. Early examples of enterprises in this category are the state owned sugar production and tobacco processing plants. The private sector industrial enterprises have developed subsequently. This latter group of enterprises have manufacturing operations using local raw materials, e.g., production of food; roof tiles, bricks, and other construction materials made of baked clay; and forest and wood products.

The second category of industrial enterprises are manufacturers of metal goods, machinery, and equipment and they have emerged responding to the needs of enterprises in the first category described above. These enterprises have grown in time to produce for selling outside of the Region as well.

The third category of enterprises are those that are not directly related to locally available raw materials; they are relatively new; and that have developed in response to domestic demand, mainly, but also, in part, foreign demand. These enterprises are manufacturers of textiles and apparel, food products; furniture; ground wheat products; and metallic construction materials.

As of 2003; there are 13 OIZs in the Region (including Çorum expansion), 7 of which are currently operational. As of 2004; there are a total of 677 enterprises operating in these OIZs, employing a total of 8 477 persons, with 286 parcels remaining vacant, however. Occupancy rates at OIZs are 100 percent in Samsun; 91,6 percent in Çorum; 82 percent in Amasya; 52 percent in Tokat; 78 percent in Merzifon; and 18,8 percent in Erbaa.

As of 2003, there are 28 SIE (Small Industrial Estates) in the Region, 3 of which are still planned (the investment program). The larger part of industrial employment comes from the SIE. While the average occupancy rates of SIE in the Region is 68,5 percent, this ratio is nearly 90 percent in provinces outside of Samsun.

As regards mining; there are not any important mineral reserves or mines in the Region except for marble. According to year 2001 and 2002 data, the Region accounts for 3,0 percent of national production volume in bentonite; 2,8 percent in marble; 2,7 percent in chrome; and 1.84 percent in manganese. There are thermal water resources in the Region over an area of 360 decares, offering about 500 liters/ second of flow and a theoretical tourism potential of six to seven million visitors per year; however, this resource is not being adequately exploited.

Even though Samsun fairgrounds had well organized premises since 1963, the number of trade

Samsun Seaport is operating below capacity, due to a number of problems pertaining to facilities and management. The capacity could be increased beyond comparison, relative to existing capacity, simply by adding cranes, hoists, and other equipment. The two civilian airports in the Region are located in Samsun (Çarşamba) and Tokat. The sole international civilian airport that could serve to tourism purposes is in Samsun. Work is con-

tinuing towards completion of construction works for Çorum's airport. There is also work being done for opening of the military airport in Merzifon to civil aviation and transport

Even though the share of construction sector in the regional GDP is not very large (having varied between 4,4 and 7,1 percent during the period 1987-2001), it is nevertheless a strategically important sector due to its impact on other sectors and also its capacity for employing narrow skilled labor force (it has provided 2,8-to- 3,5 percent of during the same 1987-2001 period). It is expected that, due to economic revival and acceleration of infrastructure production that YBDP would bring about in the Region, employment in this sector would be expanding. The advantage of the Region vis-à-vis the construction sector is that certain construction materials are being manufactured in the Region, e.g., with roof tiles and bricks being exported from this Region. Given the natural resources endowment of the Region; there do exist opportunities for growth in production of construction materials such as forestry products and processed marble.

Tourism

Tourism activity in the region mainly relies on domestic tourism. Samsun, by itself, responds to half the annual demand in tourism in the Region. Çorum, despite the fact that it possesses such assets as Hattusha, designated one of the world's nine sites of cultural heritage, Çorum identical with other provinces in the Region attracts less demand than Samsun. This is explained by lack of promotion in this sector in favor of Çorum. Amasya, as a historical city with rich cultural assets, is spending effort to make better use of its existing potential. Tourism activity is developing in Amasya province and tourism is expected to play a leading role in the growth of this province in the future. Tokat, with its scenic beauty and historical buildings, has a potential to increase its share of tourism activity. Through integration of tourism potential and opportunities in the Region,

it should be possible to increase number of over-night stays and to obtain higher revenues from tourism in both rural and urban areas.

2.1.4 Social Structure

Education and Health

There are a number of problems in the Region as regards level of education. During the period 1980-2000, the rate of literacy has been lower than national average and one fourth of the female population in the Region is still illiterate. The national average gross rate of enrollment in preschool education, for the 3-5 age group, has been 6,2 percent while this figure for the Region has been 4,5 percent. This rate for the 4-5 age group during the period 2005-2006² has been 19,9 percent nationwide. The gross rate of enrollment in primary education in academic year 2001-2002 has been 99,45 percent overall in Turkey and 95,5 percent in the Region. This average gross rate in Turkey has fallen back to 95,56 percent during the academic year 2005-2006. The net enrollment rate in general secondary education during the academic year 2001-2002 has been 35,3 in the Region and 36,9 nationwide. This rate has been 36,03 percent nationwide during the academic year 2005-2006. The net enrollment rate in secondary vocational and technical education during the academic year has been 19,7 percent in the Region, a little behind the national average rate of 20,5 percent. The national average net rate of enrollment in secondary vocational and technical education during the academic year 2005-2006 has been 20,55 percent (MEB, 2006).

The data for the period 2001-2002 would indicate that the enrollment rates in the Region tend to stay behind national average figures but that the gap is not of such a large scale that it cannot be closed.

² 2005-2006 data for the Region has not been provided here, because available 2005-2006 data on education enrollment rates for Turkey and the Region are not comparable. The reason for such incompatibility is that the method used in YBDP for population projection is different from that used by TÜİK.

The higher education institutions in the Region are Ondokuzmayıs University in Samsun (26 875 students in 2003-2004 academic year); Gaziosmanpaşa University in Tokat (8 452 students in the same year); and the new universities founded in Amasya and Çorum in 2006. The vocational colleges that already existed in Çorum, Amasya, and Merzifon have been attached to the said universities.

Values of health indicators in the Region remain below national averages. While national average figure on population per doctor as of 2005 is 715 persons / doctor, this figure is 924 for the Region. Hospital bed occupancy rates in the Region are relatively low. Although the number of health centers in the Region is sufficient, staffing of health care delivery institutions is inadequate. Immunization effort falls far below theoretical targets. This state of affairs would indicate the existing system is not being used well enough. The ratio of population not covered by any health insurance program remains high.

Culture

As regards cultural aspects; the Region has a rather rich historical background. However, there would appear to be problems in the Region as regards protection of cultural assets and the level of awareness about importance of such protection. In most of the cities in the Region, there would appear to be a failure to protect the historical fabric, with any protection effort usually stopping at protection of individual buildings. In general in the Region, Amasya is apparently most able in maintaining its traditional culture. There is conservation and restoration effort underway as well as efforts to promote the city and stimulate the potential for tourism. Çorum, on its part, despite its very important historical ruins, appears to be unable to exploit the potential there.

There are 13 libraries in Amasya; 18 in Çorum; 19 in Samsun; and 15 in Tokat, as well as a total

of 10 museums in the Region. A need for use of information technologies in these areas has been determined

Women's Status, Poverty, and Disadvantaged Groups

There are a variety of problems in the Region in the areas of women's status and gender equality; poverty, unemployment; and disadvantaged groups. One would observe that women's enrollment in education in all areas of schooling in the Region remains below that of males in the Region and below national average as well (83 percent in urban areas, 72 percent in rural areas). Levels of services that are being provided to the poor, the elderly, and children are not adequate. While the lowest 20 percent income group has a share of 5,8 percent in (regional) income, the top 20 percent income group has a share of 46,3 percent. The Gini coefficient for the Region is estimated to be 0,40³ Data for 2003 would indicate that income distribution status of the Region is superior to that of the country as a whole.

One observes that unemployment in the Region remains below national average. However, there are differences in rates of unemployment between cities and villages (rural areas), as well as differences between male and female workforce. The highest rate of unemployment in the Region as of 2000 is found in Samsun central district, at 12,44 percent. One observes high rates of unemployment among female workforce in general in the Region. Female population that is employed in agriculture while in rural settlements, after migration to urban area, encounters difficulties in entering work life (participating in labor market), hence leading to high female unemployment rates in urban areas.

Active labor force with social security coverage in the Region as of 2000 constitutes 37,7 percent of total employment; meaning that 62,93 percent of

³ Value of Gini coefficient approaching one implies near-absolute equity; the same value's approaching zero implies near-absolute inequity.

employment is unregistered. The ratio of population in the Region benefiting from the services of social security institutions -i.e., ES, SSK and Bağ-Kur- is 78,87 percent. As a result of increased unemployment and decreased income levels in the Region due to economic crises that have been experienced, an increase is observed in the number of people obtaining the Health Services Green Card. The increase in number of people that receive the 65-age-plus allowance is also an important indicator. The ratio of 65-plus age group population in the Region receiving the said allowance was 35 percent in 2004.

Institutional Structure and Social Organization

There are four provincial Governors, 48 district governors, 195 municipalities, 2 644 villages and four Provincial Special Administrations in the Region. Regional Directorates of State Hydraulic Works, Rural Services, and Bank of Provinces wastewater (infrastructure financing) also operate in the Region.

“Yeşilirmak Basın Development Union” has been chartered in 1997, with participation from provincial special administrations of Amasya, Çorum, Samsun, and Tokat. The Kelkit Platform was established with participation of Governors of Tokat, Erzincan, Giresun, Gümüşhane, and Sivas; Tokat Gaziosmanpaşa University and Sivas Cumhuriyet University; the ÇEKÜL Foundation, and a number of district municipalities. The local administrations participating in this Platform then created Kelkit Basın Development Union. Local Agenda 21 Programs in Samsun and İskilip continue their activities as special cases of NGO activities.

In order for development effort to gain an institutional structure, organizations need to strengthen their internal structures and workings; and also to overcome the deficiencies in development and sustainability of dialog and coordination among themselves. As regards internal structures of organizations; one would observe that public sector

agencies, with their inadequate resource base, shortage of specialist manpower, and inadequate equipment parks, are unable to provide high quality services and are experiencing difficulties in adapting to conditions that change and diversify. There is a large number of municipalities that are overstaffed in terms of administrative personnel while they don't have any technical personnel at all. The Region, due to poor quality of life that it offers, fails to attract qualified and specialist manpower that it needs. The better educated and younger population of the Region tends to move out to other provinces of the country.

The fact that the areas of jurisdiction of regional directorates of public sector institutions do not fully overlap with the TR83 Region's borders is creating bottlenecks standing in the way of regional development efforts.

Existence of various occupational organizations, associations, foundations, and non-profit NGOs in the Region is certainly an advantage in terms of availability of an institutional basis for development effort and assuring participation. Nevertheless there are also problems in relationships of these institutions with one another, with central and local authorities, and with general public. Powers and resources at disposal of NGOs, particularly occupational organizations, are limited and so are their activities and services. These organizations fail to be very effective in calling attention to problems and in raising public awareness. They lack the capacity to effectively participate to processes for implementation and oversight of decisions made by central and local authorities. Participation of existing NGOs in the Region with active roles in development process is very important for success. Equally important for development success would be to assure participation of regional population through channels that would be opened via coordination amongst central and local authorities and NGOs.

2.1.5 Environment and Spatial Structure

2.1.5.1 Environment

A number of assets present opportunities and competitive advantage for the Region. Such assets include two rivers and their tributaries; rich flora and fauna; wetlands, for which decisions have been produced to protect in accordance with standards stipulated in international conventions; other designated conservation areas; and high-land and mountain tourism potential. Against the foregoing; water pollution and erosion are major threats in the Region.

The most important environmental problem in the Region is water pollution. Rapid population growth; unplanned urbanization; industrial and animal waste; and uninformed use of fertilizers and pesticides are factors that lead to pollution of waters in the Region. Yeşilırmak and Kızılırmak Rivers and the Kürtün Stream, flowing into Black Sea contribute to pollution of the sea with respect to various parameters. The fact that a very large part of the wastewater being discharged to Yeşilırmak and Kızılırmak rivers and their tributaries contributes to Turkey's share in pollution of Black Sea. Only 3,4 percent of wastewater discharged in the direction of Black Sea is being treated; 10,4 percent is pre-treated, and the remaining 86,2 percent is discharged to the receiving environment without any treatment at all. Other factors contributing to pollution are that sanitation waters from all centers of settlement located along the Black Sea coast in the Region (except for Atakum, Ondokuzmayıs, Terme, and Bafra), especially that of Samsun, are discharged directly to the Sea; and that solid waste is disposed of arbitrarily without any treatment at all.

The most visible morphological property of the Region is its rugged topography, consisting of mountains and heights extending in east-west direction, eroded by Yeşilırmak River and its

tributaries in the east and Kızılırmak River in the west, to form the plains and valleys that lie between them. Soils on steep and naked hillsides, carved by streams and deforested and deprived of soil-retaining flora, wash down into riverbeds with rainwater. Hence erosion emerges as one of the most important and common problems in the TR83 Region. The most important (ecological) problem in the Region is to protect the wetlands in deltas of Yeşilırmak and Kızılırmak Rivers, along with the ecological environment and biodiversity in habitats of endemic species of the Region. Adequate measures towards solution of these problems have not yet been put in place. Therefore the important environmental problems of the Region can be formulated under three headings, as follows:

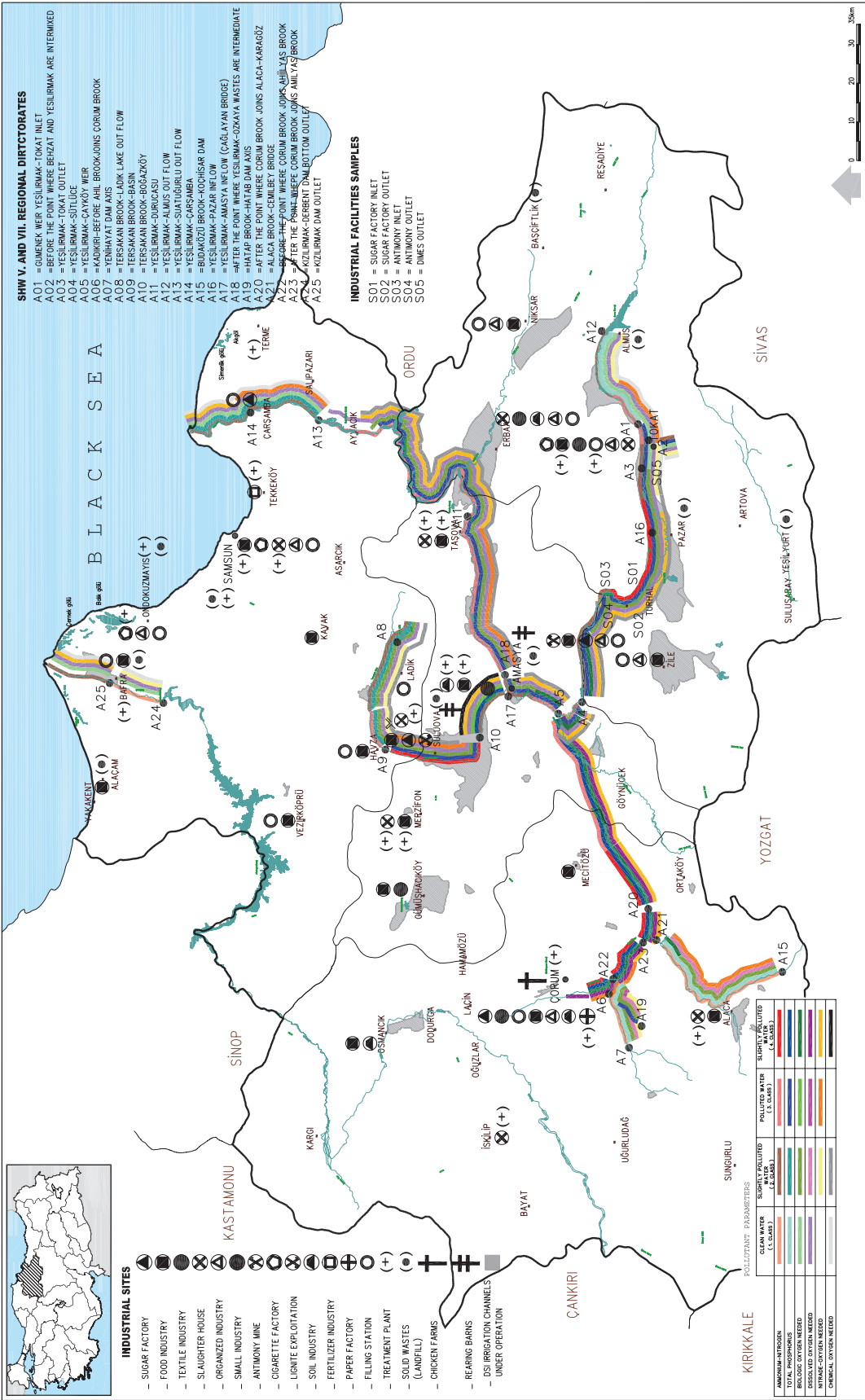
- i) Increases in sources of pollution and incidences of pollution,
- ii) Erosion – extinction of endemic species of the Region due to overuse,
- iii) Failure to manage protection sites and special designation areas in compliance with accepted norms.

Pollution can be classified as pollutions of water, soil (due to solid waste and pesticides), air, and also noise pollution.

Of the 195 municipalities in the Region; only five (namely, Çorum central district and Atakum, Ondokuzmayıs, Bafra and Terme districts of Samsun province) operate domestic wastewater treatment facilities. In TR83 Region, domestic solid waste also poses serious problems. As regards air pollution, cities of Çorum and Samsun are among the first-degree air pollution areas. Finally, measurements of noise pollution in the Region are not adequate.

Excessive cutting of trees in forest area is an important environmental problem in TR83 Region. One of the most specific problems is erosion that develops in former open areas rendered bare either by excessive cutting or for purposes of obtaining farmland. Erosion is a more serious problem in the Region in comparison to other river basins.

Figure 2.8 Changes in Pollutant Parameters and Sources of Pollutants



The Kızılırmak Delta is a Ramsar Protection Area. This area is one of those areas that contribute significantly to Turkey's wealth of flora. The number of species here is 3 957, of which, 475 are endemic. About one third (30,9 percent) of Turkey's endemic plants are found in this area.

The threats to which the Region's flora is exposed to stem from overgrazing; clearing to obtain farmland; forest fires; building and road construction; reduction of forest; sand extraction along the coast; and similar causes. Uninformed and excessive consumption causes disruption of food chains in the aquatic system and increases in algae biomass to the degree of disturbing the balances in the system.

Despite such important environmental problems in the Region, however, deterioration and losses have not yet reached an irreversible state. Through diligent implementation of the regional plan and environmental policies, it should be possible to reduce losses and pollution, and thereby to protect environmental assets and assure sustainability. That the Kızılırmak Delta has been designated Ramsar Area; that the Regulation for Conservation of Wetlands has been published; and that there exists R&D capacity in the Department of Biology at Samsun Ondokuzmayıs University should be assessed as important opportunities for the Region as regards flora, fauna, and aquatic organisms.

2.1.5.2 Spatial Structure

Urbanization

Cities become functional with production capacity and provision of services. The functions in a city differentiate that city from others in the geography where it is located. The cities therefore are graded through the network of settlement centers based on their functions⁴.

⁴ Lowest level centers are those that offer most demanded services; (the scope of) their production and distribution activity is limited; in other words their sphere of influence is limited. High level centers, however, are specialized centers that also incorporated in themselves the services that are offered by low level centers.

There are five levels in the Region's system of settlement centers. Samsun has metropolitan characteristics and it serves as 5th level center. The cities of Amasya, Çorum, Tokat, and Merzifon are 4th level centers. The remaining district centers have functions of 3rd level centers. (Figure 2.9 for morphological structure of the Region and the functions of the cities.)

The level of urbanization in the Region rests below national average. Given that centers of settlement with population over 20,000 are defined as urban areas, the ratio of urban settlement in the Region as of 2000 was 43,6 percent, against national average ratio of 59,3 percent. After 1950, rapid urbanization has been experienced in the Region, which was the case throughout the country. At the same time, out-migration from the Region continued also at a high pace. There was migration from the Region's rural areas both to the cities of the Region and to larger cities outside the Region. The Region's cities, however, in turn also lost population to out-migration, in the direction of larger cities outside the Region, as people considered that large cities offered better and more varied employment opportunities, better conditions of living and cultural environment, as well as certain urban standards. The centers where migrating population amassed, failing to achieve growth in industrial sectors and therefore failing to expand employment opportunities, could no longer absorb the demanding population from the rural sectors in their background geography. Against Turkey's average annual rate of urbanization that varied in the range of 3 to 5 percent after 1950s, the annual rate of urbanization in the Region has remained in the range of 2 to 5 percent.

There are 17 urban centers with population over 20 000 in the Region. The cities of Bafra, Samsun, Çarsamba, and Terme along the Black Sea Coast constitute a corridor of urban areas, which extends in eastward direction. About 40 percent of urban population of the Region inhabits this corridor, which also includes Tekkeköy, a suburban area of

Samsun. A visible characteristic of the settlement patterns in the Region is that the momentum of urbanization has not yet gained a particular direction. Therefore one does not find a definite grading of cities based on size (population).

The city of Samsun, which is home to largest urban population in the Region, is a 5th level center with metropolitan designation and it offers regional scale and supra-regional services. As the city is regional center, it is also the Region's gateway to the rest of the world, with its seaport, airport, and railway and highway connections. Samsun has achieved significant progress in manufacturing industries and it has become a city with intense commercial activity.

The city of Çorum has characteristics of 4th level centers and it is a center of services at sub-regional scale. The city has developed a process of industrialization, which, with its own unique institutional structures, could be referred to as the Çorum Model . With this model, industrialization has started, at its initial stages, at small scales that relied on local resources (e.g., food industry and brick-and-tile industry). In the second stage, industries that manufactured machinery and equipment for the aforementioned industries developed. In the last stage, the industries that developed were the kind that did not rely on local resources and were able to address national and even international markets (and these industries could locate virtually anywhere in the country). With this structure,- whereby family-owned companies were prevalent, a culture of partnership in business and working together indeed brought an advantage to Çorum. In effect, Çorum is an industrial town that can proceed with development process relying on its own dynamics. There is a need to provide more support to local initiatives for developing the city's potential and opening out towards the rest of the world. Further contribution to development of the city could be realized by exploiting the historical heritage there.

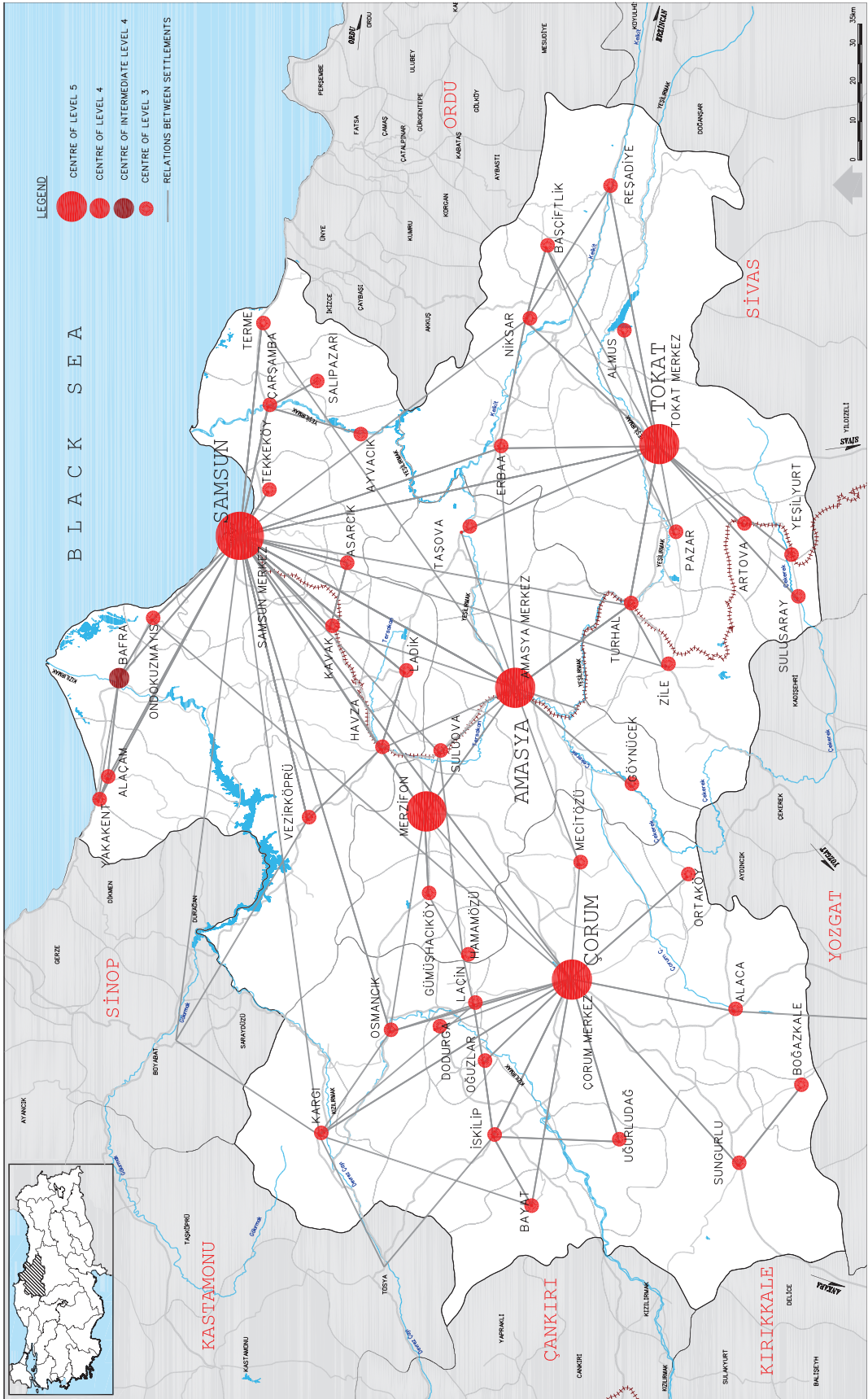
The city of Amasya also has characteristics of 4th level centers and it offers services at sub-regional scale. In addition, Amasya is a city where the historical and tourism assets stand forth visibly. The city, however, has not succeeded in industrial sectors as much as it has in services sector. The city has been able to conserve its historical and cultural fabric and it has achieved a degree of spatial integration and functionality of such fabric. In the future, the city is expected to further develop this model, which the city has developed as a unique model of its own. SWOT analyses would suggest that the city of Amasya should be developing as a center of historical and cultural tourism.

The city of Tokat is also a center with 4th level characteristics offering services at sub-regional scale. In this city, with stimulation from public sector investments in industrial sectors, especially the agro-industries have developed well. Given the irrigation potential in the environs of Tokat city, it is expected that agro-industries would further develop in the future. At the same time, one observes growth in manufacturing industries as well in Tokat and, with the additional potential contribution from exploitation of marble quarries in the province, significant development is anticipated in this city's economy.

The city of Merzifon, even though not a provincial center but only a district center, does possess the function of 4th level centers of settlement. The location of the town at the junction of Ankara-Samsun highway and Istanbul-Erzincan highway contributes to its accessibility, which does bring a competitive advantage. The town of Merzifon has indeed historically benefited from its crossroads location. One observes a lively spirit of entrepreneurship in the town; a yearning for opportunities in industrial development; and efforts for opening to the outside world.

Among the cities and towns in the Region, the town of Bafra, a 4th level center, and the towns of Çarsamba, Turhal, Erbaa, Suluova, and Osmancık, which are 3rd level centers, can be identified as

Figure 2.9-b Existing Relational Structure



centers of agro-industries. It should be noted that the towns Sungurlu, Alaca, Zile, and Niksar have also shown progress in agro-industries.

The work on grading the centers of settlement in the Region has been done for purposes of updating such grading and information about spheres of influence of these centers. The results would indicate that the structure of relations between the centers of settlements in the Region has a unidirectional and hierarchical character (Figure 2.9-b).

Rural Settlements

According to definition of an urban area for administrative purposes (with provincial and district centers being designated as urban area), about half the Region's population (48,47 percent) as of 2000 resided in rural areas. Of the 2 832 centers of settlement in the Region, 98,31 percent have village administrations. About 71,2 percent of these villages are designated forest villages. Average population of forest villages is 436 persons; average population of other villages is 747 persons.

Three different sub-regions can be defined within TR83 Region based on population density of rural areas (i.e., sub-districts and villages)⁵. Along the Black Sea coast and around Samsun province, where rural population tends to be dense, population density is higher than 0,6 persons / ha (hectare). The rural settlements with medium population densities (0,4 persons / ha) are around the district centers of Vezirköprü, Havza, Kavak, Taşova, Erbaa, and Niksar. A second sub-region with similar rural population density is around Zile district and provincial centers of Amasya and Çorum, as well as Suluova and Merzifon district centers. Rural population density in other parts of the Region is below 0,2 persons/ ha (Figure 2.10).

5 GIS was used in estimating population density figures for rural areas in the Region. The surface area of the Region was sub-divided into 5x5 km (2,500 ha) virtual squares. Rural settlements (sub-districts and villages) in each square were identified and population density for the square was estimated based on 2000 census. Population density figures have been graded and mapped and sub-regions were identified by making use of spatial position of squares with comparable population densities.

The Region has a topographical structure that is in part rugged and in part covered with forests. The rural population tends to reside in relatively small centers of settlement dispersed over large tracts of geography. A large number of villages (as administrative units) have multiple sites of settlements (sub-villages). Such state of affairs render difficult the provision of services to rural population, increases the cost of services, and negatively affects quality of life in rural settlements.

Housing

Even though there is sufficient stock of housing in the cities of the Region, there would appear to be problems of housing quality in the Region that are of regional character, including that illegal construction in cities constitute an important part; that low quality residential units with technically and socially inadequate infrastructures are widespread; and that parts of certain cities are exposed to major disaster risks. In the Region, the mechanisms that assure renewal and transformation of built environment are not well used as parts of planning housing policy. This would suggest that similar problems would tend to continue in newly established centers of settlement as well.

Urban and Rural Infrastructure

Municipalities provide 28 percent of their drinking and utilization water from surface waters and 72 percent of it from underground water. 210 hm³/year of water is provided from the 1367 wells that belong to SHW and 28,2 hm³/year of water is provided from the 308 wells that belong to the Provincial Directorate for Rural Services (KYHM) (formerly KHGM). Protection of the quality of the underground water is important for the provision of the water needs in the future. According to the data from the year 2000, 65 percent of the population obtains their drinking water and water for daily use from the municipalities and 35 percent from the KYHM. 90 percent of the rural population (1 050 875 people) have been provided

sufficient drinking water by the KYHM. All villages have been provided with drinking water and water for daily use in the rural areas of Çorum and Tokat, but this target could not be reached in Samsun due to the dispersed nature of the settlements. 51

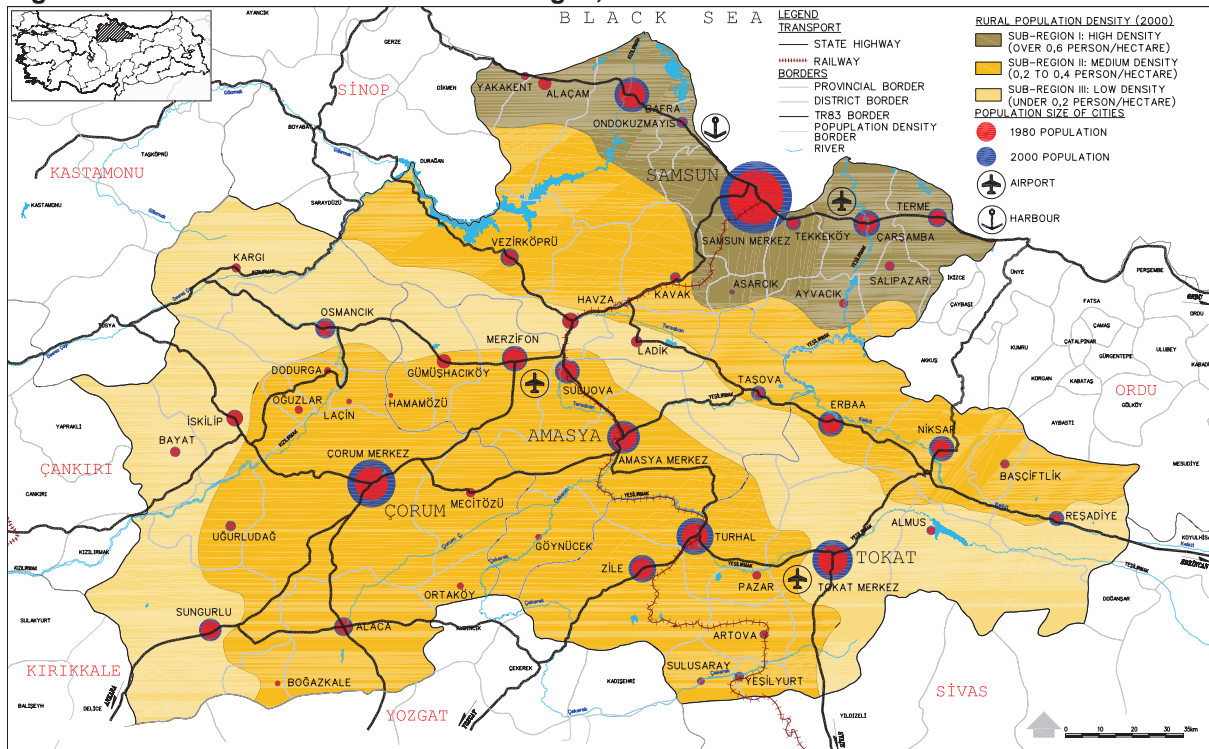
of villages obtain their water from the network, 44 percent from the village fountain and 5 percent of them do not have water. The region produces an amount of electricity that is equal to double the amount of its consumption. The rate of breakdown

Table 2.6 Settlement Structure of the TR83 Region, 2000

| Yerleşmeler | | Number | Population | Average settlement size | Percentage of total number of settlements | Percentage of population |
|--|---|--------------|------------------|-------------------------|---|--------------------------|
| Province and district centres | Centre of level 5 (Samsun, regional metropolis) | 1 | 363 180 | 363 180 | 0,04 | 12,11 |
| | Centres of level 4 (Amasya, Çorum, Tokat and Merzifon) | 4 | 348 814 | 87 204 | 0,14 | 11,63 |
| | Centres of level 3 (Turhal, Bafra, Zile, Çarşamba, Erbaa, Niksar, Suluova, Sungurlu, Osmancık, Terme, Alaca and Vezirköprü) | 12 | 596 895 | 49 741 | 0,42 | 19,90 |
| | Cities Total | 17 | 1 308 889 | 76 993 | 0,60 | 43,64 |
| | Centres of level 3 with population under 20,000 | 31 | 236 645 | 7 634 | 1,09 | 7,89 |
| Province and district centres total | | 48 | 1 545 534 | 32 199 | 1,69 | 51,53 |
| Sub-districts villages | Forest villages | 2 015 | 879 482 | 436 | 71,15 | 29,32 |
| | Non-forest villages | 769 | 574 444 | 747 | 27,15 | 19,15 |
| | Sub-districts and villages total | 2 784 | 1 453 926 | 522 | 98,31 | 48,47 |
| Settlements total | | 2 832 | 2 999 460 | 1 059 | 100,00 | 100,00 |

Source: DİE (2002-3), DİE (2002-4), DİE (2002-5), DİE (2002-6).

Figure 2.10 Settlement Structure and Changes, 1980-2000



per transformer in the region is 1,56 percent per year. This rate is the biggest in Samsun (2,07 percent/year) and the smallest in Çorum (0,47 percent/year). Although the region does not have a problem in terms of electrical energy, it seems that there are problems in the distribution infrastructure.

The use of natural gas started gradually in the provinces of Samsun and Çorum. The process of making a call for tenders and accepting a bid has been completed in the provinces of Amasya and Tokat.

Communications infrastructure has been completed in the region including 90 percent of the arable fields. 75 percent of the present lines are overhead lines and 25 percent are underground lines. GSM coverage areas include all of the cities in the region and 30-40 percent of the rural areas. Communication via cell phones is undergoing a big development in the region as it is in the country. The infrastructure for cable TV exists only in the province of Samsun in the region. The number of internet providing firms with a license has reached 109. The demand for the ADSL system which has been offered since 2002 is increasing.

Transportation

There is the infrastructure for land, railroad, sea and air transportation in the region. The transportation in the region has been concentrated on the Samsun-Çorum-Ankara line in the north-south direction and on Erzurum-Karabük line in the east-west direction. Land traffic concentrates around the metropolis of Samsun. In the cargo transportation by land, agricultural products have a share of 16,9 percent and construction materials have a share of 16,5 percent. The railroad that links the province of Samsun to Sivas and other parts of the country through Amasya is not being used efficiently. The loads that are being transported via railroad are ores (62 percent), construction materials (13 percent) and non-food materials (11 percent).

In the port of Samsun 1 130 ships can be received and 2,38 million tons of load can be handled annually. Samsun airport has a capacity of 26 280 planes/year and 2 000 000 passengers/year. The rate of using the capacity is 10 percent in the plane traffic and 9 percent in the passenger traffic. The capacity of Tokat airport is 8 750 planes/year and 150 000 passengers/year, however it is not in operation yet. Merzifon Military Airport has not been opened to civilian use yet. Cargo transportation is not being done at the airport.

Disaster Risk

The provinces of Amasya, Çorum, Samsun and Tokat are in a very critical area in terms of the tectonic movements and the earthquake disaster they can bring due to the existence of the North Anatolian Fault Line (KAF) which passes through especially the middle and southern segments of the region and which has the most important tectonic structure of Turkey. The provinces and districts that were established on plain surfaces formed by active fault lines have a special importance in this sense.

2.1.6 SWOT Analysis

The findings obtained in the meetings held by the DPT in four provinces and by Dolsar in 5 districts have been summarized in the SWOT analysis. Governors of districts and other districts officials or their representatives, mayors and other municipality representatives, non-governmental organizations, craftsmen and tradesmen, village headmen, farmers and invited persons from among the people have participated in the meetings held in the five districts. Participation in these meetings was ensured not only from the province or district in which the meeting was held but also from the neighboring provinces and districts.

It is possible to reach the following conclusions when we review the meetings that were held and

Table 2.7 TR83 Summary SWOT Table

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • The existence of diversity in agricultural products that are appropriate for processing, • The existence of farmers who are specialized, experienced and work with contracts in the region, • The existence of mineral deposits (marble and brown coal) and geothermal resources, • The existence of nuclei for industrialization, • The existence of an entrepreneur group in the region, sufficiency of the capital of the region, • The existence of an experienced labor force that is willing to work in the region, • The existence of universities, colleges and vocational colleges, • The existence of a seaport city in the region and the fact that that seaport is connected to the Central Anatolia, • The existence of an urban stratification convenient for development in the region, • The existence of an urban-historical structure in the region, • The existence of protected and rich natural and cultural heritage in the region, | <ul style="list-style-type: none"> • The existence of the danger of deforestation and erosion, • The existence of serious environmental problems created by air, water and soil pollution and urban waste, • Creation of pressure by the extra population in the rural areas, • Farming areas being used for other purposes • Not giving enough importance to drainage, • Wrong and unnecessary application of fertilizers, erroneous application of agricultural pesticides, • Absence of interest in the pollution problems, soil analysis, agricultural extension and education on the part of the farmers, • The irrigation infrastructure being worn out or insufficient, • The agricultural businesses being small, • The land being composed of a lot of plots and slow progress of issuing deeds for lands, • Old age of the population that works in agriculture, • The unions and cooperatives not being effective, • Going backwards of animal husbandry, • Insufficiency of the production of rough fodder, • Absence of a livestock exchange, • Inadequacy of the spirit of entrepreneurship, • Industrialization is very slow, • Insufficiency of collective action and social cooperation, • Industrial businesses are very small and they work with backward technology and low efficiency, • The bank deposits in the region do not turn into investments, • The lack of qualified personnel in all sectors, • The limited nature of employment for the educated young population, and the inclination of the young people to leave the region, • The development and urbanization problems in the cities have not been dealt with a scientific approach, • Degeneration of the nature, inability to preserve the historical and cultural assets and insufficient promotion of them, • The lack of facilities in the tourism sector and the inadequacy of promotion, • Inability of most of the region to benefit from services and their being far from the major markets, • Insufficient development of local unions, partnerships and NGOs, |

| Opportunities | Threats |
|--|--|
| <ul style="list-style-type: none"> Climate conditions are appropriate for all agricultural products (except citrus fruits), The existence of efficient and large agricultural lands and the high capacity of irrigation, The existence of the proper environment for the production of freshwater products, The existence of forest assets above the average for Turkey, That three provinces (Amasya, Tokat and Çorum in the last items) are within the scope of Incentive Law No. 5084 and that four provinces are in the list of Regions with Priority in Development, The existence of a strong potential for special purpose tourism such as plateau and mountain tourism, That some of the main east-west and south-north axes pass through the region and that the main axes are gaining importance, Turkey is a member of the Black Sea Cooperation, That it has become possible to use the EU and their funds, | <ul style="list-style-type: none"> The limitation of the sowing areas of sugar beet, hazelnut and tobacco creates social problems, Reduction of the production of some agricultural products by import, Delay and incompleteness of the investments started by SHW, Effect of the pollution from outside the region on the ecology of the environment, The region being on the fault North Anatolia Fault Line. |

the analyses that were made for the purpose of SWOT analysis in the region:

- It was noted for methodological purposes that some groups are underrepresented (especially women, young people, young entrepreneurs, representatives of civil society organizations, etc.). The level of the demands of these groups to become active participants for the solution of the problem of development is not sufficient, and therefore it is necessary to have more representation from these groups in the meetings to be held in the future,
- The society in the region is somewhat informed about the problems and opportunities and is aware of the advantages and disadvantages. However the opportunities are not utilized adequately due to the lack of entrepreneurship and the culture and experience of cooperation,
- The expectations of the society are generally focused on the developments to be provided from outside the region (especially by the state) and individuals need more support and information regarding the works that they can do themselves.

While the regional plan was being prepared, the focus group meetings held by the experts in the region, the findings obtained in various meetings and the matters expressed in those meetings and other data were taken into consideration and an attempt was made to produce a synthesis from all of them. The matters identified in the SWOT analysis meetings in the region are given below (together with the results of the SWOT analysis conducted by the DPT).

The economic, social and spatial properties of the region can be summarized by utilizing the SWOT analyses as follows:

Economically:

- Although the region is backward in terms of socio-economic development, it does not have a gap with the developed regions in terms of many indicators and the indicators of the developed regions are attainable,
- There is the possibility of increasing the irrigated areas, the increase in agricultural production leads to the development of many sectors and has a positive influence on the quality of life in the rural areas,
- In agriculture, the region has a compara-

tive advantage in the production of fresh fruits and vegetables, there is the possibility of exporting fresh and processed vegetables and fruits to northern countries all year long,

- Agriculture on a contract basis is being done, and this will constitute a foundation for organic and certificated seed production,
- Animal husbandry has the potential to develop in the future,
- There is the possibility to increase the freshwater products production,
- There are industry centers and these make efforts to open to the outside world,
- There is travertine, marble and other natural stones, there is clayey (argillaceous) soil that is appropriate for the production of baked soil materials,
- There are hot springs and there is the possibility of developing thermal tourism and health tourism,
- As it was seen in the example of Çorum, there is the experience to perform a breakthrough by the private sector through the good use of its possibilities and to create a model/a new focus of industry,
- The capital of the region is sufficient, efforts are made to transform the capital into investment for the region,

Spatially,

- As a result of the existence of the seaport of Samsun, there is the possibility of easy mass transportation to the Black Sea and its hinterland which very few cities in Turkey have, this city will come to the fore as a center of attraction and there is the possibility of developing the seaport services,
- Some main transportation axes of Turkey in both the east-west and north-south direction, and the Russia-Black Sea-Samsun-Ankara Natural Gas Pipeline (Blue Current) passes through the region

and the region is not an isolated region,

- The region has the possibility to concentrate on certain centers that are convenient for urban development,

In term of human resources,

- There are universities and colleges in the region,
- There is the desire to cooperate between the universities and the other sectors, concrete examples of this cooperation has started to be implemented,
- Vocational high schools are opened in order to eliminate the deficit in qualified personnel and vocational course activities take place.

In terms of cultural assets,

- The region has a heritage that belongs to all periods of the history of Anatolia, it has a wealth such as Hattushash, which was the capital of the Hittite civilization, some Ottoman cities such as Amasya, Tokat and Merzifon have reached today while their characteristics were preserved,
- The historical and touristic centers of the region are being preserved and the people are starting to have an awareness of preservation,

Ecologically,

- The agricultural lands and natural assets of the region have not been extremely polluted or destroyed yet,
- The region is rich in terms of forest assets,
- Different tourism activities such as highland and mountain tourism can be conducted,
- The region is rich in terms of biodiversity and endemic plants.

2.2 EXTERNAL ENVIRONMENT ANALYSIS

Globalization affects the individuals and businesses as well as the institutions at the national level. Regional plans establish the strategy of the transformations in the economic, social and cultural areas by taking the risks and opportunities of the global world.

Strengthening of the perception of globalization increases the importance of the opportunities that can be obtained through the good use and directing of the local economic, social, cultural and spatial advantages at the same time. Characteristics such as the experience, demographic and economic potential, cultural wealth and strategic geographical location of Turkey are the main factors that support the development efforts.

Yeşilirmak Basin Development Project aims at providing an appropriate environment and tools for the TR83 region to develop its power to compete within the countries that are around the Black Sea, EU and global network relations.

2.2.1 Expectations regarding the International and National Developments

Since the last quarter of the 20th century, the EU and other regional integration movements have been gaining strength. The ability to compete in such an environment is provided through the effective operation of the market structure, well and rational management of the institutions and the compliance of the rules and the standards with the universally accepted ones. In addition, high communications technology and the sufficiency of the trade infrastructure have an increasing importance. The fact that growth depends on the rise in efficiency brings the sufficiency of the human capital and the social capital of the region, the stage of development in the direction of being an information society and the innovative capacity to

the forefront. The development of the TR83 region will take place in a world whose main features are evolving in this direction.

Turkey takes into account the change in the economic conditions and rules of the world. Turkey identifies and institutionalizes many changes in the economic, social and cultural spheres in line with its target of becoming an EU member. It is applying the EU norms and standards in various areas and raising the social quality of life. Parallel to this process, projects and programs conducted at different levels of the NUTS are implemented.

The TR83 region is on the international transportation-trade axes or is in a position to provide access to these axes thanks to the Black Sea. The development of countries such as Russia, Ukraine and Caucasian countries, Azerbaijan, Turkmenistan, Uzbekistan and Kazakhstan and the East European countries that are EU members economically and in trade is within the area of interest of the TR83. Effective working of TRACECA which is a European project, or the agreements to be concluded with Russia or those countries of Central Asia that are rich in energy raw materials strengthens the interaction of the region with the outside world even more.

Turkey is a member of the Black Sea Economic Cooperation. This opportunity has not been utilized sufficiently so far. Similarly, the fact that the region has natural and historical assets and a seaport city among its strengths has the capacity to affect its relations with the outside environment. However not using the tourism potential or in other words, its outside environment potential is a weak side of the region. On the other hand, the adverse effect on the production of sugar, hazelnuts and tobacco products due to globalization and foreign trade agreements, and the fact that imports reduce the production of some agricultural products are

perceived as threats. However the region considers these decisions as higher scale data as they result from national decisions. The Master Plan is to take into consideration this threat and the fact that the tourism potential of the region has not been utilized strongly so far.

2.2.2 The changes expected in the Demographic and Economic Structure of Turkey

Following the contraction in the aftermath of the economical crisis in the year 2001, Turkey started growing again and between the years 2002-2005 the GDP grew with a rate of 7,5 percent annually on average. The economic growth results from the industry mostly. The growth in services is behind that of industry and the contribution of agriculture to growth is very little. The share of the agricultural sector in the GDP has decreased in the recent years and the shares of the industry and services sectors have continued to increase. It is projected that the shares of the agricultural, industrial and services sectors in the total added value in 2023 will be 5 percent, 30 percent and 65 percent respectively, as indicated in the Main Purposes and Strategy of Long-Term Development (2001-2023). The transformations in employment complement the transformation trends in the economy. The effect of the economical crisis experienced in 2001 on employment in agriculture has been one of the most clear indicators of the definite and irreversible development. The employment in agriculture is decreasing consistently and rapidly while the employment in the industry and services is increasing.

The inclination of the Turkish population to change places between the rural and urban areas is developing parallel to the transformation in the share of the sectors in the added value in the economy and in the structure of employment. The population in Turkey has been moving from the rural areas to urban areas in different rates of speed but without an interruption since the years in the aftermath of

the Second World War. Although the ratio of the urban population is higher than the ratio of the rural population, the rural population of Turkey is still very big compared to the EU countries. In the Main Purposes and Strategy of Long-Term Development it is projected that the urban population in 2023 will be around 90 percent. As a result, it can be said that Turkey will have a largely urbanized population and a structure in which services and industry will gain weight in terms of sectoral distribution and employment. However TR83 is currently a region in which agriculture has the most weight and more than half of the populations live in the rural areas.

The migration from the rural areas to the urban areas in Turkey has been directed from the east towards the west in general and towards the coastal areas, except the Black Sea. The emptying out of the rural areas in the east has resulted in a concentration on both the rural and the urban areas of the western regions.

The Ninth Development Plan deems it necessary to have an integrated development policy in view of the regions that have been insufficient in meeting the population pressure created by the intense migration movements. Therefore, as a region that had emigration in the beginning period, YBDP plans to transform the net migration into a process which feeds its urban development. If similar approaches are seen in the other regions as well, excessive concentration may be reduced to a harmless level.

The breakthrough in becoming industrial cities (Anatolian Tigers) that have appeared in some cities in the east and especially in the cities around the Anatolian plateau (including Çorum) constitutes the basis of the feasibility of such policies. Providing predictable developments in the quality of life of the cities will direct the problems of migration to the cities, balanced urbanization, and efficient agricultural production towards sustainable solutions. YBDP takes into consideration

the demographic trends and the main decisions in the country plans, and envisages that the TR83 region will take advantage of this transformation and that urban development will depend on this phenomenon.

2.3 SCENARIOS AND STRATEGIES

2.3.1 Regional Development Scenario

Although the region is behind the developed regions in the west in terms of many indicators, it is in a better position than the regions in the east. Since agriculture has the most weight in the region, the growth rate is limited. It is unable to mobilize its internal dynamics, it is unable to take advantage of externalities and it has been unable to develop sufficiently. In order to stop the emigration from the region, the agricultural, industrial and service sectors have to be developed in an integrated way. While these developments are provided, the natural resources of the region should be utilized within the principle of sustainability and the natural equilibrium should be protected. Sharing of the income, spreading of the prosperity to the base and

providing the social balance are among the main goals of the plan.

At the beginning of the phase of the preparation of the scenarios, a "scenario analysis" study was conducted by ensuring the participation of 22 districts in 12 centers (4 provinces and 8 districts). Information was given about the YBDP and CSA, the participants were divided into groups and they were asked to discuss the problems of development and to identify their suggestions and thoughts as to what kind of future these groups wanted in these meetings in which a large participation was provided. The groups presented their expectations from the future (scenarios) through their spoke persons to take the opinions and critiques of the community in general. After all the spokesmen made their presentations, common issues were identified and a joint discussion was held on the general opinions regarding what kind of future expectations the region has. 964 people participated in all the meetings and they put forth their opinions, suggestions and contributions. Suggestions regarding putting the natural resources of the region into good use and the opportunities that must be benefited from have come to the fore.

Selected Scenario

The scenario analyses summarized above and the Long-term Strategy and the objectives envisaged by it have been taken into consideration in the preparation of the scenarios. Four different scenarios have been identified for the region by taking the current situation analyses, experience obtained in the region and the SWOT analyses that were conducted into consideration. The first scenario (A_0) has been identified as the development of the region in the direction of the present trends. In this scenario, the emigration from the region will continue and it will be behind the western regions and it will not have utilized its

Table 2.8 Main Features of Scenario A_2 , 2023

| | 2000 | | 2023 | |
|---|---------------|---------------|---------------|---------------|
| | Value | Percent | Value | Percent |
| Income (At 2003 fixed prices YTL million) | | | | |
| Agriculture | 3 404 | 24,33 | 5 549 | 13,85 |
| Industry | 2 484 | 17,76 | 9 614 | 23,99 |
| Services | 8 102 | 57,91 | 24 906 | 62,16 |
| TOTAL | 13 990 | 100,0 | 40 069 | 100,00 |
| Employment (thousand) | | | | |
| Agriculture | 835 | 66,90 | 542 | 41,12 |
| Industry | 79 | 6,29 | 238 | 18,06 |
| Services | 335 | 26,81 | 537 | 40,74 |
| TOTAL | 1 249 | 100,00 | 1 318 | 100,00 |
| Population (thousand) | | | | |
| Rural | 1 454 | 48,47 | 944 | 24,57 |
| Urban | 1 546 | 51,53 | 2 898 | 75,43 |
| Total | 2 999 | 100,00 | 3 842 | 100,00 |
| Income Per Capita (At 2003 fixed prices YTL) | | | | |
| | 4 664 | | 10 429 | |

resources sufficiently. The A_1 , A_2 and A_3 scenarios have increasing rates of growth, each subsequent one projecting more growth than the one before. Industrialization and increase in employment decrease in the population engaged in agriculture, presentation of a better quality of life in the cities to those who leave agriculture and the development of the service sector have been taken as the main themes.

The chosen scenario is not A_3 , which reflects the highest growth rate, but A_2 , which was thought to be more realistic. In the scenario it is projected that the growth rate will be higher than the growth rate envisaged for the country.

Main Projections

The regional development scenario contains the spatial, social and economic structures envisaged for the year 2023 and the changes expected in these structures that are consistent with each other until the year 2023. The main factors in the development that is projected are income, population, employment and per capita income. The main values related to these factors are given in Table 2.8.

Within the projected framework, the rate of increase in the GDP is above the rate envisaged for Turkey. Migration from the rural areas will continue rapidly, the rate of increase in the urban population will rise, the migration to areas outside the region will slow down though it will continue and it will stop at the end of the period. In parallel

to the increase in the rate of urbanization in the region (75,40 percent in 2023 as opposed to 51,53 percent in the year 2000), the economic structure of the region will change significantly in favor of the industry and services.

While the share of the agricultural sector in the region in the GDP was 24,33 percent in 2000, this share will shrink to 13,80 percent by 2023. It is projected that the share of the industrial sector will rise from 17,76 percent to 24 percent in 2023 and the share of the services sector will increase from 57,91 percent to 62,20 percent.

Although the share of the agricultural sector in the GDP will decrease, there will be a rise in the value of the total production value as a result of the products with a high added value that will be produced: the value of the agricultural production which was 3 404 million YTL in the year 2000 will rise to 5 549 million YTL by the year 2023. In the same period, the value of production will increase from 2 484 million YTL to 9 614 million YTL in the industrial sector through the production of products that have a high added value. The added value of the service sector, which was 8 102 million YTL in the year 2000, will rise to 24 906 million YTL.

The excess supply of labor which is which has a share of 66,90 percent in the employment accumulated in the agricultural sector according to the 2000 data will be employed in the industrial and service sectors in time and the share of the agricultural sector in employment will fall to 41,20 percent in 2023. As a result of the realization of

Table 2.9 Population Projection and Urbanization Rates According to Administrative Definition of City (2000-2023)

| | 2000 | | | | 2023 | | | |
|--------|-----------|-----------|-----------|-----------------------------|-----------|-----------|---------|-----------------------------|
| | Total | Urban | Rural | Urbanization rate (percent) | Total | Urban | Rural | Urbanization rate (percent) |
| Amasya | 365 231 | 196 621 | 168 610 | 54 | 458 840 | 385 640 | 73 200 | 84 |
| Çorum | 597 065 | 311 897 | 285 168 | 52 | 661 370 | 532 230 | 129 140 | 80 |
| Samsun | 1 209 137 | 635 254 | 573 883 | 53 | 1 437 110 | 1 045 170 | 391 940 | 73 |
| Tokat | 828 027 | 401 762 | 426 265 | 49 | 838 580 | 578 060 | 260 520 | 69 |
| TR83 | 2 999 460 | 1 545 560 | 1 453 926 | 52 | 3 395 900 | 2 541 100 | 854 800 | 75 |

the development in the industry that is expected according to the projections of the plan, the share of the industry in employment will rise from 6,29 percent to 18 percent in 2023. Parallel to the development that will take place in the service sector, some of the idle labor force in the agriculture will be employed in that sector, and the share of the employment within the service sector, which is 26,81, will increase to 40,80 percent.

According to the projection of the plan, the per capita income in the region, which was 4 664 YTL in 2000, will rise to 10 429 YTL in 2023 through the measures to be taken and the projects to be implemented in the agricultural, industrial and service sectors. Per capita income will approach the average for Turkey, and the rural-urban income ratio will rise to 50 percent.

The big cities of the region gain importance according to this scenario. As a reflection of the development of the industry and services, big cities, and especially Samsun, will come to the fore. It is envisaged that Samsun will become a significant education, health, import and export center that serves not only the provinces of the region, but also the provinces to its east and west and the northeast of the Central Anatolian region.

Population Projection

The demographic trends in the TR83 Region have been reviewed before the projection. The populations of the provinces in the region have increased in time. However their rate of increase is below that of the average for Turkey. When we look at the rate of increase in the urban and rural populations, we can see that the rate of increase in the population in the rural areas was positive between the years 1980-1985, but it turned negative between the years 1985-1990 and it was again negative between the years 1990-2000, that is the population of the rural areas has decreased.

The population of the region lived in the rural areas

to a large extent in the year 2000 (when city is defined as settlements with a population of more than 20 000). The rural characteristic of the population is stronger in the region compared to that of Turkey in general. Although the rise in the rate of increase in the population seen between the years 1985-1990 slowed down between the years 1990-2000, urban population has continued to increase. Nevertheless, the speed and rate of urbanization in the region is lower than those of the country in general.

Population projection has been made on the basis of districts, with the rural-urban distinction and with the cohort component method in terms of the population groups. In this method, gender, total fertility rate, life expectancy and migration data are used according to the age groups.

According to the results of the projection, the rural population will decrease, and a high rate of rural population will only be seen in those areas in which agriculture is conducted relatively intensely. It is expected the urban populations will exceed rural populations in many districts, albeit slightly, in the year 2023. The rural concentration in the year 2023 will be seen mostly in the coastal strip of Black Sea, and in the counties of Niksar and Erbaa which are in the Kelkit basin from among the river basins inside the land. It is estimated that the population will accumulate in the big cities which are centers for districts and especially in Samsun.

According to the population projections, the city of Samsun will grow rapidly and it will continue to be the biggest city of the region. Çorum is the second biggest city and it has a high growth rate. Tokat and Amasya are among the cities in which a strong growth in population will be seen. However the city that is expected to manifest the strongest rate of growth compared to the population in 2000 is Merzifon (if we leave aside Tekkeköy which is a part of the city of Samsun). On the other hand, the expectation for the growth in population in Turhal and Bafra is not as high as that for these 5 cities.

2.3.2 Regional Development Strategies

The vision of YBDP is “**an environmentally sensitive, competitive, rapidly developing region, which has become Turkey’s gateway to the Black Sea and which has raised its quality of life**”. The development strategy of the region has been prepared by taking into account the developments in the world and Turkey, and the structural transformations that Turkey has been undergoing in line with the national scale plan decisions and strategies (Main Strategy of Long-term Development -2001-2023, 9th Development Plan). The plan is a strategic plan.

The main strategic purpose is “**the transformation and the development of the spatial, social and economic structure**”. In other words, the purpose is to provide the sustainable development of the social and economic structural transformations which correspond to the renewed spatial structure of the region. Five strategic objectives which are geared towards the realization of the vision of the YBDP and the main strategic purpose have been identified. The priorities and measures have been identified under the five strategic objectives in question.

The strategic objectives are:

- The formation of an effective spatial organization,
- The development of the human resources and the social structure,
- Increasing the competitiveness of the businesses and opening to outside,
- The preservation of the ecological balance and the environment and the improvement of the situation,
- Strengthening of the institutional structure.

The region will develop by taking advantage of the accumulation economies that will appear through the implementation of the spatial strategy and the

externalities. Therefore,

- Urbanization will gain momentum, urban centers will strengthen and the diversity and the quality of the services will develop, the migration from the region will be drawn to the urban centers of the region towards the end of the plan period,
- It will be possible to develop the rural quality of life through the services provided by the central rural settlements,
- Agricultural production and agro-industry will develop parallel to the rise in irrigated lands,
- Efficiency will increase in all sectors and it will be possible for the region to compete with the other regions and the outside world,
- The deficit in qualified personnel required by all the sectors will be eliminated through the development of the human resources of the region, the level of education and culture will be raised,
- The links among the public sector, local administrations, the private sector and the non-governmental organizations will be strengthened through the development of the institutional capacity, the participation of the local people will be ensured,
- Natural resources will be utilized more within the principle of sustainability, the balance of nature and the environment will be protected,
- A more efficient infrastructure of production will be provided in the rural and urban areas and it will become possible to obtain a higher per capita income,
- Achieving these developments more rapidly and with less public and more private investment costs will be ensured.

3 REGIONAL DEVELOPMENT MASTER PLAN

Regional Development Master Plan

YBDP Regional Development Master Plan defines the strategic basis or the path that helps the region to show development towards its vision. In order to show concretely how the development will occur, the priorities that will ensure the realization of each strategic objective and the measures and projects related to these priorities are given in detail in phases.

One of the main functions of the Master Plan is to make it possible to know which elements of the plan will be analyzed together and to mark the coordinates of the strategic elements according to level of detail which has been planned/ whose standards are known so that the new lower scale plans to be developed in the implementation period and the need for change that will appear in the YBDP in time can be taken into consideration together with the other elements with which they are related.

The Master Plan is the basic reference for the environmental order plans, plans to be made at the provincial and county levels or other sectoral plans. With the taking of the Master Plan as the basic reference, the general link and hierarchical relationship among the plans that have different scales or subjects and purposes will be established and a general consistency will be provided between the parts and the whole.

Development Visions

The Ninth Development Plan aims at reaching the year 2013 with the vision of “a Turkey that grows with stability, shares its revenues equitably, that has competitive power on a global scale, that is transforming into an information society and that has completed the process of alignment with the EU”. YBDP has defined its mission as “an environmentally sensitive, competitive, rapidly developing region, which has become Turkey's gateway to the Black Sea and which has raised its quality of life” as

a region of Turkey that has that vision. The regional plan aims at making it possible for the population of the region, which was close to 3 million as of 2000 and which is projected to become 3,4 million by the end of the plan period, to be able to live in an environment which is developed, has a higher prosperity level, is designed in accordance with human needs, but has ecological balance.

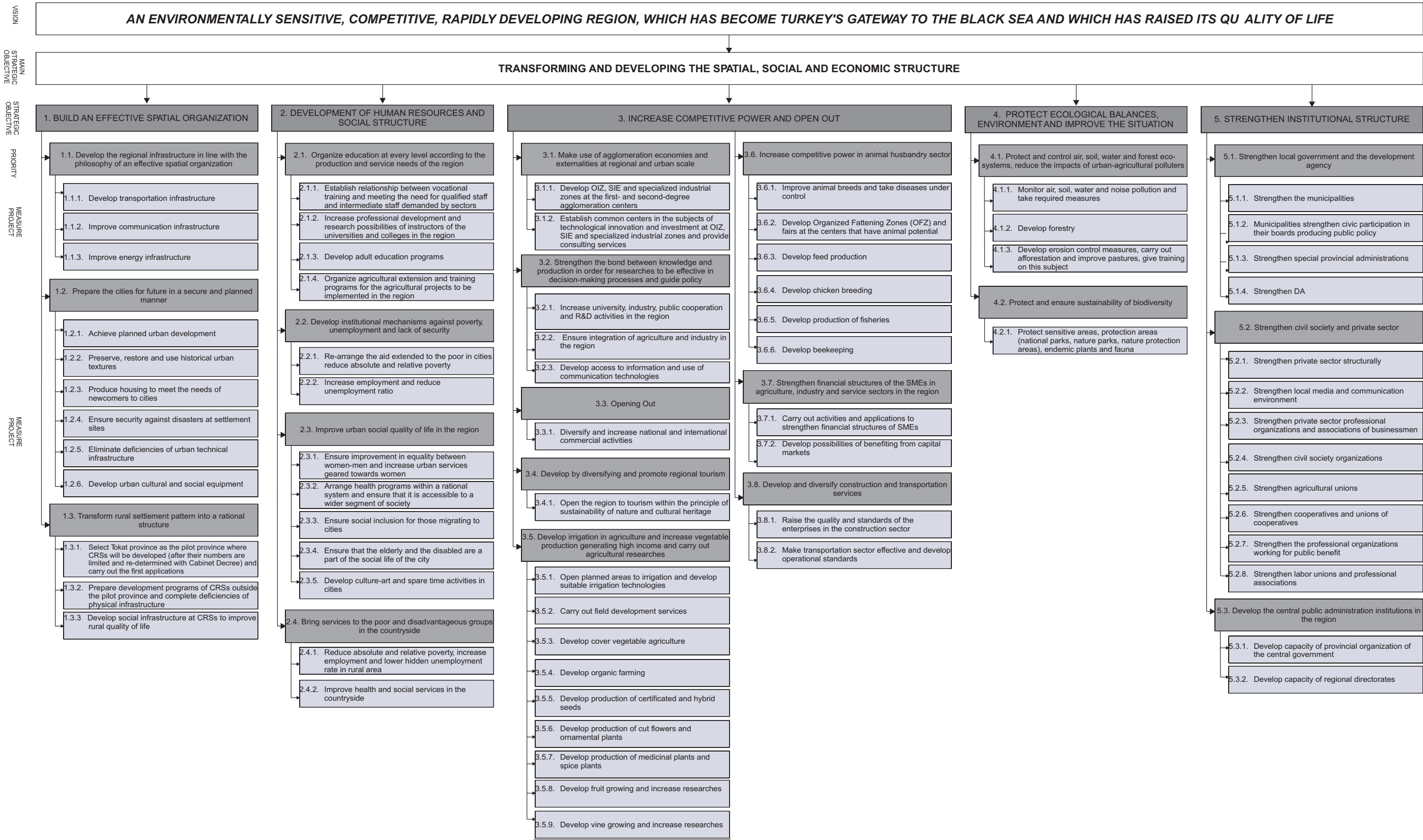
In the planning literature, it is possible to find regional development stories that are globalized and are successful economically, but sometimes it is seen that it was not possible to preserve the spatial, social and ecological balance at the end of the developments. Therefore the YBDP strategy makes an effort to identify and define the strategic instruments in order to transform and develop the spatial, social and economic structure and also to identify the intense interconnections / interactions among them, and the wholeness of it all, and to keep them at an operational level.

The strategy that will ensure the realization of the plan according to the A₂ scenario envisaged for the TR83 has been determined in accordance with the detailed analyses that were made on the basis of the current situation data which were taken into consideration at the scenario stage and the SWOT analyses.

THE STRATEGY

The main strategic objective that will ensure the achievement of the vision that symbolizes the future of the TR83 region has been identified as “the transformation and development of the spatial, social and economic structure”. The region is a little bit behind according to the average for Turkey, but it has the potential to reach the country averages and to surpass them. The YBDP was prepared to organize and accelerate the development of the region using this potential. The main strategic objective defines the interaction among the establishment/improvement of infrastructure and relationship networks and the direction/intensity

Figure 3.1 The Strategic Objectives, Priorities and Measures of the TR83 Region



and nature of the economic and social development/change in a consistent and holistic way by taking into consideration the effect of location on the cities and urban activities. The main strategic objective also aims at the preparation of an environment that is conducive to the acceleration of economic development and the formation of social developments that are in harmony with the economic development with a spatial structure that is in accordance with the new rural and urban order that is projected.

In other words, the main strategy is identified to ensure the sustainable development of the social and economic structural transformations that correspond to the renewed spatial structure of the region. The development of the region is defined under three main headings:

- i) Spatial structure transformations,
- ii) Social structure transformations, and
- iii) Economic structure transformations.

Spatial structure transformations will be provided mostly through the preparation of the settlement pattern that is appropriate for the mobility of the population within the region by the regional infrastructure. The economic and social developments of the region and the effects of these developments on the ecology of the region take place not only in the area of socio-economic relations, but also in the physical space of the region. Space creates a decisive influence on the regional change through the expansion of the cities and the intensification of urban activities, ensuring of integration through the reduction of the rural-urban distinction, occurrence of transformations in the rural and urban settlement patterns and the reshaping of the geography in accordance with this development. Space constitutes the cradle of the socio-economic and ecological development.

Social structure transformations will be realized through the provision of a more urban structure for the population, facilitation of the achievement of higher standards and quality of life for the new

and old residents of the cities and for those who continue to live in the rural areas and the operation of the support mechanisms more effectively.

Economic structure transformations will be carried out through the development and organization of a competitive production technology with the provision of the appropriate infrastructure by the public institutions, and the enterprises of the population whose educational, information and experience levels have risen and diversified.

Natural data of the region, and the SWOT analyses regarding the subjects and areas in which the TR83 Region has comparative advantages vis-à-vis the human advantages created by humans, especially agriculture, industry and geographical location have been taken into consideration.

It has been envisaged that the main strategic objective which has been identified for the region will be supported by other strategic objectives, the strategic objectives will be supported by priorities, and priorities will be supported by measures and this structure is given in Figure 3.1. The strategic objectives that have been envisaged for the TR83 Region will ensure not only the realization of the main strategic objective, but also the sustainability of the developments in terms of the environmental conditions and they will support the development with strengthened institutional structures. Starting from these thoughts, five strategic objectives have been identified for the TR83 Region and these are:

- The formation of an effective spatial organization,
- The development of human resources and the social structure,
- Increasing of the competitiveness of the businesses and opening to the outside,
- The preservation of the ecological balance and the environment and the improvement of the situation,
- Strengthening of the institutional structure.

How the strategic objectives are defined and realized, and in what kind of vision the priorities and measures, which will provide the realization of the strategic objectives, are structured are explained in detail in the following sections.

3.1 STRATEGIC OBJECTIVE 1: BUILD AN EFFECTIVE SPATIAL ORGANIZATION

TR83 will get away from its structure which has not been able to get urbanized physically and socially, and which experiences migration from the region to the outside regularly, and it will take advantage of the agglomeration economies and externalities that the spatial strategy will provide. For this purpose, the region will prepare the main cradle of development as a priority while evolving towards a different socio-economic order through the developments. So in this way:

- Urban settlements will become ready to attract the migration from the rural areas and to integrate those who come through migration with the cities via the polycentric and compact structure of the cities and they will develop the diversity and the quality of the services they offer,
- It will be possible for the migration from the region to the outside to be directed towards the urban centers of the region and urbanization will gain momentum,
- It will be possible to improve the quality of life in the rural areas through the services to be provided with the development of the central rural settlements,
- It will be possible to obtain a more efficient production infrastructure and a higher per capita income in the rural and urban areas,
- Achievement of these developments through less public and private investment costs and in less time will be ensured.

The urban characteristics, urban size and diversity have not reached the kind of power that would direct and facilitate the development of the region so far. For the cities to become the motor of development, it is necessary to raise the quality of life in the cities, to increase and diversify the opportunities of employment. The formation of dynamic, attractive and competitive cities and urban areas/metropolitan areas has strategic

importance. The metropolitan area of Samsun is the gateway of the region at the same time and thus its strategic role in the spatial development is critical. In order for the cities, which have been supported little so far, to attract investments, the environmental and service roles of these cities will be developed with an economical point of view, effective land use proposals will be designed in the central areas of the cities and those areas with low use will be restructured.

The urbanization in the region will ensure development with a lower cost by utilizing the agglomeration economies and externalities. Urban development strategy will restrict the objective conditions of social exclusion. This strategy integrates three important dimensions. These are:

- Expansion of the cities and their strengthening within a compact and polycentric urban structure,
- The development of “central rural settlements” (CRSs) in the rural areas, and
- The development of a relationship arrangement that provides the sustainability of the settlements and the formation of a network.

These three developments will change the spatial structure in the region completely. In this way, TR83 Region will achieve a structure that is urbanized, with a reduced rural-urban distinction, that produces with a higher efficiency and that has an improved quality of life. The relationship structure, morphological structure and the functions that are expected to appear as a result of these three developments are given in Figure 3.2-a and Figure 3.2-b.

For the expansion and strengthening of the cities in the region within a polycentric urban structure as the first dimension of the Strategic Objective, five urban centers (Samsun, Çorum, Tokat,

Amasya and Merzifon) that contain the 4th and 5th degree central functions have been identified as concentration-agglomeration centers. In addition, 12 urban centers that contain 3rd degree central functions (Bafra, Turhal, Zile, Çarşamba, Erbaa, Niksar, Suluova, Osmancık, Sungurlu, Alaca, Terme and Vezirköprü) have been identified as second degree agglomeration centers and the remaining district centers have been identified as local service centers. Polycentricism and the compact city format, which is proposed to be taken into consideration together, aim at reducing both the high risk of disaster/earthquake proneness of growth, and the risk of the development of buildings in the fertile agricultural areas around the city.

Economic differentiation and diversification in the activities will be realized in those cities in which a single economic activity is dominant (Suluova, Turhal and Bafra may be among the cities in this category).

The projected population growth in the cities will take place in Samsun first, it will develop on the Çorum-Samsun axis and it will continue with the regional migration which all the settlements that are included in the urban system will attract. It is projected that the migration that the polycentric urban system will receive has an increasing rate for each of the 5 year periods.

Samsun will be the locomotive of the regional development. The city will have the characteristic that can contribute to the development of the whole region through its production and the services it offers. Samsun, which is the biggest city and the gateway to the outside world of the region, will constitute a capacity that is convenient for contributing to the development of other urban centers and the region through the externalities it will provide for the diversified and specialized productions to be possible.

Çorum will keep its power as the most dynamic

city of the region in industrialization and it will continue to attract new populations. Çorum will be a city that is specialized in industry that sustains all of the types of industry that it has been developing from the beginning, and that accelerates the development in the industries that create high added value.

The agricultural production around Tokat and its surroundings (the other cities of the province of Tokat which have been integrated due to the network type relations with this city) will develop while getting diversified because of the high value of the agricultural lands and the development in the irrigation projects. The industrialization in the cities will also continue parallel to this development. A clear feature of this industrialization is the existence of industries that depend on agricultural raw materials. The Tokat urban system will develop in agricultural industry in which it has a comparative advantage. It is expected that a development that is similar to the development model of Çorum, which depends on local resources, will take place in the industrial and service sectors of Tokat. The development of the non-agricultural industry as well as the agricultural industry has been envisaged. The development of the industry directed towards the foreign markets and relations (for example marble processing) and services will contribute towards the development of Tokat and the other urban centers.

It is projected that Amasya will utilize the advantages it has in areas such as cultural activities, the existence of the university and tourism, and it will continue its development in this direction in which it is specialized by taking into consideration the fact that it is a city of trade and education. Meanwhile, design and branding will be created and the sources of development will be diversified in quality products in order for the city to start showing development in areas such as agricultural industry, marble industry, forest industry and furniture through the support it will obtain from the university in the city.

Figure 3.2-b Envisaged Relationship Structure

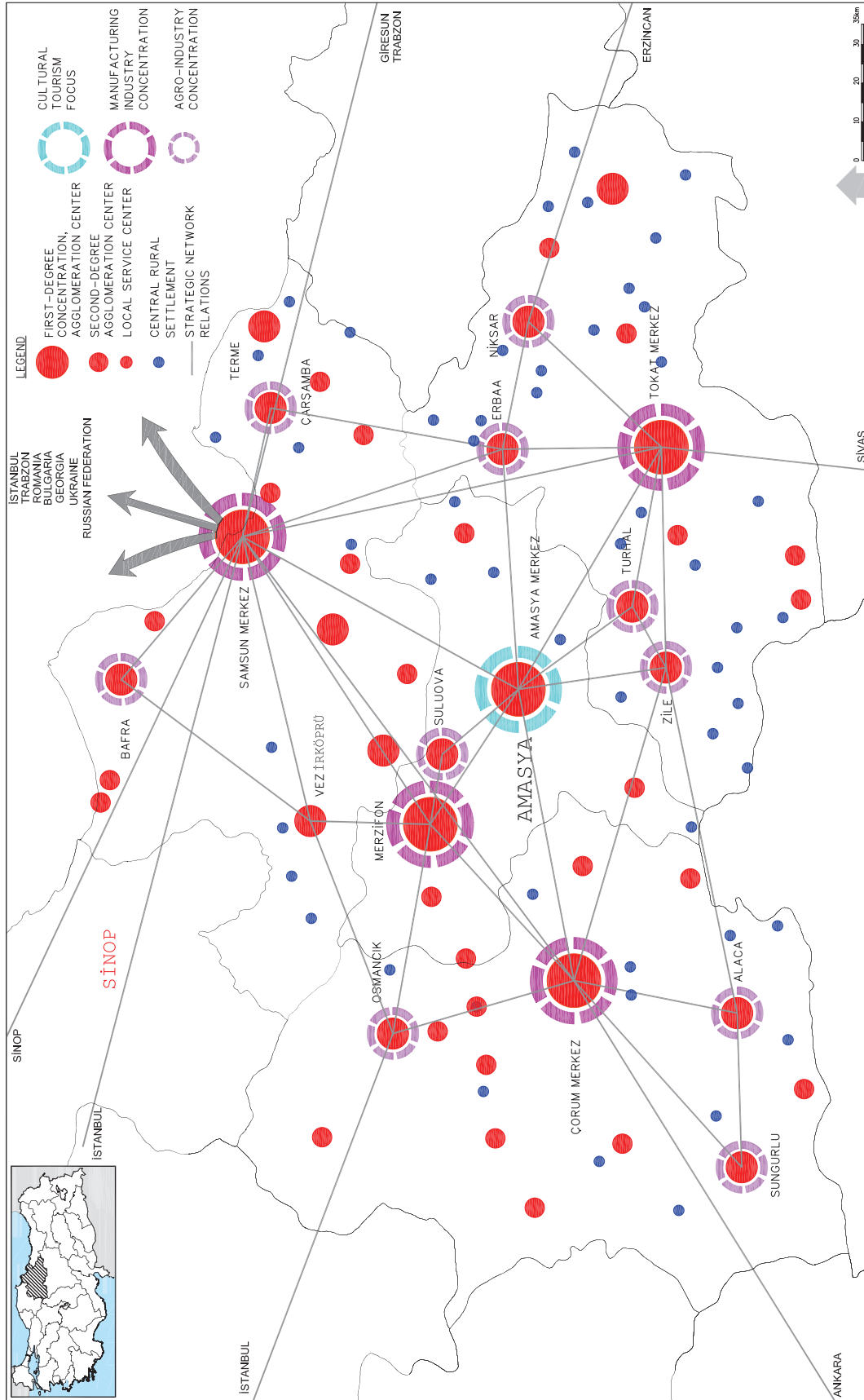
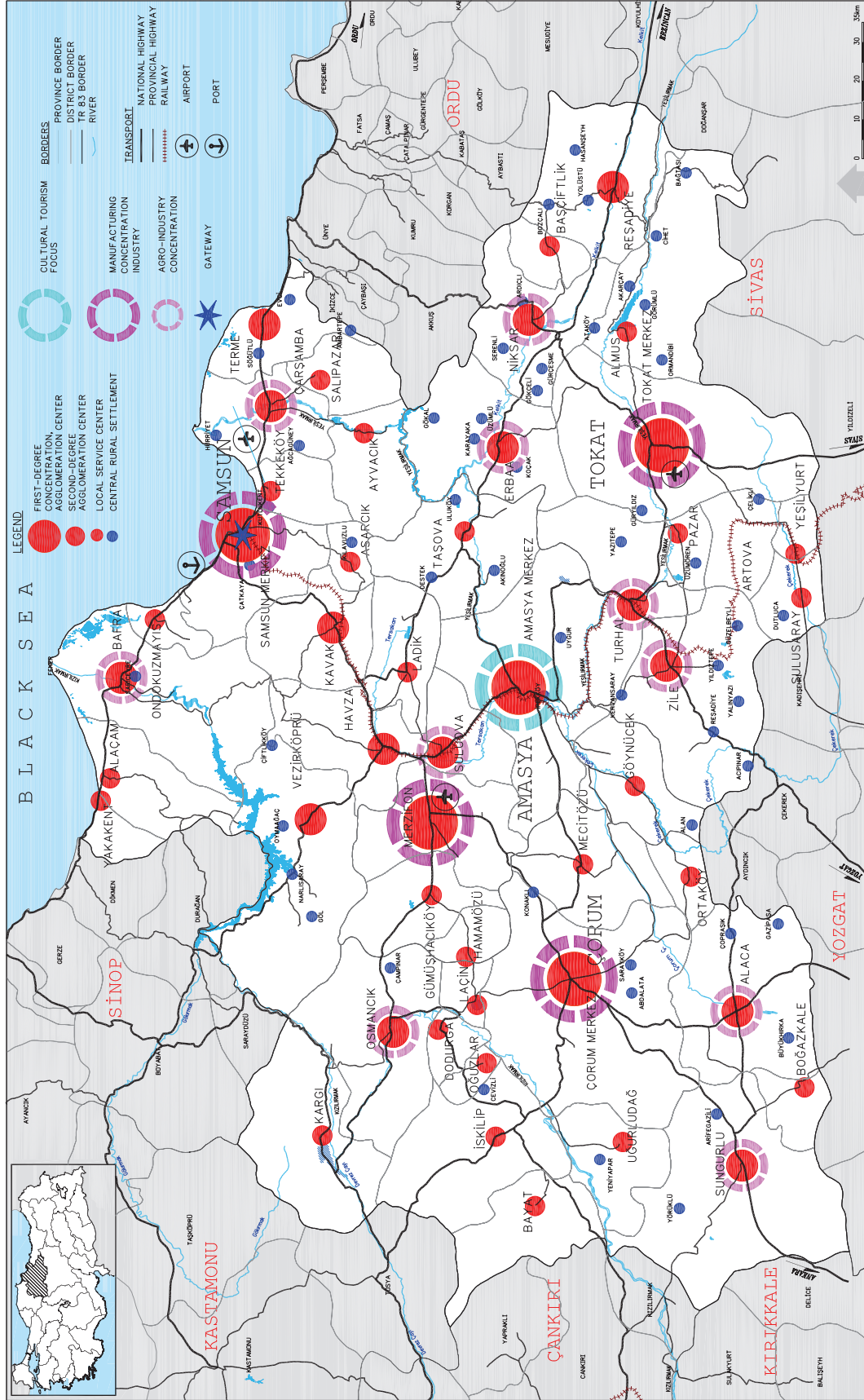


Figure 3.2-a Envisaged Morphological Structure and Functions



The city of Merzifon has a high potential for development with the 4th degree central functions that it contains, its location at the intersection of the axes which are the main connection directions of Anatolia, and which cut the region in the west-east and southwest-northeast directions, its having a historical city center, its OIZ on the land road connecting Ankara, Çorum and Samsun, its strong entrepreneurship and its dynamism in developing the industrial potential, and with the fertile lands in its hinterland which can be irrigated. These data make Merzifon one of the urban centers that have the biggest advantage in terms of development (even though it is a district).

As the second dimension of the Strategic Objective, 57 rural settlements, which have been determined to have development potential, have been designated as “central rural settlements” (CRS). CRSs have been selected from among the settlements that have continued to grow and gain new population consistently in the last 20 years. The geographical and topological properties of such settlements were reviewed once again and the final evaluation has been made. The settlements that have been selected as CRSs are places which have objectively proved that they have a development potential within their lines of demographic development. Supporting of these settlements, which show continuity in their growth, in terms of infrastructure will mean bringing closer of the public services to be offered to the rural settlements around them and of functions such as marketing, packaging and pre-processing for agricultural products and their having sustainable quality standards. In addition, these will make possible moving of some urban functions towards the rural areas depending on the geographical location and within the rural-urban continuity, and the reduction of the rural-urban distinction.

The third dimension of the strategic objective includes the strengthening of the relationship among the settlement areas in the region, the settlements being in interaction with each other, creation of

synergy on a regional scale and the strengthening of the transportation and communications links of the region with Turkey and the outside world, and the development of the infrastructure of the possibility of cooperation that is in compliance with the transportation and communications policies of the EU.

The quality of life in the rural areas will improve through the integration of the rural areas with the big cities. To ensure this, joint transportation/cargo systems that can provide a multi-dimensional contribution to the development of the city, that will improve the basic services and the basic transportation, that links the settlements to each other via inexpensive and quality services, are proposed. Developed transportation links and the infrastructure of information access systems will be strong tool that supports polycentricism.

3.1.1 Priority 1.1: Develop the Regional Infrastructure in Line with the Philosophy of an Effective Spatial Organization

The plan envisages the development of the infrastructures of transportation, communications and energy. Benefiting of the region from agglomeration and concentration economies, transformation of the settlements into a structure that complement each other in the process of production and marketing, ensuring the access of the region to the markets outside the region, and the regional transportation infrastructure having a facilitating/supporting role in these relationships have been planned. According to the projections of the plan, the infrastructures of the terminals that provide the national and international connections (such as seaports and airports) will be strengthened and access to these transportation centers in the region will be facilitated.

It is necessary to improve the infrastructures directed towards the provision of uninterrupted and quality energy, which has a critical importance in

terms of the quality of life in the settlements and the effective use of production factors, to the concentration and production centers. Similarly, the communications infrastructure must be developed in the region, whose acquiring the characteristics of information society, its effective use of science and technology and its opening to the outside are aimed at.

The following measures will be realized in order to implement this priority:

- Development of the transportation infrastructure,
- Improvement of the communications infrastructure,
- Improvement of the energy infrastructure.

The measure that has strategic importance: The measure of developing the transportation infrastructure will be carried out through the development of the port of Samsun, and the attempt to include it in TRACECA, the completion of those parts of the Gerede-Gürbulak, Samsun-Sarp and Delice-Samsun corridors that are inside the region at the divided road standard by taking into consideration the transportation corridors that have been identified within the framework of the national transportation corridors and the international organizations (A-roads, the Black Sea Ring Corridor, TEM, TETEK), the completion of Çorum STOL type airport for the purpose of the development of airline transportation, and the opening of the Merzifon Military Airport to civilian transportation. The developments projected for the transportation infrastructure are shown in Figure 3.3.

3.1.2 Priority 1.2: Prepare the Cities for Future in a Secure and Planned Manner

It is necessary for the urbanization to increase and the cities to strengthen in the region. For this purpose, a systematic preparation will be made in line with the development of the cities. It is necessary to start the preparation directed towards the

population that is expected to be added to the city before the migration to the city is carried out. The cities are starting a planned preparation in order to ensure both the reduction and elimination of the present problems, and the contribution of the newcomers to the development of the city and the region. An environment that attracts and facilitates economic and social activities and contributes to the sustainability of the important urban settlements spatially must be prepared.

This priority will be realized through the measures of:

- Ensuring of planned urban development,
- The protection, restoration and use of the historical urban environments,
- The production of housing that is directed towards the needs of the population that has recently arrived in the cities,
- Providing of safety against disasters in the settlement areas,
- The elimination of the deficiencies of the technical infrastructure of the cities,
- The development of the urban cultural and social amenities.

It is envisaged that there will be a need for 55 615 residences in Amasya, 63 133 in Çorum, 119 838 in Samsun and 44 951 in Tokat giving a total of 283 536 by the end of the plan period in the region (2023).

3.1.3 Priority 1.3: Transform Rural Settlement Pattern into a Rational Structure

It is necessary to increase the quality of life by using of the public resources effectively without creating idle capacity, and it is necessary for the rural settlement pattern to evolve into a more rational structure and for the rural population to form bigger settlement units ecologically. However approximately half of the population of the region was in the rural areas as of 2000. The rural population being composed of many parts makes the

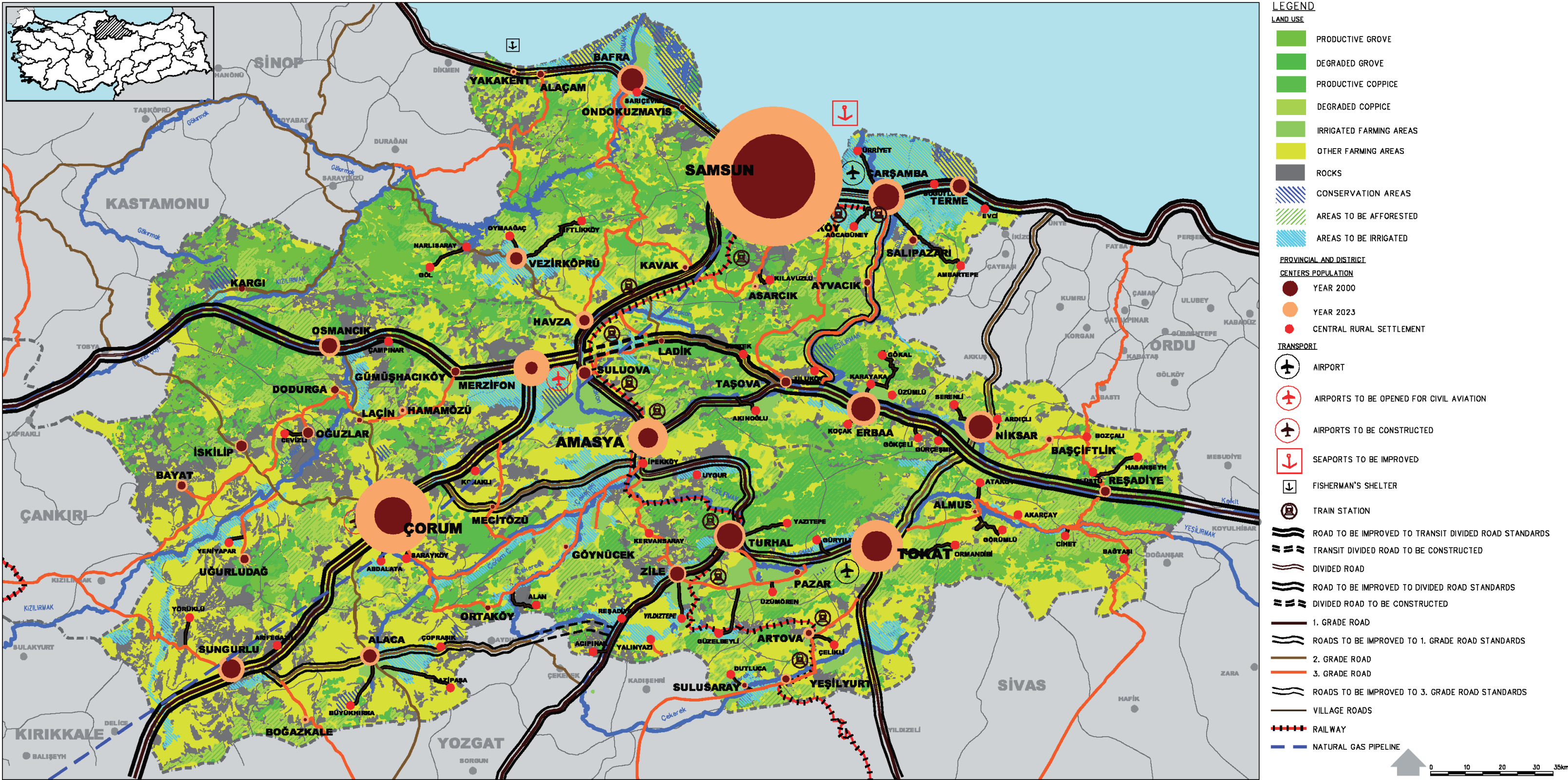
agricultural economic activity and the basic social and technical infrastructure organization more difficult. This settlement pattern is not able to provide the sufficient size for the formation of various economic activities and it creates an effect in offering services that increases the costs and reduces the effectiveness. Therefore, the quality of life in rural settlements, especially in the forest villages, is very low.

Ongoing reduction in the number of the small settlements and the concentration of the population in relatively bigger rural centers will make it possible to reach the services directed towards the rural population in an uninterrupted way and with better quality. It will also facilitate the emergence of an environment for the development of non-agricultural activities (that may be connected to agriculture) in rural settlements of big size.

The priority of the rural settlement pattern being transformed into a rational structure will be realized through the following measures:

- Selection of the province of Tokat as the pilot province in which CRSs will be developed and conducting of the first applications (after their numbers are restricted and identified once again by the Council of Ministers decision),
- Preparation of the development programs of the CRSs outside the pilot province and the completion of the deficiencies of the physical infrastructure, and
- Development of the social infrastructure in the CRSs for the improvement of the quality of life in the rural areas.

Figure 3.3 Changes in the Land Use, Settlement Pattern and Transportation Infrastructure



3.2 STRATEGIC OBJECTIVE 2: DEVELOPMENT OF HUMAN RESOURCES AND SOCIAL STRUCTURE

The social, economic and spatial dimensions of the development of the region have been dealt with by taking into consideration the elements and features that will support them. Engaging with the economic and social development together with urbanization strengthens the internal consistency of the strategic objective system. The formation and development of the social capital are related to the solution of the problems regarding education, employment, quality of life and health at a sufficient level.

To be a region successful in the global competition with a high level of prosperity requires the effective use of information and technology. Education at all levels must support the development of these qualities in the society. Creation of information can be conceptualized as a public good in the provision of regional based economic development. The difference of information from other goods is that it does not finish as it is used; on the contrary, it grows bigger as it is used and shared. Therefore, the production, sharing and increasing of information will play a strategic role in the development of the region.

Information is thought of as a production factor in the plan. Information is regularly produced or conveyed in the formal educational institutions, universities and for the adults in the mass education institutions for the contemporary population in the region. Apart from this, some of the information used in agriculture, industry and the production of services is produced through social relations and interaction and is transferred to the new generations. However this is an implied transfer of information and it is difficult to measure and assess the amount, effect and the results of it.

Employment policies are closely related to education policies. The interaction between the educational and employment institutions, and the implementation of active employment policies are

necessary for the development of employment and increase of its quality, reduction of the rate of unemployment, monitoring of technological innovations that are changing rapidly in different sectors, and the adaptation of the level of skills and information of the labor force to the developments on an ongoing basis. Giving a special importance to the areas such as rural and urban areas, social gender and age group that have a special quality and making of detailed arrangements are envisaged in the implementation of the programs related to employment effectively.

The improvement of the social quality of life and the effective and frugal use of the necessary public resources are related to the process of urbanization. The most critical problem from the point of view of the cities in the region is the well scheduling of the social inclusion adaptation to the city of the newcomers. This is a process of education and training. Therefore the cities need to conduct their spatial, institutional and social preparations before the migration. Cities will be in a position of competing to attract the rural population of the region and the education they will offer will be one of the elements of this competition.

In the new rural settlement order, it is envisaged that the services related to health, education, employment and social support will be at an accessible level even though they may be at a minimum standard. The new settlement order will facilitate social organization, increase the effectiveness of public services and raise their quality.

Programs in subjects such as the development of social security systems, organization of solidarity patterns in the civilian sphere and publicly, preparation for the needs of the population that is aging, and especially the participation of women in the city life, have a critical importance in the improvement of the quality of life.

3.2.1 Priority 2.1: Organize Education at Every Level According to the Production and Service Needs of the Region

The space of the TR83 Region is being organized in such a way as to ensure the reaching of public services and especially the educational services to the society easily and with low costs. So in this way, the development of quality in the educational services at all levels starting from pre-school and the expansion of its scope will be ensured. Especially the development of the vocational and technical training schools in accordance with the demands of the business world and the producers is one of the basic priorities in the success of the YBDP. It is necessary for the universities and colleges in the region to develop research and adult education programs compliant with the projections of the plan in line with innovation and the formation of an information society. In order to provide development especially in areas that have low density, the isolation of the settlements in those areas must be prevented. Spreading of new technologies in education and communications in these settlements and the provision of mobile health services to them are envisaged.

The measures directed towards this priority are:

- Establishment of a relationship between vocational education and meeting the need for qualified personnel and intermediary personnel demanded by the sectors,
- Increasing of the possibilities of career development and research for the faculty of the universities and the colleges in the region,
- Development of adult education programs,
- Organization of agricultural extension and training programs for the agricultural projects to be implemented in the region.

The measures that have strategic importance:

A network of direct communications will be developed among the formal and mass education and the sectors for the relationship between vocational education and meeting the needs for qualified personnel and intermediary personnel demanded by the sectors in line with the direction envisaged by the plans on the national scale. The link between vocational and technical education and demand will be strengthened for the sake of alignment with the technological developments. Thus the production sectors will be able to increase the flexibility in production within the framework of an order in which the relations with the outside world is increasing.

The development of adult education programs has a special importance for the cities of the region to become ready for the migration that will take place from the rural areas. Therefore the following have critical importance in terms of dealing with social inclusion, employment and poverty:

- Enabling the acquisition of new urban careers and skills by the young age groups which are desired to become a part of the city population after migration,
- Providing efficiency in the apprenticeship training which is important in the employment of children (in the labor-intensive work places in the first two phases of urbanization), and
- Providing skills and certification for those groups of women whose literacy rate is low.

3.2.2 Priority 2.2: Develop Institutional Mechanisms Against Poverty, Unemployment and Lack of Security

Per capita income in all four of the provinces of the region (2001) is below the average for Turkey. The rise in the urban population that is envisaged in the plan should be dealt with together with the proposals directed towards the prevention of the marginalization of the new urban population and the social

exclusion of the poor segments. Among the areas in which poverty concentrates are those neighborhoods in which the population that migrates to the city settles. Some part of the newcomers to the city are the biggest risk group that are candidates for being under the level of poverty. Therefore, (in accordance with the program of making housing available that was dealt with in Strategic Objective 1) it is necessary to increase the possibilities of employment that take the age and gender balance into consideration. This program will be supported by the provision of education that will make it possible for the new age groups that are newcomers to the city to acquire new skills (as explained in the previous priority), operation of micro-credit systems and the increasing of entrepreneurship. The offering of local public social services will be developed in a way that will be directed towards the social inclusion of the newcomers to the city.

It is necessary to develop mechanisms to reduce absolute and relative poverty, to increase employment and to design institutional mechanisms against impoverishment and the lack of social security. Support programs directed towards women and children complement the other programs against impoverishment.

The measures directed towards this priority are:

- Rearrangement of the assistance provided to the poor in the cities, reduction of absolute and relative poverty, and
- Increasing of employment and decreasing the rate of unemployment.

The measure that has strategic importance:

Active employment policies will be implemented for increasing employment and reducing the rate of unemployment. For these policies to be successful, rapid formation of the councils defined in the labor law, and bringing together of the various segments of the society and their operation with a management approach are envisaged in the plan.

3.2.3 Priority 2.3: Improve Urban Social Quality of Life in the Region

For the provision of a sustainable development, increasing of the belonging to the place one lives in by the local development enterprises is important. Urban culture and local cultures will be developed, the appropriate ones from among the local cultural assets will become museums, they will turn into social activities and the projects that ensure the participation of all sides will be supported for this purpose.

The YBDP aims at an equal distribution of the results of all projects that ensure development, and in addition, it emphasizes those projects that are directed towards women in order to change the disadvantaged position of women rapidly.

Proposals related to health are programs that bring preventive medicine to the fore, that monitor the groups under risk, that develop accessibility in the rural and urban areas and that aim at contributing to the improvement of the quality of life systematically.

The measures directed towards this priority are:

- Providing development in gender equality and increasing of urban services directed towards women,
- Organization of the health programs within a rational system and provision of access to this for a larger segment of the society,
- Provision of social inclusion for those who migrate to the cities,
- Ensuring that the old people and the disabled are a part of the social life of the city,
- Development of cultural-artistic and leisure activities in the cities.

The measures that have strategic importance:

Monitoring of gender equality and whether the developments produce equal results for men and

women, specially on the basis of a project for ensuring development in gender equality and for increasing the urban services directed towards women are among the subjects that have to be given due importance. The difficulties that arise in families with migration are more influential on women and girls. Violence against women is a situation that needs to be eliminated as a priority item from the point of view of gender equality. In order to end sexism and to create an environment sensitive to gender, it is necessary to develop special gender sensitivity programs in the region. The proposal for the implementation of affirmative action in some fields complements these programs.

The proposal for the provision of social inclusion for those who migrate to the cities includes the formation of effective institutional structures and support mechanisms that meet them. Ensuring of the necessary education and material equipment for the municipalities to work as stakeholders with SHÇEK, NGOs that are specialized in this subject, in social centers and within institutional structures such as LA21 and town councils in a way that is sensitive to the needs of the newcomers have been envisaged.

3.2.4 Priority 2.4: Bring Services to The Poor and Disadvantageous Groups in the Countryside

In the TR83 Region, the GDP created in agriculture (2001) is one fifth of the total income of the region. However half of the population of the region lives in rural areas and since this population shares one sixth of the GDP, the level of income is low. Most of the poor rural populations live in forest villages. The emptying out of the rural areas results in the deterioration of the quality of life of the population, which is already far from being sufficient under current conditions. This situation requires engagement with the groups that are losing their advantage in the rural areas.

The YBDP envisages reprogramming especially

of health services that are provided by the public institutions and making of some changes in the approach to the service as well as the proposal to restructure the rural space in order to reduce poverty and deprivation. The plan envisages that the applications to deal with poverty especially in the forest villages should be dealt with an approach that takes into consideration the aging in the demographical structure and the shrinking in the very small settlement areas.

The measures that are directed towards this priority are:

- Reduction of absolute and relative poverty, increasing of employment and reduction of the rate of covert unemployment in the rural areas, and
- Improvement of the health and social services in the rural areas.

The measure that has strategic importance:

It is envisaged that CRSs will be functional in the reduction of absolute and relative poverty, increasing of employment and the reduction of the rate of covert unemployment. It is necessary to develop the network relations with the cities in the CRSs and to increase the non-agricultural employment. It is expected that organizations such as ORKÖY and SUSPA will develop new strategies in dealing with poverty in other rural settlement units and they will increase their effectiveness.

3.3 STRATEGIC OBJECTIVE 3: INCREASE COMPETITIVE POWER AND OPEN OUT

Squaring of the liberal market economy with the plan can be provided through the arrangement of the plan as a strategic and guiding plan. Public investments are realized in line with the development plans and through the annual investment programs that the institutions organize centrally. However the existence of a regional plan may facilitate the formation of the central decisions of the public sector. The provincial units of the central administration can inform the central decision-makers in a more convincing and satisfactory way about the urgency and complementary nature of the public investments that they expect. As for the private sector, it can make the predictions as to the future more reliably prior to making an investment and its estimates regarding the environment related to the enterprise can be more accurate. The applications for funds and loans to be made for the investments can be justified in a better way.

It is necessary that the transformation of the economic structure of the TR83 Region be realized in a way that is appropriate for the perspective and dynamism of Turkey. Turkey is in a process in which it has gained a momentum in economic development, completed its structural transformation to a great extent starting from the west, and is trying to provide the alignment with the criteria of competition with the EU rapidly. The indicators with which the TR83 Region will try to catch up are indicators that are developing with a fast speed. The Region can manifest a performance that is higher than the performance of the country, which is in a high development dynamic, and when it shows a higher economic performance, it can advance its position as a region that is behind in the listing. The foundation of such a progress will no doubt be the well-planning, programming and preparing of projects for the economic activities. The fact that Çorum managed to become an industrial center through its own efforts is a positive example for the region.

Achieving a breakthrough and leaving the average for Turkey behind is not an impossible expectation for the region despite the economic indicators that are quite behind compared to the averages in Turkey. Undoubtedly, the only actor of this "take-off" period that is expected is not the YBDP, however it is a candidate to be one of the important actors that prepare this take-off. If it can carry out its role at a sufficient level, the backward region characteristics of the TR83 will largely be overcome towards the end of the period.

The sectoral proposals which are considered to prepare this take-off in the future are in the plan. At the same time, the basic proposals which concern all the sectors and which will provide the big leap are the appearance of a change in the mentality such that it emphasizes research and innovation in the region, and the creation and operation of the institutions of this. A region that can renew information and technology, which are among the major conditions of competition, on an ongoing basis, that establishes the organizational structure related to this, and that can set aside resources for this will be able to reach foreign markets with its products in agriculture, industry and services more easily.

A strategy of development that does not place due emphasis on research and innovation, and that does not see this among its basic priorities cannot provide sustainable competition in the long-run. The Region can use its competitive advantages in the earlier periods, but these advantages will lose their effects in the long-run. If the region is unable to continue to create new competitive advantages through innovation, then the development of the region will not be sustainable. The YBDP must be considered to be one of the tools to be used in this direction. The plan envisages the bringing forth of a development strategy that is based on innovation and the gaining power of this strategy in a sustainable way.

3.3.1 Priority 3.1: Make Use of Agglomeration Economies and Externalities at Regional And Urban Scale

Taking advantage of the agglomeration economies and externalities at the regional and city scales in order to increase the competitive power of businesses is one of the important priorities. Businesses prefer to settle close to the cities and the places where similar activities are maintained due to reasons such as the closeness to specialized intermediary service institutions and the qualified labor force, easier access to the technological developments and market information and the joint use of the infrastructures. Thanks to this closeness, businesses increase their efficiency and profitability and at the same time reduce their production costs by taking advantage of the externalities while carrying out functions such as new product development, monitoring the technological developments, design, production, distribution, marketing and promotion.

It is expected that the concentration of the production and service units in certain centers in the TR83 Region will create a momentum of development by attracting both population and capital. However it is necessary that this concentration has the quality of supporting the relations with the settlements around the region and that it gets deeper through network relations. In this context, the organizations that provide agricultural-industrial cooperation come to the fore. In other words, the production in the agricultural field should be linked to the industry together with the use of new technologies and services, and the educational works that support them and thus the production of raw materials of sufficient amount and quality should be made possible. According to the projections of the plan, the industrial and agricultural sectors will become complementary sectors that support each other.

The measures that are directed towards this priority are:

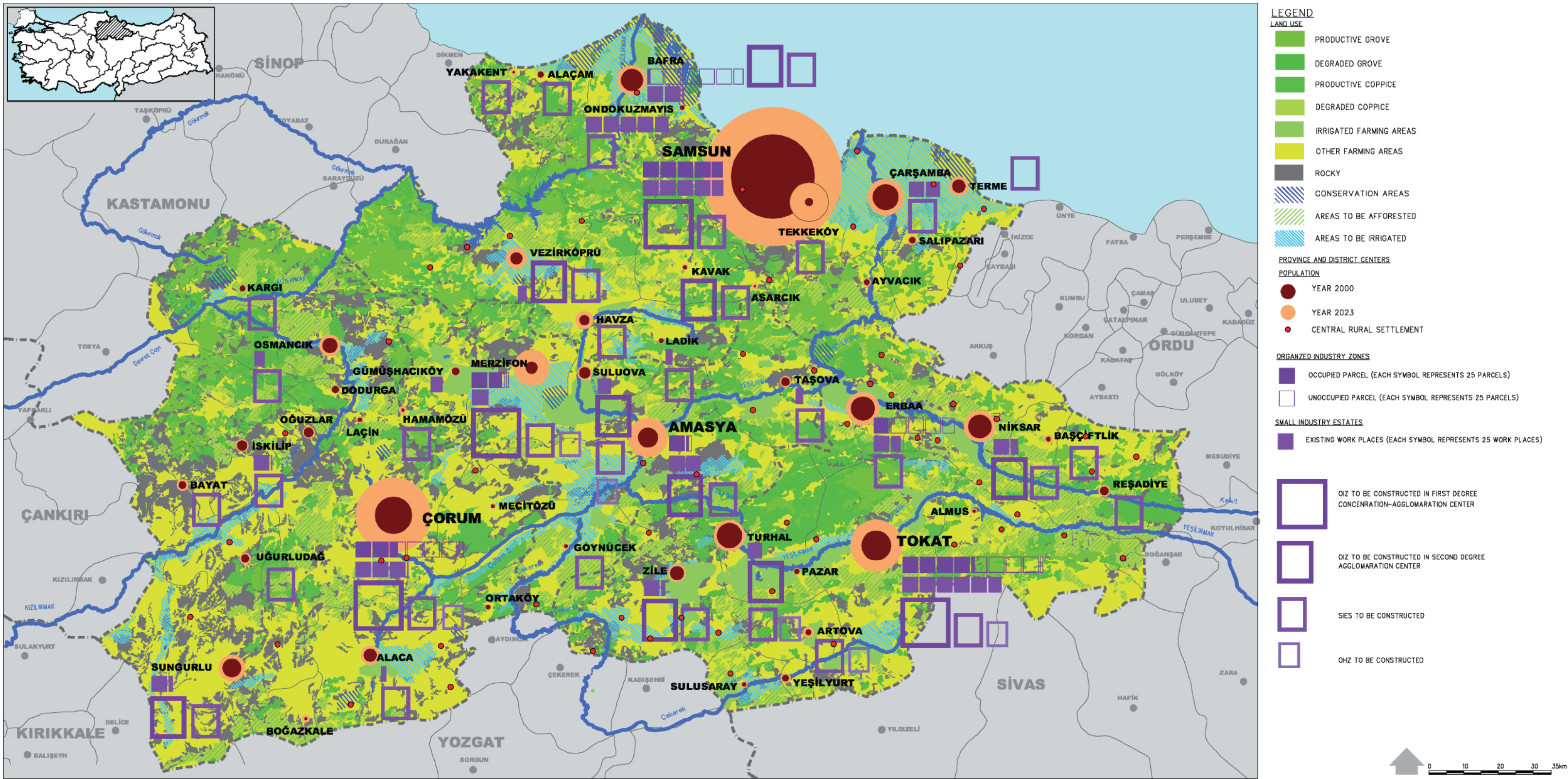
- Development of the OIZs, SIEs and specialized industrial zones in the first and second degree concentration centers, and
- Establishment of joint centers and the provision of consulting services in the OIZs, SIEs and specialized industrial zones.

Both measures aim at concentrating of businesses in certain centers, the forming of some groups with the OIZ and SIE centers, and thereby developing the capacity of businesses to learn from each other, facilitating the provision of a qualified labor force and consulting service and reducing the costs of the infrastructure. For this goal to be achieved, the OIZ and SIE investments that are currently going on in the region must be accelerated and the deficiencies in the infrastructure must be completed. (Figure 3.4).

3.3.2 Priority 3.2: Strengthen the Bond Between Knowledge and Production in Order for Researches to be Effective in Decision-Making Processes and Guide Policy

Information and technology which are thought of as production factors need to be used locally in a way directed towards production and application. Some of the information used for the development of the region (especially the information used in production in agriculture and industry) is produced by regional sources. Such information is produced anew each time within common relations, in a joint forum and as a solution to a common problem. Production of information is a public good production activity. The difference between information and other goods is that it does not get depleted as it is used; on the contrary, it expands as it is used and shared. Therefore, supporting of the production and sharing of information will play a strategic role in the development of the region.

Figure 3.4 Changes in the Land Use and Production Infrastructure



Turkey is a country which is implementing policies that will strengthen its competitive structure starting with its developed regions within a perspective of integrating with the EU and the outside world to a larger extent. For the position of the TR83 within the Turkey of the future to be more advanced than the one today, the development of the capacity of the region to be able to innovate is a fundamental priority. The development of such a perspective by the region at the beginning of the period of planning at a cognitive level, and the maintaining of this by supporting it through convenient institutional structures is a strategic preference.

Therefore, the formation of a better educated human resource and institutional structures that learn better and the increasing of the capacity to innovate have a strategic importance for the region. The concept of a 'learning region' is based on the production and education being together. It is necessary to strengthen the relations among the research and educational institutions, local administrations and the businesses in the region and to maintain the R&D activities within the mutual learning processes. In other words, it is believed that the implementation of the developed techniques in practice and the solution of the problems that will arise with cooperation will constitute the mutual learning process and it will accelerate development.

Lisbon Strategy aims at making the EU the most competitive economy of the world with a dynamic database by 2010 and it gathered the activities necessary for this under the headings of information, innovation and social inclusion. "Policy of Transforming into an Information Society" of Turkey also envisages increasing the competitiveness of Turkey, improving its quality of life, increasing its human resource competence and employment, offering the public services from polycentric platforms and in a citizen-focused and effective way, making e-trade widespread, providing standardization in information society applications, creating value by developing R&D and innovation that is in

alignment with the market, taking advantage of the convergence potential of the technologies.

Activities that are directed towards increasing the use of information and communications technologies, developing the entrepreneurship and innovation in SMEs are carried out in Turkey within the context of the Information Society Strategy. The limited nature of the technical information and skills, the opportunities for access to the information and communications technologies, and the skills of benefiting from the advantages provided by these technologies are effective on the lowness of the added value produced in the SMEs.

It seems that imitative investments without an awareness and idle capacity are high in the industrialization of the region. It is necessary to take the measures that will encourage the SMEs to unite their capital and human resources in order to acquire competitive power in the national and international markets.

Providing the necessary promotion and organizations for increasing the types and quality of the services offered by the SMEs and for opening to the outside is essential. For this purpose, measures are envisaged for the development of the product images of the region, creation of brands in the products that represent the region, and the operation of the institutions which will carry out the quality control of the products produced in the region and which will issue certificates that are accepted internationally.

Becoming widespread of modern work applications such as internet access, e-trade, institutional resource planning, and the supply chain method will provide important gains for the region. The programs that are in Strategic Objective 2 and that are proposed for the development of the region in terms of education: They are envisaged to be implemented according to the objectives of differentiation of firms by learning from each other and increasing of their competitive power, their making

of information usable as a factor of production within the context of regional resources and their contributing to the formation of a learning region.

The measures that are directed towards this priority are:

- Increasing of the cooperation among the universities, industry and the public sector and the R&D activities,
- Ensuring of the integration of the agriculture and the industry in the region, and
- Development of the access to information and the use of communications technologies.

Four universities of which two are present and the other two were established in the year 2006 will play an effective role in the making of research that is unique to the region, in access to information and technology and the ensuring of the integration of agriculture and industry in the region. Universities and colleges will educate a qualified human force and also produce solutions for the problems of the region and make a positive contribution to the development of the region.

3.3.3 Priority 3.3: Opening Out

One of the strong aspects of the region in terms of the development of the industry is that it has a location that is convenient for the transportation of the industrial products to different markets. The fact that the region is on the north-south and east-west land road axes, that it has a coast by the sea, and a seaport provides the possibilities in the development of trade especially with the neighboring countries in the north. However, due to the shortcomings in the transportation infrastructure, this advantage is not put into use sufficiently. As the airline, land road and railroad networks that would strengthen the network relations among the settlements in the region and would provide the connection with the settlements outside the region have not been established, this situation imposes important limits on the organization and marketing

of the the products. In Strategic Objective 1 it has been indicated that the strengthening of the infrastructure of the region has strategic importance.

Apart from the problem of infrastructure, the weakness of market research and market connections locks the region within its borders. The path of Turkey in the direction of opening to the outside, developing imports and exports, and becoming a member to the EU which has been continuing since the 1980s should be taken into consideration in terms of the future of the region. When the future of the region is analyzed parallel to the development of Turkey, it can be seen that the region needs to develop its relations with the outside world through many channels. The development of the capacity for foreign trade firstly within the framework of BEC and EU has strategic importance. The plan proposes the export of the goods in which the region has comparative advantages (especially fresh and processed vegetables and other agricultural products) and the establishment of the necessary standards for export, and opening to the outside by realizing the institutional structures that will provide the sustainability of the system. This is an organizational capacity which the region can realize through its own power.

The measure that is proposed for opening to the outside:

- Diversification and increase of the national and international trade activities.

Since the region is unable to offer the goods and services it produces to the outside, it is locked up within itself. It is only able to export about 1 percent of the agricultural and industrial products that it produces. It is necessary to monitor the foreign markets, to determine the demand, to direct the supply according to the demand, to raise the standards of products and to bring the harvesting, sorting, processing and packaging to the standards required by the outside world in order to increase the exports. The necessary works need to be done in order to establish the certificate

institutions that have international validity to implement the quality controls of the agricultural and industrial products.

3.3.4 Priority 3.4: Develop by Diversifying and Promote Regional Tourism

Tourism, which is one of the activities to be developed in the region, is an important field that mobilizes a lot of sectors and business lines, creates employment and that will contribute towards the integration of the region with the outside world. The proposal for the development of tourism in the region will be handled in relation to the proposals such as the raising of the level of social life, development of the awareness of being a city resident, attending to the cultural assets that are owned and preserving them. The diversification of tourism and spreading of it to the whole year and to large masses will ensure the socio-economic development of the region.

Tourism investments will be handled with an approach that protects and develops the natural, historical, social and cultural environment. The historical, natural and thermal tourism opportunities which were not utilized at a sufficient level up to today are dealt with a holistic approach. The plateaus, endemic plants, bird sanctuaries and wetlands will be integrated with the historical and cultural tourism activities, hunting tourism, eco-tourism thermal tourism will be made widespread, and operation of bed and breakfast facilities in villages will be developed in order to increase the income of the rural areas and to diversify tourism.

The measure proposed for the development of tourism is:

- Opening the natural and cultural heritage of the region to tourism within the principle of sustainability.

The necessary actions should be taken for the acquisition of the ancient settlements that are located among the important historical and cul-

tural centers of the region, and the historical and natural assets in other centers for tourism. The hot springs which are used with a capacity of 2-3 percent in the region should be opened for health tourism, the right to use these springs should be opened for the private sector in order to serve an increasingly aging population in our country and the world, the infrastructure investments should be completed and the necessary importance should be given to the promotion service.

3.3.5 Priority 3.5: Develop Irrigation in Agriculture and Increase Vegetable Production Generating High Income and Carry out Agricultural Researches

The rural population in the region is large and the employment created in agriculture is high. Meanwhile agriculture is undergoing changes in terms of the support systems and the production technologies. Therefore, the YBDP handles the agricultural sector with due importance: The production of certified and hybrid seeds which create more added value in plant production, expansion of the areas in which organic agriculture and undercover vegetable farming is done, and the development of the production of medicinal and spice plants are envisaged. The plan covers the production of the products that can be brands for the region, the development of fruit production and viniculture, and thereby, increasing of the value of agricultural production and its added value and the creation of more opportunities for employment.

The plan proposes the development of irrigation in the region and opening of new areas for irrigation. Those areas that need to be opened for irrigation in the region (281 246 ha, 55 percent) are larger than the areas that are currently irrigated (240 655 ha). Irrigation is an activity that contributes to the development of many sectors, that increases employment, diversifies agricultural production and assists the continuity of the agricultural pro-

duction without it being dependent on the annual distribution of precipitation. Irrigation will create more production, added value and employment compared to dry grain farming, will contribute to the development of the region and make it possible to produce the raw materials necessary for the agro-industry.

The speed of the completion of a large number of irrigation investments that are going on in the region is very slow. Therefore, a prioritization was made for the irrigation infrastructure investments in the region. Proposals have been developed for the increasing of the areas that are opened to irrigation each year and the measures for reducing the costs. For the provision of the benefits expected from irrigation, land accumulation, which is the most important component of development services inside the fields, needs to be done together with the preparation and implementation of irrigation projects. So in this way, the length of the canals, and the service roads will be shortened and the price of expropriation will not be paid, and there will be an important reduction in the construction costs.

Agricultural research geared towards the practice that will bring solutions to the problems of the farmers must be done to provide water economy, reduce drainage and to obtain more benefit from a unit of water and soil in the irrigation areas. With irrigation and the development of farming with irrigation the offering of the products produced in the region in fresh or processed form to the foreign markets will become easier.

It is necessary to implement the measures envisaged for irrigated areas by concentrating on certain centers (similar to the project of one village, one product). Such concentrations will reduce the costs of production and certification, increase the capacity of the producers to learn from each other and will facilitate the establishment of producers' organizations.

With the development of farming on a contract basis, it is necessary to develop the services of quality production, product sorting, storing, processing and certification in the plan and sectoral foreign trade companies need to be established. To achieve the production in line with the demands of the internal and external markets, an institutionalization that will guide the integration of the agriculture and the industry, and marketing is envisaged. There will be the private and public sectors and NGOs in the proposed structure.

The measures proposed for the development of irrigation and the increasing of research and production are:

- Opening of the planned areas to irrigation and the development of appropriate irrigation technologies,
- Conducting of the development services inside the fields.
- Development of undercover vegetable farming,
- Development of organic agriculture,
- Development of certificated and hybrid seed production,
- Development of the production of cut flowers and ornamental plants,
- Development of the production of medicinal and spice plants,
- Development of fruit production and viniculture and increasing of research in these areas.

3.3.6 Priority 3.6: Increase Competitive Power in Animal Husbandry Sector

The plan aims at reforming the animal races, forming of animal genealogies, selecting of the best of studs, improving of the feeding conditions and increasing the efficiency per unit of animals. Dairy cattle farming and the fattening of livestock will be developed, and some parts of wetlands will be allocated to the production of fodder plants to

provide this. The production of rough and dense fodder will be increased. Animal fairs will be organized in different centers every year in order to increase the information exchange among the producers.

The plan includes activities to be conducted to combat with animal diseases, extension of vaccination activities, eradication of the diseases that can pass to humans, and activities to be done for gathering of the present animal husbandry businesses, which are currently dispersed around the cities, within the framework of a plan together with the necessary administrative measures.

The measures directed towards this priority are:

- Reforming of animal races and putting their diseases under control,
- Development of organized husbandry zones (OHZs) in those centers that have the potential for animal husbandry and fairs,
- Development of fodder production,
- Development of chicken production,
- Development of the production of freshwater products,
- Development of apiculture.

It is necessary to take measures, including the necessary marketing research, to develop the chicken production at the EU standards and to increase the exports. The potential for the production of freshwater products, which is not put into good use at a sufficient level, should be increased and breeding fish in reservoirs should be done based on the species that have high efficiency and in accordance with the ecological conditions. The necessary measures should be taken for the production of apiculture products, whose foreign demand exists, and for putting the flora of the region into good use.

3.3.7 Priority 3.7: Strengthen Financial Structures of the SMEs in Agriculture, Industry and Service Sectors in the Region

Although there is capital accumulation in the region, some of the capital of the region is being transferred to areas outside the region (especially Istanbul), and it is not turning into investment within the region. The necessary infrastructure must be established for the capital to turn into investment inside the region. Therefore, the YBDP proposes the formation of a common policy by the public institutions and non-governmental organizations such as chambers of agriculture, commerce and industry, and trade associations for the private banks and private financial organizations as well as the public banks to show more interest in the region.

The plan includes the promotion of the new investment areas to the entrepreneurs and the holding of guiding education and awareness meetings for them for the capital to be kept within the region and to make it possible to use this accumulation by the SMEs in the region, and agricultural businesses. Financial possibilities such as leasing and factoring will be promoted more, entrepreneurs will be encouraged to obtain more financing by acting jointly, institutional structures will be formed in order to overcome the bottlenecks in obtaining financing and the establishment of SMEs, and those parts of the bureaucratic actions that are directed towards the support mechanisms that can be arranged will be simplified.

Among the other proposals of the plan are making the necessary attempts for the agricultural loans, which are mostly provided by the public banks and agricultural credit cooperatives, to be provided by the private banks and financial organizations, to give the necessary support for the small SMEs that work with a low level of efficiency to merge and establish strong institutional structures, and to strengthen their capital structure by going public

with the shares of their companies, and providing of support by the public institutions and the DA for the efforts to be made for foreign capital transfer to the region from abroad, and for the establishment of partnerships.

The measures proposed for the strengthening of the financial structure are:

- Conducting of works and applications directed towards the strengthening of the financial structure of the SMEs, and
- Development of the possibilities of benefiting from the capital markets.

3.3.8 Priority 3.8: Develop And Diversify Construction And Transportation Services

The strategic importance of the construction sector stems from the fact that the ongoing demographic movements in the region (migration) and the projected spatial structure transformation will require a physical restructuring activity to a large extent. However the sector is not developed enough in terms of organization and technology.

The YBDP aims at keeping the migration that is continuing from the rural areas within the cities of the region and therefore, it proposes measures that will increase the attraction of the cities of the region. The most important elements of the attraction are the provision of accommodation and employment to the newcomers in the cities. However, when the low level of education and skills of the newcomers are taken into account, employment in the construction sector will be an important opportunity for the employment of the newcomers. In the plan, to meet the increasing demand for the construction activities for mass labor force with the population that has low levels of skills is envisaged in the first phase. However, in the medium and long-term measures directed towards both the institutionalization of the firms and the training of the labor force and helping them acquire skills

are envisaged. Thus the raw materials, capital, construction materials, production capacity and the available labor force will have been put into good use for the development of the region.

Infrastructure investments and construction activities will increase with the urbanization in the region. The fulfilling of the quality in construction activities in accordance with the rules in the laws and regulations that are in force requires making the conduct of inspections more frequent. The fact that most of the region is on the KAF (North Anatolian Fault) increases the importance of the subject even more.

The construction standards of the highways are increasing every day, some of the construction of two way road construction in the main arteries has been completed and others are at the stage of completion. However due to the problems in the management of railroads and seaports, the railroad and naval transportation is not at the desired level. The raising of the standards of both types of transportation and the development of the cargo transportation by planes will facilitate the reaching of the products produced in the region to the outside world.

The measures proposed for the strengthening of the construction and transportation sectors are:

- Raising of the quality and standards in the businesses in the construction sector, and
- Making the transportation sector more effective and the development of the management standards.

3.4 STRATEGIC OBJECTIVE 4: PROTECT ECOLOGICAL BALANCES, ENVIRONMENT AND IMPROVE THE SITUATION

Each development is in a sense an intervention in the nature and the ecological balance. If it was possible to estimate the effects of the intervention through the planning activities that were conducted, and if it was possible to calculate the effects as much as possible, then some of the adverse consequences that may arise can be prevented, some negative effects can be reduced or the intervention to be made may be shelved completely. For the YBDP, to see the effects of each decision/project on the ecological balance and to make the design in such a way as to reduce/minimize the adverse effects is considered one of the highly emphasized principles.

The erosion in the region is at a serious level. If precautions are not taken, the shrinking in the water volumes of the dams that are constructed on the rivers that will take place in time will have an adverse effect on the energy production and the amount of water given to the irrigation areas. The waste waters of the cities are discharged into the rivers of Kızılırmak and Yeşilirmak and their tributaries without being treated, and this causes pollution. The irregular storing of the solid and industrial waste creates water, air and soil pollution and the underground water wells that the local administrations use to provide drinking water are affected. It is necessary to prevent the pollution of the wells in question.

The YBDP firstly envisages the reduction and cleaning up of the pollution that has occurred in the region up to today. Most of these measures are legal obligations. It is necessary to dispose of solid waste, treat the waste waters, prevent erosion, and to reduce the air pollution and the noise pollution that disturb the human life in the cities. The plan envisages to reduce the contribution of the region to the pollution of the Black Sea to the level set forth by the international conventions.

The preservation and well management of the natural heritage is among the areas to which regional development proposals are sensitive. The forests, plateaus, wildlife, wetlands, bird sanctuaries, and the biodiversity are from among the natural resources of the region and also the sources of the tourism potential that the region has. The plan requires the implementation of active measures for the preservation of these resources, biodiversity and the fauna. Putting the biodiversity into good use is considered to be a dimension in the development of the sectoral policies, and especially in agricultural development. For the protection of the endemic plants, the plan has proposals for taking a series of measures regarding the segments of the society that are using the same environment for agricultural and forest activities. These proposals complement those in the Strategic Objective 1 such as the encouragement of the use of renewable energy sources, saving of energy, and encouragement of the use of service technologies that reduce the traffic among the settlements (mass transportation).

3.4.1 Priority 4.1: Protect And Control Air, Soil, Water and Forest Eco-Systems, Reduce the Impacts of Urban-Agricultural Polluters

Turkey has committed itself to take the necessary measures to reduce the effects that cause sea pollution and to protect the ecological balance together with the other countries that have coastlines by the Black Sea. The pollution in the Black Sea threatens the lives of the living beings in the sea and excessive fishing is causing the reduction of the fish population. For the protection of the air, soil and water resources and the reduction of the urban and agricultural pollutants so as to raise the quality of life in the region, the plan envisages the transfer of the waste waters, which are currently discharged into the rivers without treatment, to the

recipient environment after treatment.

Some of the ecological problems stem from the excessive use of the nature for economic reasons. The fact that the poor segments of the population do not have the resources directed towards the protection of the environment links the lack of economical means to the social reasons. This relationship requires the analysis of the ecological solution proposals in terms of the economic and social problems as well. The YBDP proposes to analyze the effects of the plan decisions through negotiation processes within a multilateral framework. At the same time, the solutions of the ecological problems need to be handled with an absolute priority because of the long term negative effects that may arise or the irrevocable nature of the issue. The plan indicates these features for the implementation phase.

Increasing the number of air pollution measurement stations, prevention of excessive fertilizer and agricultural pesticide use in order to protect the water sources, monitoring and evaluation of the soil pollution systematically, gathering and evaluation of the water pollution measurements in one center and the implementation of measures that will reduce pollution in the cities in which concentrations will take place are among the proposals of the plan.

Although one-third of the land of the region is covered with forests, forests are not utilized at a sufficient level within the principle of sustainability. The decrease in the population that lives inside and next to the forests will mitigate the pressure on the ecology and it is positive from this respect. At the same time, conducting of works by the forest businesses on the basis of small basin units on the subject of utilizing the products inside the forests, and having tourism activities in order to increase the income of the population that lives inside the forests and next to them have been envisaged. With the basin plans to be developed, other income generating activities will be increased in

addition to the development of fruit production in dry areas and organic agriculture in order to provide alternative income to the producers who engage in agricultural production in small areas that are exposed to erosion.

The following measures have to be implemented for the application of the priority:

- Monitoring the air, soil and water pollution and taking the necessary precautions,
- Development of forestry,
- Development of the measures of erosion control and carrying out pasture reform.

The measure that has strategic importance:

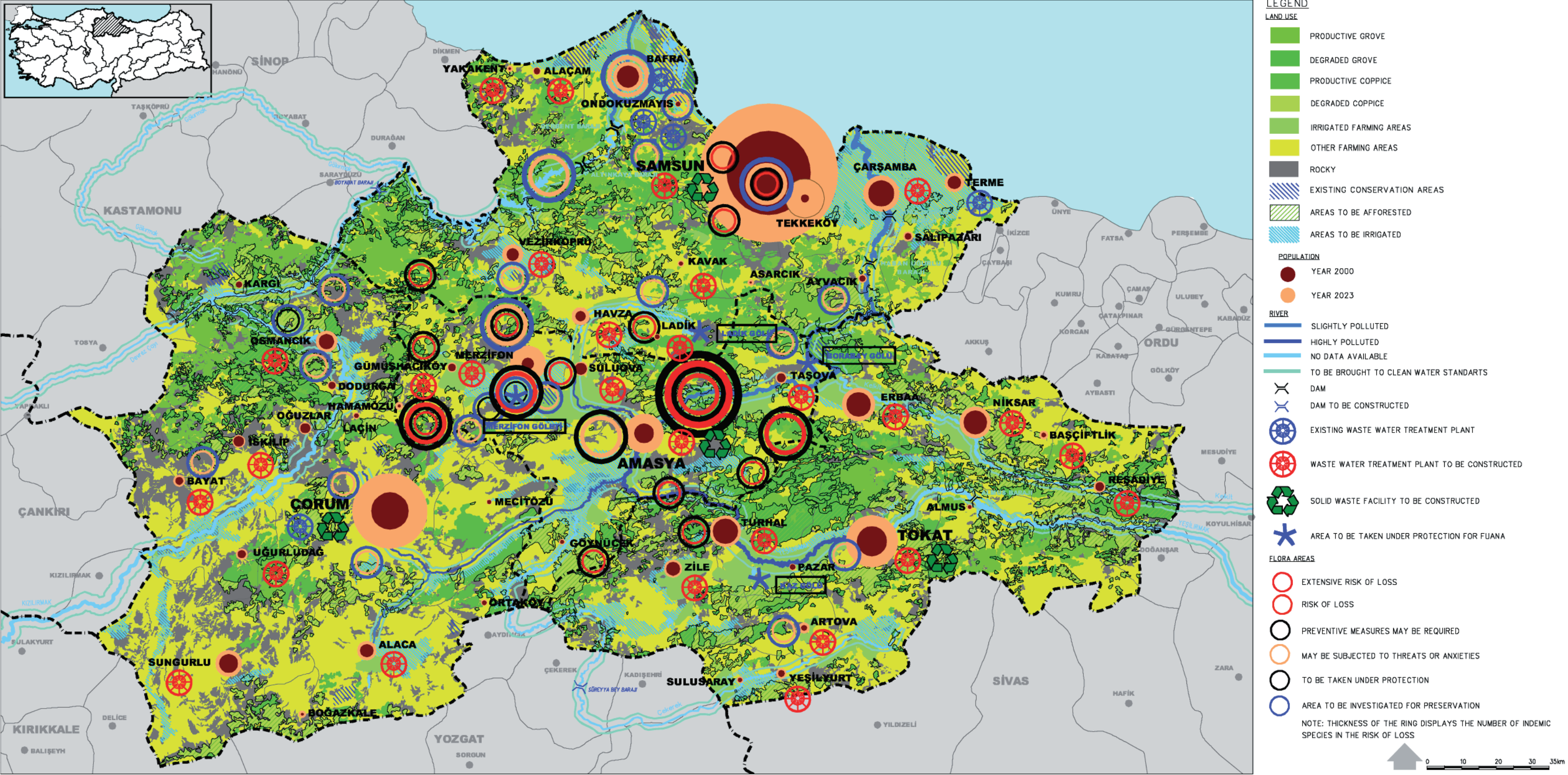
Development of forestry will reduce the damage of the poor in the rural areas resulting from economic reasons and also it has a strategic importance since it contributes to the decreasing of the various forms of pollution to a level that can be inspected and to the erosion control. Acceleration of afforestation, putting the forest products into good use, and the development of social forestry will contribute to the preservation of the balance in the nature.

3.4.2 Priority 4.2: Protect And Ensure Sustainability of Biodiversity

The protection measures in the wetlands that are under protection according to RAMSAR Convention and the areas that have been put under protection in accordance with the National Parks Law No. 2873 must be implemented completely. According to the projections of the plan, works will be conducted in order to increase the area which has a size of 41,584 ha and which has been put under protection in order to enable the utilization from the bird sanctuaries in the dam lakes that are in the delta plateaus and inside the land (and that are on the migration routes of birds).

The plan envisages the preservation of the genetic diversity of the region, prevention of the degenerations that may take place in the wetland eco-

Figure 3.5 Changes in the Land Use and the Protection Status of the Ecological Assets



systems and the utilization of these resources in a sustainable way. Training sessions geared towards ensuring the necessary unity of understanding for the local people who live in the sensitive zones or adjacent to them to have the awareness of protection and to utilize the resources in question within the principle of sustainability will be given.

Plan proposals also cover putting the species that are collected from the nature arbitrarily in the province of Tokat under control, making an inventory of related to the biodiversity in the region, the protection and promotion of the endemic species that are seen around Amasya intensely, the development of eco-tourism and ensuring the participation of the local community in these activities.

The following measure will be implemented in order to apply the priority:

- Protection of the sensitive areas, preservation areas (national parks, nature parks, nature protecting zones), endemic plants and the fauna.

This measure covers the precautions developed against some serious agricultural and urban pressures and damages in the sensitive regions that contain and shelter the flora and the fauna of the region. The major ones of these areas are the Kızılırmak and Yeşilırmak deltas. The realization of the applications determined according to the endangered flora and fauna categories for the preservation of the natural and wildlife features of the region has a strategic importance (Figure 3.5).

3.5 STRATEGIC OBJECTIVE 5: STRENGTHEN INSTITUTIONAL STRUCTURE

The strengthening of the institutional structure will take place through the new governance models that will increase the Strategic Objective and the local participation, and that will organize the development of the joint enterprise and the intervention of the local actors in the local economic development. The main instrument that will ensure this is becoming widespread of “good governance” in the public sphere.

3.5.1 Priority 5.1: Strengthen Local Government and the Development Agency

The making of the strategic plans of the municipalities is a duty set forth by Law No. 5272. As the development of the cities is the main premise of the regional development in the YBDP strategy, the strategic plans of especially big cities have great importance. In addition, SPAs have been given the duty to prepare the provincial strategic plans in accordance with the regional plan with Law No. 5302.

Municipalities are the pioneers of the YBDP regional development. On the other hand, the incomes and expenses of the municipalities are low and their technical personnel gap is high. The plan envisages the strengthening of the municipalities first, and then the DA.

The measures proposed for the strengthening of the local administrations are:

- Strengthening of municipalities,
- Strengthening of the participation of the citizens in those councils of the municipalities that produce public policies,
- Strengthening of the special provincial administrations,
- Strengthening of the DA.

The measures that have strategic importance:

Municipalities must undertake a pioneer role in local economic development. Dealing with the budget possibilities, equipment, and the development of the personnel by the municipalities and the strengthening of the participation of citizens in those councils that produce public policy have been envisaged. Another projection is forming of unions among the municipalities and other local administration units.

The strength of the DA is important for the success of the YBDP due to the duties such as providing the coordination of many and complicated measures and projects envisaged in the YBDP, strengthening of their relationship with the national level plans, and ensuring the alignment of the regional plan with lower scale plans such as the environmental order plan. In addition, the DA will have information and a database on subjects related to the main directions of the developments to be able to be strong.

3.5.2 Priority 5.2: Strengthen Civil Society and Private Sector

The priority covers the proposals related to the strengthening of the civil society organizations, private sector, local media, private sector career organizations and businessman associations, agricultural unions, cooperatives, trade unions and occupational associations.

The measures proposed for the development of the civil society are as follows:

- Strengthening of the private sector structurally,
- Strengthening of the local media and the communication environment,
- Strengthening of the occupational organi-

zations and businessman associations,

- Strengthening of the civil society organizations,
- Strengthening of the agricultural (rural) unions,
- Strengthening of cooperatives and cooperative unions,
- Strengthening of the occupational organizations that work for the public interest,
- Strengthening of the trade unions and the occupational associations.

The measures that have strategic importance are:

The private sector and the private sector organizations that will have a role in the development of the region have strategic importance and it is expected that they will be the main power of economic development. For the strengthening of the private sector within the present economic-financial and physical conditions, the improvement of the institutional structure and its strengthening of the capacity to develop partnerships have been envisaged.

The strengthening of the civil society organizations and the ability to produce concrete projects in the NGOs are accepted to be the indicators of the power of the NGOs. Training programs to develop the capacity in these organizations will be developed for the strengthening of the NGOs in the region.

3.5.3 Priority 5.3: Develop The Central Public Administration Institutions in the Region

The development of the capacity of the central public institutions and the acceptance of a governance approach in their internal structuring and becoming widespread of the e-state applications are envisaged in the higher scale plan decisions.

The measures directed towards this priority are:

- Development of the capacity of the central administration organization of the provinces,
- Development of the capacity of the regional directorates.

The Measure that has strategic importance:

The development of the capacity of the central administration organizations for making of the strategic plans locally and in a participatory way in the function areas of the institutions, for effective use of the public resources and for an effective application of the concept of “good governance in the public sector”.

4 SYNTHESIS AND CONCLUSION

4.1 CHANGES IN SOCIO-ECONOMIC STRUCTURE AND THEIR SPATIAL CONSEQUENCES

YBDP is based on a notion of “strategic planning; the private sector is expected to undertake a large part of implementation; and recommendations herein have the power guidance only as they concern the private sector. Even then, land use maps have been produced (see Fig. 4.1 and 42), for different stages of development, in order to render visible, in some manner, the state that the Region is expected to attain under YBDP, and also to prepare input for decision making at the level of lower scale plans.

The land use map prepared for the plan target year of 2023 and the current land use map happen to be quite similar to each other. The fundamental reason for that is the motivation to protect farmland and forest areas, which are the largest categories of land use at regional scale. Measures are recommended, however, to achieve the following:

- Improving forest assets taking into account the risk of erosion and micro-basins
- Expanded irrigable farmland
- Transforming the pattern of settlement to one that has multiple centers and that is rational
- Changing patterns of rural settlement and developing CRS (central Rural Settlements), as a result of decrease in rural population
- Improving and expanding transportation infrastructure to support multiple-center patterns of settlement
- Improving and expanding industrial infrastructure to support multiple-center patterns of settlement
- Protecting and developing areas where natural and cultural assets are found as well as the areas covered by sensitive regions.

Changes in properties of farmland and forest areas (as shown) in land use maps designate

the spatial fabric in which the Region’s projected economic development in agriculture and forestry would materialize.

The total area designated as forest area tends to stay constant; however, the quality of forest in forest areas does change. Afforestation of forest areas that are degraded coppice or degraded grove, in stage-wise manner throughout the Project implementation period, is envisaged, in view of risk of erosion, micro-basins, and financial means available.

While farmland would be preserved throughout the planning period, irrigated farming areas are anticipated to expand while, in balance, dry farming areas would contract.

Pattern and structure of settlement would be changing. Urban fabric, with a multiple center approach, would be developing as consisting of a

Table 4.1 Land Use Quantities 2000-2003

| Land Use | 2000 | | 2023 | |
|---|-----------|---------|-----------|---------|
| | Area (ha) | Percent | Area (ha) | Percent |
| Forest | 1 325 011 | 34,5 | 1 325 011 | 34,5 |
| Productive grove | 127 899 | 3,3 | 127 899 | 3,3 |
| Productive coppice | 222 020 | 5,8 | 222 020 | 5,8 |
| Degraded grove | 104 456 | 2,7 | - | - |
| Degraded coppice | 870 636 | 22,6 | - | - |
| Recent afforestation | - | - | 975 092 | 25,4 |
| Farmland | 1 653 259 | 43,0 | 1 653 259 | 43,0 |
| Irrigated farming | 240 655 | 6,3 | 520 875 | 13,6 |
| Dry farming | 1 412 604 | 36,7 | 1 132 384 | 29,4 |
| Rocky / deserted areas | 244 924 | 6,4 | 170 274 | 4,4 |
| Settlement centers | 49 989 | 1,3 | 74 215 | 1,9 |
| Water surface | 37 684 | 1,0 | 37 984 | 1,0 |
| Other areas (grazing land, pasture, other use) | 534 476 | 13,9 | 584 600 | 15,2 |
| Total area of the Region | 3 845 343 | 100,0 | 3 845 343 | 100,0 |

large number of compact settlement centers with different populations, and with a functional network structure based on specialization. Upwards population trends in larger cities are expected gain strength, as the cities tend to specialize in production of certain goods and services.

Samsun is the locomotive of the Region's economic development process. Samsun metropolitan area, with its settlement structure involving multiple centers, would become a city suitable for development of expertise, which is a characteristic of larger cities. It would become a suitable location for organization of gateway functions for integration with the rest of the world. The city, being home to the Region's largest university and other institutions of research and development, would become a suitable center for creation of an innovation infrastructure as well. Samsun would thus be in a position to provide orientation for development to other cities and rural centers in the Region.

Çorum would become a rapidly developing industrial town. In addition, the city would also use opportunities for developing service functions, such opportunities stemming from development of Hittite University, integration of local tourism activity with touring networks, and the structure of financial services, which tends to support local development effort.

As regards Tokat, the formation of settlement structure with polycentric would accelerate, as Tokat further develops its network relations with the towns of Turhal and Zile, and even with Niksar and Erbaa, the latter two being within the broader sphere of influence of this city. Tokat and the other towns aforementioned would continue to advance their specialization in management and supply functions in a region of intensive agriculture. At the same time, with anticipated development and diversification in industrial and services sectors, the city is expected to expand its activities that transcend traditional functions and renew its urban functions in new areas (such as exports oriented

manufacturing and tourism).

Amasya is a city that was able to create, through its own quest and effort, a model that has proven successful in conservation of urban cultural heritage. The city, being the central location to a well-endowed agricultural area, has relied on its agricultural income in preserving its urban identity and has further developed its cultural makeup. It is expected that Amasya, in the future as well, would capitalize on its advantages in education and cultural activities and tourism, for continuing its development along these axes, in which it has been specializing.

Merzifon, although only a district center, does possess the functions of 4th level centers of settlement. As regards urban development, the town has a number of comparative advantages as well as high economic and social potential in terms of development / entrepreneurship. For this reason, it is expected that the development of industry in Amasya province would tend to take place rather around Merzifon and Suluova, which are located along the Çorum-Samsun axis. This would further facilitate it for Amasya, as a historical city, to focus on its area of specialization as described in preceding paragraph.

Urban structure would be complemented with the transformation of rural settlement patterns. The central rural settlements (CRS) i would gain further functions in provision of public services in rural areas, and also in processing and storage of agricultural products.

The main transport axis running in northeast –southwest direction would be gaining importance due to the role that it would be playing in interregional transport and international transport as well (considering the role of Samsun Seaport in opening to rest of the world). The Osmaniye-Merzifon-Gurbulak axis, which provides transit passage through the Region in east-west direction, would also be gaining strength. Alongside these two main

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axes, the transport network within the Region as well would be developed in a manner that would bring about further strengthening of the cities and production activities in the Region.

It is assumed that urbanization and the network pattern would be developing in parallel to urban production activities and the structure and characteristics of the industrial sector. The cities would become centers for service and manufacturing sectors and for activities in generation of knowledge at research institutions. It is envisaged that the industrial facilities in the cities of the Region would remain as small and medium scale operations. However, increasingly larger numbers of SMEs would be clustering at such organized areas as OIZs and SIEs. Furthermore, those livestock production activities that are important for the cities would be clustering in OHZs. It is envisaged that the organized areas for clustering of industrial enterprises would be located along the axis of Çorum-Merzifon-Samsun; along the Black Sea coast; and, in the central parts of the Region, around Tokat-Zile, Amasya, and the axis of Erbaa-Niksar, all in a manner to support urbanization and development of the transportation infrastructure.

4.2 MONITORING AND EVALUATION

Planning and policy analysis aims at reducing uncertainties in choices that need to be made concerning the future. Planning should be basically thought of as work with “process characteristics”. In other words, plan documents should be construed as documents that are open to change and renewal, updating. The planning processes can be perceived as a convoluted cycle of three stages, which are; (i) preparation, (ii) implementation, (iii) monitoring and evaluation of the planning rhetoric. In process of revising a plan, the results of Monitoring and Evaluation (M&E) have crucial. Hence it is clear that emphasis should be placed on the stage of monitoring and evaluation as much as emphasis is placed on preparation and implementation, if implementation is to be successful.

One of the factors that would be contributing to integration of the Region with the rest of the world would be its ability to continuously expand its accumulation of knowledge and use that resource as competitive strength in a sustainable manner. In other words, the Region needs to “create a capacity for continuous learning and change”. The M&E process covers the entirety of all institutional project / program implementation stages of YBDP. By perceiving the M&E process, like the process of preparing plans, as a participatory process, and therefore by creating pluralist environments for relevant decision-making, the effectiveness and the benefits of the plan would be improved.

The plan document, in this cyclical process, would be supported by appropriate, reliable information systems. The M&E process consists of the stages for collecting data at various levels depending on what scale the results of plan implementation would be evaluated; for analyzing such data and providing feedback; and for making decisions for revisions that are needed. It is recommended, therefore, that mechanisms necessary for collecting, compiling, and dissemination of data should be defined and that modules of M&E system should

be incorporated within the various components of plans, programs, and projects.

Various functions and parameters, such as identification of the actors in the M&E process, the instruments to be used (reports, on-site inspections, creation of monitoring information system, etc.), and the timing of using such instruments (e.g. periodic or ad hoc use) have been incorporated within the framework of the M&E system. The framework and the process, together as a whole, make up the M&E system. This process is defined in the Master plan together with (other issues of) YBDP implementation.

YBDP aims at decreasing interregional disparities through development along the lines of selected strategic objectives. At the same time, the Project aims to maintain and expand differentiation in selected areas, due to existing characteristics and specialization advantages. In order to monitor differentiation relative to baseline status, routine statistical data already being collected would be used in some cases, while in other cases other specific statistics would need to be produced. “Outputs”, “results”, and “impact” that would emerge through Project implementation can be assessed only through analysis of data from the monitoring information system (MIS).

A part of the M&E system pertains to how to set up the MIS and the database thereof. As regards analyses of data; this would require expertise in the field relevant to specific “impact” or “result” that needs to be assessed. The planning technicians and the policy makers need to select, depending on specific implementation of the strategic plan, the relevant areas of evaluation, as one would observe in many different examples such as environmental impact assessment, technological impact assessment, social impact assessment, or urbanization impact assessment. However, in the M&E process under YBDP, a participatory structure in

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envisaged even where the subject matter requires application of expertise in order to get results.

4.3 RESOURCE REQUIREMENTS AND PROPOSED INVESTMENTS IN THE REGION

According to Scenario A₂, which was selected as the basis for development of the Region, it is projected that investment in the amount of YTL 80,93 billion would be made in the Region during the period 2006-2023. It is envisaged that YTL 9,99 billion of these funds would be public funds (12,3 percent), while YTL 70,93 billion would come from the private sector (87,7 percent). In terms of a sectoral breakdown of these funds, it is forecasted that the agricultural sector would have a share of YTL 3,16 billion (4 percent); industrial sector YTL 26,25 billion (32,4 percent); and the services sector YTL 51,50 billion (63,6 percent) (Table 4.2).

However, more detailed work has indicated that

the amount of resources required for realization of the proposed plan and the Sectoral distribution of such amount differed from that envisaged in Scenario A₂.

The amount of resources required for the proposed projects for the period 2006-2023 has been estimated to be YTL 80,42. It is expected that YTL 10,02 billion of the said investments (12,4 percent) would come from the public sector; while YTL 70,40 billion (87,6 percent) would come from private sector. The breakdown of the total amount of resources required by strategic objectives is given in Table 4.3 and breakdown by sectors is given in Table 4.4, below.

Table 4.2 A₂ Scenario Values (with 2005 prices)

(YTL million)

| Sector | Public Sector Investments | | | | Private Sector Investments | | | | Grand Total |
|--|---------------------------|--------------|--------------|--------------|----------------------------|---------------|---------------|---------------|---------------|
| | 2006-2010 | 2011-2015 | 2016-2023 | Total | 2006-2010 | 2011-2015 | 2016-2023 | Total | |
| Agriculture | 130 | 147 | 380 | 657 | 513 | 539 | 1 459 | 2 511 | 3 168 |
| Industry | 461 | 516 | 1 364 | 2 341 | 4 872 | 5116 | 13 925 | 23 913 | 26 254 |
| Services | 1 346 | 1 516 | 4 134 | 6 996 | 9 202 | 9 527 | 25 782 | 44 511 | 51 508 |
| Total of main investments (2006-2023) | 1 937 | 2 179 | 5 878 | 9 994 | 14 587 | 15 182 | 41 166 | 70 936 | 80 930 |

Table 4.3 Resource Requirements Based On Strategic Objectives (with 2005 prices)

(YTL million)

| Main Strategic Goals | Public Sector Investments | | | | Private Sector Investments | | | | Total | Grand Total |
|---|---------------------------|----------------------------|--------------------------|--------------------|----------------------------|----------------------------|--------------------------|--------------------|-------|---------------|
| | 2006-2010 (short term) | 2011-2015 (medium term) | 2016-2023 (long term) | 2006-2023 Total | 2006-2010 (short term) | 2011-2015 (medium term) | 2016-2023 (long term) | 2006-2023 Total | | |
| Build an effective spatial organization | 905 | 890 | 912 | 2 707 | 5 015 | 5 525 | 16 050 | 26 590 | | 29 297 |
| Development of the human resources and the social structure | 112 | 175 | 280 | 578 | 750 | 1 260 | 3 013 | 5 023 | | 5 601 |
| Increase the competitive power and open out | 1 232 | 1 680 | 3 158 | 6 070 | 7 721 | 7 346 | 17 507 | 32 574 | | 38 644 |
| Protect and improv ecological balances, environment and improve the situation | 123 | 177 | 271 | 571 | 753 | 1 005 | 4 006 | 5764 | | 6 335 |
| Strengthen institutional structure | 18 | 26 | 50 | 94 | 101 | 151 | 200 | 452 | | 546 |
| Total need for sources for regional investments | 2 401 | 2 498 | 4 671 | 10 020 | 14 340 | 15 287 | 40 776 | 70 403 | | 80 423 |

Table 4.4 Resource Requirements by Sectors (with 2005 prices)

(YTL million)

| Sektörler | Public Sector Investments | | | | Private Sector Investments | | | | Grand total |
|--------------|---------------------------|----------------------------|--------------------------|--------------------|----------------------------|----------------------------|--------------------------|--------------------|---------------|
| | 2006-2010 (short term) | 2011-2015 (medium term) | 2016-2023 (long term) | 2006-2023 Total | 2006-2010 (short term) | 2011-2015 (medium term) | 2016-2023 (long term) | 2006-2023 Total | |
| Agriculture | 846 | 989 | 1 589 | 3 424 | 1 167 | 1 233 | 2 073 | 4 473 | 7 897 |
| Industry | 359 | 522 | 1 415 | 2 296 | 4 062 | 4 326 | 11 167 | 19 555 | 21 851 |
| Services | 1 196 | 1 437 | 1 667 | 4 300 | 9 111 | 9 728 | 27 556 | 46 375 | 50 675 |
| Total | 2 401 | 2 948 | 4 671 | 10 020 | 14 340 | 15 287 | 40 776 | 70 403 | 80 423 |

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As it can be seen in Table. 4.4, it has been envisaged that YTL 7,89 billion in resources would be allocated to agricultural sector (9,8 percent); YTL 21,85 billion to industrial sector (27,2 percent); and YTL 50,67 billion to services sector (63,0 percent). These values do differ form those in Scenario A₂, albeit by little. The specified amounts of resources are subject to revision depending on the requirements of the projects that may be out under implementation in the future to contribute to development of the Region.

4.4 CONCLUSION

YBDP covers an outline of a systematic treatment of various future activities as proposed for development of the Region, in a holistic framework involving logical relations between those activities. The purpose of the plan is to accelerate the development of the Region, by defining an internally consistent roadmap, to assure rational decisions and behavior, and thus to define a common and more certain future for all parties in the Region.

The most important contribution of the plan document to the future of the Region is that it makes it more possible for the various communities, institutions, and decision makers in the Region, which are engaged in different activities of their own, to communicate with each other about a common future for the Region. This in turn allows all the different parties to interpret the future and their interests in broader frameworks and longer perspectives, and therefore to jointly define that future and those interests. In order for the Plan to be a document prescribing a common future for all the parties in the TR 83 Level 2 Region, it needs to be based on the broadest possible common denominator on which the parties agree, in other words, a common vision for the Region. YBDP proposes TR83 to become a well-developed region for the future, as one of the regions along the Black Sea coast that opens out to the rest of the world and make it possible for its background areas to do the same. The Region would be able to realize such development on a sustainable basis through urbanization; through further developing the services and the industries in the cities, while observing the ecological balances; through expanding its social capital; and through strengthening its institutional structures. The spatial structure of the Region and its patterns of settlement, together with the infrastructure and environmental protection measures to support that pattern, as whole, support the common vision for the Region.

Realization of the said vision depends, more than any thing else, on the changes in the structure of settlement in the Region. A further urbanized TR83 Level 2 Region, despite agricultural development, would mean reduction of rural population and emergence of more and larger cities. The demographic trend of the last 30 years happens to be in the direction of rural areas being abandoned. However, the population exiting the rural areas tends to prefer, as destinations, the cities outside the Region. This is not compatible with YBDP, which is built on the idea of rendering the cities of the Region more accessible to population groups that are in process of leaving the rural areas. It is calculated that thus the Region's cities would be better able to create opportunities in agglomeration economies, urbanization economies, and external economies. Organization, scale, and level of specialization in agricultural and industrial production would be improved through creation of well-integrated urban structures, thus accelerating the Region's development. Currently there are a large number of rural settlements scattered throughout the geography of the Region. The new proposed pattern of settlement is compatible with the downward trend in the number of such rural settlements. Development of selected rural centers that have potential for gaining strength is being supported through various projects. It is envisaged that more and better services would be provided to rural areas out of those rural centers that would be strengthened.

Like economic development, urban and rural development also belongs to the group of interventions that accelerate human development and human resources development. Processes. The ultimate objective of such development is to bring about a gradual decrease in urban-rural differences and a better quality of life for the Region's population.

The envisaged evolution of the Region towards

becoming a knowledge society assures that education and health services and other social services would be provided through institutional structures and programs with better quality, at the right level and at the right time. Assuring scientific development and enhancing the relationship between knowledge and production are among the most strategic preferences for building a sustainable future.

The problems that might emerge in the Region stemming from social mobility are of the kind that can be predicted and prevented. For population groups that relocate, the most important areas of activity for social development in the Region would include preparing better physical environments and more reliable service at chosen destinations of migrating groups; a well programmed effort to combat poverty and unemployment; and an evolutionary process towards ultimate equality in gender issues.

The strategic objectives of YBDP are preparing the spatial aspects of development in the Region and developing the social structures, the information infrastructure, and human resources. Thus it would be possible to assure that those economic activities that are the true triggers, motors, and leaders of development would take place in a rational manner and without problems, and proceed at a high but sustainable pace. The economic aspects have been treated (in the Plan) in terms of developments in agriculture, industry, and, most of all, services. Agriculture would be evolving towards a structure that would be oriented towards new technologies and new crops. This structure would also be oriented towards markets and increasingly more so the international markets; it would have a well-developed infrastructure and it would rely more on well organized knowledge and high technology; and it would be producing and adapting to standards required in world markets. In this way, a smaller rural population would be achieving more and better quality plant and animal production with higher productivity and competitive strength.

The industrial sector would, at the outset, continue its advance in the direction of the “Çorum Model”, by relying on developments in agriculture, diversification, the comparative advantages of the Region, and local raw materials. However, once the metropolitan characteristics that Samsun is expected to develop emerge, the industrial sector in the region would start an evolution towards a more specialized structure, using and developing technology and dealing less in imitation products. The basic characteristic of the existing manufacturing industry in the Region is that small enterprises are dominant and they operate at low levels of productivity. An important part of a small number of large scale enterprises found in the Region are state owned enterprises. This structure, however, is now changing due to a policy of privatization, which is being implemented nationwide. In parallel to that development, YBDP prescribes creation of larger production units by private sector and recommends mechanisms for bringing about such transition.

It is envisaged that, as the number of OIZs and SIEs increase and offer better quality infrastructure and other services, the SMEs would in turn perform better in term of technology and institutional structure, ability to form and run partnerships, and more rational use of new financial means.

Services would make up the most important area of development. The service sectors, while providing the largest part of employment capacity in the Region, also contribute to agricultural and industrial production through physical, managerial, and financial functions. It is planned that the financial institutions would develop and gain structure and strengths sufficient to finance the development process in the Region. The process of external liberalization in the Region and especially foreign trade functions would need to be based on powerful urban, physical, and managerial structures. It is with such understanding that designs are included in the Plan for preparing Samsun as a metropolis, assuring that the city would be offering high qual-

Figure 4.1 Existing Pattern of Land Use and Functional Structure

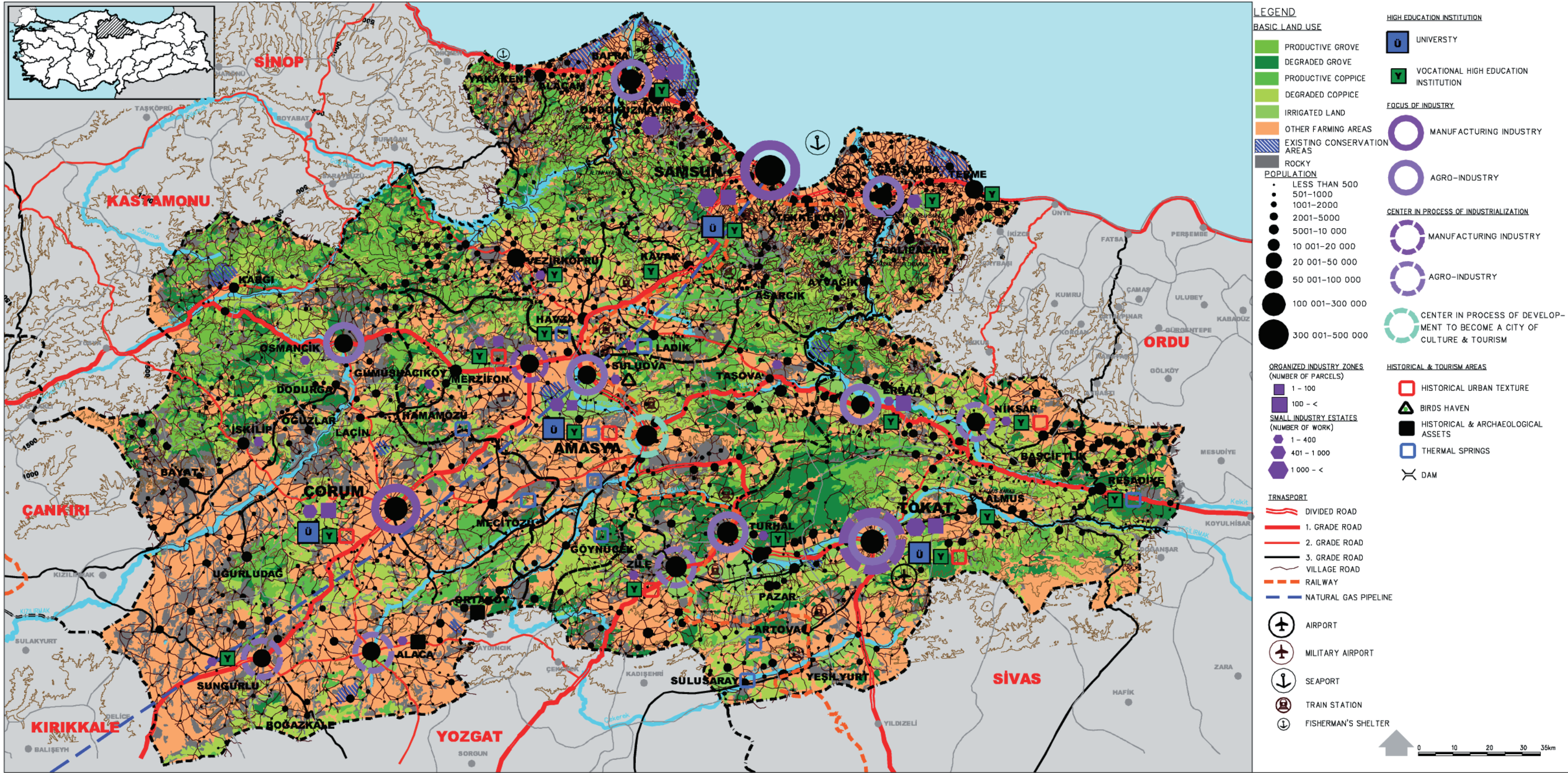
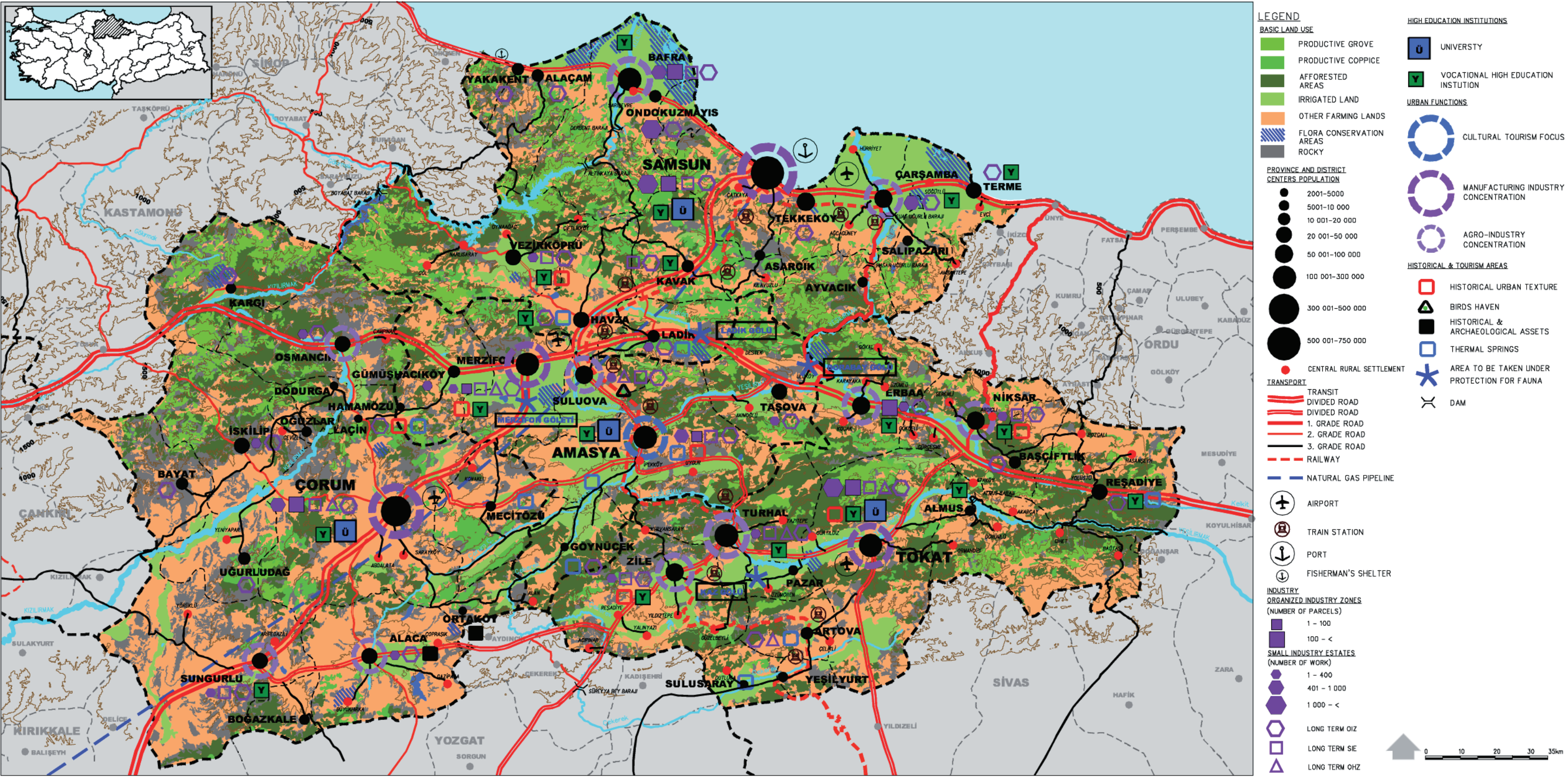


Figure 4.2 Envisaged Pattern of Land Use and Functional Structure



ity physical infrastructure, operations, and other relevant functions and services.

Except that the historical and archeological sites of ancient Hittite civilization would be part of national and international touring networks, tourism services in the Region are planned to develop with a notion of tourism unique to the Region, which would emphasize culture and ecology and not mass tourism. It is envisaged that the construction sector in the Region would be improving in terms of organization and technical knowledge so that it can be effective in development of infrastructure and built environment in the Region. In this manner, the construction sector would develop technical and financial capacity for building the physical aspects of the Region's future. It would at the same time be creating employment opportunities, especially in short and medium terms, for the narrow skilled workforce that would be leaving the rural areas.

Economic development, unless it is well planned, can negatively affect the environment and ecological balances, as development accelerates through spatial expansion and growth of human capital. Indeed there are a number of ecological problems in the Region even now, before the economic development as envisaged in the Plan. The leading ecological problems include pollution of soil and water, erosion, reduction and deterioration of flora, expansion of non-agricultural land use at the expense of farmland, and failure to protect sufficiently biodiversity in the region as well as endemic flora and fauna in parts of the Region.

The plan prescribes that, as the Region develops both economically and physically, ecological programs would be considered in all areas of Project implementation, in order to help alleviate and / or prevent the aforementioned problems and build a cleaner and healthier future for the Region.

Another aspect to assuring sustainable development is to assure evolution of existing institutional

structures towards more rational, flexible, and democratic structures, which the envisaged developments in the Region would require. Both productivity considerations and need for ability to adapt to new developments around the world would require planning of new institutional structures; designing the regional planning process as a democratic process; and producing decisions based on public participation and social consensus. Therefore, it is recommended that, the actors from public sector, notably the local administrations, as well as private sector and NGOs that are expected to have roles in project implementation and M&E processes, work together, under a common approach of governance, in implementation and revision of the regional plan.

Progress with respect to any given strategic objective, in the directions as envisaged in a vision statement, can be achieved only when that objective is viewed and pursued together with all other strategic objectives. The objectives are not independent from each other; they are interdependent. This internal dependency is important for assuring operational integrity as well as internal consistency of the Plan.

YBDP, for these reasons, begins with envisioning a broadly defined future, on which the entire society in the Region would agree. This general foresight, given that is detailed, adapted, and formalized for the period 2006-2023, without, however, disrupting its internal consistency, and given that it is then implemented through a system of strategic objectives – priorities – measures and projects, would bring the Region up to competition with other regions in Turkey, and other countries and regions in its global network of relations.

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